SPECIALIST CANCER EXPANSION

- **New Radiotherapy Patients**
  - 2010/11: 1,231
  - 2014/15: 1,557
  - Increase: 27%

- **Chemotherapy Cycles**
  - 2010/11: 915
  - 2014/15: 1,495
  - Increase: 63%

- **Cancer Surgery**
  - 2010/11: 800
  - 2014/15: 1,300
  - Increase: 63%

- **Cancer Daycases**
  - 2010/11: 14,593
  - 2014/15: 27,469
  - Increase: 88%

- **Cancer Inpatients**
  - 2010/11: 2,759
  - 2014/15: 3,404
  - Increase: 23%

- **Cancer Division Income**
  - 2010/11: $78,000,000
  - 2014/15: $119,000,000
  - Increase: 51%
Basic research
Clinical trials
Supra regional referrals
Service innovators

Skin
Haem-onc
Lung
Breast
Neuro-onc
Head & Neck
Uro-onc
CTYA
GI
Sarcoma
Gynae
Lung
Basic research
Clinical trials
Supra regional referrals
Service innovators

Skin
Haem-onc
Lung
Breast
Neuro-onc
Gynae
Head & Neck
Uro-onc
CTYA
GI
Sarcoma
Basic research
Clinical trials
Supra regional referrals
Service innovators

Breast
Skin
Haem-onc
Lung
Neuro-onc
Uro-onc
Gynae
CTYA
GI
Sarcoma
Head & Neck
Basic research
Clinical trials
Supra regional referrals
Service innovators

Skin
Haem-onc
Lung
Breast
Neuro-onc
Gynae
Head & Neck
Uro-onc
CTYA
GI
Sarcoma
Endoscopy
Imaging & Interventional Radiology
Chemotherapy
Radiotherapy
Pathology
Basic research
Clinical trials
Supra regional referrals
Service innovators
Centralisation of Specialist Cancers
Centralisation of Specialist Cancers

25 en-suite rooms
Centralisation of Specialist Cancers

25 en-suite rooms

65 cases UCH plus
55 from BH
Centralisation of Specialist Cancers

25 en-suite rooms

65 cases UCH plus 55 from BH

400 cases UCH plus 125 BHRUT
Centralisation of Specialist Cancers

25 en-suite rooms

65 cases UCH plus 55 from BH

400 cases UCH plus 125 BHRUT

200 cases UCH plus 240 BH
Centralisation of Specialist Cancers

25 en-suite rooms

65 cases UCH plus 55 from BH

400 cases UCH plus 125 BHRUT

200 cases UCH plus 240 BH

420 cases QS plus 100 BH
Cancer Centre

- Working well
- Patient experience has improved
- Waits
- New timetable
• **Working well**

• **Patient experience has improved**

• **Waits**

• **New timetable**
Cancer Centre

- Working well
- Patient experience has improved
- Waits
- New timetable

Available hours unallocated
35% to 7%
Patient experience

- Clinic waits
- Communication
- Patient and Public Advisory Group
- Macmillan Support and Information Service
- Staff experience
Our mission is to decrease the burden of cancer through laboratory and clinical research; develop excellence and place UCL as a major national and international hub for cancer research; and educate the next generation of cancer researchers and clinicians.

UCL CANCER INSTITUTE
Precision Cancer Medicine

The future of treatment for patients is precision cancer medicine – a treatment package that is specific to the individual’s own unique cancer.

• It is our vision that, within five years, every patient will have their own personalised cancer pathway, -- early diagnosis and screening, imaging or biopsy, genomic analysis of their cancer, state-of-the-art clinical trials.
IMMUNOTHERAPY

Syncona 30m CAR T, IIT@RF, CRUK Accelerator 5m, BMS IO Network, Senior (BRC) and Junior (Fellowship) Recruitment, Wellcome Strategic Award and National Centre Status.
MOLECULAR PATHOLOGY

UCL-AD Gene panels, UCL-AD Immuno, Digital Pathology, MRC Single Cell Facility 3m, E Med Lab 15m Fragmented, Sector wide Solution, 0.25 UCL FTE
TUMOUR HETEROGENEITY

Personalised Med, Cancer evolution, Cancer Biology, CRICK, UCL Evolution
ENERGY and IMAGING

