



York and Scarborough
Teaching Hospitals
NHS Foundation Trust

2025 to 2030

York and Scarborough NHS
Teaching Hospitals Trust

Cancer Strategy





Vision

Together with our partners and our patients, we will create a bold, compassionate and collaborative cancer service that delivers excellence for everyone.

Mission

To ensure every person receives safe, timely, and deeply personalised cancer care - no matter who they are or where they live.

“Working at York and Scarborough Trust to deliver cancer care for thousands of patients every year alongside teams of dedicated experts is a privilege. The Trust sees between 2,500-3,000 suspected cancer patients every month and aims to support both patients and their families to receive the news that they either have cancer or if they do not. Both of these scenarios are extremely important to the patients and to all of the staff here at the Trust involved in their care.

“Over the past five years the NHS has experienced huge challenges responding to the Covid pandemic and the fallout of this, recovering to deliver services which had been paused, relocated or changed. Staff and patients have been impacted and continue to live with the legacy of this experience. Despite these challenges, York and Scarborough hospitals has made significant improvements in cancer care against national performance standards and delivered transformational changes over the course of the previous strategy.

“We now look forward to working to continue to improve the quality and delivery of cancer care for our diverse population and adapt services to the changing needs of our patients. We are looking to expand research and innovation opportunities, bring diagnostics closer to patients' homes and develop new services to support patients with a cancer diagnosis. We will develop, support and grow our expert cancer workforce to be able to continue to deliver high quality care. We will continue to put the patient at the heart of our cancer strategy to deliver safe, timely and patient focussed cancer care.”

Jenny Piper

Consultant Oncoplastic Breast Surgeon, and
Associate Medical Director for Cancer

Introduction

Cancer remains one of the greatest challenges of our time - but it is also one of the greatest opportunities to transform lives. This strategy sets out our bold ambition to reshape cancer care across York and Scarborough from 2025 to 2030. Our strategy focuses on six core areas:



Behind every one of these priorities is a simple truth: when we work together — across systems, disciplines, and communities - we can deliver faster diagnoses, better outcomes, and more compassionate care. This strategy is not just a plan - it's a commitment. A commitment that every person affected by cancer will be seen, heard, and supported at every stage of their journey.



National context

Cancer is one of the most pressing public health challenges in England. As of 2025, nearly 3.5 million people in the UK are living with cancer - an increase of half a million in just five years. Every day, over 950 people in England are diagnosed with the disease.

This rise is driven by an ageing population and improved diagnostic capabilities. Encouragingly, survival rates are climbing: since 2005, one-year survival has increased by 9%, now reaching 74.6%. For some cancers, such as breast and bowel, survival rates are even higher, exceeding 97% and 80% respectively at one year.

Yet the challenge remains urgent. Cancer continues to be the leading cause of premature death in England. The NHS Long Term Plan set ambitious goals: by 2028, 75% of cancers should be diagnosed at an early stage, and 55,000 more people each year should survive cancer for five years or more.

Today, we're not yet there. Only 71.3% of patients in England start definitive treatment within 62 days of an urgent referral - below the 85% target. Disparities also persist, with patients from ethnic minority and LGBTQ+ communities often experiencing poorer access, communication, and outcomes.

We believe we can - and must - do better. Through early detection, faster access to treatment, and truly personalised care, we can not only extend life but also improve the quality of every moment lived.

Local context

In the Humber and North Yorkshire region, cancer casts a long shadow - responsible for 26% of all deaths and remaining the leading cause of mortality. Lung, liver and colorectal cancers present the greatest impact, particularly among preventable cases, with smoking continuing to be the most significant risk factor.

Cancer doesn't affect all communities equally. For women in our region, it's the biggest driver of life expectancy inequality; for men, it's the second. Many of the people we serve live in the most deprived 40% of communities nationally. That's why health equity is not a side note - it is central to our strategy.

While screening uptake is above the national average, we still see gaps: around a quarter of eligible adults in our region do not take part in life-saving breast, cervical, or bowel screening. That's more than 225,000 missed opportunities to detect cancer earlier.

