

Strategic Plan 2011-13

The North Eastern Melbourne Integrated Cancer Service (NEMICS) is one of three metropolitan and five regional integrated cancer services established by the Victorian Department of Health in 2005. These managed networks are tasked with implementing aspects of the Cancer Services Framework for Victoria and Victoria's Cancer Action Plan 2008-11. Priority areas for improvement in cancer services include: multidisciplinary care, where treatment is planned and delivered by a multidisciplinary team; integration of screening for supportive care needs and appropriate referral to support services for people receiving treatment for cancer; care coordinated across the treatment pathway, including the timely flow of information to all members of the care team and provision of cancer treatment within a tumour stream approach in accordance with evidence-based guidelines and monitoring of unwarranted variations in practice. Underpinning these priorities is a performance monitoring framework to monitor the quality of the way care services are delivered and the care provided. Victoria's Cancer Action Plan 2008-11 also provides milestones and targets to monitor progress.

Comprising a partnership of Austin Health, Eastern Health, Northern Health and Mercy Hospital for Women, this cancer clinical network facilitates improvements in planning and delivery of cancer care within the north east region of Melbourne. Geographically based, the NEMICS region incorporates the local government areas of: Banyule, Boroondara, Darebin, Knox, Manningham, Maroondah, Nilumbik, Whitehorse, Whittlesea and Yarra Ranges, home to approximately 1.34 million people. Approximately 6,300 people in the region are diagnosed with cancer each year and many more are living with cancer. The number of people treated for cancer at the four public health services is increasing; 20% more patients were treated for cancer in 2011 than in 2005.

The network is overseen by a Governance Committee with the support of two advisory committees; the Consumer Reference Group and the Clinical Reference Group.

In 2009-10 a governance review was undertaken to assess the effectiveness of current structures, processes and outcomes, to inform a governance model that would support the network to effectively involve of all stakeholders, achieve goals, VCAP responsibilities and policy targets and allocate resources. The review made a number of recommendations about membership, roles and modus operandi of the network. These recommendations are in the process of being implemented and many have been incorporated into the strategic objectives.

The challenge for NEMICS is to promote excellent organisational governance of cancer services within a common regional framework and shared objectives while actively working on improving service system integration and performance at a whole of region level. The vision and mission have been revised to reflect NEMICS' role as a networking organisation rather than a direct cancer service delivery role.

Now in its sixth year, the relationships between the public service providers within the region are established, however NEMICS remains a developing organisation working in a particularly challenging networked environment, without direct power or authority to effect change. Ongoing opportunities exist for further involvement of the private sector and community and primary care providers.

Our vision: **Best cancer care through partnership**

Our mission:

We will achieve this by:

- Engaging and supporting health services and clinicians to deliver cancer care in accordance with known good practice.
- Monitoring the quality of cancer care and stimulating continuous improvement across the region.
- Promoting a regional service system configuration that supports quality cancer care.
- Supporting cancer education and research.

Our strategic directions for 2010-2013

1. Ensuring best practice governance.
2. Enhancing stakeholder engagement in system-wide improvement
3. Working with providers to improve consumer experiences and outcomes.
4. Reviewing service system configuration and defining principles for development
5. Collaborating to foster research.

Strategic direction 1: Ensure best practice governance

VICS Strategic Objective 3: Monitor progress through; measurement for improved performance; supporting clinical governance.

Aims	Method
<p>Establish sound governance systems to facilitate effective governance</p>	<p>Renegotiate the MoU with Department of Health to reflect the preferred governance system</p> <p>Reform the composition and role and monitor the performance of the governance group</p> <ul style="list-style-type: none"> • Review composition of governance group, reduce its size, increase external membership and consider appointment of an external chair and other members • Review terms of reference and governance group processes to ensure effective strategic leadership role and assumption of responsibility for region-wide performance monitoring and improvement • Develop role statements for governance group chair and members which emphasise their non-representative role <p>Institute an annual self-evaluation of performance by the governance group</p> <p>Review membership and terms of reference of the reference group, increasing its capability to provide multidisciplinary, considered responses to issues referred to it by the governance group</p> <p>Review delegations documents to ensure the NEMICS management team is empowered to fulfil its role</p>
<p>Establish a performance monitoring framework to enable system-wide performance monitoring and accountability</p>	<p>Implement a performance monitoring framework for the quality of cancer services in the region which:</p> <ul style="list-style-type: none"> • addresses all dimensions of quality (including access, effectiveness, appropriateness, consumer experience (acceptability), efficiency and safety) • builds on the monitoring frameworks established in individual health services • incorporates information on cancer system performance from other sources including Departmental audit and administrative data sets • facilitates region-wide performance monitoring and action by the NEMICS Governance Committee • is monitored by NEMICS and disseminated to relevant stakeholders including health service boards and senior management teams to raise awareness of NEMICS work and enable them to monitor their cancer system performance over time

Strategic direction 2: Enhance stakeholder engagement in system-wide improvement

VICS Strategic Objective 2 – Improve effectiveness through integration and coordination; formal linkages, partnerships and referral pathways.