Proton Beam Chair, CRUK
Cancer Imaging Centre,
CABI, BRC Imaging Theme,
Charles Bell House Image
Directed Therapy, MRC
Theranostic Platform 6m,
BEAMS
CLINICAL TRIALS PHASE 1
CRUK CTC, ECMC, Sarah Canon JV
New Phase 1 lead

- IMMUNOTHERAPY
- ENERGY AND IMAGING
- MOLECULAR PATHOLOGY
- TUMOUR HETEROGENEITY
London Cancer - the integrated cancer system for a population of >3.2 million in north central & east London and west Essex

Operational since April 2012 (assured in August 2011)

11 provider trusts
Co-developed with patients and primary care
Cancer is a “burning platform” for the NHS

- 10 years after a national cancer plan and cancer networks, UK still has ~10% worse survival than W Europe - only catching up in breast.
- Cancer will affect 1 in 2 of those born after 1960
- Cancer is the biggest killer at all ages - 130,000 deaths/yr.
- Number of people living with and beyond cancer will increase from 2.5million in 2015 to 3.4 million in 2030.
- 70% of cancer patients have 1 or more Long Term Conditions, 29% have 3 or more
Up to 10% difference in 1 year survival by CCG
Lung Cancer: almost 2-fold variation in 1 yr survival by provider and improvement over time

Percent surviving to 1 year

- WH
- PAH
- HUH
- NMUH
- BHRUT
- BCFH
- BLT
- NH
- RFH
- WXH
- UCLH

2010 population
2011 population
2012 population
Large variations in surgical practice across London Cancer
## Cancer Patient Experience

**Top 10 best performing trusts - ranked by number of times in top 20%, then number of times in bottom 20%**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Trust</th>
<th>Strategic Clinical Network</th>
<th>No. of responses</th>
<th>No. of times the trust falls within bottom 20%</th>
<th>No. of times the trust falls within top 20%</th>
<th>Position in 2013 top ten</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>South Tyneside NHS Foundation Trust</td>
<td>Northern England</td>
<td>106</td>
<td>3</td>
<td>46</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Gateshead Health NHS Foundation Trust</td>
<td>Northern England</td>
<td>344</td>
<td>2</td>
<td>45</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Harrogate and District NHS Foundation Trust</td>
<td>Yorkshire</td>
<td>260</td>
<td>0</td>
<td>44</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>St Helens and Knowsley Teaching Hospitals NHS Trust</td>
<td>Cheshire &amp; Mersey</td>
<td>202</td>
<td>1</td>
<td>42</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>East Cheshire NHS Trust</td>
<td>Cheshire &amp; Mersey</td>
<td>136</td>
<td>1</td>
<td>41</td>
<td>7</td>
</tr>
<tr>
<td>6</td>
<td>Northumbria Healthcare NHS Foundation Trust</td>
<td>Northern England</td>
<td>504</td>
<td>1</td>
<td>40</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>South Devon Healthcare NHS Foundation Trust</td>
<td>South West</td>
<td>367</td>
<td>1</td>
<td>38</td>
<td>9</td>
</tr>
<tr>
<td>8</td>
<td>Queen Victoria Hospital NHS Foundation Trust</td>
<td>South East</td>
<td>65</td>
<td>1</td>
<td>41</td>
<td>2</td>
</tr>
<tr>
<td>9</td>
<td>Yeovil District Hospital NHS Foundation Trust</td>
<td>South West</td>
<td>134</td>
<td>2</td>
<td>37</td>
<td>10</td>
</tr>
<tr>
<td>10</td>
<td>Luton and Dunstable Hospital NHS Foundation Trust</td>
<td>East of England</td>
<td>334</td>
<td>0</td>
<td>36</td>
<td>15</td>
</tr>
</tbody>
</table>

