

**Reflection Paper – North London Breast Screening Service Mobile Van Location
- Finchley Memorial Hospital**

The following reflection paper has been produced by NLBSS for discussion in the Health Overview and Scrutiny Committee, in light of the relocation of the mobile screening van from the planned site at Finchley Memorial Hospital to St. Michaels Hospital. The change of location was envisaged to be a temporary measure and the mobile screening van will re-commence screening at Finchley Memorial Hospital on 2nd December 2013.

Background

As of April 2013 Finchley Memorial Hospital is managed by an NHS Property partner named 'Community Health Partnerships' (CHP), as such an unbudgeted charge was issued to NLBSS, historically none of the mobile screening sites incurred charges for parking the mobile screening vans. Alternative sites, including static site options, with good access for women in the area are being explored, this feasibility study will be completed by NLBSS in collaboration with NHS England.

Feedback from local communities demonstrates the importance they place on our delivering best value for money for all services. Mobile screening vans have been used by NLBSS for many years to deliver breast screening across the North London area. Problems with siting mobiles do arise from time to time and for a variety of reasons.

Discussions with partners of NLBSS have also highlighted a heightened anxiety felt by some of the local screening population due to the previous suspension of NLBSS. The suspension resulted in women receiving invitations for screening at a 46-48 month interval and this further strengthened the decision not to delay screening invitations due to challenges faced at Finchley. NLBSS would like to assure all partners of the continued improvements in the provision of care and delivery of National service requirements.

Rationale

All women are required to receive an invitation for breast screening every 36 months and to avoid delays in invitations for screening; in the short term, women who have previously been invited to the Finchley Memorial site were invited for screening at St. Michaels, Enfield. Screening was also available at Barnet Hospital and Edgware Community Hospital on request. It was important that a decision to relocate the mobile van to an alternative site as oppose to delaying women's invitations was made. If a decision was made to cease screening for the population affected by the Finchley negotiations, the detection of a cancer could be delayed. NLBSS felt strongly that this risk could not be taken and therefore a decision not to delay invitations was made.

NLBSS serve an eligible population of 220,000 covering Brent, Harrow, Barnet, West Hertfordshire, Enfield and Haringey. Using St. Michaels as an alternative site in the short term reduced any wider impact that would have been felt across the other screening sites and population. This also ensured that NLBSS could continue to safely facilitate screening for the eligible population within the required 36 month period.

Initially the Quality Assurance Reference Centre were informed about the problems, NHS England (London) as commissioners and Barnet and Chase Farm NHS Trust as hosts for the service were also immediately consulted. Although it is not our usual practice to enter into formal consultation about changes in the siting of mobile units, especially where these are expected to be short lived or temporary.

Future Planning

NHS England's agreement to cover the charges incurred at Finchley Memorial ensured that NLBSS were able to make plans to re-commence screening at this site. CHP's electrical contractors have been working on the re-installation process over the weeks leading up to 2nd December; some delays were felt due to production of a be-spoke part required by CHP's contractors for the installation. As outlined earlier in this paper, screening is now due to re-commence on Monday 2nd December, 2013.

To ensure the North London Breast Screening Service consistently delivers a robust and stable programme, extensive planning is undertaken. However with the nature of the programme and reliance on numerous external factors outside of the control of the service, unplanned changes to delivery are sometimes necessary. To the future, replacement of mobile screening vans with permanent static sites is planned. This will further improve the reliability of the service, reducing the impact that varying external factors can have on mobile screening sites.

We would like to reassure all parties that there are no delays or suspension to screening due to the issues encountered, as women were still invited in a timely manner to the alternate sites, whilst resolving issues at the Finchley Memorial site. Any clients who received an invitation for breast screening at St. Michaels and subsequently DNA'd their appointment will be offered a further timed appointment at Finchley Memorial to the future. NLBSS and NHS England are also assessing all potential sites and locations to the future including those that may be affected by similar issues encountered at Finchley Memorial Hospital.

