

Ear, Nose and Throat, Oral and Maxillofacial and Head and Neck Cancers Services Review Stakeholder Engagement Report

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Version	Date	Reviewer	Comment
0.1	24 th Sept 10	Emma Phillips	Initial draft
0.2	30 th Sept 10	Emma Phillips	Amends following meeting with Ruth Hallett
0.3	30 th Sept 10	Ruth Hallett	Amends
1.0	15 th Oct 10	David Tappin	Review and approval
1.1	10 th Nov 10	Emma Phillips	Updated following Advisory Panel and to include details of where patients have influenced service spec
1.2	10 th Nov 10	Ruth Hallett	Updated to incorporate changes in response to SHA feedback
1.3	11 th Nov 10	Emma Phillips	Updated with details of how provider intends to respond to EIA
2.0	26 th Nov 10	David Tappin	Review and approval

1 Purpose

This report documents all the stakeholder engagement activities undertaken as part of the Head and Neck Cancers, Ear, Nose and Throat (ENT) and Oral and Maxillofacial (OMF) Services Review since it started in November 2009 to date (November 2010) when the review's conclusions are being discussed with PCT Professional Executive Committees (PECs) and Boards and then with local scrutiny committees.

Stakeholder engagement has been a key component of the review, with three of the review's objectives clearly requiring this (to develop a clinically led, patient endorsed service model; to meet the needs of the local population and improve the patient experience and outcomes and to create a working environment which benefits clinicians and patients).

The Project Initiation Document emphasises the importance of strong stakeholder engagement and set out which stakeholders needed to be communicated with and how this would be done. This report considers the planned engagement with the actual engagement to date (November 2010).

2 Communication and Involvement

Communication and Involvement is one of the review's workstreams and a variety of approaches have been taken to achieve this. This section of the report describes each approach. The different approaches that have been employed reflect the purpose of the communication and involvement required and the stakeholder group being targeted. Section 3 sets out the different stakeholder groups and details the approaches used with them.

2.1 Interviews with Independent Facilitator

An Independent Facilitator was engaged at the beginning of the review to carry out individual interviews with a range of stakeholders. This allowed stakeholders to speak openly and honestly about current services, their views on what should and could change and their perceptions of anything that cause concern as the review progresses. During the interviews, stakeholders received a briefing on how the review would be structured and were invited to comment on and influence this prior to sign-off by the Project Board. The data gathered from the stakeholder interviews was used to help shape the development of the clinical model. See Appendix 1 for the list of stakeholders interviewed.

2.2 Stakeholder events

A number of stakeholder events have taken place throughout the review to present progress so far and enable a wider group of clinical stakeholders to comment. The first stakeholder event took place on the 23rd of November 2009 to establish if there was a drive to carry out the review. A second stakeholder event/ Clinical Reference Group (see section 2.10 below) took place on the 2nd of February 2010. This brought clinicians together specifically to work on the development of the clinical model. A third stakeholder event took place on the 2nd of March 2010 and was attended by 43 stakeholders. This event demonstrated consensus on the reviews approach and the emerging clinical model. See Appendix 2 for the list of attendees at this event.

2.3 Newsletter

A newsletter is produced at key stages in the review and distributed to anyone who has had any engagement in the review. People who receive the newsletter are encouraged to share it with their teams and colleagues. The newsletter reports on the progress of the review and keeps stakeholders informed of the next steps. As of November 2010 we have produced six newsletters. There has been positive feedback on the newsletter and it is considered particularly useful for those stakeholders not closely involved in the review process.

2.4 Website

A website page has been established for the review and contains key documents and details of the review for anyone to access. There are

contact details on the website for people to get in touch if they would like further information.

In addition to the public facing website, there is a restricted access website which all staff involved in the review, including all members of the Project Board, have access to. This is used to share draft documents.

2.5 Update letters

Letters have been produced to formally communicate decisions made by the Project Board to stakeholders as required.

2.6 Project Board

The Project Board is responsible for signing off key documents and making decisions relating to the review. It also has responsibility for agreeing the final set of recommendations.

The membership of the Project Board demonstrates the involvement of all the relevant Primary Care and Acute Trusts at decision-making level, representatives from all involved disciplines, including those involved in treating both benign and malignant ENT and OMF conditions, at decision-making level and representation from patients and Local Involvement Networks (LINKs) at decision making level. See Appendix 3 for the full Project Board membership.

2.7 Project Team

The Project Team is responsible for undertaking the work required for the review.

The membership of the Project Team demonstrates involvement of clinicians throughout the development of the review and input from commissioners to ensure that proposals are feasible, will be adopted by commissioners and can be delivered by providers. See Appendix 4 for the full Project Team membership.

2.8 Implementation Group

The Implementation Group's first responsibility was to support the identified preferred provider through the due diligence process designed to test it could robustly deliver the agreed clinical model. Once the Advisory Panel recommended, and the Project Board agreed, that the preferred provider met the requirements of the due diligence process, the role of the group has evolved to oversee implementation.

The membership of the implementation group includes representation from disciplines that will be affected by the proposed changes from managerial and consultant level to staff on the wards. There is also union and HR representation on the Implementation Group. Patient representatives also form part of the Implementation Group to ensure their views remain an integral part of the reconfiguration. See appendix 5 for full membership list.

2.9 User Reference Group

A User Reference Group has been established as part of the review to provide a forum for service users to contribute to the development of key documentation produced as part of the review. Due to the wide

geographical area covered and the consequences of some members being current or very recent patients and therefore unable to travel to attend meetings, the group operates in a virtual way as well as through physical meetings. There are 24 patients on the user reference group, including head and neck cancer patients, benign ENT and benign OMF patients.

The User Reference Group has been meeting at key points during the review to ensure there has been patient, carer and public input throughout. The table in appendix 6 shows User Reference Group meeting dates and the areas they have input to.

