Optimising Models of Care for Molecular Radiotherapy Services   
at [Insert name]

Implementation Planning Meeting

[insert meeting date and location]

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| This document provides a session-by-session facilitation guide to help you manage your meeting and keep the conversation productive and on topic. It is intended as a guide only and should be amended as appropriate for local requirements.  To ensure you have the right stakeholders present, you may need to shorten the meeting and/or have multiple meetings and adapt the agenda accordingly. |

# Before the meeting

* Plan what data you will need at the meeting to evaluate alternative service model scenarios including advantages, disadvantages, feasibility and business case. You may need to collect this data before the meeting so consider data collection timescales when selecting a meeting date
* Evaluation data might include:
  + Financial implications, service revenue (tariff costs) and additional running costs (staff overtime, transport)
  + Resource use – sites, clinics, staffing levels, capacity, demand
  + Pharmacy metrics
  + Delivery logistics including cold chain and waste management
* Ensure that you have access to a suitable room, with projector and flip-charts or a white board
* Follow-up with participants to confirm attendance
* Bringing the following will help you to run a successful meeting, and capture key outcomes and next steps:
  + Agenda and copy of the slide presentation for each participant
  + Laptop with copy of the meeting slides
  + Stationary (flip chart, pens, post-it notes, blu tac etc.)
  + Pointer (slide changer)

# Record the names and roles of meeting participants below

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| **Name** | **Role** |
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# Meeting objectives and agenda

* Consider alternative models of care and select the approach to take forward
* Develop an implementation plan with key actions and responsibilities

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| Time | Agenda Item | Lead |
| 9.00 | **Welcome, introductions and meeting objectives** | [Insert Chair’s name] |
| 9.15 | **Recap of the service evaluation meeting outputs**   *Presentation (15 minutes)* | [Insert Presenter’s name] |
| 9.30 | **Future service mapping: Scenario 1**  *Presentation, workshop and facilitated discussion (60 minutes)*  [Insert a headline list of discussion points. For example, patient pathway, resource use, costs and revenue, staffing levels and pharmacy considerations] | [Insert Session Lead’s name] |
| 10.30 | **Coffee break** |  |
| 10.45 | **Future service mapping: Scenario 2**  *Presentation, workshop and facilitated discussion (60 minutes)* | [Insert Session Lead’s name] |
| 11.45 | **Future service mapping: Scenario 3**  *Presentation, workshop and facilitated discussion (60 minutes)* | [Insert Session Lead’s name] |
| 12.45 | **Lunch** |  |
| 13.30 | **Service model decision**  *Facilitated discussion (60 minutes)*   * Agree the optimal service model for our locality | [Insert Session Lead’s name] |
| 14.30 | **Action Planning**  *Facilitated discussion and action planning (60 minutes)*  [Insert the final outputs to be achieved at the meeting and next steps. For example:   * Agree a detailed implementation plan for service model redesign] | [Insert Chair’s name] |
| 15.30 | Summary and close |  |

[This is an example agenda only. Please adapt for local requirements.]

# Key desired outcomes [edit as appropriate]

* Evaluate the alternative service model scenarios being considered and identify the optimal approach to take forward
* Design a map of the optimal service model and plan the patient journey
* Create a point-by-point implementation action plan for the new service model(s), including assigning responsibilities and defining timelines

