

## PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	27 October 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Update on South West Wales Cancer Centre Strategic Programme Case
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Director of Strategic Developments and Operational Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Daniel Warm, Head of Planning Ruth Tovey, Head of Strategic Planning (Swansea Bay University Health Board)

**Pwrpas yr Adroddiad (dewiswch fel yn addas)  
Purpose of the Report (select as appropriate)**

Er Gwybodaeth/For Information

### ADRODDIAD SCAA SBAR REPORT

#### Sefyllfa / Situation

This paper provides the Strategic Development and Operational Delivery Committee (SDODC) with an update on the development of the Strategic Programme Case to support Regional Non-Surgical Oncology Services in South West Wales.

#### Cefndir / 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.

SWWCC serves nearly one-third of the population of Wales. Due to historic flow of patients, some tumour sites for the Bridgend population, including Gynaecology continue to flow into the SWWCC for treatment rather than into the Velindre Centre. In addition, the SWWCC serves a small catchment area on the South West Powys border, due to geographical location

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

The case is for adults only – paediatrics, children and young people have a different pathway.

## Asesiad / Assessment

### **South West Wales Cancer Centre and the Rationale for Change (Strategic Programme Case - SPC)**

The South West Wales Cancer Care Regional Strategic Programme (SWWCC RSP) 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) and the respective Health Board Clinical Services Plans.

This aligns with and supports the delivery of national cancer strategies, including the Cancer Quality Statement (2021) and the Cancer Action Plan for Wales (2022). The original scope involved oncology services (Systemic Ant-Cancer Therapy (chemotherapy), Radiotherapy, Outpatients, Acute Oncology) provided by the South West Wales Cancer Centre (SWWCC), with the key output as development of the SWWCC Programme Business Case (PBC) to cover next five year period (2022/27).

It was agreed in November 2021 to amend the scope of the PBC to focus on regionally delivered service elements – Radiotherapy and Oncology Outpatients – and extend to a 10 year period. Systemic Ant-Cancer Therapy and In-Patient/Acute Oncology elements were agreed for local development, with sharing of good practice and ideas through the SWWCC RSP. 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 (ie there is no ambition to move the SWWCC from Singleton Hospital to Morriston Hospital in next 10 year period).

The SPC forms an overarching document jointly developed and formally agreed by both Health Boards, to confirm the strategic vision and direction of travel for regional non-surgical oncology services over the next 10 year period (2023/24 – 2033/34)

- The SPC overall purpose is to describe and re-affirm the Health Boards' regional commitment to developing (and securing investment as required) to make the SWWCC on par with Velindre Cancer Centre, ensuring patients in the south west region of Wales have equitable access to, and outcomes from, oncology treatments and services.
- It provides a 10 year strategic plan for investment, aligned with the following principles and drivers:
  - Improving health outcomes;
  - Providing access to a 21<sup>st</sup> century fit for purpose environment and infrastructure that supports dignity and privacy and improves patient experience and satisfaction;
  - Increasing capacity to meet demand;
  - Development of more sustainable workforce;
  - Improve patient flows;
  - Providing of a high quality cancer service equipped with access to modern diagnostic/therapeutic equipment in accordance with best practice;
  - Providing access to replacement and modern specialist infrastructure and equipment;
  - Delivering the Health Boards' Clinical Services Plans (CSPs);
  - Delivering the South West Wales Non-Surgical Oncology Strategy;
  - Satisfying all, legal and governance requirements ((The Ionising Radiation (Medical Exposure) Regulations (IRMER), 2017 and The Ionising Radiations Regulations (IRR), 2017).

Although this case is for the Hywel Dda/Swansea Bay region, it does not directly include Bronglais Hospital. However, we will ensure alignment with the cancer strategy within the Mid-Wales Joint Committee for Health and Care.