2.10 Clinical Reference Group

A Clinical Reference Group has been established as part of the review to provide a forum for clinicians to comment on the review's process and consider how they can begin to work together as a team prior to the physical centralisation. The Clinical Reference Group Appendix 7 shows all the members of the clinical reference group.

In its first iteration, the Clinical Reference Group came together on the 2nd of February 2010 to work through the proposed clinical model (described as a stakeholder event in section 2.2 above).

2.11 Advisory Panel

The Advisory Panel has been established to recommend a location for the proposed centralised head and neck cancers, ENT and OMF service. It has been independently chaired by Professor Patrick Bradley, who has recently retired as Consultant Otolaryngologist / Head and Neck Oncologic Surgeon from Nottingham University Hospitals NHS Trust and has been involved in the Peer Review process. The Panel first convened on the 13th and 14th of May 2010 to make its recommendation and this was tested through a process of due diligence.

The Advisory Panel reconvened on the 4th of November 2010 to review the evidence submitted by the recommended provider as part of the due diligence process to ensure the recommendation was robust. The Panel subsequently recommended to the Project Board that University Hospitals Bristol NHS Foundation Trust (UH Bristol) provides the centralised hub at the Bristol Royal Infirmary (BRI) site.

The membership of the Advisory Panel included representation from public health, primary care and patients from outside of Bristol. See Appendix 8 shows the Advisory Panel membership.

3 Stakeholders

Appendix 9 shows the stakeholders identified at the start of the review. In line with the Project Initiation Document this report will deal with each stakeholder group in turn and set out how they have been engaged in the review.

3.1 Commissioners

The role of commissioners in the project is to provide their understanding of existing services into the service review and information about how any proposed model could be implemented and monitored in practice via commissioning arrangements.

Commissioners from all the Primary Care Trusts (PCTs) involved in the review have been written to throughout the review. This included an introductory letter about the review and outlining the review process. Commissioners were also given an opportunity to comment on the draft service specification prior to Project Board sign off. Louise Rickitt, Associate Director of Acute Commissioning, NHS South Gloucestershire, presented the service specification to the Advisory Panel on the 4th of November 2010.

The Independent Facilitator met with commissioners from the four main PCTs affected by the review – Bristol, North Somerset, South Gloucestershire and Bath and North East Somerset.

All commissioners were invited to the stakeholder event presenting the proposed clinical model on the 2nd of March 2010. Ann Jarvis, Director of Service Development for NHS South Gloucestershire, presented on behalf of all PCTs at this event indicating their support for the review process and the emerging clinical model.

PCT commissioners are represented on the Project Board by Ellen Rule, Programme Director for Planned Care and Cancer, NHS Bristol. Avon, Somerset and Wiltshire Cancer Services (ASWCS) Network is also represented on the Project Board by Tariq White, Nurse Director.

The ASWCS Network Commissioners Group has received three updates on the review to date (November 2010).

Commissioners from all the PCTs involved in the review and ASWCS receive copies of the newsletters.

Commissioners are represented on the Advisory Panel by Ellen Rule, Programme Director for Planned Care and Cancer, NHS Bristol. Ellen shared the draft service specification with commissioner across the network to ensure they all had an opportunity to input into the documents development.

3.2 Clinicians

The role of clinicians in the project is to develop the new service models and present this to the project board with the support of an independent facilitator. They informed the development of the site selection criteria, provided information to support the due diligence process and worked with Trust Management and Commissioners to develop a robust implementation plan.

A wide range of clinicians were interviewed by the Independent Facilitator – 37 spanning all the organisations affected by the review. The Independent Facilitator used the data gathered from the interviews to feed into the development of the clinical model.

The development of the clinical model has been led by three clinical leads: Hoda Booz, Consultant Oncologist; Ceri Hughes, Consultant in Maxillofacial Surgery and Paul Tierney, Consultant ENT Surgeon.

25 clinicians attended the stakeholder event on the 2nd of March 2010 which presented the approach to the review and the emerging clinical model. No concerns on either of these aspects were raised at this event.

There are currently 60 clinicians who are members of the Clinical Reference Group and it is anticipated that this will increase as the review moves towards implementation and clinicians have more questions about the practical implications for them. The feedback from this group has been helpful to the Trust in helping them in putting together the information for the advisory panel.

All clinicians who have engaged with the review at any stage are receive copies of the newsletter and are encouraged to share this with their colleagues.

There is clinical representation on the Project Board for all disciplines involved in the review: ENT consultant surgeons, OMF consultant surgeons, oncologists, radiologists, plastic surgeons, clinical nurse specialists and speech and language therapists.

Clinicians are also involved in the Implementation Group and there have been a number of one to one meetings to ensure their concerns have been listened to. Their feedback has been important in agreeing that there should a single organisation managing the whole service, that cochlear implants should be in the scope of the review and agreeing the planning assumptions for the capacity model (to ensure the right range of beds and theatres available).

3.3 Local Authority

The role of the local authority in the project is to provide public scrutiny of the Head and Neck Cancers Service Review project process and to be aware of how service changes may impact provision of other local authority services.

Bristol, North Somerset, South Gloucestershire, Bath and North East Somerset, Somerset and Wiltshire Scrutiny Committees have received two updates on the review via the ASWCS Network update meetings.

Democratic officers receive the newsletter which they are encouraged to share with scrutiny committee members.

The conclusions from the review will be discussed with all six local scrutiny committees at their January 2011 meetings (agenda slots arranged), following approval of recommendations from PCT PECs and Boards.

3.4 Research

The role of researchers in the project has been to inform the service reviews on the impact of any proposed model on the research capability. They have also been asked to participate in the development of the benefits management process.

Research representatives received the project briefing and had interviews with the Independent Facilitator to ensure their views were incorporated into the clinical model. This included Andy Ness, Professor of Epidemiology and Steve Thomas, Consultant Maxillofacial Surgeon and Professor at University of Bristol. Andy Ness also presented the requirements for research to the Advisory Panel on the 13th and 14th of May 2010 and Steve Thomas has also been involved in the development of the benefits register and plan.

