

Wales Cancer Network Delivery Plan 2021 - 2022

What We'll Do:

1
Detect and diagnose cancer earlier

2
Create a plan that stabilises and improves the cancer workforce now, and meets future demand

3
Further develop, implement, embed and improve Optimal Pathways for Cancer

How We'll Do It:



Context:

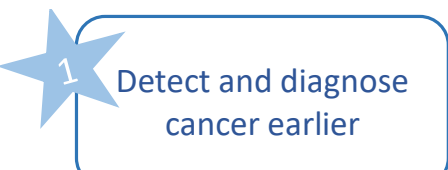
- The legacy of the pandemic will have a profound impact on Cancer
- This plan focusses the 3 priority areas that the Cancer Network, the Network Board and wider stakeholders will prioritise to make the biggest impact to recovery

Our Approach:

- The Quality Statement (QS) for Cancer sets out a new vision for the medium-term development of cancer services and requires a system focus on the immediate need to recover .
- The Cancer Network has a detailed plan to deliver against the QS

Our top 3 objectives will be supported by a patient centred care approach and improved Information and Intelligence





Detect and diagnose cancer earlier

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SMART OBJECTIVES



Objective	Actions	Who	By When	Success is
Deliver the Rapid Diagnosis Clinic model for Wales	Evaluate existing/new pilots Establish RDC in C&V Support HBs with case for sustainable funding for existing pilots Agree VSP NOP, and service specification	RDC Project Team	March 2022	Sustainably funded RDCs in place in line with agreed programme of evaluation through 2022/3
Establish BI which demonstrates time to diagnosis and time to care bundle data by HB and by tumour site	Secure support from ABUHB to develop BI for HBs and Trusts which is accessible for HB managers and clinicians to use for planning and service improvement	Cancer Network Manager	March 2022	Useable BI cancer product for HBs and Trusts
	Work programme to develop data warehouse intelligence building packages (SRSS, SSIS) to facilitate data being readily available at HB and all Wales level	Cancer Network Manager ABUHB/ ADIs Information	December 2022	All Wales Cancer BI
Deliver Lung Health Check operational pilot	Development of a detailed business case for the OP Determining the governance and delivery structure for the OP Recruitment of a Programme team Establishment of a Clinical Steering Group and an Operational Delivery Group Procurement of services to operationally provide the service Start pilot Evaluate impact of the pilot and describe the next steps.	LHC project team	January 2022 March 2022 Throughout 2022/23	Clear business plan and agreement for pilot Clear programme management arrangements Pilot in place with robust evaluation alongside
Work with other Collaborative and National Programmes to establish case for and implementation of solutions, including Diagnostic Centres in line with NHSE pilots, and other areas of opportunity	Establish baseline of demand and capacity gap by modality, across Cancer and Planned care Collate collaborative plan where opportunities can be secured across programmes for maximum senior benefit Develop strategy around how blood based diagnostics can inform earlier diagnosis within the NOPs	Cancer Network Senior Team, Collaborative Teams, National Programme Leads	Throughout 2022/23	Read across between programmes is clear Support for Diagnostic Centre approach Plan for pilots Evaluation framework
Support efforts to increase the uptake of screening and improve time to diagnosis or reassurance for patients for screen detected suspected cancers	Understand where the SCP and NOPs can influence the timeliness of patient journeys from screening services Map screening waits in to BI and Health Board cancer waiting times performance data	Cancer Network and Screening Services Senior Team	Throughout 2022/23	Waiting times from screening services to diagnosis and first definitive treatment improve in line with the NOPs



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Create a plan that stabilises and improves the cancer workforce now, and meets future demand