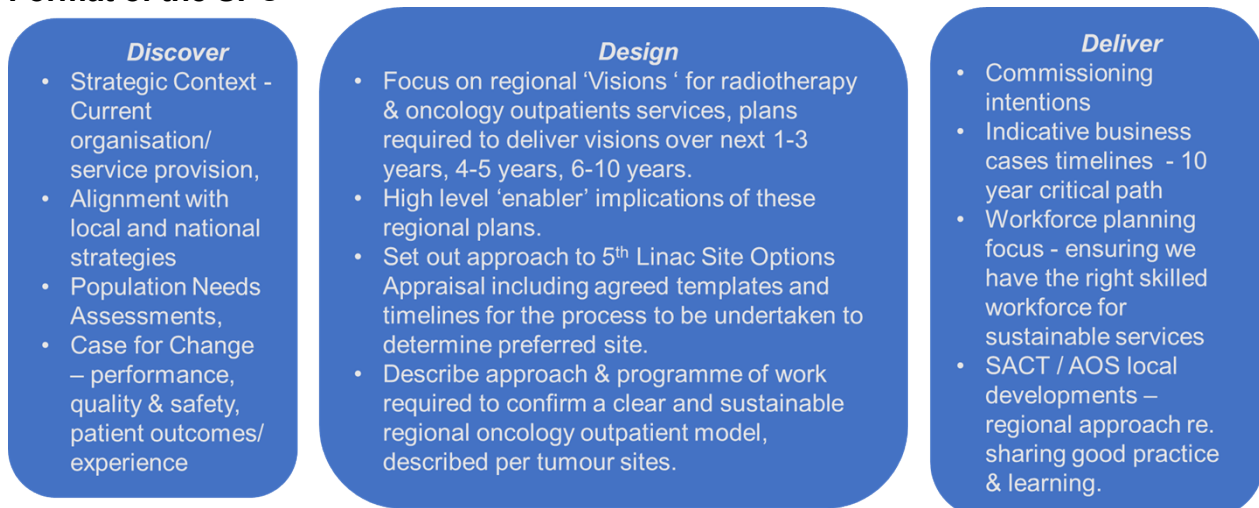
## Objectives of the SPC

The Strategic Objectives of the SPC can be summarised as:



Key to the delivery of these services, is the potential location of the LINAC machines for radiotherapy; at least one of these should be sited on the Hywel Dda footprint; and our future oncology outpatients model. Workforce requirements are beginning to be worked through for both of these as part of the development of the case (and to be fed into the options appraisal).

## Format of the SPC



## Options appraisal

Siting of any new Linac will be determined by robust options appraisal process, detail including assessment criteria to be set out in SPC. Although only currently in draft, these will likely be based around:

- Strategic fit
- Clinical benefit
- Patient benefit
- Site logistics/ability to fit within the available footprint
- Time taken to complete/deliver
- Cost to deliver
- Workforce implications

## Stakeholder engagement:

We acknowledge the importance of engaging with our stakeholders in order to share what we are doing as a 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 our peers – sharing good practice, what has worked in other areas, etc.

In doing this, so far we have held initial awareness sessions with each of the three Community Health Councils (CHCs) for whom their patients flow into the SWWCC, namely Hywel Dda; Powys and Swansea Bay CHCs. We have also held sessions with the Velindre Cancer Centre; Welsh Cancer Network; and Welsh Health Specialised Services Committee. With respect to Velindre, what is of particular interest is the ‘satellite’ centre that they are developing in Nevill Hall Hospital, and the drivers for choosing this as their preferred site (eg travel times; infrastructure; clinical support etc).

Additionally, we have begun engaging with the Beatson West of Scotland Cancer Centre, 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 how we may look to develop our services on a regional basis.

#### **Infrastructure plan:**

Earlier in 2022, Welsh Government requested the submission of a regional 10 year infrastructure plan. The regional response called out the need for additional Linac capacity within the region.

#### **Timelines and Governance**

In delivering the SPC, in order to provide future proof services, the aim is to complete SPC by November/December 2022 – with formal approval required from both Health Boards, and to submit informally to WG in line with next round of 3-year Plans.

Therefore, the aim is to bring the SPC to the two respective Public Boards in January 2023 for sign-off, with SDODC viewing the final draft at its meeting in December 2022. Swansea Bay will be following a similar parallel governance process.

#### **Argymhelliad / Recommendation**

SDODC is asked to **NOTE** the development of the South West Wales Cancer Centre Strategic Programme Case, focusing on non-surgical oncology.

#### **Amcanion: (rhaid cwblhau)**

#### **Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.5 Seek assurances on all outstanding plans in relation to the National Networks and Joint Committees including commitments agreed with Swansea Bay UHB/A Regional Collaboration for Health (ARCH); Mid Wales Joint Committee; Sexual Assault Referral Centre (SARC); National Collaborative (PO 5N).
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply Choose an item. Choose an item. Choose an item.

Amcanion Strategol y BIP: UHB Strategic Objectives:	5. Safe sustainable, accessible and kind care Choose an item. Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	5N_22 Implement National Network and Joint Committee Plans Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	9. All HDdUHB Well-being Objectives apply Choose an item. Choose an item. Choose an item.

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Included within the Paper
Rhestr Termiau: Glossary of Terms:	Included within the Paper but includes: CHC – Community Health Council PBC – Programme Business Case SACT – Systemic Anti-Cancer Therapy SPC – Strategic Programme Case SWWCC – South West Wales Cancer Centre
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	ARCH Strategic Development Group

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Included within the Paper
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Included within the Paper
<b>Gweithlu: Workforce:</b>	Included within the Paper
<b>Risg: Risk:</b>	Included within the Paper
<b>Cyfreithiol: Legal:</b>	Included within the Paper
<b>Enw Da: Reputational:</b>	Included within the Paper
<b>Gyfrinachedd: Privacy:</b>	Included within the Paper
<b>Cydraddoldeb: Equality:</b>	Included within the Paper