There is research representation on the Project Board, provided by Jonathan Sandy.

All researchers who have engaged with the review receive copies of the newsletter and are encouraged to share this with their colleagues.

3.5 Trust Management

The role of trust management is to support the decisions coming out the Service Review, provide information to support the due diligence process and to work with other stakeholders to ensure the development of a robust implementation plan.

David Tappin, the Project Director, has written to all Chief Executives of all the organisations involved in the review informing them of the review and the approach being taken. He also provides regular updates to the Healthy Futures Programme Board which Chief Executives of Bristol, North Somerset and South Gloucestershire Primary Care and Acute Trusts sit on.

The Medical Directors of North Bristol NHS Trust, University Hospitals Bristol NHS Foundation Trust and the Royal United Hospital Bath NHS Trust are all members of the Project Board. Jonathan Sheffield, Medical Director for UH Bristol presented at the stakeholder event on the 2nd of March on behalf of his fellow medical directors and the Trusts they work for indicating their support for the approach to the review, their endorsement of the proposed clinical model and their commitment to support the implementation of the outcomes of the review irrespective of the site selected to host the centralised hub.

Medical Directors from the two potential 'hub' sites presented evidence to the Advisory Panel when it first met in May 2010. Chris Burton, Medical Director for NBT presented to the reconvened Advisory Panel on the 4th of November to state NBT's commitment to support the implementation of the outcomes of the review by working closely with UH Bristol. Furthermore, NBT have seconded Carly Powell, Assistant General Manager, to UH Bristol half time to as an Operational Manager to consider how the two teams can work together more collaboratively regardless of the outcome of the review.

3.6 Patient, Carer and Public

The role of patient, carer and public stakeholders is to ensure the views of the public, patients and carers are taken into consideration in developing the service model and site criteria.

Existing head and neck cancer patient support groups were visited as part of the project initiation phase of the review. This includes two Bristol based groups (the Laryngectomy Support Group and the Bristol Head and Neck Cancer Support Group (the 'collar' group)) and a Weston-super-Mare based support group. There have been two subsequent visits to the Weston support group to keep them up to date with the reviews progress. Established patient support groups do not exist in Bath, Somerset or Wiltshire. The Independent Facilitator also interviewed the chairs of all three support groups to ensure members views could be incorporated into the clinical model.

There has been patient representation on the Project Board via Liz Eley, a Somerset patient. Liz Eley spoke to other patients and worked with the existing patient groups to present patient and carer views to the stakeholder workshop on the 2nd of March. She indicated their support of the approach to the review and the proposed clinical model, highlighting the aspects specifically put in at the request of the patients and carers and noting the concerns that remain to be addressed throughout the review.

There are 24 patients on the user reference group, including head and neck cancer patients, benign ENT and benign OMF patients. In order to facilitate a wider membership, patients are able to send in their comments and feedback in writing, via email and over the phone if they are not able to attend meetings. Members of the User Reference Group were given opportunities to feed into the development of the service specification and as a result the specification now includes, for example, a stipulation that the provider must outline how they will offer out of hours support, advice and guidance for patients, how they will manage emergency admissions for head and neck cancer patients, the need to provide a designated waiting area for families and carers and a requirement to discuss post-operative communication during pre-treatment stage (further examples can be provided upon request).

“We were pleased to be included in the Head & Neck/ENT Review for reconfiguring the service as more than just a ‘tick-in-the-box’ consultation. We have truly been part of the team on this project. I represented the patients from both outside Bristol and from Bristol on the Review Group and on the Board and later on the Implementation Group. A fellow patient also attends many meetings on behalf of the Bristol Collar Group. We welcomed the opportunity to make representations to the Advisory Panel, giving the diverse views from patients and are pleased that they recommended BRI site, which was the most convenient to the majority of us. We will offer our patient support at the Overview and Scrutiny committees, as we have a User Group specific to this Review who were involved in the decision, and of course we have consulted with local Groups and patients too. It is great that any patient is welcomed and listened to, but more to the point, action is taken by the hospital, too. We have had a number of our points included in the service specification and will have ongoing involvement and monitoring of this service for the future. It will back up the excellent surgery with an improved overall experience for us patients.”

Liz Eley, User Reference Group

Assessment used individual patient interviews and the user reference group to help shape its recommendations. The provider has responded to the points raised, for example the providers has committed to involve patients with learning disabilities in planning the signage for the ward to ensure it is clear and does not cause confusion and to involve the Trust Equality and Diversity Manager in developing partnerships with community groups, health trainers and faith communities to support prevention activities (further examples can be provided upon request).

All patient representatives who have been engaged in the review receive copies of the newsletter.

There is a patient representative on the Advisory Panel to ensure that the panel keep patient and carer requirements at the forefront of their thinking.

3.7 Voluntary Sector

The voluntary sector has a role to play in supporting patients and carers affected by Head and Neck Cancer. We will be ensuring they are kept up to date with the progress of the project.

3.8 Strategic Health Authority

The Strategic Health Authority have oversight of the project progress.

The Strategic Health Authority has received regular updates on the progress of the review.

3.9 GP Commissioners

The role of GP Commissioners is currently undergoing a significant change and in light of this, the importance of engaging with this group to ensure they support the proposals has become evident.

The review has sought to keep GP Commissioners informed and offer the opportunity to become more engaged in the review. This has been achieved via articles in local GP newsletters and a briefing to GP Consortia. There have been update papers to all PECs and opportunities to comment on the draft service specification. The views of the nascent GP Consortia were presented to the Advisory Panel by Will Warin on the 4th on November. Letters from each of the three Bristol localities and emails from South Gloucestershire and Bath and North East Somerset indicate their support for the review. Responses from North Somerset, Wiltshire and Somerset GPs are currently being collated. Their feedback has been important in shaping the advisory panel's recommendation regarding investigating how GP's and patients carers can become more involved in end of life care.

