

EuHPN Workshop, Basel September 2019

Effective Cross Border Healthcare

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“Making the future brighter for local cancer patients”

Project Value	£50m
Construction Programme	July 2014 – July 2016
Opened to Patients	November 2016
Population Served	West of Northern Ireland and North West of ROI (total approx. 500,000 population)
Human Resource	200 staff employed to deliver a high quality service.

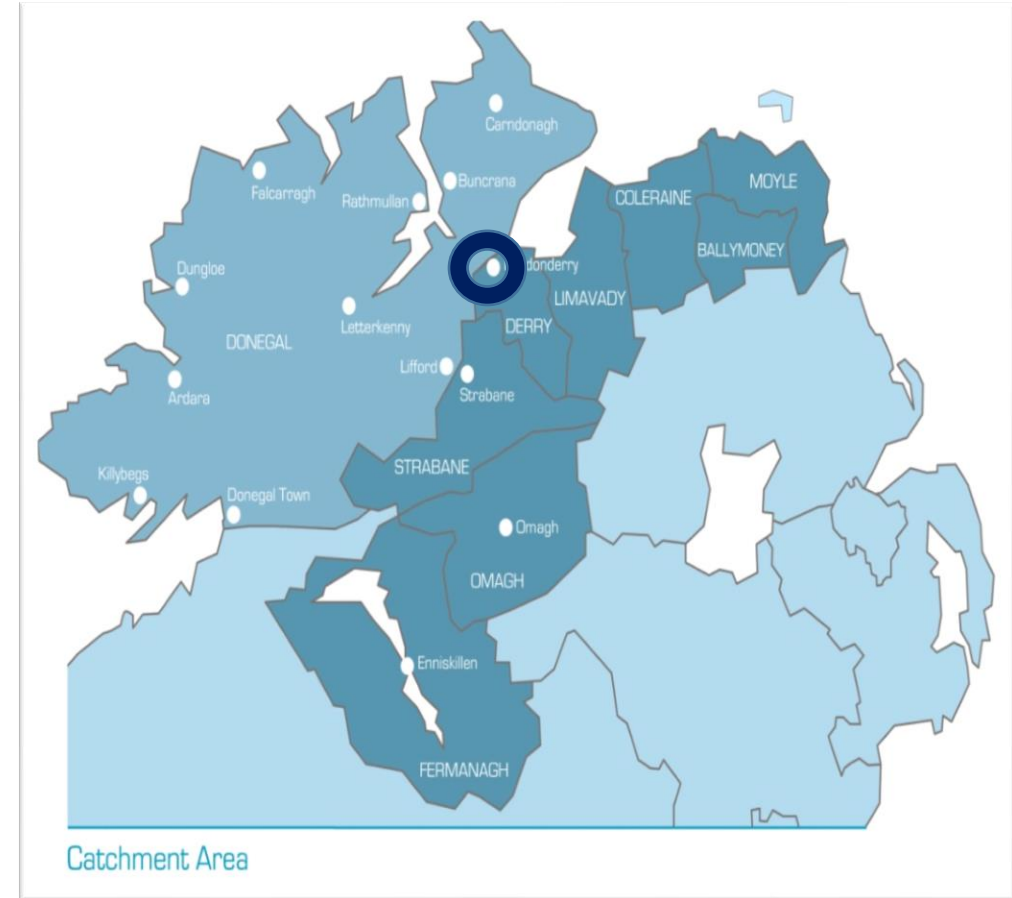


Context: Rationale for development of Radiotherapy facility



Background: Rationale for development of Radiotherapy facility

- Regional Cancer Framework for NI
Altnagelvin optimum site
- Patients in Donegal had significant travel



4 Main incentives for Radiotherapy Unit at Altnagelvin:

- 1 Meet additional demand (existing Cancer Centre in Belfast)
- 2 Improve access and travel times for patients.
- 3 Radiotherapy delivered jointly with chemotherapy
- 4 Enhance sustainability of service

