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 @TOHETI\_Imaging

*Transforming Outcomes and Health Economics through Imaging (TOHETI) is a four year Guy's and St Thomas' Charity funded programme, working with NHS partners across Lambeth and Southwark to develop a vision for the future of imaging, with patient experience and outcomes at its core. Delivery of the new TOHETI-funded CT and MRI scanners to Guy's and St Thomas' took place over May and June 2016, increasing imaging capacity across the Trust and aiding research across the TOHETI pathways of acute chest pain, colon and lung cancer, chronic headache and scaphoid fracture.*

## Guy's and St Thomas' NHS Foundation Trust becomes one of the largest accredited Imaging services in the country



Imaging staff across Guy's and St Thomas' NHS Foundation Trust and King's College London were delighted on Tuesday 11 October to be awarded ISAS (Imaging Services Accreditation Scheme) accreditation, making it one of the largest ISAS accredited services in the country. ISAS is a patient-focused assessment and accreditation programme, and is part of hospital inspection methodology.

The imaging departments are currently going through an exciting period of expansion, innovation and transformation. This includes the work supported by the TOHETI programme which leads the way in transformation of imaging services, and aims to create models for future delivery of care across the clinical spectrum to ensure the right imaging test is performed at the right point in time for a patient.

At the celebration event, staff came together and were thanked by Amanda Pritchard, Chief Executive, Guy's and St Thomas' for their hard work and drive, and to hear thoughts and ideas for a challenging but exciting year to come. The ISAS team and TOHETI research studies showcased their work, giving everyone a chance to find out more about some of the exciting work and opportunities taking place across the Trust.



*"It is fantastic news to get the ISAS accreditation for the Imaging Clinical Services provided by Guy's and St Thomas' and King's College London. The extreme hard work and dedication of all the staff, both clinical and administrative working across the organisations, and the strong focus on the patients and their experience had shone through the assessment.*

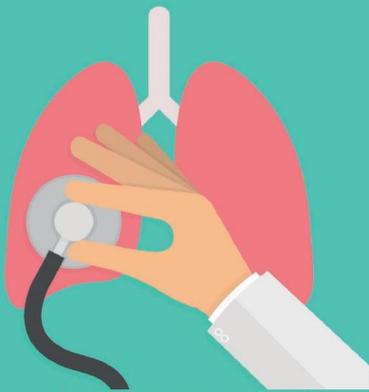
*In addition, the culture of continuous improvement which builds on the great work being done in the Transforming Outcomes and Health Economics through Imaging programme (TOHETI) should ensure that we can build on this accreditation and our imaging services will continue getting better year on year."*

**Professor Reza Razavi, Director of Research, King's Health Partners**

## Research Study update

The TOHETI scaphoid, headache and colon cancer studies have commenced recruiting patients, and close monitoring of weekly progress against recruitment targets is taking place across the studies. The team have worked closely to share learning across the research pathways, and a recruitment assistant is in role to support clinical staff and recruitment and follow-up of participants across the studies. Proactive steps have been taken to address where recruitment of patients to studies has initially been slow – i.e. expanding the recruitment inclusion criteria for the colon and headache studies, and good progress is being seen across the studies. Final clinical sign off and consensus is being reached in both the Acute Chest Pain and Lung Cancer pathways, and start dates for the studies are anticipated for year-end/early 2017.

### Lung Health Check Information Leaflet



You may be eligible for a lung health clinic appointment as part of the lung health study

#### Let's talk about your lungs

##### What is the lung health check about?

The lung health clinic has teamed up with GPs across Southwark and Lambeth to learn about ways we can help identify patients who may benefit from a lung health check. Lung conditions are easier to treat when they are identified early.

This work will form part of a study conducted by Guy's and St Thomas' NHS Foundation Trust and King's College London.

##### Why have I been approached?

You have been identified as someone who may be eligible for a lung health check. People **aged between 55 and 80** and are a **smoker or have given up smoking within the last 15 years** are being invited to complete a simple questionnaire to find out if the lung health check is right for you.

##### Did you know?

In the early stages of lung cancer, you might not feel any symptoms. Early detection means better options for treatment.



##### Did you know?

Lung cancer screening is currently being rolled out in the United States

## The Lung Cancer study

A study start day for early 2017 is anticipated for the TOHETI lung feasibility study, which will evaluate the uptake of low-dose chest CT by high risk symptom-free individuals identified in two deprived boroughs of South East London, when offered as part of a lung health clinic assessment.

