



*The Cancer Services journey through
transformation and Innovation*

European Healthcare Design 2016 | Day 2

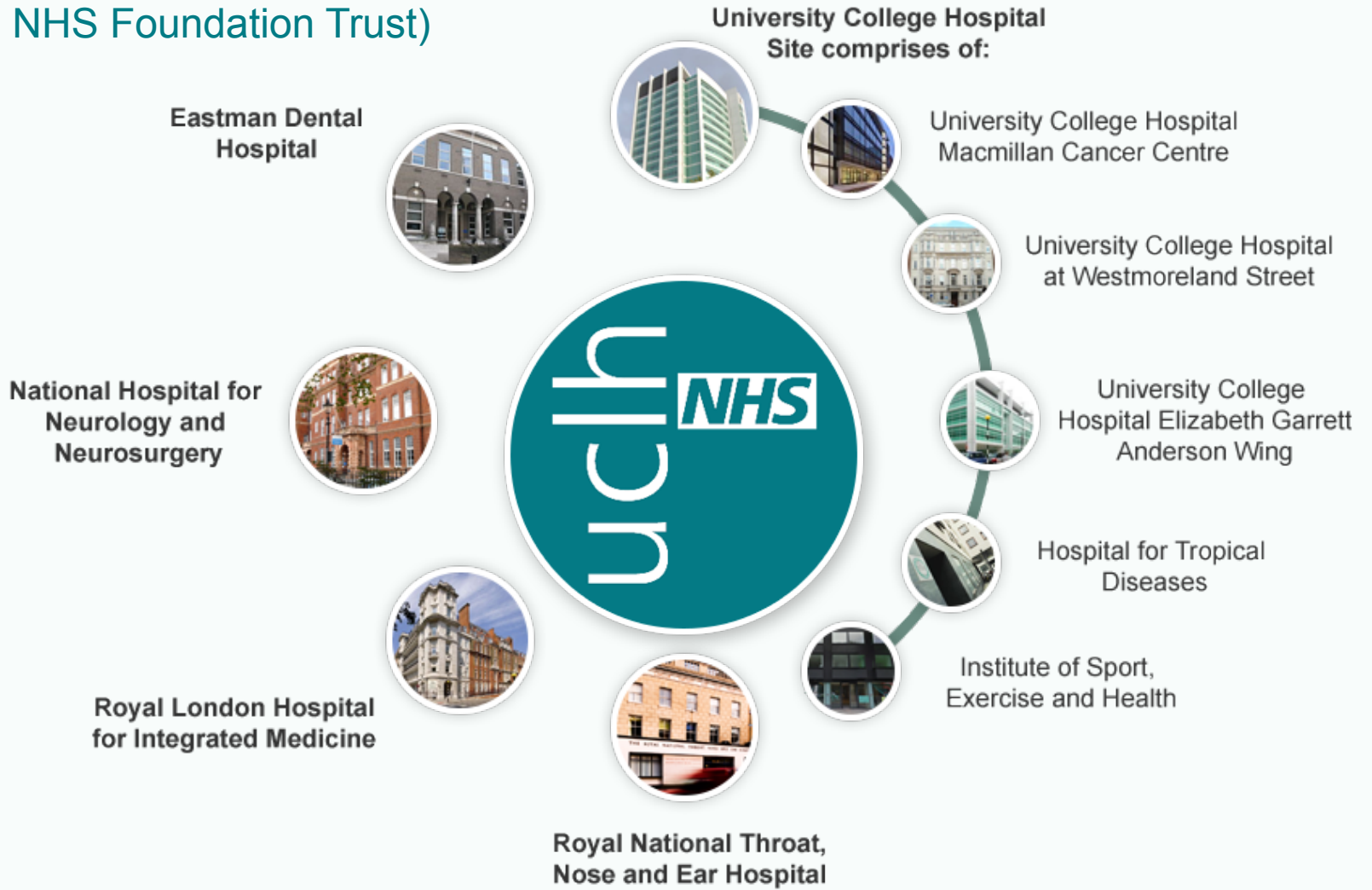
Tuesday 28th June 2016

Kieran McDaid | Director of capital, estates and facilities, UCLH

Jonathan Gardner | Cancer Programme Director, UCLH

Alison Fawthrop | Head of Healthcare planning, capital planning and strategic estates development, UCLH

UCLH (University College London Hospitals NHS Foundation Trust)