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SMART OBJECTIVES

Objective	Actions	Who	By When	Success is
<p>Develop HEIW SCP work programme and monitor outcomes and milestone through SCP workplan</p> <p>Work towards the development of a Cancer Workforce Strategy</p>	<p>Bespoke programme to support the HEIW capacity for cancer workforce planning, to include;</p> <ul style="list-style-type: none"> Baseline assessment of critical shortage areas (oncology/radiotherapy/cancer diagnostics) Opportunity assessment (training numbers/retire and returns/private sector etc) Detailed forward plan for recruitment/training/innovation/modernised roles and retention <p>Explore regional collaboration and sharing of the workforce where appropriate</p>	HEIW – supported by Cancer Network Senior Team and CRG for Cancer knowledge and experience	Throughout 2022/23	The cancer workforce is planned to meet forecast demand; specifically clinical and medical oncology, cancer nurse specialists, medical physics and therapeutic radiographers.
<p>Provide oversight and support challenge to the Non Surgical Oncology Workforce project (Velindre and HEIW);</p>	<p>Provide oversight and support challenge to the Non Surgical Oncology Workforce project (Velindre and HEIW);</p> <p>Establish the current workforce situation, current demands, future need and baseline for future workforce requirements.</p> <p>Engage widely with key staff in thinking/designing a future and sustainable workforce to deliver Radiotherapy and SACT.</p> <p>Provide a workforce modelling methodology and tool(s) to use when planning workforce requirements against the single cancer pathway requirements to assist in reducing the non-clinical element to 21 days.</p> <p>Providing recommendations on how the workforce capacity gaps can be improved in the immediate/medium and long-term</p>	Cancer Centre Teams (Velindre/BC/SB) and HEIW	March 2022	<p>An understanding of existing service models that identifies potential of enhanced collaboration opportunities / standardisation of pathways, etc.</p> <p>A Workforce model for non-surgical medical oncology Radiotherapy and SACT services that supports more effective planning of services and increase performance and improve health and well-being of staff</p> <p>Identification of training places for Wales that provides more informed education commissioning</p> <p>Workforce supports a transformed service for Radiotherapy and SACT that enables clinicians to deliver improved care; provides better training and development opportunities and informs training and education plans to meet future service needs</p>
<p>Exploit the opportunity within digital and technological innovations to support professional workforce, co-production and effective outcomes</p>	<p>Engage the opportunity of the Cancer Industry Forum</p> <p>Oversee the Planned Care PSA Programme (True North)</p> <p>Utilise the Innovation Fund/DHCW/ADIs to identify opportunities to test, sponsor, and evaluate</p>	Cancer Network Senior Team	Throughout 2022/23	The workforce vulnerabilities are supported through the use of innovation and AI



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Further develop, implement, embed and improve Optimal Pathways for Cancer

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SMART OBJECTIVES

Objective	Actions	Who	By When	Success is
Develop and embed agreed NOPs (including updating existing and adapting to Covid)	Undertake comprehensive analysis of the 5 SCP tumour site NOPS adoption and compliance Identify areas of constraint Work with national agencies and clinical teams to address and overcome constraints	SCP Team DU IC HBs	March 2022 Throughout 2022/3	Assessment of previously agreed pathways in terms of how well adopted/constraints/awareness Formal tool which systematically assesses the compliance and therefore learning across HBs
Develop systems for consistent measuring and reporting compliance with NOP adoption by HB and agree national reporting BI	Develop a comprehensive compliance tool and data set for pathways	SCP Team DU	March 2022	A strategy for using all cancer dashboards and an accurate data set to record cancer outcomes and compliance against the pathways. This will enable monitoring and utilising data on a regular basis to improve cancer outcomes. pathways and a strategy for monitoring and using the data on a regular basis to improve cancer outcomes
Pathway implementation review in each HB led by SCP Team, initially starting with 5 priority areas; Upper GI, Lower GI Urology, Lung, Sarcoma	Implement care bundles and sequencing across the pathways	SCP Team DU IC	March 2022	A strategy specifically for the implementation of pathway care bundles to understand blockages and establish processes to allow patients to move along the pathway in an automated fashion without the need for MDT interruption using a triage system. This will include reviewing same day/next day CT, PET, Laparoscopy, EUS
Improve patient information to support SCP and NOPs	Develop patient-level pathway information and communications	Cancer Network HB Lead Nurses and AHPs	March 2022	A review of how the pathways are communicated to patients, primary and community care clinicians using that pathway. Understand levels of awareness across these areas and how are patients made aware that they are on the pathway and what they can expect from them
Monitor and advise on process (WHC) to ensure that the SCP rules are consistently applied	Guidance and audit to support tracking pathways accurately	Cancer Network DU WG	Throughout 2022/3	There is equity in the administrative management of the SCP rules Patients have equitable access which is not hindered by pathway administration
Understand the impact of extended waiting times and backlog on outcome	Support the implementation and analysis of Pathway Reviews for patients over 104 days Where there are patterns, provide intervention and escalation to HB Cancer Boards Evaluate the impact of the Pathway Review process	WG/HB Cancer Managers/ Cancer Network	Throughout 2022/3	Evidence of harm to patients is identified, recognised and escalated to HB governance arrangements

