

A Visit to Nottingham University Hospitals NHS Trust Breast Institute, 23 June 2009

1. Introduction

This is a report following a visit to the Nottingham Breast Institute which took place on the 23rd of June 2009. The visiting team consisted of a number of stakeholders involved in the Breast Care Services Review. See appendix A for details. The objective of the visit was to learn from the Nottingham team's experiences of implementing their current set up. Members of the Breast Care Services Review Project Board recommended visiting the Nottingham Breast Institute as it is one of the centres of excellence that could inform the current review.

The Institute is a new site built in the grounds of Nottingham City Hospital which is part of the Nottingham University Hospital NHS Trust. The Institute deals with clinics, diagnostics, counselling and follow up services, education, and research. It accommodates a large multi-disciplinary team and also provides meeting facilities for patient support groups. The adjacent hospital, which is on the same grounds, provides all other services, for example, surgery and chemotherapy.

2. The physical set up

The new building which houses the Institute is a circular shape (see site plan in Appendix B). The architectural plan for the building was developed to provide patients' peace of mind. For example, the building has separate exits from the building and separate waiting areas depending on whether patients are symptomatic or not.

The Institute is built on two floors. The ground floor accommodates clinics for screening, mammography, ultrasound, diagnosis, film reporting, referrals, follow-ups, counselling and prosthesis fitting. The second floor accommodates offices for the director, surgeons, and radiologists. There are rooms for radiographers who normally come in from the hospital. Also on the second floor are the educational rooms, lecture rooms, library and conference rooms. There is no pathology department in the Institute- this is at the hospital on the same campus.

3. Centre of Excellence

Breast care services in Nottingham are not based on a hub and spoke model. Rather they are focused on an integrated breast care centre that includes educational and research facilities.

The achievements of the centre in 2008 were:

- 2004-2007 saw the highest number of patients for screening;
- The oncoplastic centre was established;
- The centre recorded the highest small cancer detection rate in NHS Breast Screening Programme (NHSBSP).

The goals for the centre for 2009 are:

- Retaining staff;
- Regaining time slippage in screening and expanding the screening service; and
- Ensuring the integration of the personal access communications system (PACS).

4. The project background

The initial idea for building the Institute was a response to the identified need for better space and co-located services. Originally work was carried out from a series of portable cabins erected over 20 years as a temporary measure. It is documented that, at the time, clinical services at the centre were rated highly and were well renowned. The centre also had a reputation for its prolific research activity.

When the project to build the Nottingham Breast Care Institute was initiated, it was fully supported by all stakeholders. During the planning period for the project, other considerations were made, for example:

- a. incorporating in the plans a service that would carry out mastectomy and reconstructive surgery in one operation; and
- b. ensuring that the Institute would be situated close to acute services and would be able to provide research and educational facilities.

The project cost £6million of which £1million came from charity. A formal post project review was not carried out but according to the hosting team the observations indicate an improvement in the patient experience.

5. Patient care service

Some of the figures given in this section are approximations that were recorded by the members of the visiting team. The figures may be debatable and therefore

would require further verification. However, for the purpose of this paper, the figures present a rough estimate of the services provided at the institute.

It was recorded that the institute generates approximately 2000 core biopsies and about 1500 surgical specimens that results in roughly 600 new cancers annually. Using the current data, 82,000 people were screened in a period of 3 years and the ratio of screening to symptomatic attendees at the Institute is approximately 3:1. The ratio of new to follow-up patients is about 1:2. The numbers quoted for the latter ratio were approximately 6000 new patients and 13000 follow up appointments per year.

There are 6 (3.5 WTE¹) surgeons at the Institute, 3 (1.8 WTE) pathologist , 3 nurse practitioners, 4 practice based care nurses, 2 advanced practice nurses and 6 radiologists (4 WTE). The other staff members are administrative and educational staff. Many of the staff members are part-time which has an impact on continuity. In addition, it was reported that the recruitment and retention of staff can sometimes be difficult. A possible reason for this is that some staff members also work for the University which can result in conflicting priorities and cause difficulties.