Annual highlights

The year in numbers

What we do

Patients seen per year

1,000,000+

Outpatients

1,010,950

Inpatients

170,000

Visits to our Emergency Department



131,000

Babies born



6,734

Clinical trials and studies



1,200+

Patients recruited for research studies in a typical year



12,000

Number of staff

8,000+



Number of beds

1,093



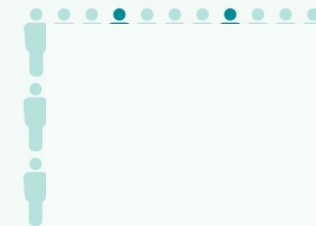
Turnover

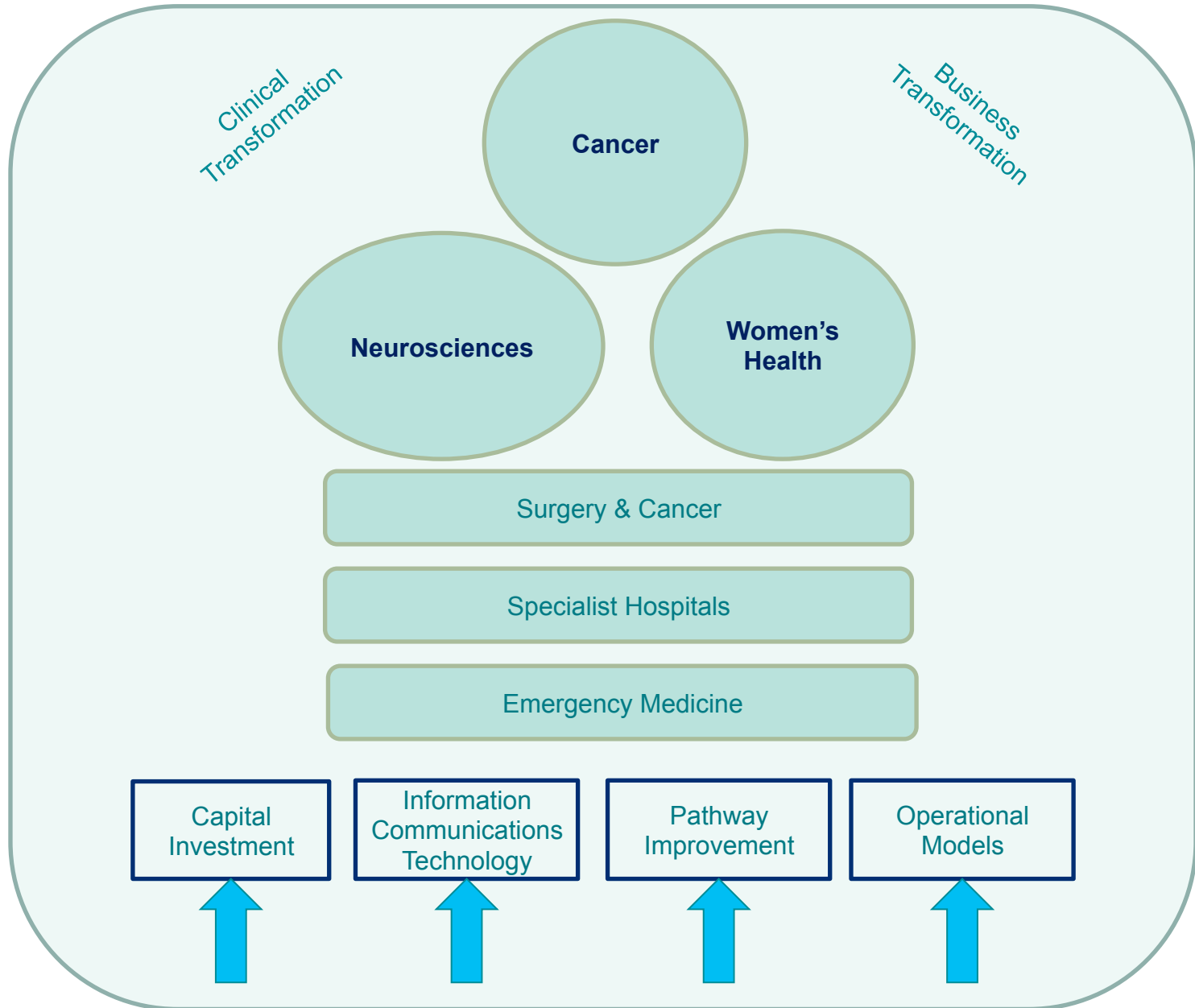
£934 million

Number of Foundation Trust members



19,224





Cancer Strategic themes

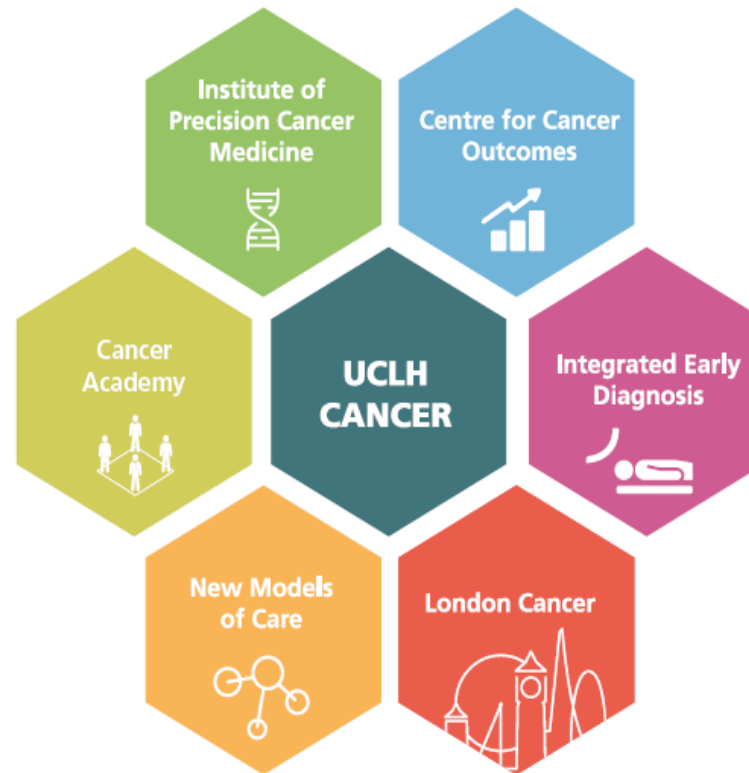
“The UCLH Cancer Strategy is the foundation of the Comprehensive Cancer System we are building to benefit all of the cancer patients and healthcare professionals across the region and beyond.”

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.

Professor Kathy Pritchard Jones, Chief Medical Officer, UCLH Cancer Collaborative and London Cancer

Strategic Drivers



“UCLH is proud to be the system leader for cancer and is committed to working with our partners to deliver the best outcomes and experience for patients with cancer across the whole sector.”