The review's conclusions will be discussed with all PECs.

4 Future Stakeholder Engagement

As the review approaches the implementation phase, it is important to maintain and strengthen stakeholder engagement to ensure this stage is successful and prevent any reduction in service quality during the transition.

As reported above, HR and staff union representatives sit on the implementation group and are developing a plan for staff consultation. Furthermore, informal meetings between UH Bristol and NBT staff, particularly ward staff, are planned.

The merging together of the Clinical and User Reference Groups will enable a wide range of stakeholders to come together to plan and agree the most appropriate way to manage the transition and ensure the recommendations made as part of the review are implemented and a high quality service for patients and carers is maintained throughout this period.

Newsletters will continue to be produced to keep stakeholders updated and the provider has committed to continue this during implementation.

Appendix 1

List of stakeholders interviewed by Independent Facilitator

Name	Job Title/ Remit	Organisation
David Baldwin	Consultant ENT Surgeon	North Bristol NHS Trust
Matthew Beasley	Consultant in Clinical Oncology	University Hospitals Bristol NHS Foundation Trust
Jane Beckinsale	Speech and Language Therapist	University Hospitals Bristol NHS Foundation Trust
Hoda Booz	Consultant in Clinical Oncology	University Hospitals Bristol NHS Foundation Trust
Chris Bryant	Director of Hospital Services	Weston Area Health NHS Trust
Chris Burton	Medical Director	North Bristol NHS Trust
Caroline Calder	Consultant in Histopathology	University Hospitals Bristol NHS Foundation Trust
Diane Cornish	General Manager	North Bristol NHS Trust
Rebecca Davies	Dental Radiologist	University Hospitals Bristol NHS Foundation Trust
Tony Daws	Chairman	Laryngectomy Support Group
Karin Denton	Consultant Cytopathologist	North Bristol NHS Trust
Martin Evans	Consultant Maxillofacial Surgeon	North Bristol NHS Trust
Donna Graham	Clinical Nurse Specialist	University Hospitals Bristol NHS Foundation Trust
Jackie Griffiths	Speech and Language Therapist	University Hospitals Bristol NHS Foundation Trust
Phil Guest	Consultant Maxillofacial Surgeon	University Hospitals Bristol NHS Foundation Trust
Daniel Hajioff	Consultant Otolaryngologist	North Bristol NHS Trust
Hilary Hiscox	Ward nurse	University Hospitals Bristol NHS Foundation Trust
Sarah Hudson	Cancer Services Manager	University Hospitals Bristol NHS Foundation Trust
Ceri Hughes	Consultant in Maxillofacial Surgery	University Hospitals Bristol NHS Foundation Trust

Bristol, North Somerset and South Gloucestershire NHS organisations are working together in partnership to deliver the Healthy Futures Programme

Name	Job Title/ Remit	Organisation
		Trust
Petra Jankowska	Consultant Oncologist	Taunton and Somerset NHS Foundation Trust
Ann Jarvis	Director of Service Development	NHS South Gloucestershire
Claudia Jemmott	Acute Dietetic Team Lead for the BRI and Oncology Dietetians	University Hospitals Bristol NHS Foundation Trust
Cederick Jones	Chairman	Bristol Head and Neck Cancer Support Group
Julian Kabala	Consultant in Clinical Radiology	University Hospitals Bristol NHS Foundation Trust
Alan Lawler	Associate Director of Commissioning	NHS North Somerset
Deborah Lee	Director of Commissioning	NHS Bristol
Teresa Levy	Cancer Services Manager	University Hospitals Bristol NHS Foundation Trust
Helen Lockett	Associate Director of Nursing and Clinical Development	Bristol Community Health
Kathy Lord	Head of Dietetics	North Bristol NHS Trust
Hester McLaine	Commissioning Lead for Cancer	NHS North Somerset
Richard Nelson	Consultant Neurosurgeon & Skull Base Surgeon	North Bristol NHS Trust
Andy Ness	Professor of Epidemiology	University Hospitals Bristol NHS Foundation Trust
Mike Nevin	Head of Division – Surgery, Head and Neck	University Hospitals Bristol NHS Foundation Trust
Desmond Nunez	Consultant Otolaryngologist	North Bristol NHS Trust
Antonio Orlando	Plastic Surgeon	North Bristol NHS Trust
Graham Porter	Consultant in ENT Surgery	University Hospitals Bristol NHS Foundation Trust
Libby Potter	Clinical Nurse Specialist	North Bristol NHS Trust
Miranda Pring	Special Oral Pathologist	University Hospitals Bristol NHS Foundation Trust
Colette Reid	Palliative Care Consultant	University Hospitals Bristol NHS Foundation Trust
Peter Revington	Consultant Maxillofacial Surgeon	North Bristol NHS Trust
Philip Robinson	Consultant Otolaryngologist	North Bristol NHS Trust

Name	Job Title/ Remit	Organisation
Amanda Saunders	Cancer Commissioning Manager	NHS Bristol
Debbie Sharp	Professor of Primary Care Health Care	University of Bristol
Ed Sheffield	Consultant in Histopathology	North Bristol NHS Trust
Jonathan Sheffield	Medical Director	University Hospitals Bristol NHS Foundation Trust
Jacqui Sparkes	Clinical Nurse Specialist	North Bristol NHS Trust
Steve Thomas	Consultant Maxillofacial Surgeon	University Hospitals Bristol NHS Foundation Trust
Claire Thompson	Divisional Manager, Surgery, Head and Neck	University Hospitals Bristol NHS Foundation Trust
Paul Tierney	Consultant ENT Surgeon	North Bristol NHS Trust
John Waldron	Consultant ENT Surgeon	Royal United Hospital Bath NHS Trust
Robert Warr	Consultant Plastic Surgeon	North Bristol NHS Trust
Morwenna White-Thompson	Speech and Language Therapist	North Bristol NHS Trust
Paul Wilson	Orthodontist	University Hospitals Bristol NHS Foundation Trust

