

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

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| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 16 December 2022 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | Draft South West Wales Cancer Centre Strategic Programme Case |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Lee Davies, Director of Strategic Developments and Operational Planning |
| SWYDDOG ADRODD: REPORTING OFFICER: | 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 Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

This paper provides the Strategic Development and Operational Delivery Committee (SDODC) with a draft of the Strategic Programme Case to support regional, non-surgical oncology services in South West Wales.

Cefndir / Background

As previously noted at the November 2022 SDODC meeting, 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 flows 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.

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.

Asesiad / Assessment

A 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.

Scope:

SWWCC and the rationale for change (Strategic Programme Case):

The South West Wales Cancer Care Regional Strategic Programme (SWWCC RCP) 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 Business Case (PBC) to focus on regionally delivered service elements – Radiotherapy and Oncology Outpatients – and extend it to a 10 year period. Systemic Anti-Cancer Therapy (SACT)/Inpatient Acute Oncology Service elements were agreed for local 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 (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 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.

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

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 the 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 also 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 we undertook an initial demand and capacity analysis to establish the baseline for oncology activities delivered in the SWWCC, as part of early development work to supporting the development of the SPC, in addition to providing visibility of baseline levels for commissioning colleagues to reflect future commissioning needs across the region. 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.

Objectives of the SPC:

The Strategic Objectives of the SPC are:



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 2018);

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.

Stakeholder engagement:

As previously noted at SDODC, we acknowledge the importance of engaging with our stakeholders in order to share what we're 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) whose 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.

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.

Timelines and governance:

Formal approval on the SPC is 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. Swansea Bay University Health Board will be following a similar parallel governance process.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to note the draft South West Wales Cancer Centre Strategic Programme Case, focusing on non-surgical oncology.

| Amcanion: (rhaid cwblhau) Objectives: (must be completed) | |
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| 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 |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | 5. Safe sustainable, accessible and kind care |
| Amcanion Cynllunio Planning Objectives | 5N_22 Implement National Network and Joint Committee Plans |

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| Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019 | 9. All HDdUHB Well-being Objectives apply |
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| Gwybodaeth Ychwanegol: Further Information: | |
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| 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 |

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