Dr Kirit Ardeshta, Clinical Director, Cancer Division, UCLH and Consultant Haemato-oncologist



NORTH AND EAST

London Cancer

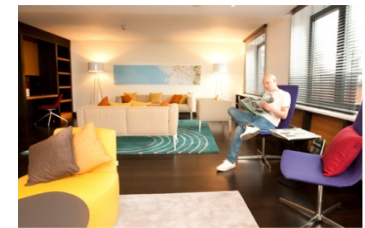


Vanguard

2020



PBT | Phase 4



Cotton Rooms



Rosenheim



Macmillan Cancer Centre

2010

The UCLH Journey

Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT)

- 1 King George Hospital
- 2 Queen's Hospital

Barts Health NHS Trust (Barts Health)

- 3 Newham University Hospital
- 4 The Royal London Hospital
- 5 St Bartholomew's Hospital
- 6 Whipps Cross University Hospital

7 Great Ormond Street Hospital for Children NHS Foundation Trust

8 Homerton University Hospital NHS Foundation Trust

9 Moorfields Eye Hospital NHS Foundation Trust

10 North Middlesex University Hospital NHS Trust

11 Princess Alexandra Hospital NHS Trust

Royal Free London NHS Foundation Trust

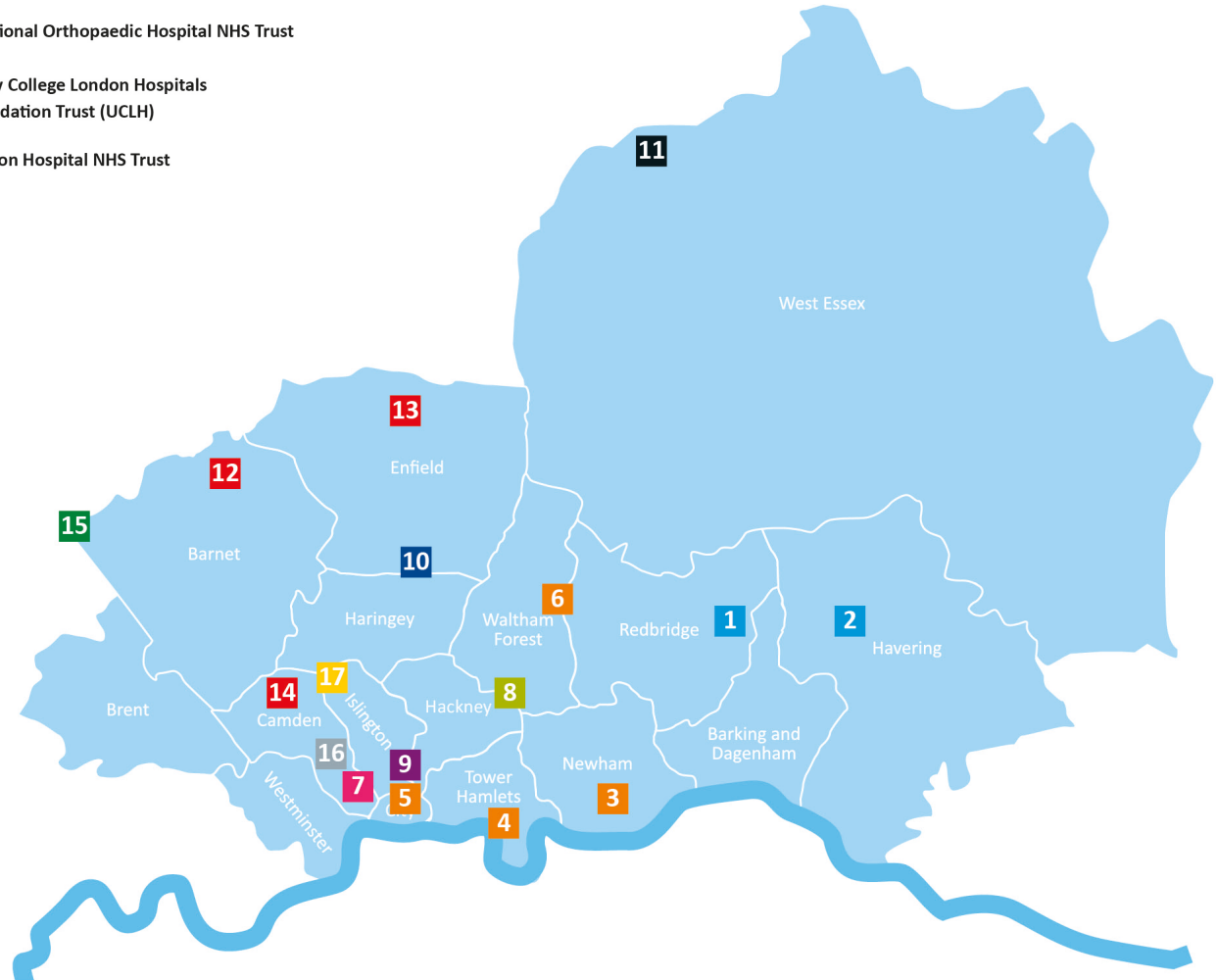
- 12 Barnet Hospital
- 13 Chase Farm Hospital
- 14 Royal Free Hospital