Appendix 2

Attendees at the Stakeholder Event on the 2nd of March 2010

Name	Role	Organisation
Professor Debbie Sharpe	Professor of Primary Care Health Care	University of Bristol
Mr Sharpe	Patient	Independent
Amanda Saunders	Cancer Commissioning Manager	NHS Bristol
Ann Jarvis	Director of Service Development	NHS South Gloucestershire
Dany Bell	Cancer Services Manager	North Bristol NHS Trust
Daniel Hajioff	ENT Consultant	North Bristol NHS Trust
Graham Porter	Consultant ENT Surgeon and Clinical Lead	University Hospitals Bristol NHS Foundation Trust
Harry Hayer (in place of Chris Burton)	Director of Organisation, People and Performance	North Bristol NHS Trust
Daphne Havercroft	Lay member	Independent
Prof Jonathan Sandy	Head of Dental School	University of Bristol
Julie Deamer	Modality Lead Nuclear Medicine	North Bristol NHS Trust
John Waldron	Medical Director	Royal United Hospital Bath NHS Trust
Donna Graham	Clinical Nurse Specialist	University Hospitals Bristol NHS Foundation Trust
Caroline Calder	Pathologist	University Hospitals Bristol NHS Foundation Trust
Miranda Pring	Consultant Senior Lecturer Oral & Maxillofacial Pathology	University Hospitals Bristol NHS Foundation Trust
Richard Smale	Programme Director	NHS Bristol
Desmond Nunez	Consultant ENT Surgeon	North Bristol NHS Trust
Tony Jones	PPI Manager	NHS Bristol
Joanna Galpin	Consultant Radiographer & Superintendent of Nuclear Medicine	University Hospitals Bristol NHS Foundation Trust
Claudia Jemmott	Adult Acute Dietetic Manager	University Hospitals Bristol NHS Foundation Trust
Helen Cooper	Sister, Outpatients Services	University Hospitals Bristol NHS Foundation Trust
Claire Greville-Heygate	Speech and Language Therapist	University Hospitals Bristol NHS Foundation Trust
Susan Armstrong	Consultant Radiologist	North Bristol NHS Trust
Suzanne Ford	Chief Dietitian	North Bristol NHS Trust

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Teresa Levy	Cancer Manager	University Hospitals Bristol NHS Foundation Trust
Joan Bayliss	LINks Representative	
Michael Norman	Senior Lecturer	University of Bristol
Jackie Sparks	Macmillan Head and Neck Nurse	North Bristol NHS Trust
Claire Thompson	Divisional Manager	University Hospitals Bristol NHS Foundation Trust
Tony Daws	Chair	Larygectomy Support Group
Liz Eley	Patient	
Antonio Orlando	Plastic Surgeon	North Bristol NHS Trust
Hoda Al Booz	Consultant in Clinical Oncology	University Hospitals Bristol NHS Foundation Trust
Tariq White	Nurse Director	Avon, Somerset and Wiltshire Cancer Services Network
David Tappin	Director of Strategic Development	NHS Bristol
Aidan Moran	Dentist	NHS Bristol
Jonathan Sheffield	Medical Director	University Hospitals Bristol NHS Foundation Trust
Ceri Hughes	Consultant Maxillofacial Surgeon	University Hospitals Bristol NHS Foundation Trust
Hilary Hiscox	Sister, ENT Outpatients	University Hospitals Bristol NHS Foundation Trust
Jane Beckinsale	Macmillan Speech and Language Therapist	University Hospitals Bristol NHS Foundation Trust
Tony Brook	Dental Surgeon	University Hospitals Bristol NHS Foundation Trust
Rebecca Davies	Dental Radiologist	University Hospitals Bristol NHS Foundation Trust
Colette Reide	Palliative Care Consultant	University Hospitals Bristol NHS Foundation Trust

Appendix 3

Project Board Membership

Name	Role on Project Board	Job Title	Organisation
Deborah Evans	Project Board Chair	Chief Executive	NHS Bristol
David Tappin	Project Director	Director of Strategic Development	NHS Bristol
Ruth Hallett	Present key project information to the Board	Project Manager	R2H Consulting
Nigel Warmington	Independent assurance of workstream recommendations	Independent Facilitator	BASIS
Richard Smale	Project Assurance	Programme Director	NHS Bristol
Chris Burton	Representing NBT	Medical Director	North Bristol NHS Trust
Jonathan Sheffield	Representing UHB	Medical Director	University Hospitals Bristol NHS Foundation Trust
John Waldron	Representing RUH both management and clinical views	Medical Director	Royal United Hospital Bath NHS Trust
Dr Hoda Booz	Representing views of ASW site specific group and Oncologist	Chair of the ASW site specific group and Oncologist	University Hospitals Bristol NHS Foundation Trust
Paul Tierney	Representing ENT Surgeons	ENT Surgeon	North Bristol NHS Trust
Ceri Hughes	Representing Maxillofacial Surgeons	Maxillofacial Surgeon	University Hospitals Bristol NHS Foundation Trust
Antonia Orlando	Representing Plastics Surgeons	Plastic Surgeon	North Bristol NHS Trust
Dr Julian Kabala	Representing	Radiologist	University