Our population is also uniquely rural and ageing - offering both challenges and opportunities. Patients often travel long distances for specialist treatments. Yet through innovation like Community Diagnostic Centres and mobile chemotherapy services, we are already bringing care closer to home.

This is our moment to go further - to break down barriers, reach the underserved, and reshape cancer care to fit the lives of all the people we serve.



Summary of the success of the previous Cancer Strategy 2020-2025

Over the last five years, we've made real progress. Guided by a clear strategy, our teams delivered measurable improvements in early diagnosis, treatment efficiency, patient experience, and research access.

Earlier diagnosis

- During the course of the strategy, an 5% cumulative improvement in cancers diagnosed at early stage.¹
- Continued support for national screening programmes, including age extensions.
- Lung Cancer Screening Programme (previously known as Targeted Lung Health Checks) developed and mobilised at pace for high-risk populations, with the first scans planned for June 2025.

Faster diagnosis

- Improved performance against Faster Diagnosis Standard, with Breast being one of the highest performing pathways in England and cumulative 10% improvement year on year average.²
- Implementation of new Rapid Diagnostic Service, which has seen over 1,200 patients.
- Investment in diagnostics infrastructure to support rapid diagnostics with building and opening of Community Diagnostic Centres in Selby, York and Scarborough; and Positron Emission Tomography-Computed Tomography (PET- CT) scanner facilities introduced on Scarborough acute hospital site.
- Introduction of (Faecal Immunochemical Test) (FiT) test and Straight to Test (STT) pathways in colorectal cancer, improving efficiency and appropriate patient care.
- Successful implementation of breast pain clinics to see over 600 patients in a timely manner out of the acute hospital setting in a non-cancer environment.
- Creation of 8 cancer pathway navigator roles and embedding successfully across tumour sites to support patient experience
- Use of pathway analysis tools to identify bottlenecks and optimise patient flow.
- Implementation of Somerset Cancer Register (SCR) across the trust to centralise cancer reporting and monitoring and support Multi-Disciplinary Team (MDT) management.

¹. Cancerstats NDRS data via Trust SIGNAL dashboard

². Cancer Waiting Times national data via Trust SIGNAL dashboard



Improved personalised care

- Climbing 10 places in the National Cancer Patient Experience Survey since 2021.
- Personalised Stratified Follow-Up (PSFU) care introduced for patients with Breast, Colorectal, Endometrial and Haematology malignancies, empowering patients and reducing unnecessary hospital visits
- Health and wellbeing interventions more than doubled, rising from 145 to 314 patient interactions per month.
- £2 million refurbishment of York Cancer Care Centre, codesigned with patients and funded by Macmillan.

Research and innovation

- 35 active cancer studies, including 19 interventional treatment trials and 14 studies looking at cancer detection & screening methods.
- First in Europe to recruit to a groundbreaking chemotherapy trial (CAP-I292).
- Collaborative innovation with Macmillan and York Against Cancer - including at-home chemotherapy pilots.

Overall impact

This progress has laid strong foundations - but we're not done. The next chapter is about building on these successes, closing the gaps that remain, and taking bold steps toward truly world-class cancer care. Ongoing challenges include addressing workforce shortages, reducing waiting times for tertiary treatments, and further optimising diagnostic pathways. The new strategy will build on these successes while tackling remaining gaps.