15 Royal National Orthopaedic Hospital NHS Trust

16 University College London Hospitals NHS Foundation Trust (UCLH)

17 Whittington Hospital NHS Trust

London Cancer – brings together providers from across the health community to build an integrated cancer system that serves > 3.5 million people



Prostate and bladder

Head and neck

Oesophago-gastric

Haematology

West Essex

Brain

Renal

5

4

3

1

2

1

UCLH

2

Barts Health

3

Royal Free London

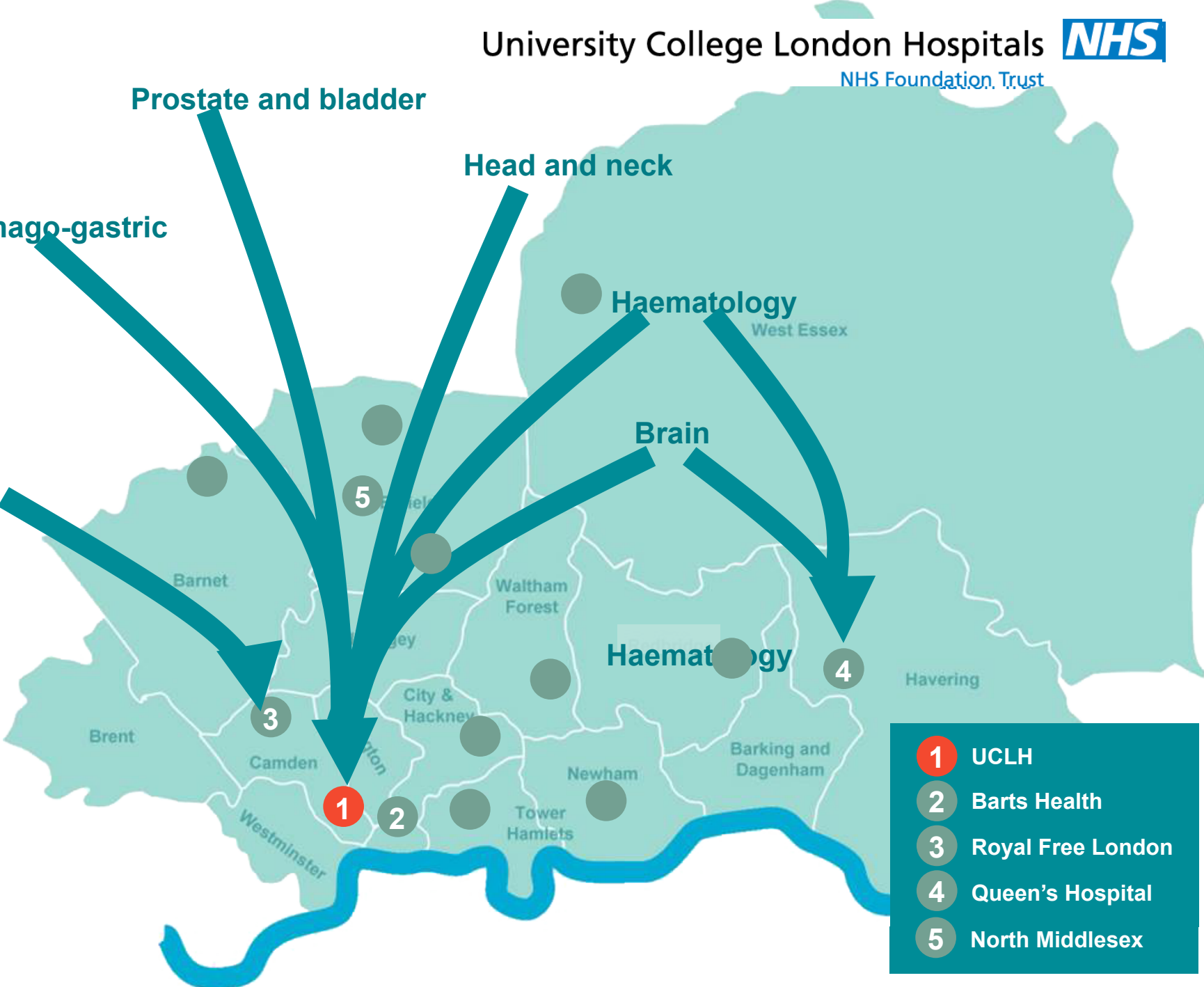
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Queen's Hospital