Name	Role on Project Board	Job Title	Organisation
(Sue Armstrong to deputise if required)	Radiologists		Hospitals Bristol NHS Foundation Trust or North Bristol NHS Trust
Karen Denton (Ed Sheffield to deputise if required)	Representing pathologists	Pathologist	North Bristol NHS Trust
Donna Graham (Jacqueline Sparkes to deputise if required)	Representing specialist nurses	Specialist Nurse	North Bristol NHS Trust or University Hospitals Bristol NHS Foundation Trust/
Morwenna White-Thomson (Jane Beckinsale to deputise if required)	Representing Speech and language therapists	Speech and language therapist	North Bristol NHS Trust
Jonathan Sandy	Representing researchers		University Hospitals Bristol NHS Foundation Trust
Liz Eley	Representing the Head and Neck Cancer patient need	Patient Representative	N/A
Joan Bayliss	Ensuring public accountability	Link Representative	N/A
Ellen Rule	Commissioning experience to help inform implementation	Programme Director for Planned Care and Cancer	NHS Bristol
Tariq White	Wider Cancer Network awareness	ASWCS Network Nurse Director	Avon Somerset and Wiltshire Cancer Network
Ardiana Gjini		Public Health Consultant	NHS Bristol
Colette Reid	Representing Palliative Care	Palliative Care Consultant	University Hospitals Bristol NHS Foundation Trust
Desmond Nunez	Representing ENT	ENT Consultant	North Bristol NHS

Name	Role on Project Board	Job Title	Organisation
	clinicians		Trust
Peter Revington	Representing OMF clinicians	Consultant in Oral and Maxillofacial Surgery	University Hospitals Bristol NHS Foundation Trust

Appendix 4

Project Team membership

Name	Role on the Project Team	Title	Organisation
Ruth Hallett	Chair	Project Manager	R2H Consulting
Hoda Booz	Clinical lead	Consultant in Clinical Oncology	University Hospitals Bristol NHS Foundation Trust
Lucy Elliss-Brookes	Data manager	Associate Director, Commissioning and Cancer Intelligence	Avon, Wiltshire and Somerset Cancer Network
Kate Cooke	Equality Impact Assessment lead and clinical adjacencies report	Project Support Officer	NHS Bristol
Diane Cornish/ Dany Bell	Link for North Bristol NHS Trust	General Manager/Cancer Services Manager	North Bristol NHS Trust
Serena Fazal	Finance officer	Senior Contracting Accountant	NHS Bristol
Trevor Foster	Geographical Information Systems (GIS) support	GIS Specialist Team Leader	Avon IM&T Consortium
Ardiana Gjini	To provide Public Health perspective and lead Health Equity Audit	Consultant in Public Health	NHS Bristol
Daphne Havercroft	To champion patient benefits and incorporate learning from the Breast Care Services Review	Project Team Advisor	Independent
Ceri Hughes	Clinical lead	Consultant in Maxillofacial Surgery	University Hospitals Bristol NHS Foundation Trust
Tony Jones	Provide advice on user and carer involvement	PPI Manager	NHS Bristol
Emma Phillips	To support Project Team members and the project	Programme Support Officer	NHS Bristol
Amanda Saunders	To provide commissioning input and lead on the	Cancer Commissioning	NHS Bristol

Name	Role on the Project Team	Title	Organisation
	service specification and satellite and spoke	Manager	
Richard Smale	Feedback on key deliverables, support and advice to Project Team members	Project Assurance	NHS Bristol
Claire Thompson	Link for University Hospitals Bristol NHS Foundation Trust	Divisional Manager	University Hospitals Bristol NHS Foundation Trust
Paul Tierney	Clinical lead	Consultant ENT Surgeon	North Bristol NHS Trust
Tariq White	To ensure review delivers IOG compliance	Nurse Director	Avon, Wiltshire and Somerset Cancer Network

Appendix 5

Implementation Group membership

Name	Title	Organisation	Responsibilities
Claire Thompson	Divisional Manager	University Hospitals Bristol NHS Foundation Trust	Operational impacts management
Carly Powell	Assistant General Manager – Neurosciences	North Bristol NHS Trust	Operational impacts management
Paul Tierney	Consultant Ear, Nose and Throat Surgeon	North Bristol NHS Trust	Chair and Clinical engagement
Ceri Hughes	Consultant Oral and Maxillofacial Surgeon	University Hospitals Bristol NHS Foundation Trust	Chair and Clinical engagement
Hoda Booz	Chair of the ASW site specific group and Oncologist	University Hospitals Bristol NHS Foundation Trust	Representing views of ASW site specific group and Oncologist
Ruth Hallett	Project Manager	R2H Consulting	Project governance
Jeremy Spearing	Finance Manager	University Hospitals Bristol NHS Foundation Trust	Information and finance
Catherine Baldwin	Finance Manager	North Bristol NHS Trust	Information and finance
Katie Murray/ Becky Hocking	HR Manager	University Hospitals Bristol NHS Foundation Trust	Staff communications
Janet Fowler	HR Manager	North Bristol NHS Trust	Staff communications
Carole Tookey/ Donna Graham / Rob Buller	Matron	University Hospitals Bristol NHS Foundation Trust	Nursing representative (Matron / CNS / ward manager)
Sue Parker/ Jacqui Sparkes or Libby Potter / Sylvia Rubino	Matron	North Bristol NHS Trust	Nursing representative (Matron / CNS / ward manager)
Liz Eley	Cancer Patient representative	Independent	Patient representation
Ellen Rule	Programme Director	NHS Bristol	Commissioning Representative

Other people will join the Implementation Group as required. These may include representatives from:

- | | |
|--------------------------------|--------------------|
| CNS | Dental specialists |
| Dieticians | Audiologists |
| Speech and Language Therapists | Researchers |
| Pharmacy | Neurosurgery |
| Pathology | Plastics |
| Oncology | Intensivists |
| Palliative care | Radiology |
| Clinical psychology | Anaesthetists |
| Estates | |

