

Introduction

The South Lancashire Breast Screening Programme (SLBSP) is provided by Wrightington, Wigan and Leigh NHS Foundation Trust who are co-commissioned by NHS England Manchester Area Team and Wigan Borough Clinical Commissioning Group (CCG). Wigan CCG is the lead commissioner for the Programme. NHS England Manchester Area Team also commission on behalf of NHS England Lancashire Area Team for the Lancashire population which are part of our programme.

All breast screening programmes across England follow guidance and recommendations from NHS Breast Screening Programme (NHSBSP) and service specification from NHS England to ensure that a high standard of service is provided.

Breast screening programmes report data to NHS England and Regional Quality Assurance Centres on a monthly, quarterly and annual basis.

SLBSP Board meetings are held every six months between WWL, Wigan CCG, NHS England Lancashire and NHS England Manchester.

SLBSP is currently not reaching the minimum standards set by NHSBSP for Round Length.

Aim

To provide a detailed series of measures to recoup performance as a matter of urgency.
To identify any risks involved.

Current Service Profile

SLBSP is based at the Breast Screening Unit within Thomas Linacre Centre (TLC) in Wigan with 3 Mobile Units providing screening coverage across the catchment area.

Attendance for screening meets the minimum standard of >70% and generates 150 mammographic examinations each day = 750 each week.

Current Service Performance

Due to equipment breakdown, staffing shortages and industrial action, the standard for Round Length has now fallen below the minimum target of $\geq 90\%$.

Latest figures: November = 94%, December = 85%, January = 78%, February = 88%,
March = 63%.

The majority of women who are not being offered their first screening appointment within 36 months of their last screen are from the Lancashire area.

On 26th February 2015, the Microdose equipment on Van 2, situated at Chorley Hospital ceased functioning and was out of service until 5th March 2015. This resulted in a loss of 5½ days screening and the cancellation of 279 appointments.

Urgent action is required to re-establish a Round Length of 36 months for >90% of invited women.

Short Term Issues

Equipment reliability.

The 3 Microdose Mammography sets have suffered frequent breakdowns resulting in appointment cancellations.

Funding.

Additional funding is required to provide additional screening sessions in order to recover Round Length standard.

Requirements for Service Improvement

1. Additional screening sessions.
To be held to accommodate outstanding appointments.
2. Implementation of SMART booking.
To enable recovery of Round Length.
3. Action from Supplier.
To ensure prompt resolution of equipment breakdown.
To ensure greater equipment reliability.

Actions

Action	Lead	Completion Date
Additional screening clinics in evenings and Saturdays	WWL Employees	05.03.2015 Until standard recovered
SMART booking to be implemented as each new batch of women is booked. This will ensure effective use of resources. Using SMART booking, the cancelled appointments have all been rebooked to existing screening sessions at Van 2 at the Chorley site.	WWL Employees	07.01.2015
Regular Supplier service meetings between Programme Manager and Supplier Head of Service Delivery to address equipment issues.	WWL Employees/Supplier Representative	20.10.2014

Risk

Risk assessments have been completed for Round Length and other NHSBSP standards, staffing and equipment reliability.

These sit on the Divisional Risk Register.

All incidents of breakdown have been reported to the Trust via Datix and to NHS England and the Regional Quality Assurance Reference Centre,

The equipment reliability issues have been escalated through the Trust.

Risk	Mitigation
Failure to meet Round length standard. Insufficient number of screening sessions.	Extra screening sessions have been funded to recoup performance.
Inability to meet short term measures due to: Staff unavailable to deliver extra sessions (sickness, annual leave) Equipment breakdown Lack of secured short term funding	Agency staff employed if required. Regular QA monitoring of equipment. Comprehensive equipment manufacturer's maintenance contract. Regular service meetings with Supplier. WWL management to identify funding. Weekly Programme Management meetings to monitor performance.
Inability to sustain standards if/when they are achieved due to: Staffing shortages Lack of secured long term funding. Further equipment breakdown.	Close monitoring of round length. Service review undertaken to identify funding/staffing/ service needs. Funding identified for staffing in 2015/2016 budget. Supplier move to 7 day working. Improved x-ray tube quality.
Increased anxiety of women due to increased waiting times for results/diagnosis.	Short Term Recovery Plan implemented to recoup performance as quickly as possible.
Women waiting longer for cancer diagnosis due to standards not being met.	Short Term Recovery Plan implemented to recoup performance as quickly as possible.

Progress Review

SLBSU will report progress to North West Regional Quality Assurance, Commissioners and WWL Divisional Team monthly.

27/03/2015 Reports run for Round Length. April = 86%, May = 91.4%. (May figure not final)

September 2015.

Round Length: May 90.4%, June 97.66%, July 64.5% (99.5% invited within 37 months), August 94.8%, September 95.9%. The fall in June was due to a delay in booking 1 GP practice, however almost all clients were invited within 37 months.

The implementation of the SMART booking system has resulted in a much more efficient booking process and has enabled the round length standard to be recovered and exceeded.

The Supplier has a much improved response to equipment breakdown, often attending at evenings and weekends, which has resulted in less downtime and greatly reduced the number of cancelled appointments. Since this report was written in March, we have lost a total of 6 days screening to date across **ALL 3** Mobile Units with a total of 420 cancelled appointments.