

Executive Summary

A Collaborative Working Project between Bristol-Myers Squibb Pharmaceuticals Limited (“BMS”) and Clatterbridge Cancer Centre (“CCC”) NHS Foundation Trust

Name of Project	National Immuno-Oncology (IO) Clinical Network – bringing together IO Clinical Leaders as a National Clinical Network to champion and direct IO Service Development (“Project”)
Project Overview	<p>The original idea of an IO Clinical Network came from initially an informal network of clinicians who saw the need to be more structured and to organise themselves to address the key issues in managing Immunotherapy in the UK – this included improving patient experience by providing outstanding specialist care for patients.</p> <p>In 2021 BMS hosted a roundtable in collaboration with the Health Service Journal (HSJ) which noted that treatments for cancer were rapidly evolving and potentially offering better outcomes, however quickly transferring breakthroughs into clinical practice remains challenging. There are often questions about how best to quickly implement new ways of doing things uniformly across an organisation – and indeed beyond, across a service.</p> <p>One of the outputs from the roundtable was the recognition of the need of a national forum where ideas can be shared, and information made easily accessible. Since the roundtable this idea has evolved and has been driven by Clatterbridge Cancer Centre and a small group of oncology colleagues around the country. At a scoping meeting in March of this year there was a consensus that the newly formed IO Clinical Network would be an independent group of practitioners with five key pillars of focus: Service Development, Clinical Governance, Policy, Medical Education and Research.</p> <p>Before the ambition of a formal IO Clinical Network can be recognised, there needs to be an infrastructure in place so that they can carry out their activities and accept new members into the network. With this in mind both parties are looking to form a six-month Collaborative Working Project that will establish the infrastructure needed to enable the IO Clinical Network to become an autonomous organisation by the end of the project. BMS will share their experience of running forums like this and will work alongside Clatterbridge ensuring that they have the right policies and procedures in place. Throughout the partnership and the project Clatterbridge will implement the deliverables defined in the project objectives with BMS coaching and facilitating in the background.</p>
Project Purpose / Objectives	<p>Project Aim</p> <ul style="list-style-type: none"> • The aim of this Project is for both parties to work together to support the setting up and development of the IO Clinical Network and for it to be autonomous by the end of the six (6) months of the Project. The

	<p>project’s scope does not include the actual execution of any of the IO Clinical Network activities.</p> <p>Project Objectives</p> <ul style="list-style-type: none"> • To identify an NHS Project Management Team to manage the IO Clinical Network throughout 2022 and into 2023; defining roles and responsibilities and clear action steps to achieve Project aim. • Initial assessment of what processes and procedures are in place, identifying which of these are working well, where there are opportunities to improve, and if there are any gaps • For the NHS IO Clinical Network Project Manager to have a comprehensive project workbook which will include: <ul style="list-style-type: none"> • Stakeholder Management • Communication Plan • Project Plan and Timelines
Patient, NHS, BMS - Benefits	<ul style="list-style-type: none"> • Benefits for Patient <ul style="list-style-type: none"> ○ More patients receive evidence-based care ○ More information about conditions and treatment options ○ Health inequalities reduced • Benefits to the NHS <ul style="list-style-type: none"> ○ Improved access to education and information ○ Efficiency and systems challenges addressed • Benefits to BMS <ul style="list-style-type: none"> ○ Benefits to BMS Increase in the appropriate use of medicines aligned to local or national guidance ○ Better understanding of the challenges faced by healthcare organisations including the NHS via the monthly project meeting
Stakeholders	<ul style="list-style-type: none"> • Clatterbridge Cancer Centre (“Clatterbridge”) • Bristol-Myers Squibb Pharmaceuticals Limited (“BMS”)
Timelines	<p>Both parties are aiming to start the project in August 2022 for a duration of 6 months*. During the first month a baseline evaluation will take place with both project managers working together to define what is already in place. The following four (4) months will be spent on refining the workstreams with the BMS Project Manager taking a lead to coach and upskill the CCC Project Manager. The Project will aim to complete in January 2023 and the final month will entail project closure and handover activities with a final evaluation and report.</p> <p>*If both parties agree there could be a three (3) month extension to the Project to allow the deliverables to be met.</p>
Agreed Arrangements	<p>The key to this Project will be the collaboration between both parties to ensure that the right mechanisms are in place so that all three (3) deliverables can support the delivery and independence of the IO Clinical Network. This will allow the IO Clinical Network to run effectively and efficiently beyond the Project – quarterly meetings will be organised and delivered by the NHS and the IO Clinical Network and the outcomes/key</p>

messages from these will be communicated to centres across the UK allowing best practice to be shared.

Both parties will initially identify and evaluate the current mechanisms that the NHS have in place.

Where current mechanisms are working well the parties will look to develop and enhance their functionality and outputs and where there are gaps or short falls the BMS Project Manager will work with the CCC Project Manager identifying and choosing alternatives before coaching* through processes and practicalities, where appropriate.

The Project Board will continually monitor the above approach ensuring that the solutions in place for the three (3) deliverables are both fit for purpose and effective and that the IO Clinical Network is heading towards its aim of being autonomous by the end of the Project.

*The GROW model of coaching will be adapted and used throughout this Project (Grow, Reality, Options, Way Forward).

Project Inputs

Resources will be pooled from both parties – these will include people, expertise, and project templates. There will be no financial contributions from either party.

Input/Activity	Clatterbridge	BMS
Project Board Meetings	Monthly attendance and contribution (at least two personnel)	Monthly attendance and contribution (at least to personnel)
Baseline Evaluation	Identification and evaluation of current mechanisms Feedback report to Project Meetings	Evaluation of current mechanisms Feedback report to Project Meetings
Deliverable 1 Stakeholder Management Plan	Project Management • Implementation	Project Management • Coaching and Facilitation
Deliverable 2 Communication Plan	Project Management • Implementation	Project Management • Coaching and Facilitation
Deliverable 3 Project Plan and Timelines	Project Management • Implementation	Project Management • Coaching and Facilitation

Project Roles and Responsibilities

Role	Clatterbridge	BMS
Project Management	Dedicated Project Manager to work on Implementation across all three workstreams (0.5 to 1 day per week)	Dedicated Project Manager to work alongside the CCC Project Manager with a focus on Facilitation and Coaching <ul style="list-style-type: none"> • (0.5 to 1 day per week)
Project Meeting	Attendance and Input <ul style="list-style-type: none"> • At least two personnel to attend (one hour per month) Chair the meeting Venue - Host the meeting within the hospital, if conducted face-to-face* *Subject to Covid Restrictions etc	Attendance and Input <ul style="list-style-type: none"> • At least two personnel to attend (one hour per month) Prepare monthly update Prepare agenda for the monthly project meetings