



York Teaching Hospital
NHS Foundation Trust

Our Cancer Strategy 2020-2025

Caring. Helping. Respecting. Listening.



The challenging healthcare landscape we are currently experiencing presents an opportunity for us to work in new ways, breaking down barriers and developing innovative solutions to deliver high quality cancer care to all parts of our health and social care system.

Here is the York Teaching Hospital NHS Foundation Trust cancer strategy for 2020-2025.

Why do we have a strategy?

The challenging healthcare landscape we are currently experiencing presents an opportunity for us to work

in new ways, breaking down barriers and developing innovative solutions to deliver high quality cancer care to all parts of our health and social care system. In order to achieve this we must focus on working in partnership to create integrated services that meet the needs of our communities.

What is our strategy and how has it been developed?

Our strategic priorities for cancer have been broken down into four key themes through informed listening exercises with our senior clinical and non-clinical leaders, our primary care and third sector partners, through friends and family survey feedback and the feedback from the national cancer patient experience survey.

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How will the strategy be delivered?

This strategy requires a partnership approach to delivery, we cannot deliver it alone. It has been developed with strong partnership relationships as a key strategic theme and in that context we will work closely with the Humber Coast and Vale Cancer Alliance and Humber Coast and Vale Health and Care Partnership to deliver the strategy.

Context

The NHS Long Term Plan published in January 2019 and the NHS People Plan 2020/21-action for us all, set the context for our strategy.

The NHS Long Term Plan sets out its expectations for better care for major health conditions with a specific focus on cancer, it set the below milestones for cancer:

Milestones for cancer

- From 2019 we will start to roll out new Rapid Diagnostic Centres across the country.
- In 2020 a new faster diagnosis standard for cancer will begin to be introduced so that patients receive a definitive diagnosis or ruling out of cancer within 28 days.
- By 2020 HPV primary screening for cervical cancer will be in place across England.
- By 2021, where appropriate every person diagnosed with cancer will have access to personalised

care, including needs assessment, a care plan and health and wellbeing information and support.

- By 2022 the lung health check model will be extended.
- By 2023, stratified, follow-up pathways for people who are worried their cancer may have recurred. These will be in place for all clinically appropriate cancers.
- By 2028, the NHS will diagnose 75% of cancers at stage 1 or 2.

The NHS People Plan 2020/21-action for all, sets out practical actions that we as employers and systems should take, as well as the actions that NHS England and NHS Improvement and Health Education England will take over the remainder of 2020/21.

It focuses on:

- Looking after our people particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically.
- Belonging in the NHS highlighting the support and action needed to create an organisational culture where everyone feels they belong.
- New ways of working and delivering care emphasising that we need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care.
- Growing for the future particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.

Our strategy has been shaped by what we know about the people we service, including:

- Demographic changes and the ageing population
- Deprivation in some of our communities
- The national move towards integrated care systems
- The drive to avoid unnecessary hospital admissions and longer stays
- Public perception and expectations

Our strategy pyramid shows how all of these elements fit together and support the achievement of our ambitions.

Vision

To work together with our partners to create a collaborative cancer service

Mission

To ensure everyone has access to safe, timely and patient focussed cancer care

Strategic Themes

Strong partnership relationships

Earlier diagnosis- 75% of patients diagnosed at stage 1 or 2

Excellent patient experience

Personalised care for every family

Strong Foundations

Modern MDT Practices

Responsive rapid diagnostic services

Advanced digital services

Education and research for an innovative alternative workforce

Patient involvement – working together with families

Values



Caring about what we do



Always doing what we can to be helpful



Respecting and valuing each other

Our vision, mission and values

Our vision is simple and supports our drive to work with our partners to ensure our service is collaborative and patients move seamlessly between GP, hospital, home/care home and back again as needed.

To deliver our vision, we will:

- Ensure everyone has access to safe, timely and patient focussed cancer care.
- Use modern MDT practices to ensure patients receive high quality multidisciplinary advice in a timely fashion to inform their care and treatment planning.
- Ensure rapid diagnostic services, implementing a Rapid Diagnostic Centre and investing in modern and high specification diagnostic equipment.
- Lead the way in education, research and innovation to continuously improve care.

- Work together with families to personalise care and shape our services.

Our values support putting patients at the centre of everything that we do by:

- Caring about what we do
- Always doing what we can to be helpful
- Respecting and valuing each other
- Listening in order to improve

How will we deliver our priorities: Our strategic themes

Based on stakeholder feedback, we have identified four themes that will allow us to achieve our vision and mission. We will develop measures for each of these to track progress and tell us when we have been successful.