**Bottom 10 poorest performing trusts - ranked by number of times in the bottom 20%, then number of times in top 20%**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Trust</th>
<th>Strategic Clinical Network</th>
<th>No. of responses</th>
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<th>No. of times the trust falls within top 20%</th>
<th>Position in 2013 bottom ten</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Barts Health NHS Trust</td>
<td>London</td>
<td>888</td>
<td>49</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Milton Keynes Hospital NHS Foundation Trust</td>
<td>East Midlands</td>
<td>212</td>
<td>45</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Imperial College Healthcare NHS Trust</td>
<td>London</td>
<td>538</td>
<td>44</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Homerton University Hospital NHS Foundation Trust</td>
<td>London</td>
<td>36</td>
<td>44</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Ashford and St. Peter’s Hospitals NHS Foundation Trust</td>
<td>London</td>
<td>215</td>
<td>42</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Barking, Havering and Redbridge University Hospital NHS Trust</td>
<td>London</td>
<td>546</td>
<td>41</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Royal National Orthopaedic Hospital NHS Trust</td>
<td>London</td>
<td>68</td>
<td>39</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Royal Free London NHS Foundation Trust</td>
<td>London</td>
<td>400</td>
<td>38</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>North Middlesex University Hospital NHS Trust</td>
<td>London</td>
<td>225</td>
<td>37</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>10</td>
<td>King’s College Hospital NHS Foundation Trust</td>
<td>London</td>
<td>632</td>
<td>37</td>
<td>0</td>
<td>5</td>
</tr>
</tbody>
</table>


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**Cancer Patient Experience Survey 2014**

- UCLH position has improved and is now outside the lowest 20 trusts; feedback far from indicating a world class experience.
- London Cancer is the poorest performing network of providers in England; 6 of the bottom 10 providers are from London Cancer.
- There is a collective responsibility to respond to this feedback as a network.
Our Vanguard ambition is for better smoother quality cancer care supporting self management & local care

We will

- Save 200-400 lives a year
- Improve 1 year cancer survival rates
- Improve cancer patient experience
- Increase access to innovation/trials

By

- Improving early access to diagnostics
- Connecting the cancer system further
- Standardising & franchising cancer services
- Creating a Cancer Outcomes Unit to drive world class standards & global visibility
DRIVERS OF STRATEGIC CHANGE

Six new programmes of work will provide focus and drive for many of the strategic objectives.

Together these are essential in realising the ambition to be the best Cancer Centre in Europe.
UCH CANCER

- Centre for Cancer Outcomes
- Centre for Cancer Precision Medicine
- Integrated Cancer Diagnostics
- School of Cancer Education
- Franchised Models of Care
- London Cancer
Franchised Models of Care
- Chemotherapy & Radiotherapy
- Organisational form to enable patient and financial benefits
- Philosophy of care closer to home

Integrated Cancer Diagnostics
- Implement what we know
- Identify need by tumour and diagnostic modality
- Innovate in models of delivery

Centre for Cancer Precision Medicine
- Early Phase and SCRI
  - Immunotherapy
  - Radiation Therapy
  - Personalised Medicine
  - Genomics

Centre for Cancer Outcomes

School of Cancer Education

London Cancer

UCH CANCER

Integrated Cancer Diagnostics
SYSTEM LEADERSHIP

- Define pathways & standards
- Provide highly specialist cancer care
- Pioneering new models of care
- Lead world class research
- Deliver Cancer Education & Training
- Inform commissioning & policy
- Coordinate service improvement
- Cancer ICT strategy & enablers
- Cancer Outcomes Unit

COMMISSIONING

- Procurement and tendering for service provision
- Reimbursement for service delivery
- Performance management against access
ENABLERS - Estates & Infrastructure

- UCLH
- NIHR CRF
- UCH Macmillan Cancer Centre
- Cancer Institute
- Sarah Cannon Research Institute
- Phase 4 Proton Beam (160 beds)
- Phase 5 Cancer Institute 2
CONTRIBUTORS

Internal
- CCSG
- MDT lead meetings
- Surgery & Cancer Board
- Cancer Strategy Staff Survey
- Patient Experience Strategy Workshop
- Outcomes Strategy Workshop
- Workforce Strategy Workshop
- R&D Strategy Workshop
- MSIS team meeting
- Cancer Pharmacy team meeting
- CNS Community of Practice
- Radiotherapy Physics team meeting
- CCTU away day
- Cancer Senior Staff meetings
- Pathology Leads meeting
- Radiology Consultant meeting
- Imaging leads meeting

External
- Commissioner Workshop
- UCH-Macmillan Partnership Board
- Islington and Camden GP Cancer Leads
- Visit to Christie Cancer Outcomes Unit
- GP Vanguard workshops
- Patient Vanguard workshops
- Vanguard engagement with all London Cancer hospitals
- Vanguard engagement with all London Cancer CCGs
- London Cancer Operational Leads meeting
- CRUK & Macmillan Vanguard engagement
- London Cancer Vanguard engagement
- UCLPartners Vanguard engagement