



Cancer Workforce Strategy 2022-2025



Foreword

Those of us working in the cancer arena, whether patient-facing or not, continue to strive to make real and sustained improvements in outcome and experience for everyone living with a cancer diagnosis. Without question, however, there is a real challenge in doing so at a time when the NHS remains under significant pressure.

One of the greatest assets the NHS enjoys are the people working within it - nurturing and developing such a workforce must be one of our highest priorities if we are to succeed in delivering our aims. Without the right people doing the right things, we may not succeed.

This carefully considered and comprehensive document articulates what we believe to be an appropriate strategy for doing exactly this over the next few years. I hope that those of you in Wessex who have an interest in cancer pathways and will be working with us to deliver the cancer ambitions of the NHS Long Term Plan will find it useful.

Matthew Hayes, Medical Director Wessex Cancer Alliance



Executive Summary

This strategy is designed to influence and guide the Wessex Cancer Alliance (the Alliance) partners to ensure that we have the workforce in place to improve cancer care across Wessex.

Cancer affects over 2 million people in England, and numbers are projected to grow every year. The cancer workforce needs to be prepared to manage a rising demand, an aging population, and increased levels of complexity (e.g. comorbidity).

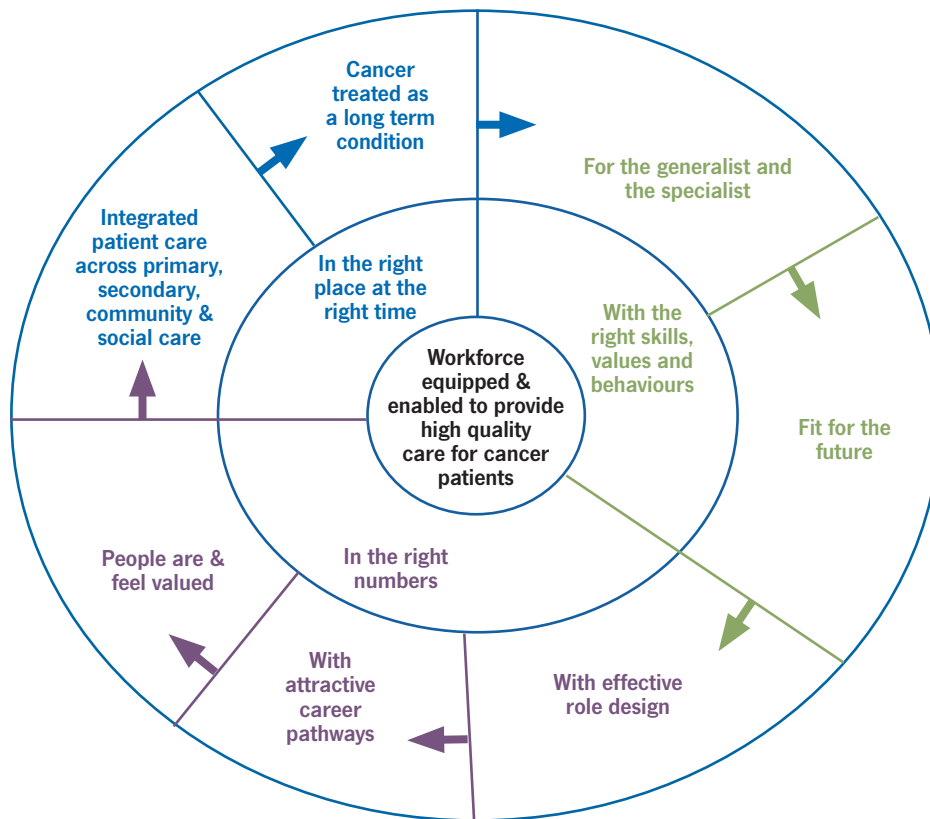
This workforce strategy has to ensure that we rebuild and re-energise the cancer workforce following the challenges brought about by the COVID 19 pandemic, as well as enable and drive the change we need to be fit for the longer term. We need to build on the positive changes that were necessitated by COVID 19 and embrace the opportunities for changing service models, introducing new roles and adapting ways of working.

The goal that drives us is to have a workforce equipped and enabled to provide high quality cancer care for patients of all ages. Individual partners have their specific responsibilities; this strategy sets out the workforce priorities and how the Alliance team will influence and support Alliance partners to achieve this goal.

The governance for the strategy workplan (appendix 1 - see page 12) is through the Alliance Workforce Programme Board. Notes from the Alliance Workforce Programme Board will be shared on the Alliance website so that all partners are kept informed.



Strategy on a page



To enable this we will:

- Influence system change to bring in resources, redesign to meet workforce challenges and develop advanced career pathways
- Innovate through projects to enable skill mix and maximise productivity of workforce: spot gaps; invest; pilot; evaluate; scale
- Educate based on needs analysis; bring in funding; promote training opportunities, commission training; host targeted resources
- Partner to encourage system wide networks and communities of practice to accelerate the spread and adoption of innovation
- Promote and share good practice and support with the evaluation of impact to ensure a feedback loop and learning across Wessex

We will know we have been successful when we have:

- A workforce transformed and fit to face the future with confidence and compassion: engaged, happy and healthy
- Cancer education and skills development (for the generalist and the specialist) and career pathways in place across Wessex for all the key cancer professions so that working in cancer care is seen as an attractive, rewarding career
- Greater collaboration between primary, secondary, community and social care: flexible teams with the patient at the centre
- A workforce enabling and driving new models of care meeting the needs of patients today and tomorrow

Purpose of this strategy

The purpose of this strategy is to set out a clear direction for the cancer workforce across the Wessex footprint and outline how we will meet the strategic challenges facing the cancer workforce within all pillars of the Alliance work programmes, across all care sectors. It will be supported by a Wessex Cancer Alliance Cancer Nursing Strategy focussing on all nursing roles which interface with a person affected by cancer.