Building on success: Our Cancer Strategy 2025-2030

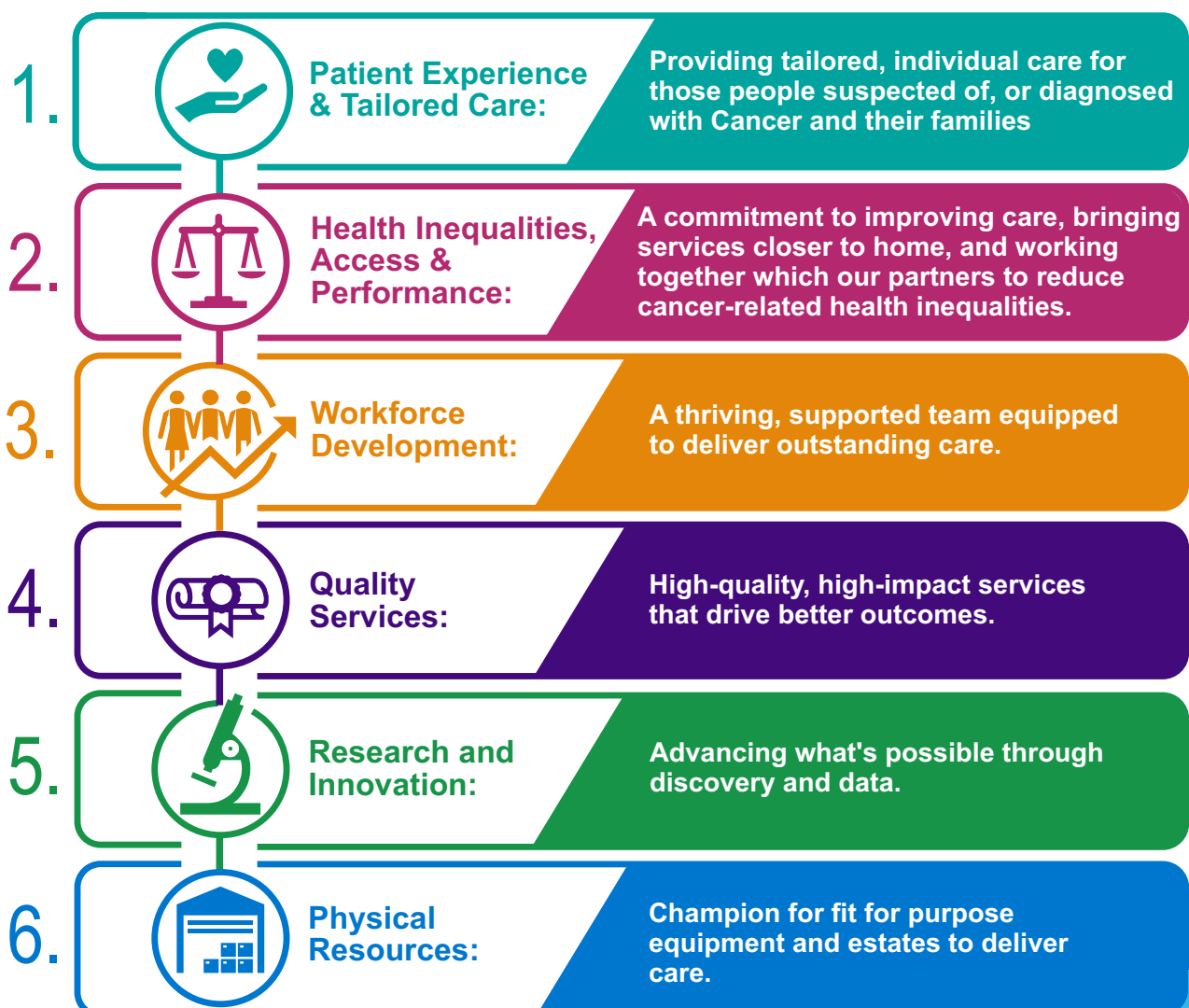
Strategic themes and objectives

This strategy is shaped by the voices of our patients (through feedback), staff, and system partners. The strategy was designed through listening to patient feedback from national and local surveys, engagement with local voluntary sector and NHS organisations and through discussion with staff who directly deliver cancer care and treatment. It reflects what matters most: dignity, equity, speed, and compassion.

We will work through the detail of the NHS 10-year plan to work in partnership and deliver the new models of cancer care in the community, working to implement a digital agenda and emphasising the role of prevention and early diagnosis in cancer.

Together, we are working to reimagine cancer care - not only for today's challenges, but for tomorrow's possibilities.