Services at the centre

- The service cannot be considered a 1-stop service because they do not do any diagnostic cytology in routine cases. It is a 2-stop service that involves taking core biopsies which are usually reported the next day. The maximum wait between first and second appointment is one week but normally only 2-3 days.
- Breast screening takes place at the Institute. In addition there are 2 mobile machines and 3 static machines at a shopping centre in the city of Nottingham. All readings from screening are done at the Institute.
- Prosthesis fitting is done at the Institute once a week by an external fitter.
- Surgical wards are in the hospital on the same campus alongside chemotherapy and oncology.
- According to a member from the visiting team, Nottingham Breast Institute carries out oestrogen/progesterone receptor status in-house, but HER-2 is sent to a private sector provider. However, they do intend to bring this in-house in the future. He also added that they do not review histology from the hospital on the campus.
- There are counselling services at the centre where support is provided in designated quiet rooms.

¹ WTE = Work time equivalent

6. Multi-disciplinary team (MDT) working

There are 3 MDT meetings every 2 weeks held on Tuesdays, Wednesdays and Fridays. Radiology and pathology, including post operations, are discussed in the Tuesday meeting which lasts 1½ hours. Pre-operations are discussed on Wednesday and that normally takes a full hour. The screening results are discussed during a half-hour slot on Fridays.

At a multi-disciplinary team meeting, there are normally about 20 attendees including radiologists, surgeons, oncologists, breast care nurses, clerical staff and junior doctors. An estimated figure of 37 to 40 cases are discussed, in total each week and this will approximately consist of 17 new patients and 20 post operative patients.

Other comments made by the visiting team about the MDT meeting that they observed were:

- Only cases treated at the Institute were discussed.
- Cases discussed in the meeting included pre-operative and post-operative patients. Pre-operative patients took the first half hour and post-operative patients were discussed in the time remaining.

7. Education and research

The Institute has an active educational centre which has recently become income generating and a programme manager has been recruited. The courses are attended by people from within the UK and internationally.

8. Public and patient involvement

There is a patient support group consisting mainly of past patients and their families. The Institute provides facilities for the support group such as a meeting room and access to the library. The library also serves as an area for quiet reflection for those patients that have been diagnosed with breast cancer.

With regards to meetings for patients, a number of regular meetings do take place at the institute. For example:

1. A support group meets once a month with a speaker at every meeting.
2. Every month there is an 'open evening' for patients who have to undergo radio therapy to take their families, so that everyone can get an insight into what will happen. The event also provides an opportunity to ask questions.

The staff will sometimes assist people by putting old and new patients in contact to provide peer support.

The Institute has a small shop which raises funds for the institute and it is run by volunteers.

9. Conclusion

The objectives of this visit was to understand the factors that made Nottingham one of the centres of excellence and to determine how these factors can be incorporated into the model for Bristol, North Somerset and South Gloucestershire. For that reason this report, will be distributed to all project teams so they can incorporate the ideas in their current work and their work on the new models of care models.