This strategy delivers on the ambitions contained in the [NHS Long Term Plan](#), the [WCA Plan](#), and is the mechanism for the two emergent Integrated Care Boards (ICBs) to take forward the cancer workforce agenda, aligned with and embedded in the ICB's wider NHS workforce strategies.

In order to deliver this strategy we will work closely with our partners, including Health Education England, Primary Care Networks, Acute Trusts and partners in the third sector. In order to successfully implement the strategy, this requires honest dialogue with partners and teams; with all Alliance partners willing to engage and embrace change.



Alliance Partnership Working

The Alliance partners with and brings together the key organisations across Wessex to coordinate cancer care and to improve outcomes for patients locally. These include:

- Hampshire & Isle of Wight (HIOW) and Dorset emergent Integrated Care Boards (ICBs): the Alliance works in partnership with the two ICBs to lead delivery of the cancer elements of the Long Term Plan and to provide strategic leadership and coordination of cancer services across all Wessex
- Health Education England (HEE): HEE across the SE and SW works with the Alliance to develop cancer workforce plans, recognising the significant regional variations and the need for local conversations and solutions including the development of diagnostic and endoscopy academies to provide accelerated, co-ordinated, multi-professional training
- Supra regional specialist commissioning bodies: we will use local knowledge to influence commissioning for services such as those for teenagers and young adults; radiotherapy and Systemic Anti Cancer Therapy (SACT) and rarer cancer work
- NHS England / Improvement (NHSE/I) : provides the Alliance with funding, support, and guidance to meet cancer targets
- Operational Delivery Networks (ODN): the Alliance works in partnership with the Radiotherapy and the Children's and Teenagers and Young Adult ODNs, which focus on coordinating patient pathways between providers over a wide area to ensure access to specialist resources and expertise
- Wessex Academic Health Science Network (AHSN) : the Wessex cancer innovation programme was developed to identify and support the adoption of innovations that enable teams across Wessex to diagnose cancers at an early stage. We collaborate to ensure the workforce is upskilled to support innovations
- Voluntary sector including national, regional and local organisations: we work in partnership with a large number of voluntary sector organisations, sharing insight and outcomes as they provide support for people with cancer via funding services, education, and grants
- Professional and Regulatory Bodies: we are led by the guidelines from the various Colleges; these both liberate the development of roles and ensure consistency as everyone has to work within guidelines
- Primary, Secondary and Community Care Organisation: Supporting the workforce to develop and innovate to meet the cancer agenda

Need for Patient and Public Involvement

Sustained, successful transformation of the cancer workforce in Wessex will only happen if those with lived experiences of cancer and other members of the public are part of future design.

Involving people improves decision making when transforming services. We will encourage our partners to incorporate the principles outlined in the Involving People (previously known as 'Wessex Voices') Public and Patient Involvement (PPI) Toolkit when planning engagement activities and support sharing of findings across Wessex so we are all informed how services can better meet the needs of local people.

The Wessex Cancer Alliance Involvement Steering Group will act as a critical friend throughout planning and implementation of workforce solutions to ensure that patient and prospective patient needs both now and in the future shape our thinking and are understood and met.



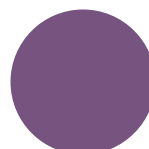
Equity, Diversity and Inclusion

All Alliance work takes full account of the requirements of the NHSE/I policy on Equity, Diversity and Inclusion seeking to reduce health inequalities and create a personal, fair and diverse health and care system for patients and the workforce.

In all programmes of work, the Alliance is committed to a key principle within the national cancer programme to identify, monitor and reduce health inequalities ensuring services, experience and outcomes are equitable for all people. This means working with and developing a diverse cancer workforce that is representative of the communities we serve across Wessex. We will support organisations and our workforce to be compassionate and inclusive; ensuring experience at work is the best it can be.

The Alliance is committed to promoting equality and participation in all their activities, whether this is related to the work we do with our external stakeholders or whether this is related to our responsibilities as an employer.

We will ensure that our policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation. This covers both strategic and operational activities.



Context

The big drivers of change that the strategy will need to address over the next 3 years

Implications emerging from the pandemic

- The need to 'catch up' with unmet need
- Many patients are presenting with later stage cancers
- Workforce (and other) capacity will need to be increased to reflect growing backlog
- Exhausted workforce with increased numbers retiring or leaving the professions – with short and long term implications

Changing service models

- Different referral pathways such as Community Diagnostic Centres; Rapid Investigation Service
- Integrated care, less in acute settings, closer to home, with triage in the right place. Need to shift resources to where they will have greatest patient benefit
- The need to streamline the pathway for the patient – keep the patient out of hospital – closer to home; whole person, personalised medicine; 24/7

Demographics

- Incidence of cancer continues to rise alongside increased median survival rates. Many of these patients will be older and more likely to have other health problems

Technology and innovation in diagnostics and treatment

- Will enable faster/more effective diagnosis and treatment e.g. GRAIL, genomics; molecular sequencing

- Increased opportunity through tech for patients to take a more active role in their healthcare; patients becoming 'expert' as they access more information on the web
- Technology will play an increasing role in education and training
- Workforce will need to learn new skills and approaches, but this could lead to efficiencies and relieve workforce pressures
- As oncology advances, more people have more treatments. The current workforce does not have capacity to cope with increased diagnosis and the large number of people who have much longer survival for treatable but not curable disease

Changing expectations

- For patients - as active consumers patients expect high quality, anytime, anyplace healthcare with more choice and say over their treatment
- For staff - want a better work/life balance, to be able to provide the best care to their patients, to feel valued and know that they are doing a good job. Growing trend for staff to retire early in response to pension changes.
- For Wessex – as treatments continue to improve people will be living with cancer for longer and potentially with co-morbidities. We want to ensure we support people to live well, so closer working with our ICB colleagues will be key to ensure joined up and person centred care.

