

Humber and North Yorkshire Cancer Alliance Non-Surgical Oncology Workforce Review

Case Study

1.0 Project Aim and objectives

The aim of the project was to undertake a review of the Non-Surgical Oncology Workforce across Humber & North Yorkshire Cancer Alliance (H&NY CA) to inform future workforce planning.

2.0 Project Objectives

The objectives of the Collaborative Working Project were to:

1. Complete a stocktake review of the whole Non-Surgical Oncology workforce (NSO) across Humber and North Yorkshire Integrated Care System (HNYICS)
2. Identify gaps, issues, challenges, and areas of variation to inform workforce planning for the future

3.0 Key Achievements and Highlights of the Project:

The Collaborative Working Project started in April 2022 and completed in March 2023.

The project delivered the following outputs in relation to the project objectives:

1. **A stocktake review of the whole NSO workforce across HNYICS:**
Quantitative data on workforce was gathered and provided an accurate stocktake of the whole NSO workforce across the H&NY CA. Workforce gaps were identified based on recommendations of the Royal College Radiologist Clinical Oncology census 2020, Health Education England guidelines along with horizon scanning, a review of changes in demand and capacity data for Systemic Anti-Cancer Therapy (SACT) and Immunotherapy.
2. **Identify what is working well, gaps, issues, challenges, and areas of variation to inform workforce planning for the future:**

The project identified areas which were working well and areas of good practice along with gaps, issues and challenges and areas of variation in NSO workforce across NSO within H&NY. This means that the Cancer Alliance can now focus on implementing the recommendations key recommendations to address workforce issues including recruitment and retention, staff utilisation, training and career development, SACT delivery, Aseptic services, address inequalities and variation in workforce, service capacity and demand, horizon scanning and adoption of digital technology to support service delivery and social media to promote H&NY as a place to work. These recommendations will be taken forward within Phase 2 of the NSO Workforce Programme.

The key outputs of this project were documented in a comprehensive report including an options appraisal and recommendations that was presented to H&NY CA, NSO Steering Group and H&NY Integrated Care Board (ICB).

Highlights of the project:

Following the initial workforce analysis phase of the project a workshop was held on 24th March 2023 where clinical and managerial stakeholders from across H&NY came together to explore different service model options. The workshop identified 3 service model options for NSO service delivery which will be considered by the Cancer Alliance in conjunction with the H&NY ICB:

Service Model Options

1. No change
2. Develop a new networked operating model sharing resource and capacity across the system
3. Further centralise services with York Hospital providing all medical oncology services for itself and Scarborough, and Hull providing all medical oncology services for itself and North Lincolnshire and Goole. Clinical oncology to remain at Hull the tertiary centre.

The following **next steps** were agreed at the workshop:

- Recruit an NSO Program Manager to lead Phase 2 of the Non-Surgical Oncology Workforce Program.
- Develop an ICB wide business case using the stock take data and the options appraisal from the workshop in March 2023.
- Present the business case to HNY CA System Board by the end of Q2 in 2023.