Aims	Method
Support organisations and individuals at all levels across the region to identify improvement in cancer services as a key priority in accordance with the Cancer Action Plan	<p>Develop and implement a stakeholder engagement plan which:</p> <ul style="list-style-type: none"> • Clearly identifies all relevant stakeholders and maps their type, location and interest • Clearly identifies key messages about NEMICS' objectives, role and modus operandi • Includes specific mechanisms to inform, inspire and engage the boards and senior management teams of member health services • Includes specific mechanisms to inform, inspire and engage other stakeholders including and the community <p>Support participating health services to develop and implement individual strategic plans and articulating their models of care for cancer services, consistent with NEMICS' regional vision</p> <p>Develop a flexible funding model to support individuals and organisations to implement the cancer reform agenda, including where appropriate, allocation of resources and responsibility for NEMICS' projects to health services, ensuring appropriate accountability to NEMICS for performance</p>
Increase engagement of key participants in the cancer care system via membership of NEMICS	Establish a membership charter and review and expand NEMICS' membership base (following MoU revision to clarify governance and funding rights)
Consolidate and enhance clinician engagement in cancer system development and quality improvement	<p>Encourage participating health services to incorporate a standard requirement for appropriate participation by all cancer clinicians in NEMICS/regional initiatives</p> <p>Consult, discipline by discipline, on clinicians' preferred methods of engagement with NEMICS and implement discipline-specific strategies, focusing on tumour streams in which engagement is currently poor</p> <p>Review the functioning of tumour streams, continue those which are effective and redirect resources from ineffective tumour streams to other forms of clinician engagement (e.g. annual forums)</p>
Supporting the cancer workforce	Professional development through: grants, supportive care conference, conference attendance / posters etc

Strategic direction 3: Work with providers to improve consumer experiences and outcome

VICS Strategic Objective 1 – Implement best-practice care; evidence based, supportive care and follow-up.

VICS Strategic Objective 2 – Improve effectiveness through integration and coordination; formal linkages, partnerships and referral pathways.

Aims	Method
Continue to enhance the model of care delivered across the region in accordance with Cancer Action Plan priorities and targets	Continue to support and monitor performance of multidisciplinary meetings: <ul style="list-style-type: none"> • Administrative support • CANMAP • MDM Directory • Support the uptake of MBS billing • Increased compliance with MDM quality measures See also performance indicators under Strategic objective 1
	Implement NEMICS supportive care strategy 2010-2013
	Develop a process for auditing/mapping patterns of care and clinical outcomes in order to support developments in models of care. <ul style="list-style-type: none"> • Where feasible, sponsor funding clinical audits or 'pattern of care' reviews, led by clinician groups, and support implementation of outcomes • Identify key areas of variation in practice and develop decision-support.
	Care coordination: Improving GP referral to a multidisciplinary team.
	Identify models of survivorship & wellness
	Follow-up & shared care Identify best-practice models for follow-up
	Implement the National Gynaecological Cancer service delivery framework

Strategic direction 3: Work with providers to improve consumer experiences and outcome

VICS Strategic Objective 1 – Implement best-practice care; evidence based, supportive care and follow-up.

VICS Strategic Objective 2 – Improve effectiveness through integration and coordination; formal linkages, partnerships and referral pathways.

Aims	Method
Foster a culture and practice of continuous review and improvement in participating health services	Encourage and support health service quality units to lead and facilitate local quality improvement initiatives in cancer care consistent with NEMICS' strategic priorities
	Participate in and support local quality audits which support NEMICS' objectives, and ensure outcomes are integrated into NEMICS performance framework
	Consumer participation <ul style="list-style-type: none"> • Continue to develop the NEMICS consumer network and consider other structures for participation • Provide opportunities for consumer participation at all levels Support the capacity of consumers & carers to participate effectively in their own care

Strategic direction 4: Review service system configuration and define principles for development

VICS Strategic Objective 2 – Improve effectiveness through integration and coordination; formal linkages, partnerships and referral pathways.

Aims	Method
Review current service system configuration and identify opportunities for improvement	Identify the distribution of low volume, high complexity procedures across the network, consider safety and quality implications and work with health services to re-design services where appropriate
	Review patterns of referral outside the geographic region and establish targets and strategies for improving regional self-sufficiency, if appropriate
	Support continued linkage of multidisciplinary meetings CanNET
	Continued participation in partnership projects <ul style="list-style-type: none"> • PET • GU • Grampians Referrals • CanNET • Youth Cancer Network
Ensure the potential of service system developments is optimised	Define and agree principles for service system development within the region, to guide future decisions
	Define the role of the Olivia Newton John Cancer Centre within the region, with particular reference to its links and interactions with other services

Strategic direction 5: Collaborate to foster research

VICS Strategic Objective 1 – Implement best-practice care; evidence based, supportive care and follow-up.

Aims	Method
Develop a research network	Identify research partners
	Develop a research consortia/network
	Maximise access to research funding
Increase enrolment in clinical trials	Review models of increasing access to clinical trials Identify current clinical trials Link with YCN project aims.