Workforce Priority 1

A cancer workforce in the right place intervening at the right time **Integrated across primary, secondary, community and social care** **With cancer treated as a long-term condition**

Context

- For optimum patient care we need to enable patients to be diagnosed & treated closer to home.
- Boundary spanning - meeting patient need regardless of organisational setting
- Need to integrate cancer treatment with other long term conditions: 1 in 2 will have a cancer diagnosis and 30% of these will have another major health concern at the same time

Our Approach:

Influence to promote integrated services

Influence decision makers to fund integrated models of care treating cancer alongside other long-term conditions where appropriate.

Develop business case toolkits to assist decision makers to adopt integrated workforce solutions

Innovate to develop pathway solutions

Invest in projects to address workforce pressure points in the system and provide innovative pathway solutions that improve the speed of diagnosis and treatment; evaluate and scale as appropriate

Fund breakthrough projects that promote different ways of working and break down organisational and professional barriers

Educate to improve pathway referrals

Focus on improving the skills, knowledge and confidence of non-cancer professionals in all health and social care settings to improve accuracy and relevance of patient referrals and provide enhanced support for patient

Partner with professionals to encourage pathway innovation

Locate and convene key communities of practice from across the systems to collaborate on innovative ways of working using a skills mix approach in cancer teams

Promote and share learning across the pathway

Promote and share the emerging new approaches and workforce models

Workforce Priority 2

A cancer workforce with the right skills For the specialist and the generalist Fit for the future

Context

- Cancer workforce required to deliver personalised care at universal, targeted and specialist levels
- Need to prepare the workforce so they are ready to drive, respond and make most of technological advances
- Advances in treatment such as genomics, immunotherapy etc., mean that information and training will be needed for specialists and generalists so that they are able to explain the benefits and implications to patients
- Employers need to support the individual with their continuous professional development, investing time and money

Our Approach:

Influence to bring in knowledge and resources to upskill

Working with health and social care teams / providers to identify workforce training and development needs and collaborate with regional HEE teams to influence national funding offer for upskilling cancer workforce

Work in partnership with providers to utilise HEE existing funding streams to upskill professionals

Innovate through digital transformation to futureproof the workforce

Build confidence in the cancer workforce to utilise new technology (including AI and digital) to provide innovative service solutions

Educate to embrace new skills and new roles

Support primary care to embrace the Additional Reimbursement Role Scheme (ARRS) through education: evaluation of impact of roles

Upskill non-medical workforce to improve early diagnosis of cancer and enhance support for patient throughout the pathway

Support the education and development of new roles to the Wessex cancer workforce e.g. Physician Associates

Partner to share learning and improve effectiveness

Locate and convene learn and share networks of practitioners: providing peer support and sharing of resources

Promote and share

Promote relevant available and free cancer education resources to the non-cancer workforce across Wessex including non-specialist AHPs, four pillars of primary care (general practice, community pharmacy, dental and optometry services), social care workforce



Workforce Priority 3

A cancer workforce of the right number With effective role design With attractive career pathways People are and feel valued

Context

- Demand is outstripping supply with a shortage of people in key roles; intelligence about the current situation for a range of specialities and the ability to forecast for the future is hampered by unreliable data
- Specialists are increasingly having to spend time undertaking generalist tasks which is not cost efficient or rewarding
- Need to identify where the next generation of the workforce will come from; need to make working in cancer care an attractive proposition to attract and retain the cancer workforce

Our Approach:

Influence to retain staff and attract people into a career in cancer

Gain on the ground intelligence from partners: local crisis points, workforce gaps and challenges across oncology and share with HEE and NHSE to better inform national responses and local plans

Promote opportunities such as return to practice initiatives and apprenticeship schemes, as well as campaigning for increased training and funding from national bodies

Develop new thinking and influence system change to develop cancer career pathways and new routes into cancer careers

Innovate for improved efficiency, morale and career development

Listen to the cancer workforce, encourage and value their ideas through monies dedicated for funding locally identified breakthrough projects/posts e.g. piloting enhanced ways of working using skills mix approach.

Educate to create a climate where innovation and agility flourish

Support / develop education programmes to upskill and develop leadership skills to bring innovation into front line services.

Develop mentoring schemes to build skill and confidence in new recruits and encourage return to practice

Partner with organisations to support redesign of roles

Identify those roles at crisis point and convene specialists to encourage them to reframe roles and work differently

Promote and share to encourage innovation and learning

Promote and share innovations and stimulate new thinking; support teams to try out new approaches through education.

