Strategic Intelligence Forum:
GM Cancer workforce

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Introduction

- Greater Manchester (GM) Cancer alliance - cancer programme of GM’s devolved health and social care system
- Incidence of cancer continues to grow in GM with 17,299 (2017/18) patients being diagnosed of cancer compared to 14,500 (2014)
- People are being diagnosed earlier with 53.6% being diagnosed at stage 1&2 in 2018 (national average = 51.7%) compared to 50.8% in 2015
- 72.1% of people in GM are now surviving 1 year following a diagnosis of cancer (national average = 72.8%) compared to 58% in 2001.

The growth of the cancer workforce is not keeping pace with demand
Approach

- HEE working with cancer alliances
- Investment in 3 NW Cancer workforce leads
- GM Cancer approach:
  - Phase 1: scoping exercise to define areas of priority
  - Phase 2: develop GM cancer workforce plan in line with the national CWP
  - Phase 3: implementation of the GM cancer workforce plan.
Practical example – Cancer CNS workforce

LTP ambition for ‘every patient to have access to CNS or other support worker’

- Intelligence gathered during scoping phase:
  - Vacancy rates have lowered - posts are being filled but not by cancer CNS creating a skills, knowledge gap
  - Ageing workforce, little succession planning
  - Shortages coming through the pipeline
  - Lack of career framework
  - Potential solutions were discussed at the HEE workshop in 2018, using the star tool.
Workforce data – adult nurses

- Current Staff in Post in GM at March 2019 is 14,483 wte with trust establishment of 15,205 a 5.0% (772) gap

- Planned establishment is set to grow by 3.3% (497 wte) over the 5 year period

- By 2024 staff in post are predicted to be 15,540 wte with a planned establishment of 15,702 giving a difference of 1.0% (162 wte), still a shortfall but a narrowing gap between demand and supply.

Source: HEE Eworkforce, ESR Staff in Post, Joiner / Leaver rates.
Closing the Gap on Supply and Demand

HEE Star workforce transformation model:

- Supply and retention:
  - Community of practice
  - International recruitment
- Upskilling existing workforce e.g. nurses performing complex diagnostics
- New roles:
  - **Physician Associates**
  - Cancer care coordinators.
New roles: Physician associates

- High number of PAs graduated in the North West in 2018 and majority went to work outside of GM
- Cohort of 50+ qualifying in March 2020
- Successful pilot in Cheshire and Merseyside in respiratory care
- Funding opportunity from HEE to support a workforce transformation project
- Concept to pilot the role in the cancer workforce to address gaps in the cancer CNS workforce.
Greater Manchester Cancer

Pilot PA preceptorship programme in cancer services

Primary care environment:  
- support one stop clinics as a proof of concept for Rapid Diagnostic Centres  
- triaging referrals  
- liaising with GPs and patient  
- assessing patients  
- organising tests / giving results  
- opportunistic health promotion advice, onward referral

Secondary care:  
- specialising in the prostate cancer pathway  
- flexible cystoscopy  
- support urology inpatients including participation in ward rounds / management of acute urology admissions  
- HNAs / treatment summaries  
- overseeing the entirety of the patient pathway

Primary care environment: (one stop urology clinics)  
Secondary care: (prostate pathway)
Next steps

- Progress with recruitment of PAs in March 2020 and commence the pilot in April
- Define outcomes
- Further engagement with GM commissioners to discuss sustainability of the PAs role post preceptorship
- Establish PA preceptorship steering group to provide oversight for the programme
- Evaluate the programme at 12 months
- Share learning with other cancer pathway boards
Lessons learnt

- Limitations with workforce data
- Resistance to new roles
- Engagement with the clinical community
- PAs – new to the cancer workforce, not yet regulated and therefore need a robust readiness package in place
- Utilise PA community / PA ambassadors throughout
- Admin support / PM to support development / coordination of the project to ensure PAs are truly embedded
- Plan for sustainability from the outset.

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