5

North Middlesex

uclh



Renal Surgical Parameters

BAUS 2012-14 data

Centre	No of procedures	Complication rate(Clavien 3a or above)	Mortality rate	Transfusion rate
National Average	Median per centre 39 per annum	3.57%	0.52	8.09%
Royal Free	371	0.92%	0.26%	6.19%

4. Analysis of Current data set

The BAUS Dendrite system allows for a limited real time analysis of data by Centre. 499 cases for the Royal Free are now recorded and allow for comparison with national figures.

Time period: 2012-July 2015	No of cases	% of radical Nx performed minimally invasively	% of partial Nx performed minimally invasively	% of Nephro-ureterectomy performed minimally invasively	% positive surgical margin rate at partial Nx
National Average		69.5	49.6	87	7
Royal Free	499	76.8	84.7	100	4.6

Prostate Cancer Benefits

- Concentration of resources – human and equipment.
- Patients treated in a dedicated centre by a dedicated team and not competing for services of a general urology department.
- 7 day a week consultant on site care
- Better cancer outcomes

	UCLH	BAUS
Average all T stage	20.5 %	38 %
T2	8.1 %	24 %
T3	31.7 %	No data

- Better functional outcomes – continence and erectile dysfunction - 12 month potency increased from 21% to 61%
- Reduced length of stay
- Most treatment still provided locally

Campus Map



The Macmillan Cancer Centre

- Vision for the cancer centre came from visits to world leading hospitals treating cancer in the USA, inspired change
- New model of care for ambulatory cancer diagnoses and treatment
- A facility that provides a therapeutic environment for patients, families and carers.
- A dedicated teenage and young adult ambulatory cancer unit
- Opened in April 2012. GIA 15,000m²
- Co-located with Cancer Institute and Cancer Research Facility



The Cotton Rooms

- Dedicated patient hotel, 4 star accommodation, 35 rooms
- Opened to compliment the Macmillan Cancer Centre
- Easy access for patients on an ambulatory pathway with daily treatment and monitoring
- Co-located with the cancer centre and the cancer research facility
- Reduced over night stays



Linda's Story:

*"My care transferred from a busy hospital environment to the UCLH Cancer Centre seamlessly. I continue to be treated at the Cancer Centre on an **ambulatory** basis which feels so much more relaxed. There is a wonderful air of **calm** throughout the building which is much less stressful for the patient. It's a large building but never feels crowded. From a patient's point of view, there seems to be seamless **cohesion** between all departments at the Cancer Centre and University College Hospital, giving patients complete **confidence** at a very difficult time. My treatment at both the Royal Free and UCLH showcase the NHS at its best and I am indebted to both hospitals and their staff for their amazing care".*



UCLH Cancer Collaborative

(part of the National Cancer Vanguard with RM
Partners, and Greater Manchester Cancer)

What will we do? – four pillars



Earlier Diagnosis



Centre for Cancer Outcomes



London Cancer Pathway Boards / ERGs



New Models of Care

Supported by three enablers

- **System architecture**
- **Workforce**
- **IT and Information Governance**

Phase IV

Proton Beam Therapy

- UCLH one of two sites delivering Proton Beam Therapy across the NHS from 2019, joint proposal with The Christie Hospital in Manchester.
- First PBT service providing a national proton beam therapy service for patients and their families from all over the UK.
- Around 1,500 adults and children will be treated every year.
- 135 Haemato-Oncology beds co-located with the ambulatory Haemato-oncology service in the Macmillan Cancer Centre
- 8 short stay surgery theatres – UCH Tower consolidating complex cancer surgery
- 34,500M2, 5 floors below ground, 5 floors above