Workforce strategy plan:

Influence system change to bring in resources, redesign to meet workforce challenges and develop advanced career pathways

Action	Anticipated Outcome	Deliverables
<ul style="list-style-type: none"> Collaborate with HEE, NHSE/I and ICBs to develop workforce dashboards to i). gain real-time visibility of the cancer workforce currently deployed across Wessex and ii). define the size and skill mix of the future workforce to deliver the ambitions of the Long Term Plan Undertake Workforce Listening Events to gain on the ground intelligence from cancer workforce groups including local crisis points, workforce gaps, challenges and opportunities. Consider using HEE STAR workshops as a workforce transformation tool. Agree a short / medium / long term workforce plan with partners 	<ol style="list-style-type: none"> Improved understanding of the current cancer work force profile across Wessex Identification of workforce gaps and at-risk professional groups. Enhanced partnership working with different cancer workforce groups across Wessex Sharing of opportunities and ideas to overcome workforce challenges Prioritisation of work programme to deliver the LTP with clear identification of organisational responsibilities for workforce transformation working in partnership with HEE, NHSEI and ICBs 	<ol style="list-style-type: none"> Cancer Workforce Data across Wessex Cancer Workforce Modelling Data for future cancer workforce Skills Mix Toolkit available to Trusts Iterative Action Plan for Cancer Workforce
<ul style="list-style-type: none"> Support / influence / utilise outputs of national HEE project developing standardised competency framework and training programme for cancer support worker and pathway navigator role 	<ol style="list-style-type: none"> National standardisation of core CSW / PN job description, competencies and development pathway / opportunities that can be used by local PNs and CSWs across Wessex CSW / PN feel supported in their career development Line Managers better equipped to support the PNs / CSWs role Equity of development opportunities across Wessex 	<ol style="list-style-type: none"> Competency framework utilised across Wessex for new CSW and PN roles. Uptake and evaluation of training opportunities undertaken by new Pathway Navigators recruited in 2022.
<ul style="list-style-type: none"> Influence and support partners to utilise all workforce skills mix initiatives and training opportunities from HEE 	<ol style="list-style-type: none"> Recruitment, retention and development of cancer workforce through HEE funded schemes including apprenticeships, advanced practice apprenticeships; upskilling reporting radiographers and endoscopy training 	<ol style="list-style-type: none"> Number of individual HEE offers utilised across Wessex Evaluation of impact of training opportunities utilised
<ul style="list-style-type: none"> Scope and promote opportunities for oncology skill mix locally with exemplars from across region / nation e.g. the development and impact of therapy radiographer consultant roles Share local skills mix case studies via e.g. workforce forums, HEE, national oncology skills mix toolkit, NHSEI SE oncology workshop 	<ol style="list-style-type: none"> Practical examples of oncology skills mix opportunities will form part of a resource toolkit for partner organisations Organisations supported to include skills mix workforce transformation. To link in with HEE SE / NHSE/I regional work and NHSE/I national oncology toolkit 	<ol style="list-style-type: none"> Wessex Skills Mix Approach included in Oncology Skills Mix Toolkit HEE SE / NHSE/I regional work and NHSE/I national oncology skills mix toolkit shared with Alliance partners
<ul style="list-style-type: none"> Influence the development of local cancer career pathways for Cancer Clinical Nurse Specialists and Oncology AHPs using learning from the national HEE ACCEnD programme of work. (ACCEnD: Aspirant Cancer Career and Education Development Programme) 	<ol style="list-style-type: none"> National cancer career framework developments supporting the local development of nurses and AHPs from student through to executive leadership roles Alignment of Wessex work programme with national programme - no duplication of work 	<ol style="list-style-type: none"> Reports from National ACCEnD Team Dissemination of information across Wessex via Lead Nurse CoP and Oncology AHP Forum
<ul style="list-style-type: none"> Fund and develop a team of WCA AHP ICS Advisors to influence commissioners, strategic leads, decision makers and providers about the importance and potential of AHPs in supporting people with cancer 	<ol style="list-style-type: none"> AHPs are considered / included in all strategic conversations regarding cancer pathways and workforce transformation Identification and prioritisation of the opportunities for AHPs to support a) diagnostic pathways and b) acute oncology services 	<ol style="list-style-type: none"> Stakeholder Engagement Map AHP Case studies to illustrate challenges / opportunities Scoping report / pilot projects
<ul style="list-style-type: none"> Build relationships with community pharmacists across Wessex via LPC Scope potential to support / develop pharmacists in early diagnosis and prevention of cancer in addition to building confidence to support cancer patient in the community. Scope the potential for community pharmacists to refer directly into diagnostic pathway - apply for NHSE/I funding stream 	<ol style="list-style-type: none"> Community pharmacists better equipped to support people with cancer in their community Improved understanding of the role that community pharmacists could have in direct referral of patients into cancer pathway including operational changes and challenges. (Links with Early Diagnosis & Prevention Programme) 	<ol style="list-style-type: none"> Stakeholder Map and engagement plan Scoping report and draft bid application for funding (potential funding pot from NHSEI in 2022/23) Project plan with impact metrics identified
<ul style="list-style-type: none"> Scope, plan and undertake a Cancer Careers Project to design, produce, evaluate a series of short films to highlight careers in cancer to school children across Wessex. (HEE SE funded) 	<ol style="list-style-type: none"> Improved awareness of potential careers in cancer among 14 - 16 year olds across Wessex Improve recruitment into careers in cancer across Wessex 	<ol style="list-style-type: none"> Series of films showing cancer careers housed on WCA website Google Analytics report showing website visits and length of stay on page

Workforce strategy plan:

Innovate through projects to enable skill mix and maximise productivity of workforce: spot gaps; invest; pilot; evaluate; scale