Programme

Strategic Outline Case	August 2009
Outline Business Case (OBC) 2 Approval	August 2012
Stage 2 Design	November 2013
Commencement of Construction	July 2014
Completion of Construction	November 2016

Activities required to deliver New Service

- Service design activities - new integrated radiotherapy service
- Workforce planning and recruitment
- Equipment planning and procurement
- Cross border interface – ICT infrastructure systems
- Communications and stakeholder engagement

Core Objectives

1. Deliver the Objectives of the Regional Cancer Strategy
2. Achieve a High Level of Quality Care
3. Ensure Sustainable Services
4. Optimise Efficiency
5. Ensure High Quality Estate
6. Ensure Local Accessibility
7. Provide Continuity of Services (during Construction)

Achievement of Objectives: Objective 1

Deliver Regional and Local Cancer Strategies.

New Radiotherapy Unit to be in place by 2016

Centre is operational and services the population as described.



Achievement of Objectives: Objective 1

Meeting the requirements of the Cancer Service Framework

- Access targets
- Multi-disciplinary team
- Complementary charity services

Objective 2 – Achieve a High Level of Quality Care

- **Access Targets**

- 98% of patients diagnosed begin treatment within 31 days

- 95% of urgent referrals begin treatment within 62 days

- 2017/18: 14 day breast cancer access targets achieved

- **Reduction in Travel Time**

- 80% of patients access treatment within one hour of home: target achieved.

- 2017/18: 577 new patients from Northern Ireland; 105 from Republic of Ireland.



Objective 2 – Achieve a High Level of Quality Care

Increased access to radiotherapy treatment for palliative patients

- Delivered palliative and radical radiotherapy targets
- 2 day urgent radiotherapy pathway implemented in September 2018.

Due to having local access, patients' refusals are very rare.

