



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Date	26 th January 2023	Agenda Item	3.2
Report Title	Approval of the South West Wales Cancer Centre Strategic Programme Case		
Report Author	Ruth Tovey, Head of Strategic Planning, SBUHB Dan Warm, Head of Planning, HDdUHB		
Report Sponsor	Siân Harrop-Griffiths, Executive Director of Strategy, SBUHB Lee Davies, Executive Director of Operational Planning & Strategic Developments, HDdUHB Karen Stapleton, Deputy Director of Strategy Jan Worthing, Delivery Group Director, Singleton & Neath Port Talbot		
Presented by	Karen Stapleton, Deputy Director of Strategy		
Freedom of Information	Open		
Purpose of the Report	This paper provides the Board with the Strategic Programme Case to support regional, non-surgical oncology services in South West Wales.		
Key Issues	<ul style="list-style-type: none"> • The South West Wales Cancer Centre (SWWCC) Regional Strategic Programme have developed a Strategic Programme Case (SPC) for the SWWCC. • Purpose of the SPC is to provide an overarching strategy, jointly developed and formally agreed by both Health Boards, to confirm the strategic vision and direction of travel for regional non-surgical oncology services, specifically radiotherapy and oncology outpatients over the next 10 year period (2023/24 – 2032/33). • The SPC re-affirms the Health Boards’ regional commitment to ensuring patients in the south west region of Wales have equitable access to, and outcomes from, oncology treatments and services. • Key to the delivery of these services over the next 10 years is the potential location of the LinAcc (linear accelerator) machines for radiotherapy, and if at least one of these should be sited on the Hywel Dda footprint; and the future regional oncology outpatients model. The SPC sets out these current service models, compelling cases for change and the future programme of work to develop the new regional service models. • Siting of the additional LinAcc will be determined by strategic options appraisal process taking place in early 23/24 and the draft assessment criteria is set out in the SPC. 		

	<ul style="list-style-type: none"> • Stakeholder engagement has been undertaken which has shaped the development of the SPC and will continue to inform the ongoing programme of work. • The SPC will be used as a framework for the development of individual business cases and any decisions will be based on robust option appraisals. As such costs (including both capital and revenue) of any potential developments are not included at this stage. However a high level financial deliverability assessment will be undertaken in the forthcoming months, and this will be provided to the Board when available. • In approving this strategic case, both Health Boards will commit to the principle of supporting the required revenue costs associated with implementation, on a proportionate share, subject to individual business case approvals. • In addition, the estates/ infrastructure impact to the Singleton site of potential developments described in the SPC will be worked through and included in the ongoing development of the Health Board Estates Strategy. • SBUHB Management Board recommended that the SPC is approved by Health Board. 			
Specific Action Required	Information	Discussion	Assurance	Approval X
Recommendations	<p>Members are recommended to:</p> <ul style="list-style-type: none"> • APPROVE the South West Wales Cancer Centre Strategic Programme Case for onward submission to Welsh Government - subject to equivalent approval by Hywel Dda UHB Health Board on 26th January 2023. • AGREE that work on long term affordability and demand and capacity analysis of the proposed models are undertaken in the forthcoming months. • AGREE that the estates/ infrastructure impact to the Singleton site will be worked through and included in the ongoing development of the Health Board Estates Strategy. 			

APPROVAL OF THE SOUTH WEST WALES CANCER CENTRE (SWWCC) **STRATEGIC PROGRAMME CASE**

1. INTRODUCTION

This paper provides the Board with the Strategic Programme Case to support regional, non-surgical oncology services in South West Wales.

2. BACKGROUND

The South West Wales Cancer Centre (SWWCC) based in Singleton Hospital, Swansea provides non-surgical oncology services (cancer treatment) predominantly for the population of Swansea Bay University Health Board (SBUHB) and Hywel Dda University Health Board (HDdUHB). It is one of three specialist cancer centres in Wales, alongside Velindre NHS Trust which serves the population of South East Wales and the North Wales Cancer Treatment Centre for North Wales. The SWWCC serves nearly one-third of the population of Wales.

The demands on the SWWCC are growing both in terms of the number of patients requiring treatment, but also in terms of keeping up with current technologies and interventions, for example, the use of hypofractionation.

3. THE SWWCC STRATEGIC PROGRAMME CASE

The Strategic Programme Case (SPC) has been produced to provide a framework for the delivery and improvement of regional non-surgical oncology services (Radiotherapy and Outpatients) for the population of South West Wales.

3.1 Scope:

South West Wales Cancer Centre and the rationale for change (Strategic Programme Case):

The South West Wales Cancer Care Regional Strategic Programme was established in 2021/22 to support the development and delivery of regional cancer services in South West Wales (across Hywel Dda and Swansea Bay University Health Boards), building on the strategic vision set out by the ARCH Non-Surgical Oncology Strategy (2018); the respective Health Board Clinical Services Plans; and our regional Clinical Services Plan.

