

Collaborative working outcome summary

Project title:

University Hospital of Leicester Multiple Myeloma Service, Capacity And Resource Transformational Project

Partner Organisations:

Johnson & Johnson Innovative Medicines, 50-100 Holmers Farm Way, High Wycombe, HP12 4EG

University Hospital of Leicester, Leicester Royal Infirmary, Infirmary Square, Leicester LE1 5WW

Summary

Working in collaboration with University Hospital of Leicester an opportunity was identified to optimise the Multiple Myeloma patient pathway in line with national guidelines with an aim of improving the service efficiency and patient access. The outcomes of this project was to improve the Multiple Myeloma pathway measured against 62 – day referral to treatment standard and 31- day decision to treatment standard. This project ran for 3 months.

Background

The University Hospital of Leicester Myeloma Service supports a growing and predominantly older patient population, reflecting national trends where the majority of myeloma patients are aged over 65 and often have complex, long-term treatment needs. Activity continues to rise due to improved survival, increasing prevalence, and the introduction of novel therapies requiring frequent monitoring and treatment delivery. As a result, the service is experiencing significant capacity and resource pressures across clinics, treatment centres, inpatient services and workforce, making it increasingly challenging to sustain national cancer waiting time standards despite high clinic utilisation.

Project objectives

To align the University Hospital of Leicester cross functional teams on key focus areas for service improvement to ensure collective understanding and commitment to potential solution implementation.

In addition, to determine the potential impact of these targeted improvements on overall service delivery and patient care. Utilise the findings to build a robust business case advocating for change that are crucial for implementing the identified solutions.

Benefits realised

For patients:

- Quicker access to care: Streamlined referral processes, improved clinic scheduling, and better management of active monitoring patients will release capacity, allowing patients who need urgent review or treatment to be seen more quickly.
- Maintenance of current level of care: All proposed changes focus on improving pathways and efficiency rather than reducing clinical input, ensuring continuity of consultant-led, high-quality care throughout the project.

For University Hospital Leicester:

- Confidence in service improvement: Use of a structured transformation toolkit and pathway analysis provides evidence-based scenario planning to support confidence that proposed changes will improve patient flow, access to treatment, and service sustainability.
- Capacity and resource improvements: Reducing inappropriate referrals, improving discharge processes, and optimising clinic and chemotherapy workflows will create capacity and reduce pressure on staff.
- Evidence to support a case for change: Analytical outputs and agreed success measures provide a clear rationale to demonstrate impact against agreed KPIs.
- Improved clinic utilisation: Actions to reduce overbooking, overrunning clinics, and appointment cancellations support more effective use of existing clinic capacity.

For Johnson & Johnson:

- Johnson & Johnson produce medicines within this therapy area. Identifying ways to improve the current service may lead to increased patient numbers flowing through the system, which may lead to increased appropriate use of Johnson & Johnson medicines in line with local guidelines.
- Greater understanding of the needs of the NHS in University Hospital Leicester, which may be shared with other health economies, to aid service redesign, and build capabilities and improve patient care.

NHS feedback from collaborating with Johnson & Johnson

Feedback was collected via a post-project survey completed by participating stakeholders from University Hospitals Leicester NHS Trust.

Overall feedback indicated a high level of satisfaction with the collaborative working project, with respondents reporting strong agreement that the initiative supported structured discussion of service challenges and identification of next steps.

Participants highlighted that the project:

- Enabled focused, structured time for multidisciplinary reflection on service pressures
- Supported agreement on priority issues and potential approaches for improvement
- Provided a flexible and facilitative approach tailored to local service needs

Quantitative survey results showed:

- High overall satisfaction with the collaborative working project (average score 9.5 out of 10)
- Strong perceived contribution to service or pathway development (average score 9.5 out of 10)
- Increased willingness to engage in future collaborative working following project completion (average score 9.5 out of 10)

Resource

This project was a shared contribution of time and resource between University Hospital Leicester and Johnson and Johnson.

Johnson & Johnson provided £14,712 to fund externally facilitated collaborative workshops, supported by project management and analytical input. Workshops that enabling discussion, identify capacity and demand challenges, and explore potential service improvement options, including a full project evaluation with a 3rd party provider.

In addition, 64 hours of Johnson & Johnson colleagues time was provided to support the project through all stages of delivery from planning to evaluation.

University Hospital of Leicester provided 192 hours of time to the project.

Johnson&Johnson

Contact Details

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