Lead Oncologist

Objective 2: Summary

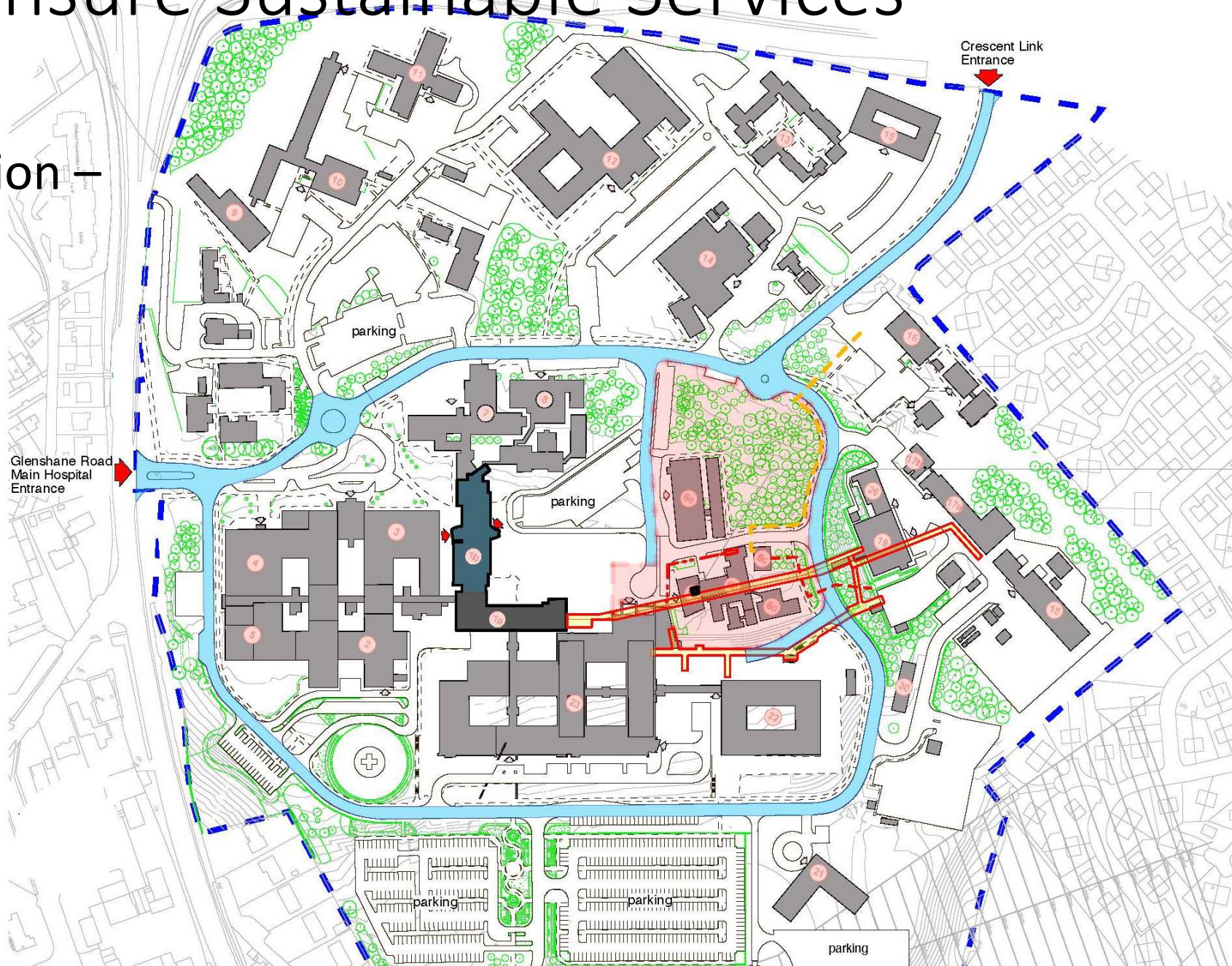
- ✓ Delivery against cancer access targets exceeded.
- ✓ 'Near to Treatment' Care achieved reduced travel times.
- ✓ Waiting times for palliative and radical radiotherapy met.
- ✓ Reduction in patients refusing treatment.
- ✓ Equipment meets latest guidance (IMRT/IGRT)
- ✓ Appropriate skill mix achieved.
- ✓ Staff appropriately trained.
- ✓ External inspections of the service all positive.

Objective 3 – Ensure Sustainable Services

- Radiotherapy and chemotherapy capacity increased to meet demand beyond 2016.
- Building and service established has the capacity for Northern Ireland's requirements.
- Meets local demand
- Meets regional (NI) demand

