



Case study title:	Multi-Disciplinary Team Clinical Leads Programme of Learning
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Case study summary:

Northern Cancer Alliance has supported the delivery of Multi-Disciplinary Team Clinical Leads training sessions to 73 staff from across the patch and across disciplines to focus on improving Multi-Disciplinary Team meetings; this is a participation rate of 91.25%. Following the success of this training follow-up sessions are being delivered now.

The idea:

The Northern Cancer Alliance is engaged in reforming multi-disciplinary team meetings to make them more effective and efficient. Part of the review for Multi-Disciplinary Teams was to develop a programme of learning for the Clinical Leads. We were unable to find a generic course to meet our needs so we developed a bespoke programme. After a procurement exercise the Cancer Alliance commissioned Prospect Business Consulting Ltd to deliver the Clinical Leads Programme of Learning.

The training was designed to be delivered in two half days, rather than one full day, to minimise impacts on clinical commitments. Each workshop had 20 places and 73 Clinical Leads registered for the training.

Workshop 1 - Leading/ Chairing the Multi-Disciplinary Team

- Welcome, expectations and result of the audit
- Is the focus of Multi-Disciplinary Teams changing?
- What processes, skills and behaviours make a team successful?
- Role of the Chair in building the culture and upholding quality of a Multi-Disciplinary Team
- Reflecting upon own strengths, contributions and development
- Communication, collaboration and decision-making essentials
- Embedding learning into your team –a quality audit tool for multi-disciplinary teams
- Evaluation and next steps before workshop 2

Workshop 2 – Dealing with challenging issues for Multi-Disciplinary Team Chairs/Leads

- Helping others understand the purpose of the Multi-Disciplinary Team
- Understanding what drives the behaviours of others
- Exploring your negotiation and conflict handling approach (use self-assessments)
- Identifying ‘hot and cold’ conflict behaviours
- Techniques for Chairs to handle difficult issues and encourage collaboration using a coaching approach
- Techniques for negotiating, handling resistance and conflict
- Skills practice using real scenarios with actors
- Embedding learning into your Multi-Disciplinary Team, your action plan
- Evaluation



The results and impact on patients

Multi-Disciplinary Team Training Themes from System Diagnostic Exercise

At each of the six workshops, an 'onion diagram' model was used to demonstrate how to map out and 'diagnose' the factors in their system that either enable or prevent Multi-Disciplinary Team effectiveness. This supported discussion about their wider leadership roles beyond chairing the Multi-Disciplinary Team, and what some of the mitigations and remedies were. They shared solutions and best practice.

Themes that attracted most discussion:

- Time and overloading/ volume of cases
- Role of lead professional in taking responsibility and referring appropriately
- Infrastructure – management support, AV etc.
- Behaviours in Multi-Disciplinary Team and addressing these
- Outsourcing of radiology problems
- Protected time for role and time out for Multi-Disciplinary Team

The evaluations and feedback from the workshops were very positive, the training was rated 'strongly agree' and 'agree' overall.

It was great to hear how much Clinical Leads have gained from the programme of learning and how it is starting to have an impact on leading Multi-Disciplinary Teams.

The Northern Cancer Alliance and Prospect are delighted to be delivering a further 4 half day sessions following the success of the training last year.

Benefit to the patient:

All patients diagnosed with cancer will be discussed at a Multi-Disciplinary Team, these meetings are the place where all clinical expertise comes together to decide on the best course of action for a patient. Given rising patient numbers it is vital that these meetings function effectively to support high quality decision making and reduce delays in the patient pathway.

Quote from a professional or member of the team:

A comment from the feedback:

“really good not just Multi-Disciplinary Team training but useful life skills, well run and would recommend lead colleagues to attend” Lead Cancer Clinician.

How participants found the development days:

“the event was very helpful indeed. From my perspective, I’ve introduced a “written code of behaviour” which was approved at the Multi-Disciplinary Team AGM and is now somehow followed by the team members. We also try to limit the number of patients for discussion and I work with the team co-ordinator reviewing appropriateness of the cases referred for



discussion if the number exceeds the limit on the final agenda. I haven't bought a bell for notifying too long discussions yet though... Lead Cancer Clinician.

Implementation tips:

- Design of pre-programme skills audit on survey monkey.
- Sample phone calls to discuss the Chair role, challenges and programme with several delegates.
- Analysis and report of audit.
- On-going project management and workshop evaluations.
- Regular communication with team leads.
- Easy booking system.
- Regular conference calls with Northern Cancer Alliance and Prospect.

Pilot programme for the first workshop was delivered twice to Multi-Disciplinary Team leads and was evaluated by 20 delegates. The first pilot workshop evaluated overall at 96.6% rated the workshop as good/very good, and the second pilot workshop was evaluated overall at 95% good/very good.

The evaluation asked for feedback on the aims of the workshop and the facilitation. Delegates suggested that the facilitators could improve the programme further by bringing in real examples and this was been taken on board. This demonstrated that the programme was highly valuable and relevant to the team leads.

During the training programme leads had access to virtual on-line learning PRO-VE to create an on-line portal for the programme where delegates could access materials, establish chat rooms and learning circles with each other, access a huge range of reading, resources, videos etc. to support their learning, deposit their own resources. They were also provided with a personal log in, and support from Prospect's Business Manager on how to make the most of the resources, tools and techniques.

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