Theme 1

Strong Partnership relationships

We will develop measures for each of these to track progress and tell us when we have been successful.

How will we know we have achieved this?

- Joint appointments to key roles with our partners.
- Jointly agreed and implemented plans and priorities with our partners.
- Delivery of networked solutions for cancer services, Pathology and Radiology reporting.

Working in partnership and collaboration ensures personalised care for our patients.

What will we do?

We will work with our acute trust partners, as a core part of the Humber Coast and Vale Health Partnership to develop collaborations in areas including Clinical Haematology, Medical and Clinical Oncology services, Rapid Diagnostic Centres and networked workforce.

- We will implement a networked Radiology reporting hub
- We will develop and implement a cancer hub
- We will develop and implement a networked Pathology solution
- We will restore confidence in our in service for our patients and referrers
- We will support the roll out of the FIT testing initiative

Why is this important?

Working in partnership and collaboration ensures personalised care for our patients. It delivers that seamless transition of care across all settings, GP, Hospital, Care Home/Home and back again.

Theme 2

Earlier diagnosis -75% of patients diagnosed at stage 1 or 2

We will
implement
Straight to
Test and One
Stop Clinic
approaches and
work to reduce
the number of
attendances.

How will we know we have
achieved this?

- Sustained and consistent achievement against the national Cancer Waiting Times Standard for 28 days Faster Diagnosis
- We will be able to demonstrate and evidence that 75% of our patients have been diagnosed at stage 1 or 2

Earlier diagnosis is key to increasing survival rates.

What will we do?

- We will implement a Rapid Diagnostic Centre and Rapid Diagnostic Centre principles into our cancer pathways.
- We will implement Straight to Test and One Stop Clinic approaches and work to reduce the number of attendances our patients have to make at hospital.
- We will merge all our Multidisciplinary Team meetings across our hospital sites.
- We will develop a Rapid Lung diagnostic pathway.
- We will invest in the diagnostic infrastructure to support rapid diagnosis.
- We will deliver a lung health check project, working with GP practices to detect Lung Cancer at an earlier stage.

Why is this important?

Earlier diagnosis is key to increasing survival rates; it means patients can receive treatment at a point where there is a better chance of achieving a complete cure.

Theme 3

Excellent patient experience

We will offer rapid diagnostic services and deliver a diagnosis or all clear with 28 days of referral.

How will we know we have achieved this?

- Deliver top 10 results in the National Cancer Patient Experience survey
- 50% reduction in formal cancer related complaints

Anxiety is an additional symptom all our patients suffer and excellent patient experience works to alleviate anxiety and delivers a support system for patients.

What will we do?

- We will implement pathway navigators to support patients from referral to diagnosis
- We will offer rapid diagnostic services and deliver a diagnosis or all clear within 28 days of referral
- We will work with our GP and health and social partners to ensure seamless care for our patients
- We will focus on patients and families as well as the disease.

Why is this important?

Excellent patient experience improves quality of life.
Anxiety is an additional symptom all our patients suffer and excellent patient experience works to alleviate anxiety and delivers a support system for patients.

Theme 4

Personalised care for every family

We will implement a process for eHNAs and care plans in all cancer pathways across the Trust.

How will we know we have achieved this?

- 75% of patients will be offered an electronic holistic needs assessment (eHNA)
- 100% of patients will receive a care plan
- 100% of patients will be offered health and wellbeing information and support

**Personalised
Care delivers
improved quality
of life, it creates
an environment of
dignity, compassion
and respect.**

What will we do?

- We will implement a process for eHNAs and care plans in all cancer pathways across the Trust.
- We will implement a bespoke cancer information system to enable us to deliver care record integrated eHNAs, care plans, risk stratification and remote monitoring.
- We will develop our health and wellbeing information and support offer, creating wider virtual and outreach access to services and work with our third sector and commercial partners to deliver services in innovative ways.

Why is this important?

Personalised Care delivers improved quality of life, it creates an environment of dignity, compassion and respect, and it offers co-ordinated support, care and treatment. Personalised care supports people to recognise their own strengths and abilities to enable them to live a full and independent life.



York Teaching Hospital NHS Foundation Trust

York Hospital

Wiggington Road

York

YO31 8HE

Tell us what you think:

TheChiefExecutive@york.nhs.uk

 @YorkTeachingNHS

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