Objective 3 – Ensure Sustainable Services

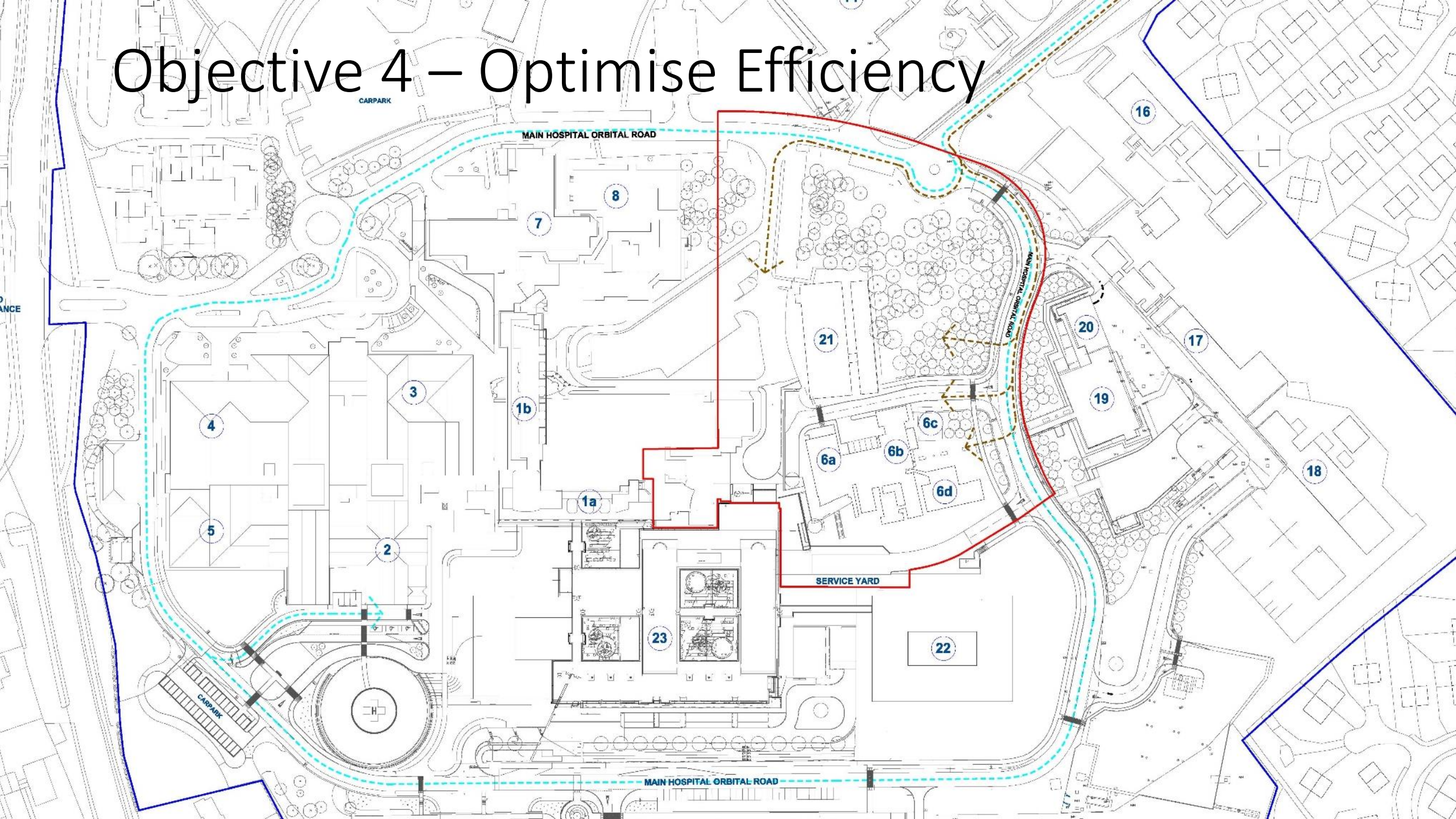
- Design Brief
- Flexibility for Expansion –
- Radiotherapy & CT
- Structure & Services
- Service Tunnel
- Expansion Zones

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- The diagram is a detailed site plan of a hospital complex. It features several buildings, some of which are numbered (e.g., 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100). A central area is highlighted in pink, representing the proposed radiotherapy site. A network of blue lines indicates the site road network to be retained. A red arrow points to the entrance to the site from the main road network. A yellow line represents the gas main to the CHP unit. A red line represents the low voltage supply from an existing generator. A dashed red line represents the high voltage supply from an existing CHP unit. The plan also shows parking areas, green spaces, and a blue line representing the site road network to be retained. The plan is bounded by a dashed blue line, which likely represents the site boundary or expansion zones. The plan is titled 'Objective 3 – Ensure Sustainable Services'.
- Proposed Radiotherapy Site
 - Subterranean service tunnels
 - Site Road network to be retained
 - Entrance to site from Main Road Network
 - Gas Main to CHP unit
 - Low Voltage supply from existing generator
 - High Voltage supply from existing CHP unit