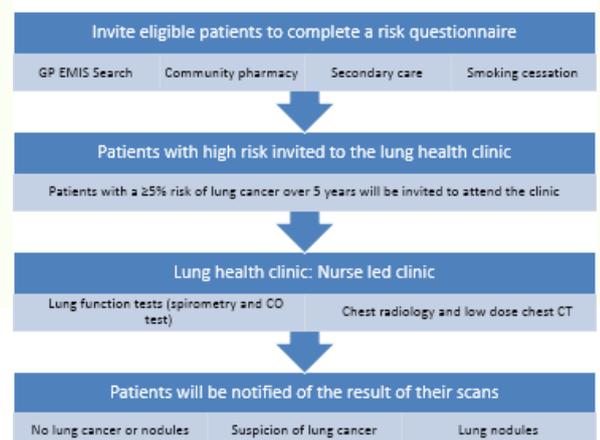
The study will compare the rate of early stage detection of lung cancer in high risk symptom-free patients under low dose CT against chest radiography. In order to maximize participant uptake to the study, a variety of engagement methods, from case-finding via a GP record search to community pharmacy participation will be used. We are also exploring tie-in to the Lambeth CCG smoking cessation group.

Statistical support has been sought in order to estimate the recruitment target required in order to observe the population group of interest with a 10% precision. Input is being sought from patients, GP surgeries and pharmacists to shape design of study materials and ensure we maximise impact and uptake to the study.

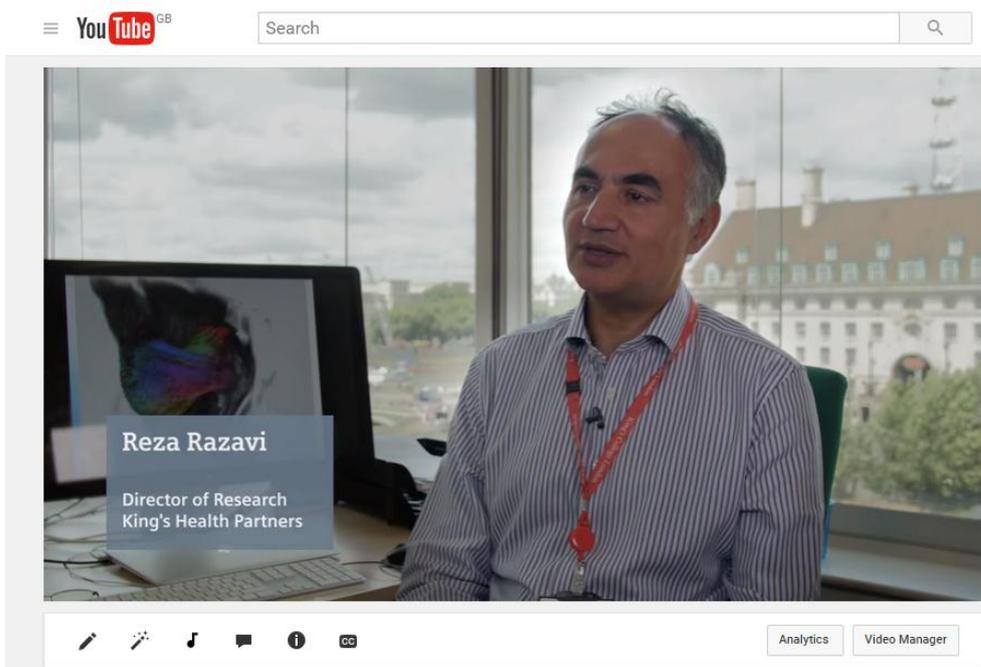
### Arjun Nair, Consultant Radiologist and Principal Investigator for the study explains:

*"This project gives all healthcare professionals working towards combating lung cancer- GPs, pharmacists, smoking cessation clinics and hospital doctors - the chance to come together to detect lung cancer early in those highest at risk. There are many challenges to making this sort of approach successful that are unique to Lambeth and Southwark, meaning what works in one part of the country cannot be simply transplanted to our population. This project is a first exciting step towards understanding what those challenges are and how we may overcome them."*

**Study Methodology:** The current clinical pathway for lung cancer diagnosis relies on patients visiting their GP once symptoms suggestive of lung cancer have developed. Patients symptomatic for lung cancer at diagnosis tend to have more advanced stages of lung cancer and are less likely to be eligible for treatment of curative intent. A successful lung cancer screening strategy must correctly identify patients with lung cancer, where the benefits of early chest low dose CT outweigh the possible risks, while simultaneously minimising the risks arising from the investigation of false-positive results.