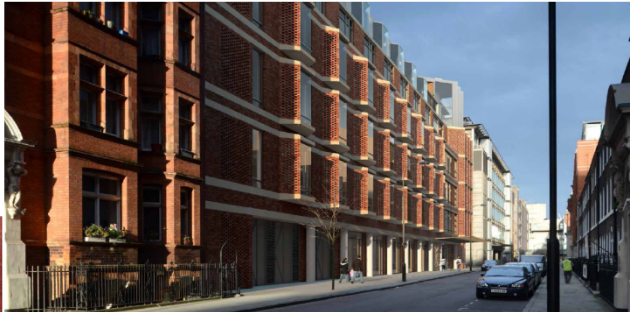


- Transformation of patient pathways.
- Flexible and standardised approach to design
- Construction to compliment the thinking in flexibility
- Different approach – move away from hospital buildings to therapeutic centres
- Manage large volumes of people whilst providing tranquil, relaxed feel
- Multiple UCLH projects portfolio standards and ‘standard’ agreed derogations.
- Complex co-design and stakeholder engagement
- Design Quality Indicator process



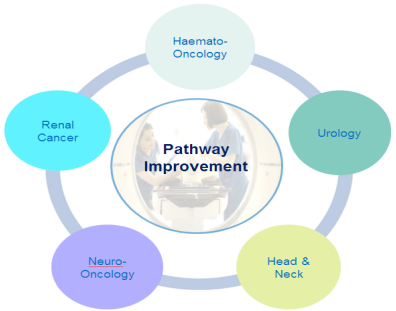


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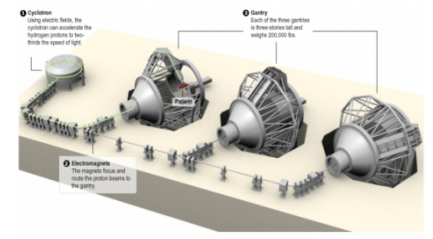