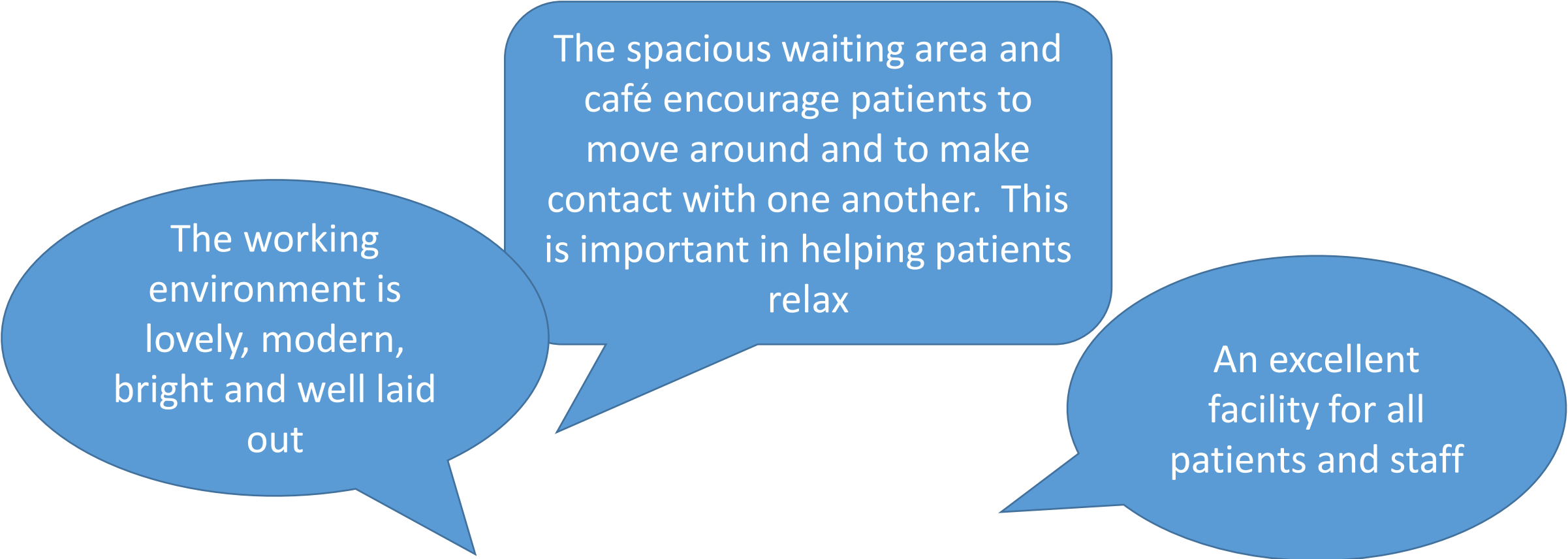
Objective 4 – Optimise Efficiency

- Reduction in in-patient numbers.
- Lead Oncologist has estimated that less than 10% of overall activity is in-patient.
- Physical links to key clinical and support services:
 - Radiology
 - Labs
 - Cardiac Team
 - Pharmacy
 - Medical Records

Objective 4 – Optimise Efficiency



Objective 5 – High Quality Estate



The working environment is lovely, modern, bright and well laid out

The spacious waiting area and café encourage patients to move around and to make contact with one another. This is important in helping patients relax

An excellent facility for all patients and staff

25% reduction in the number of patient hand-offs between clinicians and MDTs achieved.

Objective 5 – High Quality Estate



Objective 5 – High Quality Estate



Meeting standards

Sustainability – BREEAM
rating of 'very good'.