Appendix 6**User Reference Group meetings**

Date	Time	Venue	Main purpose
22 nd February	2.30pm – 4pm	Deaf Centre, King Square, Bristol, BS2 8EE	Discuss proposed service model
27 th April	10.30am – 12.30pm + lunch	Deaf Centre, King Square, Bristol, BS2 8EE	Complete Equality Impact Assessment. Invitation to this meeting will be extended to other appropriate representatives.
3 rd June	2pm – 4pm	Deaf Centre, King Square, Bristol, BS2 8EE	Feed into the due diligence process for the site
12 th August	10am – 12pm	Deaf Centre, King Square, Bristol, BS2 8EE	Contribute to Provider Response
2 nd September	2pm – 4pm	Deaf Centre, King Square, Bristol, BS2 8EE	Contribute to Provider Response

Appendix 7

Clinical Reference Group membership

Name	Job Title/ Remit	Organisation
Sue Armstrong	Radiologist	North Bristol NHS Trust
David Baldwin	Consultant ENT Surgeon	North Bristol NHS Trust
Matthew Beasley	Consultant in Clinical Oncology	University Hospitals Bristol NHS Foundation Trust
Jane Beckinsale	Speech and Language Therapist	University Hospitals Bristol NHS Foundation Trust
Dany Bell	Cancer Services Manager	North Bristol NHS Trust
Wim Blancke	Consultant Anaesthetist	North Bristol NHS Trust
Hoda Booz	Consultant in Clinical Oncology	University Hospitals Bristol NHS Foundation Trust
James Brennan	Clinical Psychologist	University Hospitals Bristol NHS Foundation Trust
Tony Brookes	Dental Surgeon	University Hospitals Bristol NHS Foundation Trust
Rob Buller	Ward Manager	University Hospitals Bristol NHS Foundation Trust
Carol Cook	Clinical Nurse Specialist	Royal United Hospital Bath NHS Trust
Diane Cornish	General Manager	North Bristol NHS Trust
Jacqueline Cornish	Head of Division, Women's and Children's Services	University Hospitals Bristol NHS Foundation Trust
Rachel Craven	Anaesthetist	University Hospitals Bristol NHS Foundation Trust
Susan Douglas	Locum Consultant in ENT	University Hospitals Bristol NHS Foundation Trust
Tony Fielding	GP	NHS Bristol
Peter Goyder	GP	NHS Bristol
Donna Graham	Clinical Nurse Specialist	University Hospitals Bristol NHS Foundation Trust
Jackie Griffiths	Speech and Language Therapist	University Hospitals Bristol NHS Foundation Trust
Phil Guest	Consultant Maxillofacial Surgeon	University Hospitals Bristol NHS Foundation Trust

Name	Job Title/ Remit	Organisation
Daniel Hajioff	Consultant Otolaryngologist	North Bristol NHS Trust
Hilary Hiscox	Ward nurse	University Hospitals Bristol NHS Foundation Trust
Sarah Hudson	Cancer Services Manager	University Hospitals Bristol NHS Foundation Trust
Ceri Hughes	Consultant in Maxillofacial Surgery	University Hospitals Bristol NHS Foundation Trust
Claudia Jemmott	Acute Dietetic Team Lead for the BRI and Oncology Dietetians	University Hospitals Bristol NHS Foundation Trust
Tina Jewell	ENT Nurse Practitioner	North Bristol NHS Trust
Julian Kabala	Consultant in Clinical Radiology	University Hospitals Bristol NHS Foundation Trust
Claire Langton-Hewer	Consultant Otolaryngologist	University Hospitals Bristol NHS Foundation Trust
Teresa Levy	Cancer Services Manager	University Hospitals Bristol NHS Foundation Trust
Kathy Lord	Head of Dietetics	North Bristol NHS Trust
Jane Luker	Radiologist	University Hospitals Bristol NHS Foundation Trust
Fiona MacKay	Clinical Nurse Specialist	Royal United Hospital Bath NHS Foundation Trust
Steve Mather	Consultant in Anaesthesia and Perioperative Medicine	University Hospitals Bristol NHS Foundation Trust
Ed Morris	Anaesthetist	North Bristol NHS Trust
Richard Nelson	Consultant Neurosurgeon & Skull Base Surgeon	North Bristol NHS Trust
Andy Ness	Professor of Epidemiology	University Hospitals Bristol NHS Foundation Trust
Desmond Nunez	Consultant Otolaryngologist	North Bristol NHS Trust
Antonio Orlando	Plastic Surgeon	North Bristol NHS Trust
Kevin Page	Prosthetics	North Bristol NHS Trust
Darren Pinder	ENT Surgeon	Royal United Hospital Bath NHS Foundation Trust
Graham Porter	Consultant in ENT Surgery	University Hospitals Bristol NHS Foundation Trust