Action	Anticipated Outcome	Deliverables
<ul style="list-style-type: none"> Progress with HEE funded project : Piloting ACP cancer care role in Primary Care (Project charter available) 	<ol style="list-style-type: none"> Exemplar model of ACP in cancer care in primary care. Understanding of the impact of role and business case toolkit to support other PCNs to recruit to this type of role Understanding the support needs of the ACP in primary care 	<ol style="list-style-type: none"> ACP in Cancer Care JD/ person spec. Core capability framework used locally and recognised nationally by the Centre for Advanced Practice Core capability framework to provide a blueprint for the ACCEnD project. ACP work plan and development plan Impact evaluation report. Business toolkit
<ul style="list-style-type: none"> Scope, develop, fund boundary spanning role across primary and secondary care. 	<ol style="list-style-type: none"> Improved communication with primary and secondary care teams. Increased confidence within primary care teams to support people with a cancer diagnosis throughout the cancer pathway. 	<ol style="list-style-type: none"> Job description, exemplar contract, evaluation of role.
<p>Support and grow the Pathway Navigator workforce by</p> <ol style="list-style-type: none"> continue to support recruitment and subsequent induction and development of 2021 funded posts through portfolio & peer support forum Scope and pump prime (working with FDS work programme) additional Pathway Navigator roles in most challenged diagnostic pathways 	<ol style="list-style-type: none"> Patient supported through the pathway via a single point of contact from referral to diagnosis Improvement in cancer waiting times across diagnostic pathway for pathways with PNs in post Improved staff experience through releasing specialist nurse capacity using a skills mix approach 	<ol style="list-style-type: none"> No. of Pathway Navigators in post Pathway Navigators progressing through competency portfolio. Improved diagnostic pathway metrics (FDS programme) Patient feedback surveys
<ul style="list-style-type: none"> Support and grow the new Physician Associate workforce in cancer by <ol style="list-style-type: none"> continuing to support recruitment, induction and development of 2021 funded posts funding a PA Project Manager to support competency development of PAs in cancer, facilitate PA peer support and implement evaluation of impact metrics 	<ol style="list-style-type: none"> Improvement in cancer performance due to increased capacity within clinical teams New workforce embedded in cancer teams highlighting a skills mix approach to the team Evaluation report of impact of role that can be adopted in other cancer pathways 	<ol style="list-style-type: none"> Number of Physician Associates in post PA Toolkit developed and shared Peer support forum developed PA posts made substantive by Trusts
<p>Progress with HEE funded project: Improving Ovarian Diagnostic Pathway through workforce transformation (Project Charter available)</p>	<ol style="list-style-type: none"> Scoping, implementation and evaluation of new service model Toolkit developed to support roll out of exemplar model 	<ol style="list-style-type: none"> Ovarian cancer pathway Project Evaluation Report
<ul style="list-style-type: none"> Support PCNs to utilise ARRS roles (HEE funded project) by providing <ol style="list-style-type: none"> blueprint for roles in cancer care toolkit to support recruitment to roles shared links to relevant cancer education practical support e.g. PC / lap top evaluation of impact of role 	<ol style="list-style-type: none"> Increase in ARRS roles with a focus on cancer TNA for ARRS roles Programme of training developed ARRS in cancer roles supported through a peer support / mentor programme 	<ol style="list-style-type: none"> Description of how different ARRS roles can support people with cancer Toolkit to support PCNs to utilise ARRS roles in cancer care Evaluation of impact of ARRS roles in primary care Peer support network for ARRS roles in cancer
<ul style="list-style-type: none"> Scope a retire and return role to mentor new cancer nurses and those returning to practice 	<ol style="list-style-type: none"> Understand the potential to retain skilled professionals Upskilling and support for developing cancer nurse specialists 	<ol style="list-style-type: none"> Scoping report
<ul style="list-style-type: none"> Support / Fund Workforce transformation projects identified by professionals 	<ol style="list-style-type: none"> Identification of workforce transformation, project implementation plan and pilots, evaluation of impact - shared across Wessex Cancer workforce feel valued through the funding and development of their innovations 	<ol style="list-style-type: none"> Project proposals, project reports, evaluation report Sharing of new ways of working via forums and WCA website
<ul style="list-style-type: none"> Scope skills mix approach to workforce transformation within radiotherapy across Wessex Support (pump prime if applicable) skills mix pilot projects 	<ol style="list-style-type: none"> Skills mix approach with potential to release oncologist time Retention of experienced Trads Improved recruitment to Wessex RT depts due to career progression opportunities 	<ol style="list-style-type: none"> Proposal document to support workforce transformation within Radiotherapy Project plans for skills mix projects if / where appropriate

Workforce strategy plan:

Educate based on needs analysis; bring in funding; promote training opportunities, commission training; host targeted resources