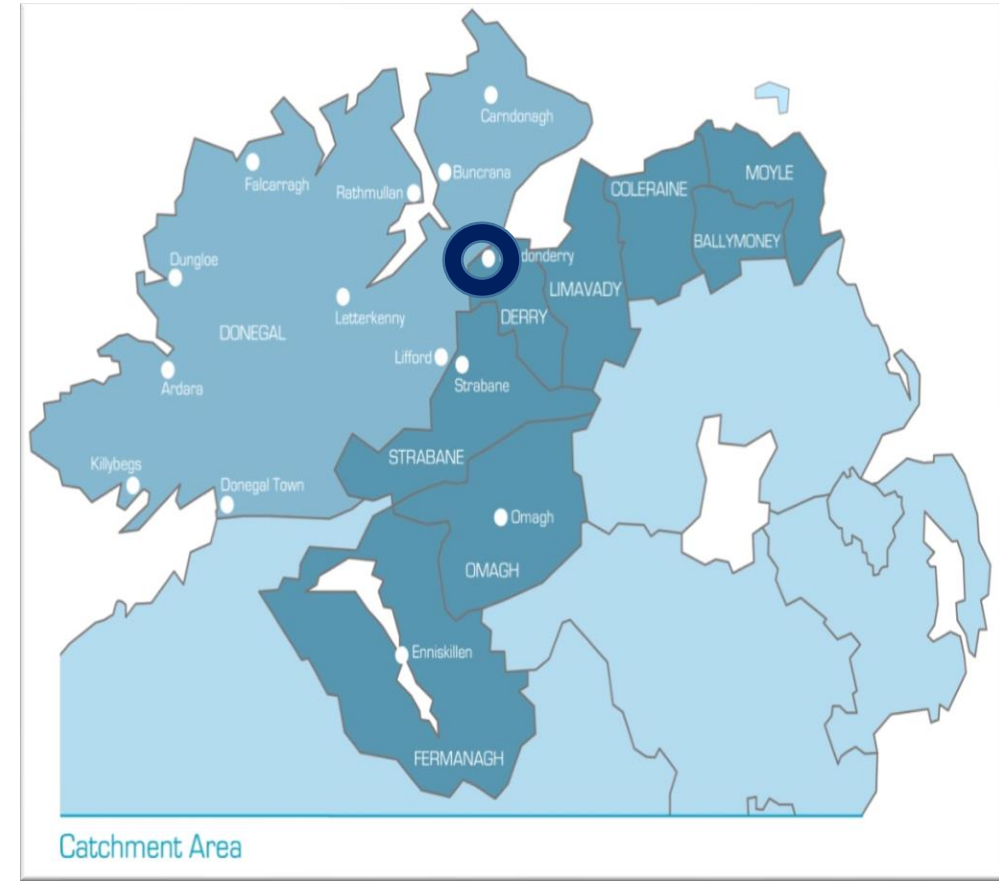
100% single bedrooms @
19m² with relatives'
overnight space in each
bedroom.



