

## Breast Services Review: Project Steering Group

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### 1 Objective

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The Breast Services Review Project Steering Group is tasked to develop and implement the project plan to review breast care services across BNSSG. It will identify the service model and optimal configuration for breast services across the area. This will ensure that local men and women have the opportunity to access best practice breast services and to position breast services for Bristol, North Somerset and South Gloucestershire at the forefront of breast care practice, development and research.

### 2 Scope of Work

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The group will:

- produce a work plan outlining activities and timescales to achieve set objectives.
- produce a project brief
- produce a project initiation document
- establish and maintain the following documents:
  - Risk Log
  - Issue and Actions Log
  - Benefits Realisation Plan
- deliver the project via the leads of identified work streams
- monitor the implementation of work stream plans
- produce a set of recommendations for breast services model of care and service configuration
- manage the non-financial and financial appraisal of each recommended service model/configuration
- produce and submit project reports to the BNSSG CE's

### 3 Composition of the group

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The group will consist of a core membership of representatives as follows:

		<b>Name and title</b>	<b>Role</b>
1	Lead Clinician	Prof. Robert Mansel	Chair
2	Lead Director & Commissioner	Director or Associate Director from Bristol PCT	Lead Director of review
3	Clinicians (Secondary Care representatives to be agreed across organisations)	Acute Trust Medical Director	
4		Breast care clinician representative	
5		Breast care nurse representative	
6		Breast Screening clinician	
7		Consultant in Diagnostic Services	
8		General Practitioner (A PBC representative)	
9		Public Health representative	
10	Stakeholders	Representative 1 – to be decided by Stakeholder Groups)	
11		Representative 2 – to be decided by Stakeholder Groups)	
12	PPI Manager	PPI Manager representative	
13	Lay representatives	LINks' representative	
14		The Care Forum	
15	Senior Managers	Acute Trust Director of Development/Strategy	
16		Assoc Director, BHSP	
	ASW Cancer Network	Jeremy Baybrooke	
	B&ANES Commissioner		
	<b>Specialist input</b>		
	To be determined by the Steering Group as/when necessary including Finance, Information and Comms		

In recognition of potential variations in availability of individuals especially amongst stakeholders and lay representatives, the Core members will be invited to choose 'Attending' or 'Corresponding' membership status, as set out below. Members will be able to review and alter their status as needed:-

### **Attending members**

Attending members will be actively involved in the production, review, and implementation of the Project Plan.

Attending members will be expected to attend all meetings, will be consulted in planning dates and venues for meetings, and will be invited to submit agenda items. Attending member status will imply a commitment of time to the work of the group, but should also be regarded as a source of professional input.

### **Corresponding members**

Corresponding member status is appropriate for individuals and organisation that wish to keep in touch with the work of the group, but who are not available to attend all meetings. Corresponding members are not, unless specifically requested, consulted on dates and venues of meetings, but are invited to submit agenda items, and have a standing invitation to attend meetings if an issue they are keen to discuss is on the agenda.

All core members of the group are strongly encouraged to participate to share their expertise and experience.

### **Group Chair and Project Manager**

The Clinical Lead will be the Chair of the group - to run meetings and act as formal representative of the group.

Janet Smith, BHSP Project Manager - to arrange the effective dissemination of information, to maintain membership lists, to organise meetings, and to draft agendas and minutes.

## **4 Activities of the Group**

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Core members will contribute to the work of the group in the following ways:

### **a. Project Planning**

The group will produce the following documents:

- An activity plan that will outline the activities that the review group needs to undertake to implement the project.
- A project brief
- A project initiation document

### **b. Governance and Assurance**

The group will produce a governance and assurance framework that covers the following areas:

- Project controls
- Statutory duties
- Quality management
- Benefits management

- Project leadership
- Project accountability

The group will also establish and maintain these documents:

- Risks log
- Issue and action log
- Benefits realisation plan

**c. Meeting**

Once established, it is expected that the Breast Services Review Project Steering Group will meet once a month. In addition the Breast Services Review Project Steering Group may establish sub-groups which will determine their own requirement for meetings. The Group Chair will invite Corresponding members to the meetings as and when required.

**d. Monitor the progress of the implementation of work stream plans.**

The Breast Services Review Project Steering Group will receive reports from the work stream leads on a regular basis and make decisions based on the recommendations in the report.

**e. Produce and submit a set of recommendations for breast services model of care and service configuration**

The Breast Services Review Project Steering Group will submit a final report which addresses the objective set out in section 2 of the service review terms of reference and identifies a preferred option for the future service configuration, together with the supporting rationale for the choice. Any clinical rationale will be underpinned by the evidential basis. The preferred option will include a financial analysis which demonstrates affordability /impact in both revenue and capital terms.

**f. Manage the non-financial and financial appraisal of each recommended service model/configuration**

The Breast Services Review Project Steering Group will ensure each service model/configuration options are subjected to rigorous and transparent options appraisal process.

**g. Produce and submit reports to the Executive Boards**

The Breast Services Review Project Steering Group will produce and submit formal reports to the BNSSG CE's through the Group Chair on a monthly basis, outlining the progress of the project including recommended decisions and actions.

**h. Representing the Breast Services Review Project Steering Group**

The Chair will represent the group to BNSSG CE's meeting, related organisations and initiatives as appropriate, and report back to the group.

## 5 Communication and Administration Details

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- **Agenda and Supporting Papers**

Agenda and supporting papers will be prepared by the Group Chair and circulated to the members by the BHSP Project Manager at least one week prior to meetings.

- **Minutes**

Minutes of meetings will be drafted by the BHSP Project Manager within 3 working days of the meeting taking place, and will be approved by the Chair to ensure its circulation within 8 working days

- **Filing**

The BHSP Programme Office will be responsible for filing correspondence, letters, agenda, minutes and other documents relating to the Project.

## 6 Management and Reporting Structure

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