Action	Anticipated Outcome	Deliverables
<ul style="list-style-type: none"> Continuation and extension of Upskilling Wider Workforce HEE funded project Undertake / utilise existing Cancer Training Needs Analysis for non specialist cancer workforce to establish unmet training needs Collate training needs and correlate with cancer education opportunities Promote cancer education opportunities widely giving everyone an equal opportunity to participate 	<ol style="list-style-type: none"> Improved understanding of non-specialist cancer workforce cancer education needs and identification of unmet needs Increased cancer knowledge and confidence within non- specialist cancer workforce Increased knowledge of relevant education opportunities to meet the needs of the different non cancer workforce groups 	<ol style="list-style-type: none"> Collated TNAs for wider workforce - summary report Identification of gaps in cancer education Education plan - current and available Delivery of series of webinars - attendance numbers and evaluation report
<ul style="list-style-type: none"> Update / maintain Workforce/Education pages on WCA Website Disseminate education plan to relevant organisations, teams and professionals across Wessex 	<ol style="list-style-type: none"> Current and relevant resource area re cancer workforce, cancer education opportunities are shared with and accessed by specialist and generalist cancer workforce across primary, community and social care 	<ol style="list-style-type: none"> Monthly report on website analytics for the education plan and resource table - number of clicks and time spent on site
<ul style="list-style-type: none"> Utilise HEE funds to upskill aspiring and existing cancer nurse specialists and chemo nurses. Champion development opportunities to enable everyone to fulfil their potential 	<ol style="list-style-type: none"> Increased number of CNS and SACT nurses upskilled through attendance at relevant courses identified through TNA / appraisals / managers Nurses feel valued leading to improved retention 	<ol style="list-style-type: none"> No of nurses attending courses Evaluation of courses
<ul style="list-style-type: none"> Progress with HEE funded project: Development of a cancer modules / career framework for Cancer CNS's 	<ol style="list-style-type: none"> Provision of local education opportunities for cancer CNSs to undertake relevant advanced practice study Greater visibility of the role of the cancer CNS within organisations 	<ol style="list-style-type: none"> Number of modules developed and accredited with a Wessex HEI Number of Wessex CNSs / AHPs enrolled on / completed modules
<ul style="list-style-type: none"> Secure funding for Advanced Comms Skills Training for 2022 from HEE and develop delivery plan with local provider. Support promotion of courses to key cancer professional groups across Wessex. 	<ol style="list-style-type: none"> Improved communication skills and confidence in communicating in health care professionals supporting people with cancer Staff feel valued leading to improved retention 	<ol style="list-style-type: none"> No of professionals attending courses split into workforce groups/ organisations Evaluation summary of courses
<ul style="list-style-type: none"> Fund a Radiotherapy Practice Educator Post to support Pan Wessex Evaluate impact of the role 	<ol style="list-style-type: none"> Increased support to therapy radiographers undergoing training, induction and development across Wessex Improved recruitment and retention to radiotherapy workforce across Wessex 	<ol style="list-style-type: none"> Recruitment to post - JD / workplan agreed and developed Impact evaluation metrics agreed and implemented
<ul style="list-style-type: none"> Scope potential to include introductory cancer education in all undergraduate health courses across Wessex. Link into the ACCEnD workstream for undergraduate education 	<ol style="list-style-type: none"> Understanding of potential to improve the knowledge of newly qualified health care professionals re cancer awareness / treatments (introductory level) 	<ol style="list-style-type: none"> Scoping report
<ul style="list-style-type: none"> Develop support networks, signposting information and education opportunities for non cancer specialist AHPs working in the community 	<p>Non cancer specialist AHP workforce feel confident to support people with cancer in the community</p>	<ol style="list-style-type: none"> Develop a directory of AHP oncology contacts - key contacts for case queries. Identify / develop education offers e.g. AHP cancer preceptorship module Identify information to support signposting for patients Identify link groups

Workforce strategy plan:

Partner to encourage system wide networks and communities of practice to accelerate the spread and adoption of innovation

Action	Anticipated Outcome	Deliverables
<ul style="list-style-type: none"> Support / liaise with Wessex Academic Health Science Network - Wessex Cancer Innovation programme with any workforce implications from AI innovations 	1. Workforce supported to adopt and implement AI innovations	1. Identification of workforce implications from AI projects 2. Joint action plan produced as required
<ul style="list-style-type: none"> Collaborate with Operational Delivery Networks relevant to cancer (Radiotherapy, Children's, TYA) and support with workforce challenges where required 	1. Specialist cancer workforce teams are included in the WCA workforce strategy avoiding duplication of work	1. Identification of workforce challenges affecting Children's and TYA cancer workforce and the Radiotherapy workforce
<ul style="list-style-type: none"> Support new network groups (e.g. Pathology; Acute Oncology Pharmacists) Build on existing network groups e.g. (Imaging and Endoscopy networks) as a vehicle to develop and share workforce transformation projects 	<ol style="list-style-type: none"> Equity of services across Wessex through sharing of information Successful workforce transformation projects disseminated across Wessex Less silo working Improved engagement and understanding of support mechanisms available to networks 	<ol style="list-style-type: none"> Agenda and notes from meetings Identification of sharing of templates, pathways, documents

Workforce strategy plan:

Promote and share good practice and support with the evaluation of impact to ensure a feedback loop and learning across Wessex

Action	Anticipated Outcome	Deliverables
<ul style="list-style-type: none"> Revitalise existing Wessex Communities of practice including AHP forum, Lead cancer nurse forum and Cancer Support Worker Forum and provide F2F networking opportunities Plan for a joint AHP / Nursing Forum in 2022 	<ol style="list-style-type: none"> Professionals feel supported and valued Examples of best practice are shared across Wessex Improved collaboration between professional groups and across Trusts 	<ol style="list-style-type: none"> Number of COPs, professionals attending Event feedback summary Examples of sharing good practice
<ul style="list-style-type: none"> Support development of new Communities of Practice for the new roles, including Pathway Navigators, Physician Associates in Cancer Care and ARRS cancer focussed roles 	<ol style="list-style-type: none"> Professionals feel supported and valued Professionals feel supported by their peers Best practice examples shared across Wessex 	<ol style="list-style-type: none"> Number of COPs, professionals attending Event feedback summary Examples of sharing good practice