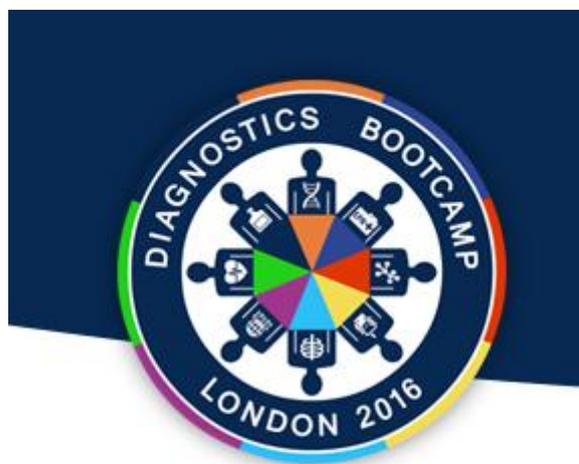
## Siemens Healthineers – showcasing our partnership



**SIEMENS**  
Healthineers

*We have worked with Siemens Healthineers to produce this short video, showcasing TOHETI research and ambitions, made possible through new Siemens imaging technology.*

*You can watch the video at <http://bit.ly/2dtlq56>*



### Diagnostic Bootcamp 2016

TOHETI Associate Director, Bernadette Cronin, presented on TOHETI's work at the Diagnostic Bootcamp 2016 on September 28, to showcase TOHETI learning and our approach.

The event, aimed at those responsible for managing the business of diagnostic services more effectively, focused on:

- Achieving Healthier People Outcomes
- Supporting more informed decisions about diagnosis
- Enhancing Patient Experience and empowering patients
- Supporting Optimum and Cost-Efficient Patient Care
- Raising the Diagnostics Team Profile

### Galaxy Implementation in Interventional Radiology

TOHETI has supported the introduction of the Galaxy IT system in the Interventional Radiology department, going live across Guy's and St Thomas' over July. Galaxy tracks the patient's surgical pathway from scheduling, through the surgical episode and recovery stages to discharge. It enables theatre planning and audit of activity, as well as collecting clinical information on our patients. Benefits include:

- Ability to better manage resources, theatre schedules, theatre lists and patient journeys in the procedure rooms
- Use as an audit tool for perioperative care e.g. junior doctors use the information for their procedure log books
- Monitoring of service activity: this includes activity reports such as patient cancellations
- Recording and managing Emergency patients according to clinical need and resource availability
- Facilitating scheduling activities by Admissions administrators and medical secretaries for elective patients using a real-time interface from PIMS (iPM)
- Supporting Admissions decisions on when patients should be admitted and to secure places on session schedules and theatre lists.

## Evaluating the TOHETI programme

A programme-wide qualitative evaluation of the implementation processes for the TOHETI clinical pathways is taking place, with a view to achieving a better understanding of the clinical, organisational and personal factors that determine successful implementation.

The evaluation will focus on when, why, how and for whom changes work best, reasons for successes and barriers to implementation. The evaluation aims to shape the programme implementation and engender lessons for future NHS change initiatives.

Two post doc evaluators, Maria Kordowicz and Eloise Radcliffe spend one day a week embedded in the TOHETI team, ensuring that they really understand what we are doing and are therefore able to provide very valuable feedback, challenge and insight and ultimately a useful evaluation of the programme as a whole.

### Methods

- Ethnographically-informed participant observation approach
- Evaluators based at St Thomas' Hospital one day every week, embedded to observe and study the progress of each pathway and processes involved in successfully bringing the imaging innovations into clinical practice
- Different TOHETI pathways provide an opportunity to identify the factors that determine success though comparing and contrasting the implementation steps
- Interviews with key protagonists over the course of the project to determine their perceptions of progress and challenges
- Action research approach - key findings will be fed back to the TOHETI team to enable further improvement of pathway implementation.

### Preliminary Findings: Emerging themes

#### Successes and Challenges

- Cohesive, multi-skilled TOHETI team
- Patient engagement, e.g. Fibroids Pathway
- Timeline issues, e.g. challenges of recruiting, delays with installation of scanners
- Staff and machines - infrastructure around scanners
- Complex wider Trust system
- Clinical context and cost shifting
- Achieving clinician buy-in and gaining consensus from professionals
- Research processes, e.g. study design, ethical approval, recruitment
- Tension between managerial, clinical and research priorities
- Lean methodology as a framework.



The TOHETI evaluation team

#### Evaluation Team

Maria Kordowicz

Eloise Radcliffe

Dr Patrick White

Prof David Armstrong

Dr Mark Ashworth



University of London

King's College London  
Division of Health and Social Care  
Research  
Department of Primary Care and Public  
Health Sciences

#### Data collected to date

<b>Ethnographic observations</b>	Evaluators based at St Thomas' Hospital one day a week since September 2015, have attended and taken field notes for over 100 meetings
<b>Interviews with key stakeholders</b>	20 interviews with TOHETI staff and health care professionals
<b>Documentary analysis</b>	e.g. performance meeting dashboards, minutes from pathway management group meetings