Chronology of Events

Date	Event
Background	NLBSS have used Finchley Memorial Hospital (FMH) as a screening site for last 3 screening rounds, i.e. exceeding 9 years. Usage of the site has been based on a mutual agreement between NLBSS and FMH, no formal contractual agreement between FMH and NLBSS were in place and siting was free from charges.
Planned Mobile Van Siting	August 2013 to March 2015.
Autumn 2012	Initial discussions between NLBSS and FMH began during the FMH 'open day'. During this visit the NLBSS Superintendent Radiographer was shown the area where the mobile screening van would be sited –no potential charges were discussed.
February 2013	A further conversation between the NLBSS Superintendent Radiographer and FMH was had and a further site visit was with a view to look at potential static rooms at FMH for future screening rounds. No indication of any potential parking charges for the mobile van siting were highlighted to NLBSS.
July 2013	5 weeks prior to the scheduled mobile van move NLBSS Superintendent Radiographer contacted FMH to confirm final plans. At this point she was notified that FMH was now managed by an NHS Property partner named 'Community Health Partnerships' (CHP, (as of April, 2013)) and that a fee for locating the mobile van on site would be due.
July 2013	The parking charge issued was £100 + VAT per day – (20 month period) – estimated £48,000 based on 5 day week. NLBSS has no budgeted allocation for mobile van parking charges and therefore an alternative plan was produced at very short notice. To ensure ladies screening invitations remained within the 36 month guidelines an immediate change of venue was

Appendix A

	required whilst negotiations were undertaken.
August 2013	NLBSS immediately informed local GPs affected, NHS England (London) as commissioners and Barnet and Chase Farm NHS Trust as hosts for the service. Dr. Teh subsequently responded to information requests from Mike Freer, MP.
August – October 2013	As NLBSS had a 5 week window to re-locate the mobile screening van planned for FMH, St. Michaels Hospital (SMH) was approached as an alternative screening site. Rationale was that NLBSS had recently moved from SMH, a good relationship was held between SMH and NLBSS, no alternative North London sites were readily available at such short notice and no charges would be incurred whilst alternative plans were being produced.
NB.	Any invited clients wishing to reschedule were offered alternative sites including Barnet Hospital and Edgware Hospital. NLBSS did not have enough capacity to invite all women to Edgware and Barnet but could accommodate clients wanting to reschedule.
September 2013	NLBSS hoped a transitional arrangement could be reached with FMH; a reduced charge was offered at £60 +VAT per day by CHP.
September 2013	NHS England outlined intention to fund the charge incurred by CHP allowing mobile screening van to re-locate to the FMH site with an aim for a re-instated mobile screening van as soon as possible.
October – November 2013	In light of NHS England's proposal to fund charges incurred and as operational planning was being undertaken to re-site the mobile screening van to Finchley Memorial, it was agreed that NLBSS would run double screening clinics at Edgware as an alternative to St. Michaels until screening re-commenced at Finchley. This alternative was favourable for the population invited. Some delays were felt due to the production of a be-spoke part required by CHP's contractors for the installation. Screening could not commence until this part was produced and installed.
December 2013	Screening to re-commence at the Finchley Memorial site. Delays to original planned start date due to installation issues on the Finchley Site. NLBSS working closely with CHP over the 8 week period to commence screening at the earliest opportunity.
Future 2013 +	Plans for static site feasibility study to be completed at FMH including cost of decommissioning mobile van and fitting out a static room within the hospital which can be used as a permanent screening site. Any clients who DNA'd an appointment at SMH will be offered a timed second timed appointment at FMH.

Reflection

The challenges faced as a result of the planned location of the mobile screening van at Finchley Memorial have, on reflection, enabled further learning for future mobile screening van planning.

One area that requires a more robust process is in relation to the communication pathway for partner organisations. Once it was established that a transitional agreement was not going to be reached with CHP, in the short term NLBSS immediately informed various affected partners. These included the Quality Assurance Reference Centre, NHS England (London) and Barnet and Chase Farm NHS Trust however looking to the future, communication links with other partners need to be strengthened.

As a result of the challenges faced when locating at Finchley Memorial a newly agreed escalation plan has been agreed between NLBSS and NHS England (Annex 1 – 'Proposed

Communication Pathway for Partner Organisations'). NLBSS will escalate risks identified to NHS England as commissioners, who will then communicate with the relevant CCG lead and Director of Public Health. Information will then be distributed to the relevant Health Boards and Committees.

As a result of the feedback received from the local screening population affected by the mobile van move to St. Michaels, NLBSS also wants to ensure every affected client is given a further opportunity to attend. Therefore for every client who was sent a screening invitation for St. Michaels instead of Finchley Memorial and subsequently DNA'd, a further timed screening invitation will be sent. This will be sent inviting the client to Finchley Memorial, the preferred location for clients of the local population.

On reflection, NLBSS also want to ensure that to the future, the issues highlighted at the Finchley Memorial site are avoided at other mobile screening locations. As a result a comprehensive piece of work is planned, highlighting any other sites that are now managed by CHP or NHS Properties. This work will ensure that alternative plans can be made in a timely manner, reducing the likelihood of any negative impact on the screening population. Also through feedback from NLBSS to the Quality Assurance Reference Centre, other screening services across London can benefit from this learning and pre-plan for future eventualities they may face due to the changing NHS landscape.