Objective 6 – Local Accessibility

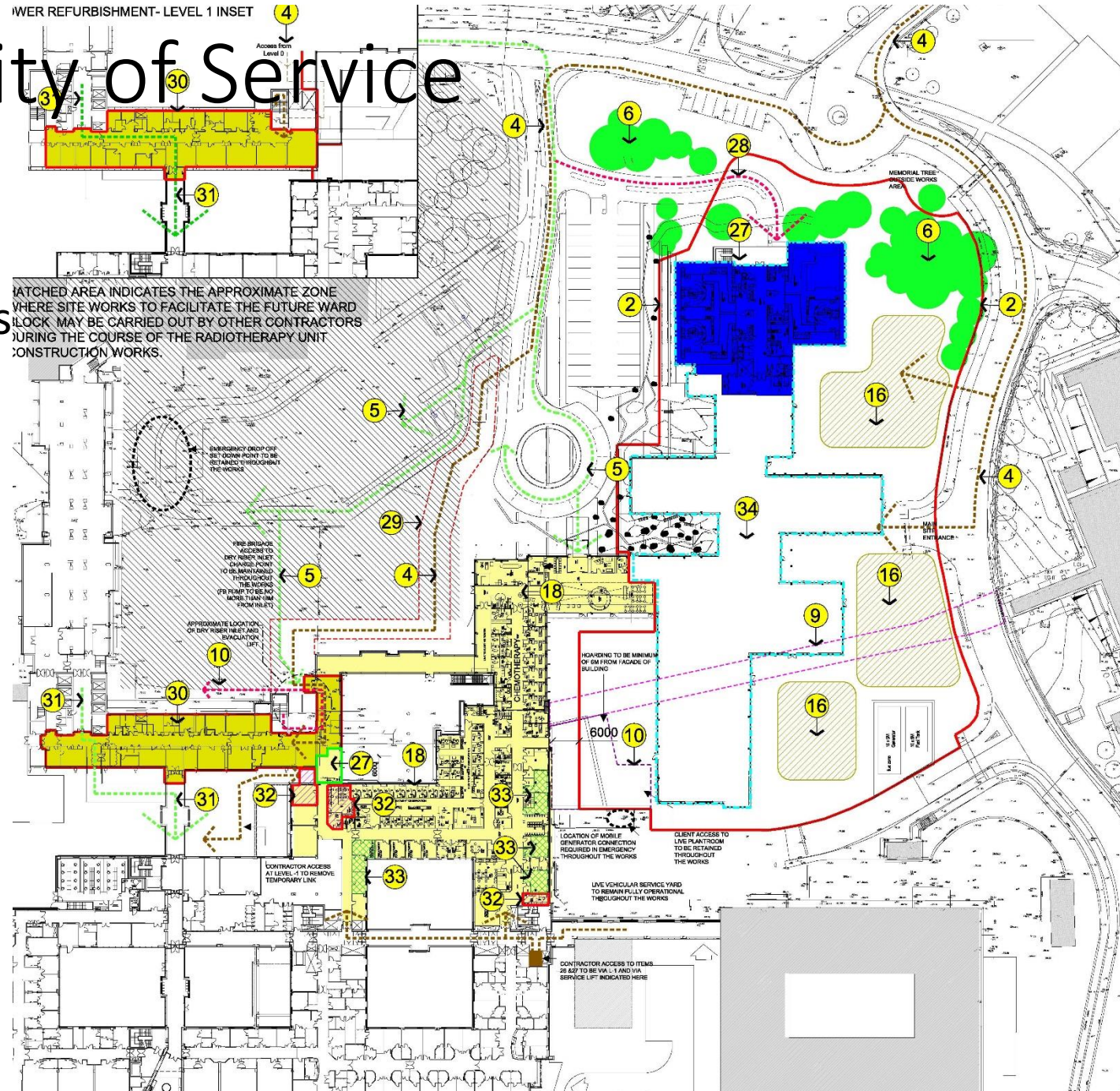
The Trust is meeting the ‘Near to Treatment Care’ target:

- Up to 90% of patients to be within 1 hour of Radiotherapy Service.
- Approx 80% of chemotherapy patients’ access treatment within 1 hour of home.