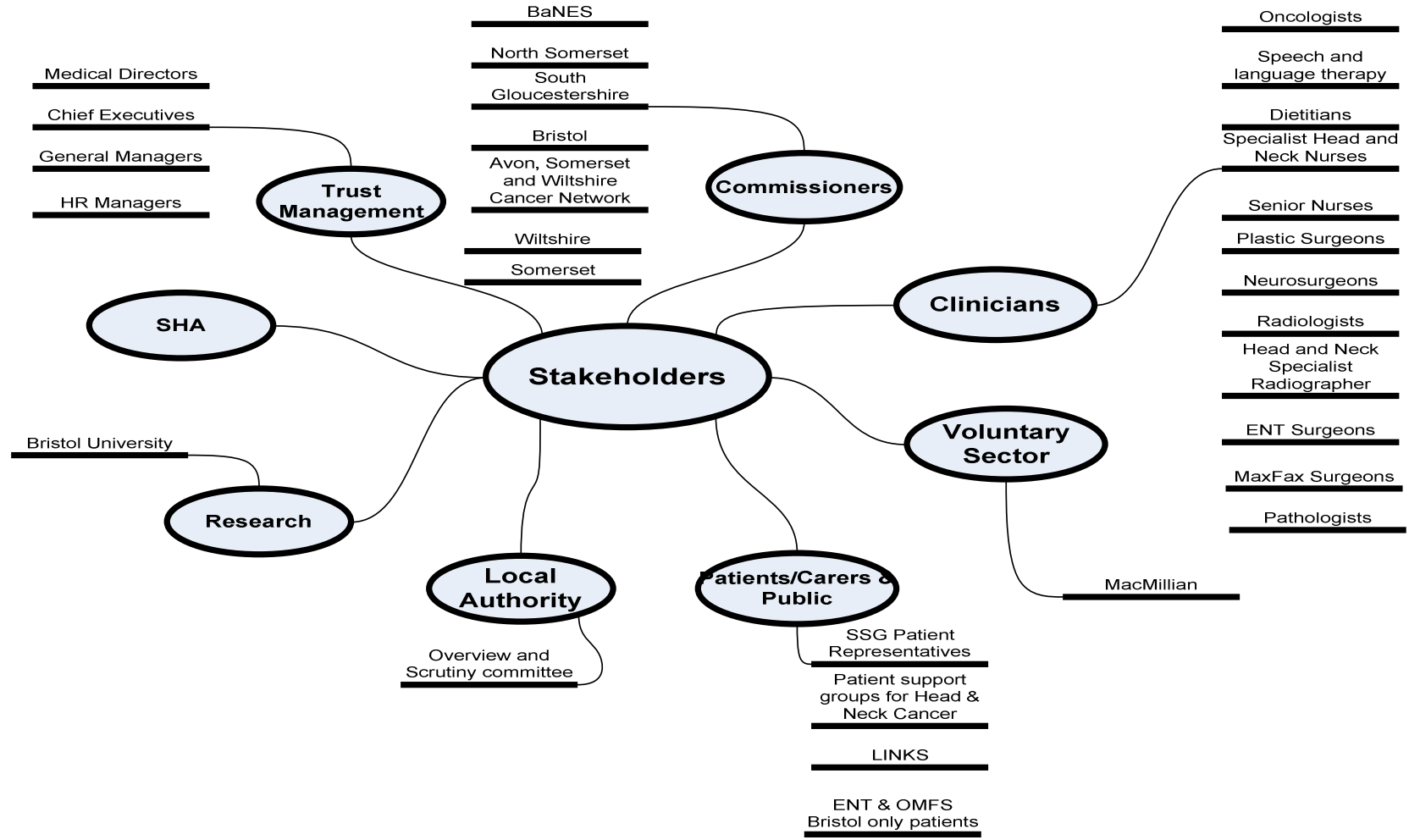
Name	Job Title/ Remit	Organisation
Libby Potter	Clinical Nurse Specialist	North Bristol NHS Trust
Carly Powell	Assistant General Manager	North Bristol NHS Trust
Miranda Pring	Special Oral Pathologist	University Hospitals Bristol NHS Foundation Trust
Anne Pullyblank	Surgeon and Lead for Clinical Risk	North Bristol NHS Trust
Colette Reid	Palliative Care Consultant	University Hospitals Bristol NHS Foundation Trust
Peter Revington	Consultant Maxillofacial Surgeon	North Bristol NHS Trust
Philip Robinson	Consultant Otolaryngologist	North Bristol NHS Trust
Sylvia Rubino	Ward Manager	North Bristol NHS Trust
Ellen Rule	Programme Director – Planned Care and Cancer	NHS Bristol
Jonathan Sandy	Head of Dental School	University Hospitals Bristol NHS Foundation Trust
Mike Saunders	Consultant Otolaryngologist	University Hospitals Bristol NHS Foundation Trust
Ahmed Shaaban	Consultant Otolaryngologist	North Bristol NHS Trust
Ed Sheffield	Consultant in Histopathology	North Bristol NHS Trust
Jonathan Sheffield	Medical Director	University Hospitals Bristol NHS Foundation Trust
Catherine Sluman	Speech and Language Therapist	North Bristol NHS Trust
Pat Smith	Audiologist	University Hospitals Bristol NHS Foundation Trust
Jacqui Sparkes	Clinical Nurse Specialist	North Bristol NHS Trust
Steve Thomas	Consultant Maxillofacial Surgeon	University Hospitals Bristol NHS Foundation Trust
Claire Thompson	Divisional Manager, Surgery, Head and Neck	University Hospitals Bristol NHS Foundation Trust
Paul Tierney	Consultant ENT Surgeon	North Bristol NHS Trust
Carole Tookey	Matron	University Hospitals Bristol NHS Foundation Trust
Natty Triskel	Clinical Psychologist	North Bristol NHS Trust
John Waldron	Consultant ENT Surgeon	Royal United Hospital Bath NHS Trust
Robert Warr	Consultant Plastic Surgeon	North Bristol NHS Trust

Name	Job Title/ Remit	Organisation
Dawn Webster	Audiologist	North Bristol NHS Trust
Mike Wheeler	Dental School Manager	University Hospitals Bristol NHS Foundation Trust
Morwenna White- Thompson	Speech and Language Therapist	North Bristol NHS Trust
Andrew Wilkinson	Audiologist	North Bristol NHS Trust

Appendix 8**Advisory Panel Membership**

Name	Job title	Organisation
David Tappin	Director of Strategic Development	NHS Bristol
Pat Bradley	Independent Chair	
Aidan Moran	Dentist	Redland Park Dental Surgery
Dusty Walker	Non-executive director	NHS Bath and North East Somerset
Maggie Rae	Director of Public Health	NHS Wiltshire
Marilyn Jones	Patient Representative	
Nigel Warmington	Independent Facilitator	Basis
Ellen Rule	Programme Director for Planned Care and Cancer	NHS Bristol
Claire Barber	Head and Neck Specialist Nurse	The Royal Devon and Exeter NHS Foundation Trust

Appendix 9



Bristol, North Somerset and South Gloucestershire NHS organisations are working together in partnership to deliver the Healthy Futures Programme