# Session-by-session facilitation guide

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| **Time** | **Topic** |
| **8.30–9.00** | Arrivals and coffee |
| **9.00–9.15** | **Welcome and introductions (15 mins)**   * Chair/facilitator to welcome delegates and ask each person to introduce themselves, outlining their current position and role * Thank all participants for making the time and effort to attend * Explain your role as facilitator i.e.:   + Keep things on track and on time   + Ensure interesting and lively discussions with full participation   + To question and challenge   + Ensure we fulfil meeting objectives * Outline general points/housekeeping:   + Use of mobile phones and laptops in breaks only   + Full participation is requested   + Keeping to meeting timings may require some issues to be parked for later discussion   + Sign post fire exits/toilets * Outline the meeting agenda and key objectives from slide deck |
| **9.15–9.30** | **Recap of the service evaluation meeting outputs (15 mins)**  **Session objective**: Provide an overview of discussions and agreements from the previous meeting. Focus on the service model scenarios that were agreed to be taken forward and the data collection plan that was actioned   * Facilitator to present introductory slides to the group. Recommend to encourage input from participants and avoid presenting too many slides * In the draft agenda, 15 minutes are allocated for this session so make sure you keep any Q&A within the allotted time |
| **09.30–10.30** | **Service model mapping – Scenario 1 (60 minutes)**  ***Session objective****: Evaluate the alternative service model scenarios being considered and clarify potential issues around feasibility of implementation within your locality*  [Note to facilitator. The template agenda provides time to assess up to three different scenarios (60 minutes each). This should be updated as required. It is recommended that each scenario is discussed in a separate session]  **Patient pathway planning (15 minutes)**  ***Objective****: Map out how the patient pathway and how the service model would be delivered in the locality*  [Note to facilitator. Briefly explain the approach to the exercise. Make sure you capture ideas from all participants]  **[Suggested facilitation approach.** The facilitator allocates attendees specific perspectives (e.g. prescriber, service deliverer, pharmacy, patient, commissioner).The whole group work together to develop a single detailed service map which each attendee contributing from the perspective they have been asked to take. The mapping exercise should start from the point at which the decision to treat occurs and end at the point the patient’s treatment episode is completed]  **Service reimbursement, logistics and practicalities for implementation (30 minutes)**  ***Objective:*** *Understand the practical implications of pathway implementation*  [Note to facilitator. There is potentially a lot of information to discuss in this part of the session. Ensure that you keep the conversation moving and relevant to the agenda and objectives. Key points for discussion are highlighted below]   * **Reimbursement and funding**   + How will the service be paid for? If you are introducing a new therapy into treatment pathways, what are the specifics of funding for drug acquisition and administration costs?   + Will setting up the service require local tariff negotiation with commissioners? Who will undertake such negotiations if required?   + What are the financial implications for the service model for Trust income?   + Are there any considerations around use of outsourced pharmacy and VAT savings? * **Staffing requirement**   + What staffing level will be required for the service? Will existing staff be used or will additional staffing be required **Pharmacy/radiopharamcy impact**   + What is the pharmacy pathway for the proposed service including both diagnostic and therapeutic aspects of molecular radiotherapy?   + How will pharmacy/radiopharmacy deliver new and existing therapies?   + How can waiting times between deciding to start PRRT and first administration to the patient be minimised?   **SWOT analysis (15 minutes)**  ***Objective:*** *Critically assess the scenario and determine its strengths and weaknesses*   * Facilitator to lead discussion with group exploring strengths, weaknesses, opportunities and threats for service model e.g.: for a homecare model   + **Strengths/opportunities.** Patient centric service that releases capacity. Additional income through ability to treat more patients   + **Weaknesses/threats.** More complex to initiate than adapting an existing hospital service. Requires additional nurse/administrator capacity to run * Ensure that you guide the group to explore how the service model helps to address the key pressure points and opportunities for service improvement discussed earlier in the meeting * Identify advantages and disadvantages of the alternative service model scenario and agree feasibility of approach. Prompt the group to think about, for example:   + Which departments will be affected by the service model change?   + What steps in the process are contingent on other steps in the process?   + What are the significant costs (suppliers) and resource inputs (staffing, training, clinic space etc.) for the new approach and how will Trust income be affected by the change?   + Will the alternative service model fit with all sites, clinics, locations or patient groups?   [Note that outputs from the SWOT analysis can be used later in the meeting to support assessment of, and agreement on, the service model to take forwards] |
| **10.30** | **Coffee break (15 mins)** |
| **10.45–11.45** | **Service model mapping – Scenario 2 (60 mins)**  *Presentation, workshop and facilitated discussion (60 minutes)*   * Facilitator to guide the group through the same steps as above for scenario 2 |
| **11.45–12.45** | **Service model mapping – Scenario 3 (60 minutes)**  *Presentation, workshop and facilitated discussion*   * Facilitator to guide the group through the same steps as above for scenario 3 |
| **12.45–13.30** | **Lunch (45 minutes)** |
| **13.30–14.30** | **Service model decision (60 minutes)**  ***Session objective****: Compare the scenarios considered and agree which service model to take forward to implementation*   * Facilitator to work with the group to discuss findings from scenario mapping and agree service model to implement. Use the flip board to capture attendee’s thoughts on the advantages and disadvantages of each approach and the feasibility of implementation. * Facilitator to work with the group to identify the key metrics to support decision making. Consider focussing discussion on the following topics:   + Fit with existing organisational structures and resources   + Whether a single model fulfils all needs or a combination of delivery settings is appropriate   + Financial implications (including business case development, where relevant, commissioning and reimbursement)   + Training and processes required for implementation   + Potential barriers to implementation and appropriate risk management * Agree criteria for achieving consensus. For example, will an 80:20 voting split be sufficient to take a model forward * Move attendees to a vote [if required] on the service model to take forwards   [If group cannot reach consensus, consider implementing the following]   * Facilitator to guide attendees in discussion around what they have based their decision on, and what specifically has convinced them of the optimal approach. * Once both sides of the split have had an opportunity to reiterate their case, the vote can be repeated   [If consensus still cannot be reached, agree next steps for achieving consensus at a later date. Is more data collection required, or would discussions with additional stakeholder be useful?] |
| **14.30–15.30** | **Implementation action planning (60 minutes)**  ***Session objective****: To define a clear, step-by-step project plan for the implementation of the service redesign, and assign actions and responsibilities to the team for implementation*   * [Note that toolkit resources include a template action plan for you to complete. The template document should be updated as appropriate to reflect the service model your team has targeted for implementation] * For the chosen service model(s), work with the group to define a list of key actions that need to be completed. You may find it easier to work on a flip-chart or white board to note down your project plan(s). Be specific and comprehensive * [Note to facilitator. You may want to develop a list of draft key actions prior to the meeting to support guiding the conversation] * For each action specified define:   + **Who will complete the task**–Assign responsibility for completing each to task a specific team member(s)   + **How the task will be completed**–Ensure that participants understand how to complete their actions   + **A completion date**–Assign a completion date for each task, including interim review meetings if necessary * Agree the date that the group will next meet and how and when they will communicate about the service redesign process in the interim |
| **15.30** | **Summary and close**   * Thank the participants for attending, revisit the meeting objective(s) and demonstrate that these have been met * Inform participants that key minutes and action plan will be circulated by [insert date] and put the date of the next review meeting in diaries [delete as appropriate] |

# Post meeting

* Circulate meeting minutes and action to the group
* Confirm a date and venue to the next meeting, if appropriate, to discuss ongoing progress with implementation of the initiatives agreed