Whilst it is acknowledged that the whole cancer pathway is important, it was agreed in November 2021 to amend the scope of the Programme to focus on regionally delivered service elements – Radiotherapy and Oncology Outpatients – and extend it to a 10 year period. Systemic Anti-Cancer Therapy (SACT) and inpatient Acute Oncology Service elements were agreed for local Health Board development and thus are out of scope. This was in part due to the significant change to the landscape due to COVID and a change in strategic direction from the original ARCH Non-Surgical Oncology Strategy 2018 (i.e. there is no ambition to move the SWWCC from Singleton Hospital to Morriston Hospital in next 10 year period).

The SPC will be used as a framework for the development of individual business cases (capital and revenue) and any decisions will be based on robust option appraisals. As a consequence, the costs (including both capital and revenue) of any potential developments are not included at this stage, and will be worked up in detail once the Strategic Case is approved.

The Board should also note that the case is for adults only – paediatrics, children and young people have a different pathway.

3.2 Drivers for change – demand and capacity:

Across Wales there has been a 25% increase in new cancer diagnoses in 2019 compared to 2002 caused, in the main, by increasing number of older people who have the highest risk of cancer. The Wales Cancer Network reflects that there is an urgent need for Wales to improve cancer services and outcomes and reduce health inequalities. In addition Wales now faces the cancer recovery challenge of increasing capacity both to deal with the rising numbers of patients presenting with new diagnoses and the challenge of reducing the escalating waiting times for tests and treatment for patients already diagnosed with cancer. Increased pressure on the system is being driven by the increasing number of new cancer patients needing non-surgical treatment, rising by an estimated 165,000 each year. Demand for cancer services is also generated by:

- A growing and ageing population with more complex care needs;
- Increased screening to support earlier diagnosis and detection in cancer;
- Patient needs and expectations, which includes availability to latest treatments – which are becoming more complex and numerous due to advances in technology and clinical research.
- Provision of non-surgical oncology services needs to match demand

In 2021/22 an initial demand and capacity analysis was undertaken to establish the baseline for oncology activities delivered in the SWWCC, as part of early development work to supporting the development of the SPC. The exercise provided a promising initial overview of current service levels in the context of some demand, activity and capacity data. Some Outpatients data was not fully available due to the complexity of how data is recorded, e.g. referrals are by tumour site but the activity capacity is by consultant. High level data was however available. Services were able to provide a broad outline activity completed across 2 years (2019/20 and 2020/21), a view of workload by tumour site and allude to any changes to volume anticipated in the future.

Further, the Welsh Cancer Network, for example have identified that Radiotherapy is a component of 50% of cancer treatments, which is expected to increase to 60% by 2025, and given as a first definitive treatment in around 15% of cancer patients. Patients may also have surgery or systemic anti-cancer therapy (SACT) as their first primary treatment.

3.3 Objectives of the SPC:

The Strategic Objectives of the SPC are:

To provide a fit for purpose SWWCC and regional cancer services for the South West Wales population	To improve the quality of outcomes of care from the SWWCC and regional cancer services	To improve the capacity of regional cancer services to meet demand and improve access and outcomes
To support the SWWCC to improve the economy of local and regional cancer services	To improve the efficiency of the SWWCC and regional cancer services	To improve the effectiveness of the SWWCC and regional cancer services

By meeting the objectives, we will aim to:

- Improve the health outcomes for people diagnosed with cancer;
- Reduce the waiting times for treatment – increasing capacity to meet the growing demand for services
- Provide equitable access to patients across the region
- Provide a high quality cancer service equipped with access to modern diagnostic/therapeutic equipment in accordance with best practice;

This will be enabled by:

- The development of more sustainable workforce;
- Providing access to replacement and modern specialist infrastructure and equipment;
- Improvements in our digital infrastructure
- Ensuring that the service is supported by access to the best research; and is supported by the principles of Value Based Healthcare

In doing so, this will allow us to deliver the two Health Boards' regional Clinical Services Plans (CSPs) and the South West Wales Non-Surgical Oncology Strategy (ARCH [A Regional Collaboration for Health] 2018);

3.4 Financial and Workforce considerations:

As noted previously, the SPC will be used as a framework for the development of individual business cases to support our regional direction of travel. As a consequence, at this stage no costs (either capital or revenue) are included. Further, as part of any options appraisal within individual business cases, workforce will be a key consideration, and as such future workforce models are not included in the SPC.

However, in establishing our current financial and workforce considerations and challenges, a section in the SPC has been produced providing the current position and where developments are likely to have capital/ revenue/ workforce impacts.