Wessex Cancer Alliance Workforce Programme Plan 2023/24

Version 1.0 May 2023

Author: Kathy Cooke, Workforce Programme Manager, WCA

Governance: WCA Workforce Programme Board

Action	Anticipated Outcome	Deliverables
Working across priority Best Practice Timed Pathways: map capabilities around the patient needs at different points in the pathway; collate detailed workforce composition information to better understand shortfalls, different approaches to skills mix and identify what is working well and where we have examples of practice other Trusts might wish to implement.	Commencing with most challenged pathway- prostate – as an exemplar: <ul style="list-style-type: none"> Shared knowledge of current cancer workforce, where they work and the overall capabilities within the cancer teams Improved knowledge of how the current workforce manages and delivers current cancer activity and care Optimal utilisation of high-level skills within the Cancer workforce 	<ul style="list-style-type: none"> Cancer Workforce Data for each Acute Trust Case study examples of successful skills mix approaches within cancer teams Training needs report for BPTP teams – prostate initially.
Support the Cancer Diagnostics and CDC Workforce Strategies Share and promote the funding grants provided by SE C&D Programme for cancer diagnostics services / workforce	<ul style="list-style-type: none"> Cancer diagnostics seen as a priority focus for workforce planning in imaging, pathology, endoscopy, and CDCs. WCA workforce strategies and diagnostics workforce strategies complement each other with no duplication of work. 	<ul style="list-style-type: none"> Inclusion of Cancer Priorities in the WIN and pathology workforce strategies NHSE C&D funding grants fully utilised in Wessex
Implement and support a bidding process for Clinical Teams to secure WCA funding to undertake workforce transformation projects. Provide Quality Improvement training and support for teams / individuals undertaking cancer workforce transformation and service improvement.	<ul style="list-style-type: none"> Optimised utilisation of skills mix within workforce and / or workforce feel valued and supported improving retention Clinical teams have improved knowledge of QI methodologies to undertake small scale projects to improve their services. 	<ul style="list-style-type: none"> Workforce transformation projects funded, and project leads supported 2 x QI courses delivered supporting a maximum of 24 projects. Posters / reports from service improvement projects
Implementation of ACCEND: Supportive & Assistive Workforce (to include cancer admin / MDT workforce)	<ul style="list-style-type: none"> Supportive and Assistive cancer workforce across Wessex have access to a standardised induction, development, and peer support programme. Supportive and Assistive cancer workforce across Wessex are supported to work within the boundaries of their role and are aware of career / development opportunities. Apprenticeship opportunities are recognised and utilised to develop the supportive and assistive workforce in cancer and diagnostics. 	<ul style="list-style-type: none"> Scoping report defining the supportive workforces in cancer care with increased understanding of factors surrounding development and retention. Wessex wide MDT Co-ordinator lead post (funded by FDS) recruited to. Work plan developed for the role so they in turn develop the MDT co-ordinator workforce. Action plans designed with each Trust to implement ACCEND at a supportive & assistive level. Provision of offer for primary care networks to implement ACCEND for cancer focussed supportive & assistive roles. Local training programme implemented to supplement the ACCEND provision and to meet identified training needs of our local workforce
New Roles: Embed Pathway Navigators into the Wessex system	<p>2023/24 funded pathway navigators are introduced into the system with an induction and development plan. Line managers of PN posts are fully informed and supported to embed the role in the clinical teams.</p> <p>Pathway navigators understand their capabilities within ACCEND framework and opportunities for development and are directed to development opportunities.</p>	<ul style="list-style-type: none"> Standard business case template produced to Support Trusts to make Pathway Navigator posts substantive where positive impact can be demonstrated Final HEE evaluation report - August 2023 Annual Navigator highlight reports

Wessex Cancer Alliance Workforce Programme Plan 2023/24

Action	Anticipated Outcome	Deliverables
<p>Promote the WCA Education Information and the MSc Cancer pathway modules at UoS to education leads at Wessex provider organisations to support the development of the non-cancer specialist workforce interested in developing their cancer knowledge / career.</p>	<p>Nurses and AHPs interested in a career in cancer services are provided with the opportunity to undertake Cancer Care Professional Development including the MSc cancer modules run in partnership with WCA and University of Southampton.</p> <p>(Note the current procurement of HEE Cancer Care Level 6 apprenticeship module is to support the development of the non-cancer specialist workforce interested in developing their cancer knowledge / career – promote when developed)</p>	<ul style="list-style-type: none"> • Training uptake numbers and evaluation • WCA Webpage promoting the national level 6 opportunity.
<p>Promote the ACCEND Framework and related education offer to Wessex HEIs providing undergraduate education for NHS workforce to support the development of the pre reg / registered non cancer specialist workforce providing care to people affected by cancer.</p>	<p>Pre reg and newly registered health care professionals are aware of, and access cancer education modules related to the capabilities at this level within the ACCEND framework</p>	<p>Number of undergraduate students accessing the education offer across Wessex (Note the need to ensure this is an achievable deliverable when the offer is released by the ACCEND team).</p> <p>Case studies to show successful implementation of the education offer.</p>
<p>Utilise the ACCEND Framework to support the development of the post registration to enhanced cancer specialist workforce providing care to people affected by cancer (across primary and secondary care)</p> <p>Promote the WCA Education Information and the MSc Cancer pathway modules at UoS to education leads at Wessex provider organisations to support the development of the non-cancer specialist workforce interested in developing their cancer knowledge / career.</p>	<p>Nurses and AHPs interested in a career in cancer services are provided with the opportunity to undertake Cancer Care Professional Development including the MSc cancer modules run in partnership with WCA and University of Southampton.</p> <p>(Note the current procurement of HEE Cancer Care Level 6 apprenticeship module is to support the development of the non-cancer specialist workforce interested in developing their cancer knowledge / career – promote when developed)</p>	<ul style="list-style-type: none"> • Training uptake numbers and evaluation • WCA Webpage promoting the national level 6 opportunity (launch date tbc)