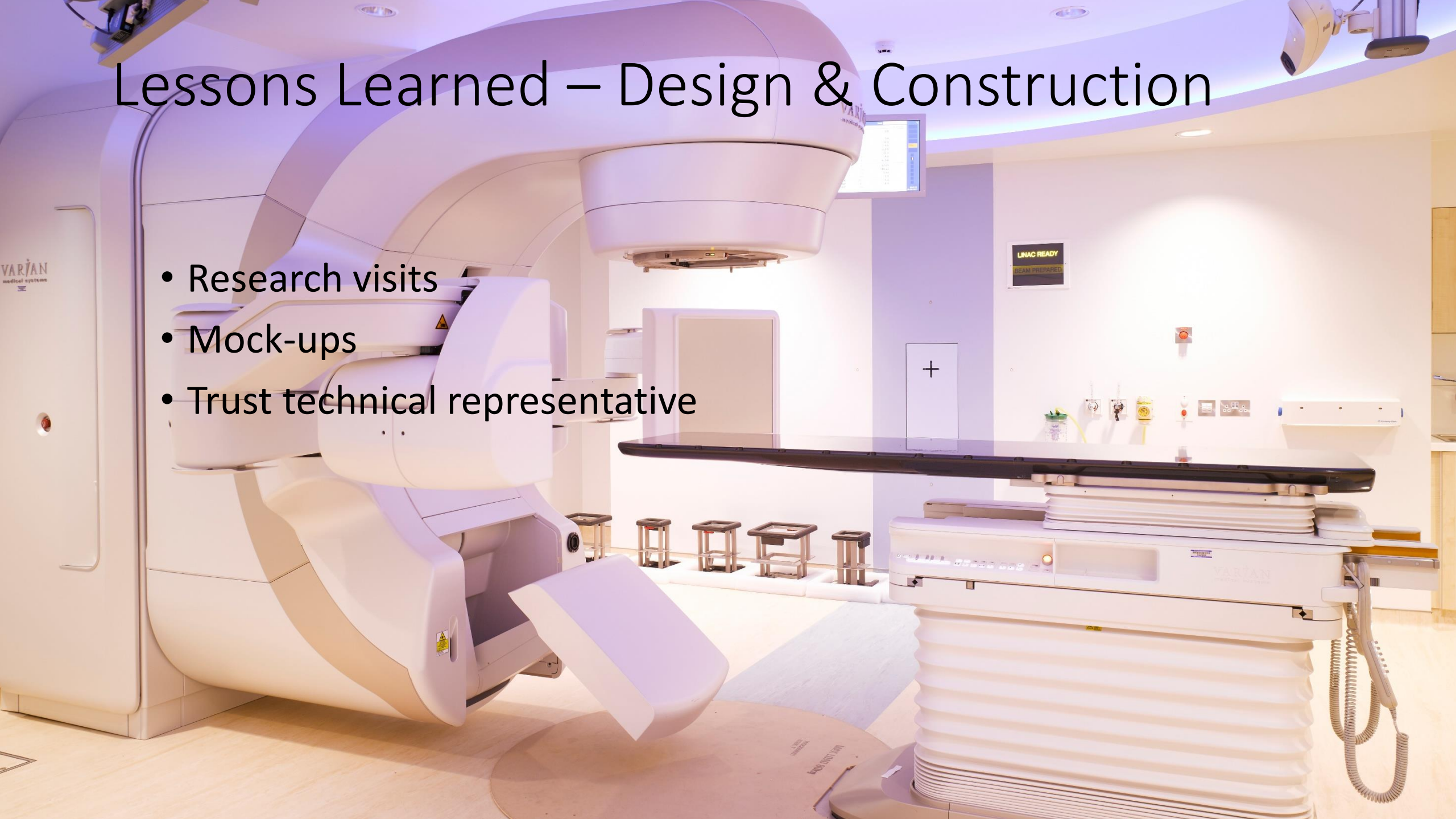
POWER REFURBISHMENT- LEVEL 1 INSET

- ATCHED AREA INDICATES THE APPROXIMATE ZONE
WHERE SITE WORKS TO FACILITATE THE FUTURE WARD
BLOCK MAY BE CARRIED OUT BY OTHER CONTRACTORS
DURING THE COURSE OF THE RADIOTHERAPY UNIT
CONSTRUCTION WORKS.



Lessons Learned – Design & Construction

- Research visits
- Mock-ups
- Trust technical representative



Lessons Learned – Clinical Services

- Users and carers engagement
- Phased staff recruitment
- Medical staff input
- Specialist interface requirements
- Operational leads

Lessons Learned – Clinical Services

- Integration of existing and new teams
- ICT interface and data sharing agreements
- Transfer of service protocols
- Equipment commissioning – staff involvement