We have six bold themes to guide our work:





Patient experience and tailored care

Ambition statement: *To provide care that is truly personal - designed around the individual, not the system - for everyone suspected of, or living with and beyond, cancer. We will support not just their clinical needs, but their emotional and practical ones, too.*

Objective: Deliver excellent outcomes and experiences through personalised care, co-designed with patients and families, and accessible to all.

What we'll do:



Transform pathways to diagnose cancer faster and earlier, or rule out of cancer within 28 days of referral



Develop a comprehensive Cancer Patient Engagement Plan (CPES) informed by feedback from national and local surveys, including CPES and Friends & Family.



Launch a Supportive Oncology Service and friends and family support offer to provide joined-up, holistic care that wraps around patients and families.



Care and treat patients in the most appropriate settings, including virtual wards, integrated assessment models and neighbourhood teams— ensuring dignity and comfort.



Expand Personalised Stratified Follow-Up (PSFU) pathways, empowering patients and reducing unnecessary appointments, supported by digital remote monitoring where suitable.



Strengthen collaboration across primary care, secondary services, and the voluntary sector to ensure seamless, integrated care



Harness the full power of the Somerset Cancer Register (SCR) to track, monitor, and coordinate care effectively.



How will you know we've achieved:

- We'll meet and sustain national 28-day Faster Diagnosis and 62-day treatment standards.
- We'll rise another 10 places in the National Cancer Patient Experience Survey.
- A new Supportive Oncology Service will be in place, offering holistic care for patients across both sites.
- A sustainable model of care for acutely unwell cancer patients will be embedded and community models will be explored and delivered in partnership.
- 50% more patients will benefit from PSFU pathways by 2030 (baseline: 2024–25).
- Delivery of refurbished Cancer Care Centres on both acute sites will become community hubs — providing specialist information, holistic and peer support, and clinical signposting to patients and carers
- Increase number of holistic needs assessments (HNA's) completed for all cancer patients from 24-25 72.4%



Health inequalities, access and performance

Ambition statement: *We will create a fairer system - bringing cancer care closer to home and breaking down the barriers that prevent people from accessing the support they need.*

Objective: Tackle inequality in cancer care by improving access, reducing variation, and designing services with - not just for - the communities we serve.

What we'll do:



Develop and implement a Cancer Health Inequalities Plan, underpinned by annual audits, collaboration with VCSEs, and partnership with local neighbourhood teams.



Work with system partners to increase uptake of national screening programmes to support the early diagnosis and prevention agenda, particularly in underserved groups.



Embed health equity as a golden thread through every new service we design.



Improve performance against national targets to drive faster, earlier diagnosis for all.



Audit our services regularly to ensure we meet quality and access standards.

How will you know we've achieved:

- Our Health Inequalities Strategy will be fully embedded and aligned to Trust policy by 2026.
- Screening uptake will improve significantly, moving beyond the 2024–25 baseline where 25% of eligible adults were missing screenings.
- From June 2025, we will launch lung cancer screening prioritising our most at-risk communities.
- Digital tools like the Somerset Cancer Register and remote monitoring systems will expand to enhance oversight and equity in care.



Workforce development

Ambition statement: *To be the best team - where people are valued, supported, and inspired to grow. We will care for our people, because they are the heart of everything we do.*

Objective: Build and sustain a skilled, fulfilled cancer workforce that feels empowered, included, and ready for the future.

What we'll do:



Promote career development through engaging training, clear pathways, and new role opportunities.



Model our workforce needs based on projected cancer incidence, ensuring we're ready for the future.



Upskill our entire workforce - medical and non-medical - to maximise capacity and build confidence.



Launch local staff surveys tailored to cancer care teams to uncover training needs and areas for improvement.



Recognise and celebrate the achievements of our staff through Trust-wide awards and appreciation schemes.

How will you know we've achieved:

- The ACCEND Framework will be fully implemented by 2027, with development plans in place to close any gaps.
- Staff will report improved satisfaction, training access, and confidence in surveys conducted during the strategy period.



Quality services

Ambition statement: *To raise the bar. Our services will be safe, consistent, and continuously improving - delivering the best outcomes for every patient.*

Objective: Improve cancer outcomes through high-quality, data-driven, and patient-centred services; diagnosing cancer earlier and faster.