Written by: Eva Nabeta August 2009

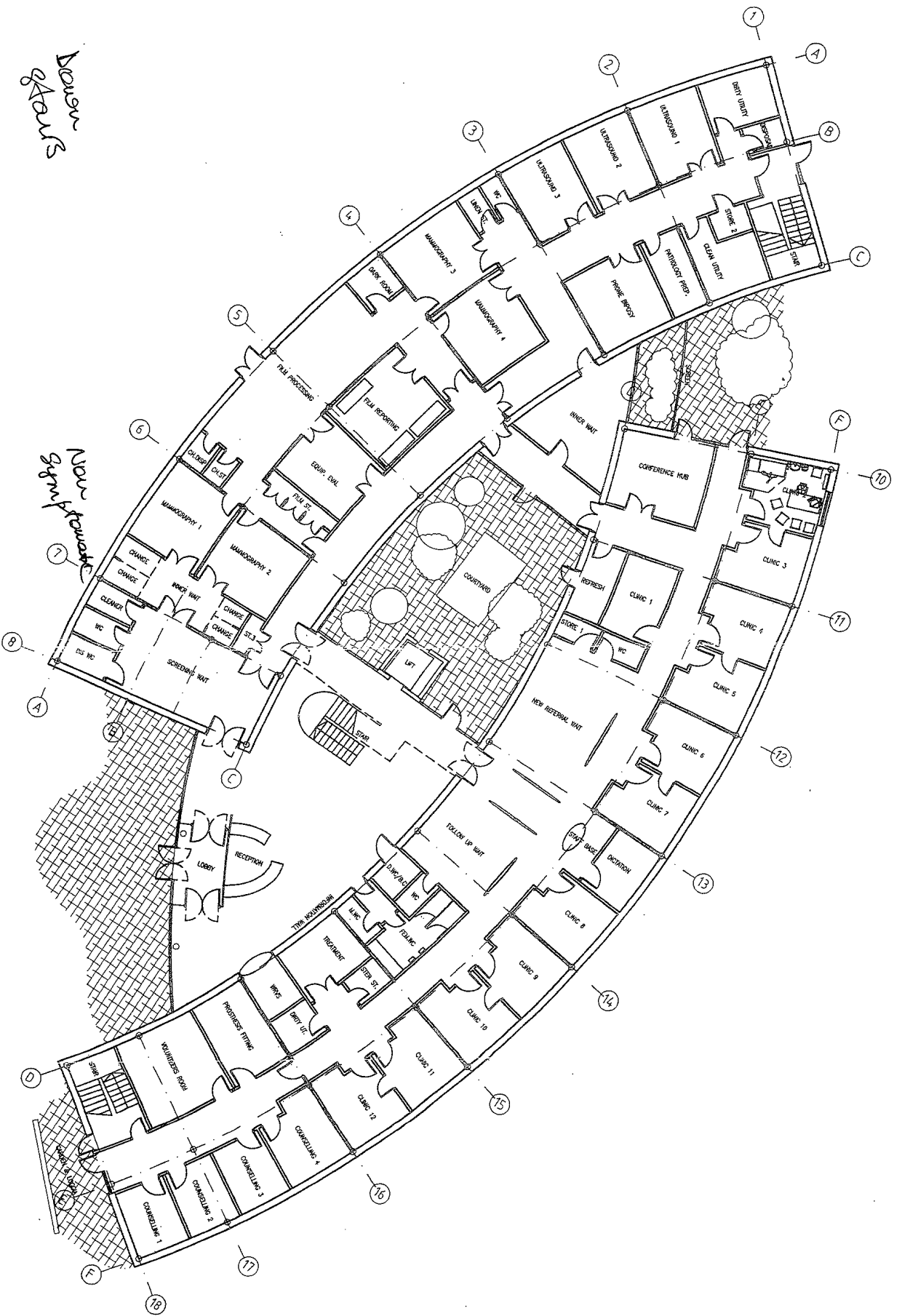
Contributors: Monica Lamont, Angela Jones, Zeynon Rayter, Sohail Mohammed. James Cook, Angela Nicholson and Ruth Randall

Appendix A

The Visiting team from Bristol

Name	Organisation	Role
Monica Lamont	UHBristol	Director, Avon Breast Screening. Unit.
Angela Jones	UHBristol	Consultant Radiologist. UHBristol
Zeynon Rayter	UHBristol	Consultant Breast Surgeon
Sohail Mohammed	UHBristol	Consultant Histopathologist
Jim Cook	UHBristol	Associate Specialist in Breast Surgery
Angela Nicholson	UHBristol	Senior Breast Care Nurse
Ruth Randall	Bosom Buddies	Patient Representative
Eva Nabeta	NHS Bristol	Project Manager BHSP

Appendix B - Site Plan for the Nottingham Breast Care Institute



Down stairs

New sign for name

no.	revision	date	dm	ch
A	USER COMMENTS & 7.01 INCORPORATED	6.7.01	EJ	DR
B	GLAZING REVISED. CLINIC ROOM DOORS ADDED.	16.7.01	EJ	DR

BREAST CARE UNIT
FOR NOTTINGHAM CITY
HOSPITAL NHS TRUST

GROUND FLOOR PLAN

For APPROVAL
 date 1:200
 date JULY 2001
 drawn by EJ
 checked by DR
 MDP
 BRISTOL 0117 929 9951
 EXETER 01392 218526
 SOUTHAMPTON 023 8640 0500

CAD Ref: B165133/ARCP/LOT/1026

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MAGFARLANE
MDP
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