Wessex Cancer Alliance Workforce Programme Plan 2023/24

Action	Anticipated Outcome	Deliverables
<p>Utilise the ACCEND Framework to support the development of aspiring and existing specialist cancer workforce from enhanced to advanced to consultant level of practice.</p> <p>Recruit to a project lead to oversee the implementation of ACCEND at these levels of practice and develop a 2-year plan to achieve this. To include:</p> <ul style="list-style-type: none"> • Undertake audit of existing roles, skills, and capabilities against the framework. Align with existing capacity and demand work in progress. • Continue with the standardisation work which is looking at parity across organisations with a focus on retention, innovative workforce solutions and recognition of good practice which can be shared across the Alliance and Southwest Region. <p>Continue with the development and evaluation of cancer specific MSc modules Socialise ACCEND and UoS offer with Trust Education leads with the aim of Trusts supporting through CPD monies longer term.</p>	<p>ACCEND framework is integrated within the specialist cancer workforce across acute Trusts in Wessex.</p> <p>Cancer specialist workforce feels valued improving retention of staff.</p> <p>Potential for improved patient experience due to increased motivation, identification of service improvement opportunities</p> <p>Optimal utilisation of high-level skills within the Cancer workforce</p>	<p>KPIs to be agreed when implementation lead in post for this project.</p> <p>Plus</p> <ul style="list-style-type: none"> • Report on the Impact of the ACP role in cancer (nursing) (July 2023) • Increase in number of Consultant Cancer Nurses / Therapy radiographers. Evaluation of impact of the role (potentially in 2024/5) • Evaluation report for the PgC and CPD modules run by University of Southampton and WCA. • PgD cancer specific course developed and piloted with University of Southampton and WCA.
<p>Continue with the WCA AHP ICB Advisor roles identifying specific projects for each advisor building on the work in 2022/23.</p>	<ul style="list-style-type: none"> • AHPs are integrated into all the Alliance workstreams and the potential of the AHP role is highlighted through the diagnostic and treatment pathways. • Strategic leadership development of the AHP Advisors across Wessex. 	<ul style="list-style-type: none"> • Strategy and programme of work for the AHP Advisors for 2023/24. • Specific projects completed and reported on.
<p>Consolidation of the WCA cancer careers filming programme by developing the WCA webpage to include information on different training routes with links to existing careers information and professional bodies, in partnership with other planned ICB led resources.</p> <p>Develop and implement a communication and engagement plan that links with local career events and schools, colleges to ensure maximum reach of WCA cancer career films and information.</p>	<ul style="list-style-type: none"> • School children are signposted to relevant information regarding careers in cancer at all levels and through a variety of training routes. • Cancer teams within organisations can link to the career's films in their recruitment process to better inform applicants about the role they are applying for. 	<ul style="list-style-type: none"> • WCA Cancer Careers Webpage • Increased Views to the Webpage following engagement plans • User feedback re the WCA careers pages

Wessex Cancer Alliance Workforce Programme Plan 2023/24

Action	Anticipated Outcome	Deliverables
<p>Upskill the cancer workforce through:</p> <ul style="list-style-type: none"> • new WCA education webpage providing a single directory of existing opportunities. • Ongoing webinars, study days, development days, support for clinical advisors, symposiums. • Development or commissioning of training opportunities where local need is demonstrated, and all other avenues have been explored • Utilisation of all SE Cancer and diagnostics available training grants for nurses (SACT, CNS, ACP) / Pathway Navigators 	<p>Generalist and specialist cancer workforce feel valued, supported, and are upskilled to better support people with cancer and their families, carers at any point in their journey.</p>	<ul style="list-style-type: none"> • WCA education page – report on number of views • Evaluation of courses attended, spend and number of attendees. • Report on external training grants utilised for CNS, SACT and PN roles provided by SE Cancer & Diagnostics team.
<p>Continuation of 2022/23 projects including Radiotherapy Workforce Transformation projects; Oncology Pharmacy Workforce Projects and the Physician Associate in cancer project.</p> <p>(Note separate project plans for each of these from 2022/23)</p>	<p>Wessex wide approach to training and development of workforce ensuring optimal use of resources and workforce capacity. (Focus on Pharmacy, Trads, and PAs)</p> <p>Workforce feels valued improving retention of staff.</p> <p>Potential for improved patient experience due to increased motivation, identification of service improvement opportunities</p> <p>Optimal utilisation of skills and competencies within the workforce</p>	<p>Completion of Oncology Pharmacy Project - closure report for HEE and project outcomes shared regionally and nationally via forums / poster presentations.</p> <p>WCA funded RT WF Transformation lead in post to support a Wessex wide RT transformation project.</p> <p>Evaluation of impact of PA role in cancer. Template business case produced.</p>
<p>Continuation of the HEE funded primary care projects from 2022/23: ARRS and ACP / FCP. Use methodology to support and develop primary and community care nurses in cancer care post diagnosis.</p>	<p>Primary care and community nursing teams more confident to manage people at all stages of the cancer pathway but particularly those living with and beyond cancer in primary care.</p> <p>Primary care and community nursing teams have improved networks with secondary care cancer teams.</p>	<ul style="list-style-type: none"> • Funded post (0.4WTE) to support ARRS project lead with specific development and mentorship of primary care and community nurses and Advanced Practitioners. • Evaluation report from the HEE funded projects – poster/ conference presentations from these projects.
<p>Pilot a mentorship programme for junior / newly appointed cancer clinical nurse specialists (with a focus on communications skills) across all 6 acute Trusts in Wessex. Scope the links with Legacy Mentor national programme and the Professional Nurse Advocate role (align with Personalised Care programme re clinical supervision).</p>	<p>Retention of junior Cancer CNSs – they feel supported, valued, developed.</p> <p>Senior CNSs wishing to retire feel motivated to stay in employment and share their knowledge and experience to develop junior members of staff.</p> <p>Potential to improve quality of patient experience through development of teams.</p>	<ul style="list-style-type: none"> • Mentor identified, trained, and supporting CNS within each trust. • Evaluation report.



For a translation of this document or to request information in an accessible format, please email: england.wessexcanceralliance@nhs.net