A high level financial deliverability assessment will be undertaken in the forthcoming months, and this will be provided to the Board when available.

In addition, the estates/ infrastructure impact to the Singleton site of potential developments described in the SPC will be worked through and included in the ongoing development of the SBUHB Estates Strategy.

3.5 Stakeholder engagement:

The importance of engaging with our stakeholders is acknowledged in order to share the work of the regional programme looking specifically at improving cancer services for the benefit of patients across South West Wales; to gain support from key stakeholders to help progress our ambitious plans to change cancer services for the better; and also to take the opportunity to learn from peers – sharing good practice, what has worked in other areas, etc.

In doing this so far initial awareness sessions were held with each of the three Community Health Councils (CHCs) whose patients flow into the SWWCC, namely Hywel Dda; Powys and Swansea Bay CHCs. Sessions were also held with the Velindre Cancer Centre; Welsh Cancer Network; and Welsh Health Specialised Services Committee.

Additionally, engagement with the Beatson West of Scotland Cancer Centre has taken place, which is the largest cancer centre in Scotland and is the lead centre for non-surgical cancer care for the West of Scotland. Its geography (in terms of spread and rurality) and service model provide a useful comparator for proposals to develop our services on a regional basis.

3.6 Governance:

Formal approval on the SPC is required from both Health Boards, and to submit to WG in line with the next round of three-year plans/Integrated Medium Term Plans. Therefore, the SPC is being presented to the two respective public Health Board meetings in January 2023 for sign-off. The SPC has been reviewed through the ARCH Management Governance structure, the Strategic Development and Operational Delivery Committee in Hywel Dda UHB and the Management Board in Swansea Bay, prior to submission to the two Boards.

4. RECOMMENDATIONS

Members are recommended to:

- **APPROVE** the South West Wales Cancer Centre Strategic Programme Case for onward submission to Welsh Government - subject to equivalent approval by Hywel Dda UHB Health Board on 26th January 2023.
- **AGREE** that work on long term affordability and demand and capacity analysis of the proposed models are undertaken in the forthcoming months.
- **AGREE** that the estates/ infrastructure impact to the Singleton site will be worked through and included in the ongoing development of the Health Board Estates Strategy.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	☒
	Co-Production and Health Literacy	☒
	Digitally Enabled Health and Wellbeing	☒
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	☒
	Partnerships for Care	☒
	Excellent Staff	☒
	Digitally Enabled Care	☒
	Outstanding Research, Innovation, Education and Learning	☒
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	☒
	Safe Care	☒
	Effective Care	☒
	Dignified Care	☒
	Timely Care	☒
	Individual Care	☒
	Staff and Resources	☒
Quality, Safety and Patient Experience		
No direct implications of this report, however the SPC is predicated on improving quality, safety and patient experience for regional non-surgical oncology.		
Financial Implications		
No direct financial implications of this report however developments that will be described in the SPC will have significant capital implications (primarily WG major capital for radiotherapy machines) and revenue impacts for both SBU and Hywel Dda. The detail will be articulated in subsequent individual business cases. High level financial assessment in terms of deliverability will be undertaken in forthcoming months and Board will be updated in due course.		
Legal Implications (including equality and diversity assessment)		
A Quality Impact Assessment and Equality Impact Assessment process will be part of the broader planning arrangements to ensure that service models detailed are quality and equality/ diversity impact assessed. Early engagement with the CHCs have taken place to support this process from the start.		
Staffing Implications		
No direct impact outlined in this report however there will be significant staffing implications as a result of new developments that will be set out in the SPC – risks and implications to workforce form an integral part to planning arrangements.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
SPC sets out an approach to delivering improved non-surgical oncology services for the population of South West Wales. This is a central component of the		

SBUHB R&S Plan / IMTP which clearly aligns with local and national strategic drivers including the WBFGA.	
Report History	<ul style="list-style-type: none"> • Hywel Dda UHB Strategic Development and Operational Delivery Committee received a version of this report on 16th December 2022. • SBUHB Management Board received a copy of this report on 18th January 2023 and recommended that the Board approves the SPC.
Appendices	<p>*Available in Resources*</p> <p>Appendix 0 - SWWCC Strategic Programme Case – draft v9.6</p> <p>Appendix 1 – Workforce clinic info Oncology Oct 22</p> <p>Appendix 2 – SWWC RT performance 21/22</p> <p>Appendix 3 – Non surgical oncology workforce recommendations</p> <p>Appendix 4 – Non surgical oncology workforce shape extracts</p> <p>Appendix 5a) b) SWWCC RT Infrastructure Plan final documents</p> <p>Appendix 6 - Draft RT 5th LinAcc options appraisal templates</p> <p>Appendix 7 – Oncology outpatients tumour site responses</p>