What we will do:



Set and meet clear performance targets, aligned with national cancer waiting time and outcome standards.



Engage with national audits (e.g., NATCAN) and improvement programmes (e.g., GIRFT) to shape local care delivery.



Embed a new quality surveillance process, with annual reviews of cancer services.



Use audits to enhance safety, outcomes, and experience.



Strengthen use of DATIX for incident learning, and embed clinical harm reviews into routine practice.



Aim for continued improvement in CPES ranking, using real-time feedback to drive change.

Success metrics: How will we know we have achieved:

- Achieve a further 5% improvement in early-stage diagnoses by 2030.
- National performance targets will be consistently met or exceeded.
- Our CPES scores and patient safety metrics will show clear, measurable gains.



Research and innovation

Ambition statement: *To be bold in discovery and relentless in progress. We will lead the way in research, innovation, and the translation of new ideas into real-world care.*

Objective: Accelerate progress by creating a culture of curiosity, research, and improvement - for better outcomes and a better future.

What we'll do:



Support our Cancer Research Lead and clinical teams to expand trials in imaging, diagnostics, and treatment - including opportunities in AI, digital, and pathway redesign.



Enable more patients to access research via our Research & Development Team, especially those on active treatment.



Promote funding opportunities across all roles - empowering nurses, AHPs, and other staff to lead innovative pilot projects.



Fast-track successful innovations into business-as-usual service delivery.

Success metrics: How will we know we've achieved:

- The number of clinical trials offered across tumour sites will grow.
- We'll invest in technology that allows us to be early adopters of next-generation diagnostics and treatments.



Physical resources

Ambition statement: *Champion for fit for purpose equipment and estates to deliver care*

Objective: Ensure our infrastructure and equipment are modern, responsive, and capable of supporting high-quality care - now and in the years ahead.

What we'll do:



Champion cancer care needs in Trust-wide planning and capital strategies, ensuring investment in diagnostics, imaging, and clinical environments.



Explore new ways to deliver care beyond the hospital walls - closer to home, in community and virtual settings.



Right-size our inpatient and outpatient areas to reflect demand and modern models of care.



Work with charities, private partners, and public funders to drive innovation and investment in equipment.

Success metrics: How will we know we've achieved:

- Fully redeveloped Cancer Care Centres at York and Scarborough will be open, with increased capacity, extended hours, and expanded patient services.
- Extend opt out model for cancer wellbeing service to cover York postcodes
- Increase in interactions in new cancer care centres by 45% from 24/25 baseline from patients and carers
- Community-based and non-hospital delivery models will be in place where appropriate.
- Investments in infrastructure will allow us to offer new diagnostic and treatment options closer to where patients live.



Implementation and monitoring of the strategy

This strategy is more than a vision - it's a roadmap, supported by strong governance and clear accountability.

- The Trust Cancer Board will lead implementation through the Cancer Transformation Programme and the work of care groups.
- An annual delivery plan will ensure we stay on track, identify new opportunities, and adapt to changing national priorities.
- We will align our work with wider Trust strategies, including workforce, clinical services, and estates - as well as large-scale changes like the new electronic patient record system.
- Key performance indicators (KPIs) for each theme are defined within this strategy and will be reviewed annually. Some may require more frequent tracking based on operational need.

This is a living strategy - built for impact, rooted in collaboration, and open to change. We will review it every year and adjust as needed to stay ambitious and agile.

Summary

The York and Scarborough Cancer Strategy 2025–2030 is a shared commitment - one forged through deep collaboration with our staff, partners, and communities.

We are proud of how far we've come, but we're even more excited about where we're going. From earlier diagnoses to better experiences, from cutting-edge research to compassionate care, this strategy lays the foundation for a future where every person affected by cancer receives the very best we can offer.

We know that the journey ahead will bring challenges - but we face them together, as a passionate and united cancer community, determined to deliver care that is faster, fairer, kinder, and smarter.

Let's make it happen.



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