UCLH Cancer Strategy 2015-2020

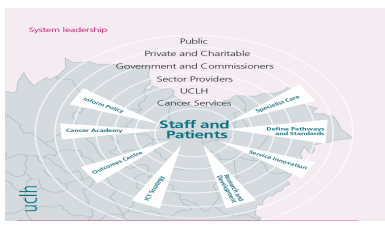
Pathway Improvement



Capital Investment



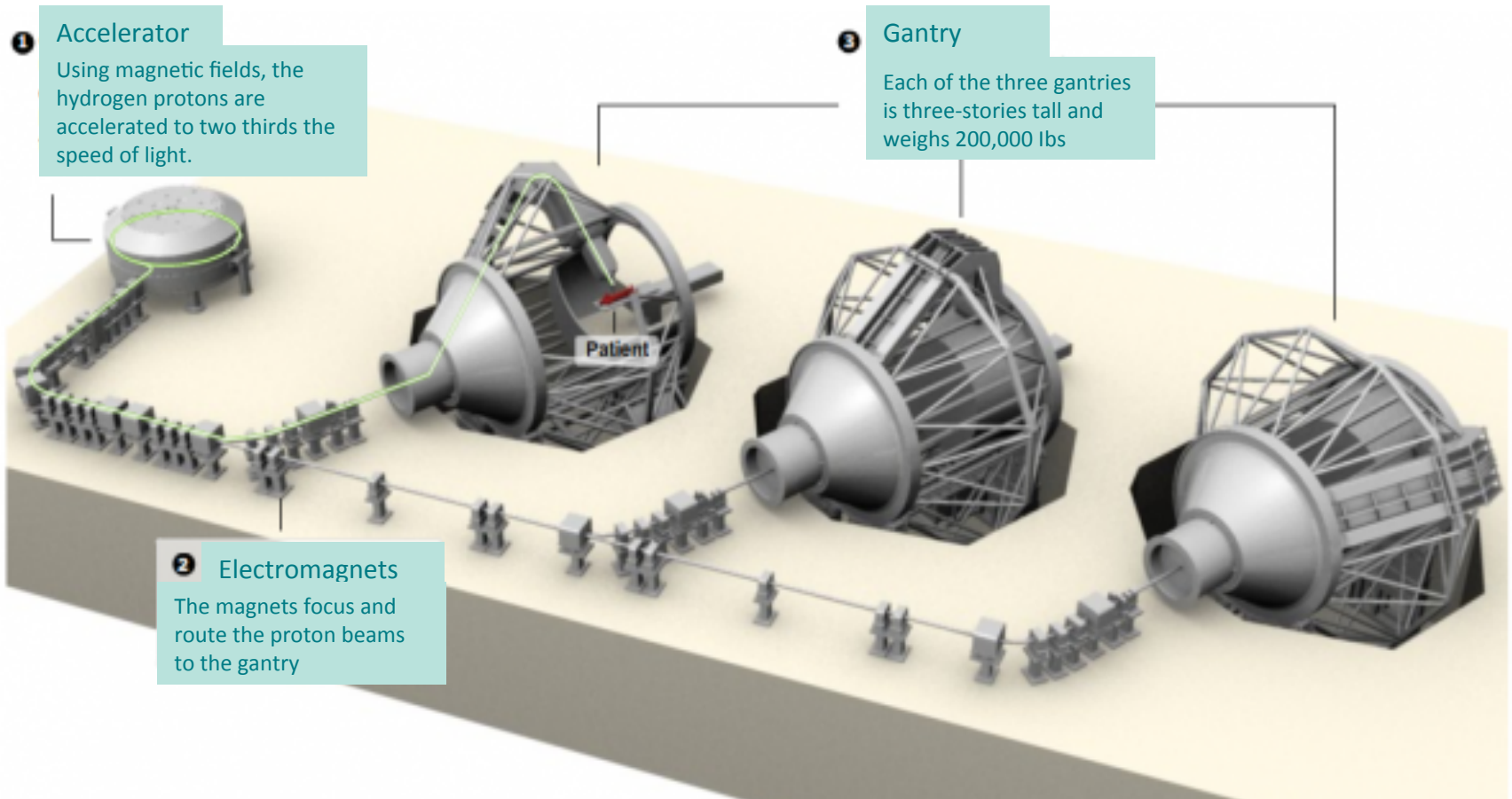
Operational Models



ICT



Capital Investment



Capital Investment Phase IV



Capital Investment Phase V



ICT



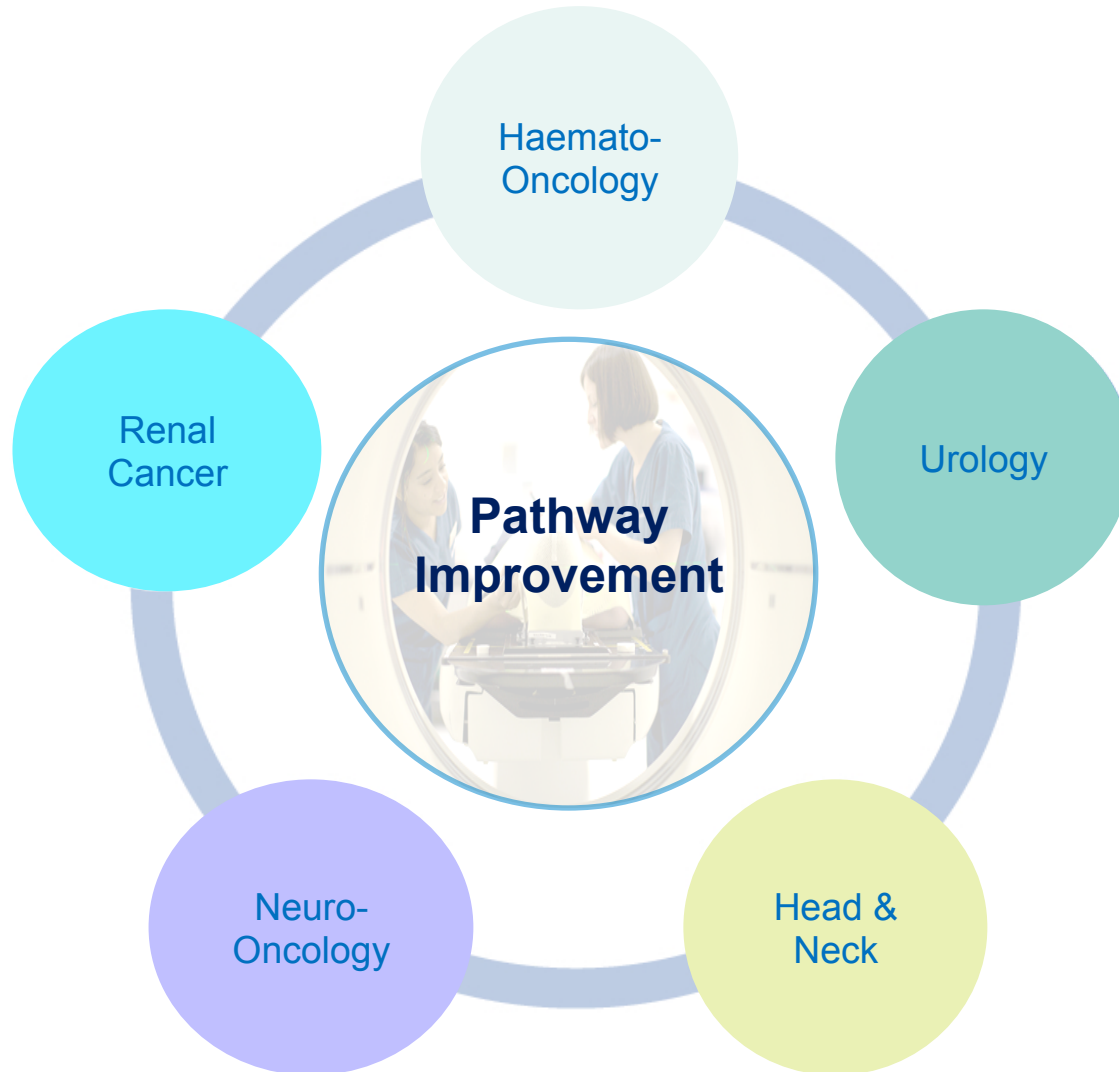
Problem areas

Pathways | Unable to track and transfer patients

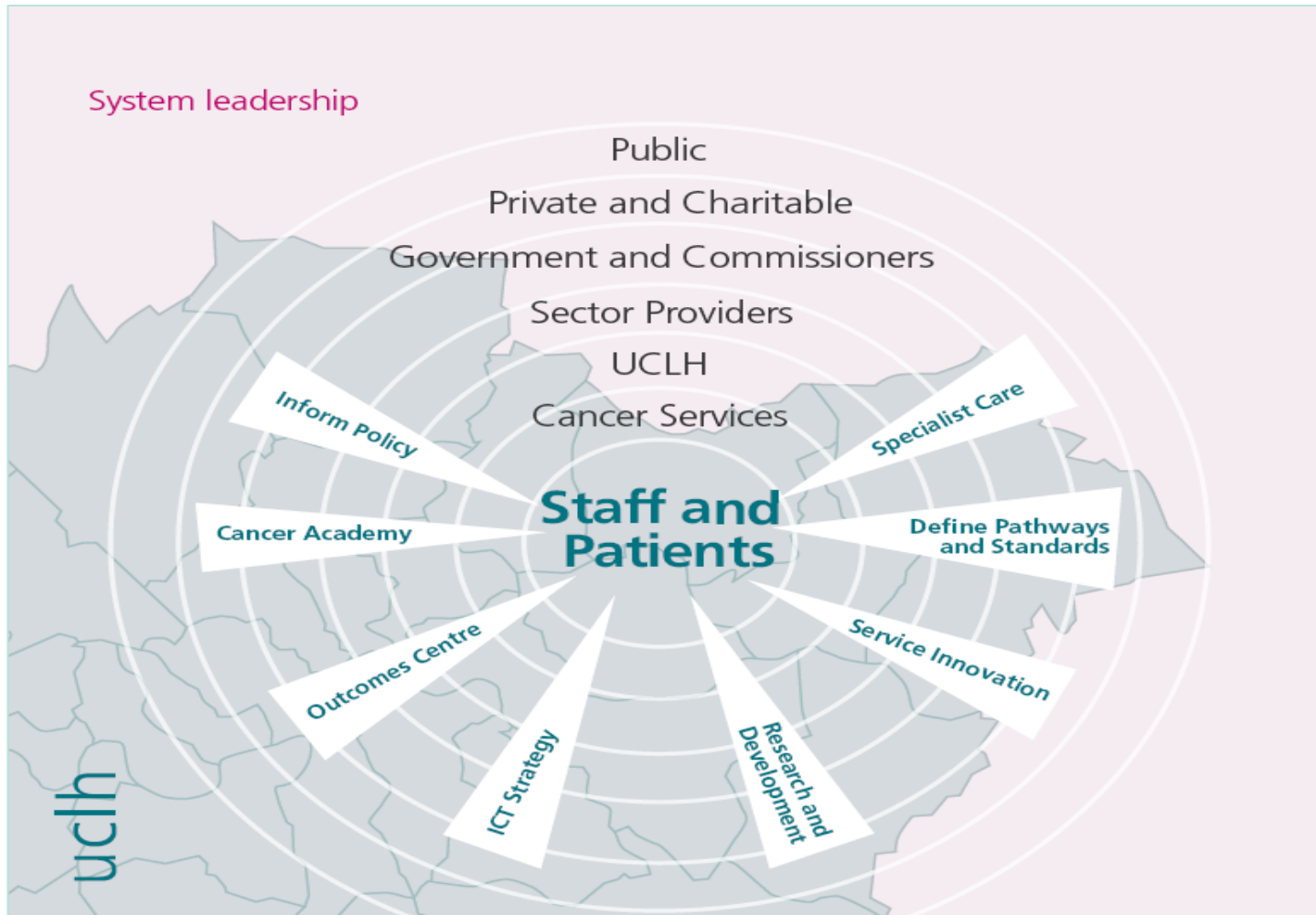
Lag time | Clinical information is not available in real time

Improvement | collection of data for secondary use e.g. audit and research is not standardised

Pathway Improvement



Operational Model



Wednesday 29th June | UCLH Study visit

Institute of Sport Exercise and Health (ISEH) - Seminar Room 1 & 2
170 Tottenham Court Road - London - W1T 7HA

09:30-09:45 - Welcome

09:45-10:30 - Presentations

Site Visits – 10:30-12:30

Split into x 4 groups

Phase 3 – MacMillan Cancer Centre

Phase 4 – Proton Beam Therapy site

Phase 5 – Development site

13:00-15:00pm -Lunch – British Museum

