

## EXECUTIVE SUMMARY

### A Collaborative Working Project between Bristol-Myers Squibb Pharmaceutical Limited (“BMS”) and Macmillan Cancer Support (“Macmillan”)

Name of project	Forecasting for innovation: A workforce planning tool (“Project”)
Project Overview	<p>It is widely recognised that there are longstanding capacity challenges within the cancer workforce and a fragmented approach between national and local planning. Introduction of innovation within the health system can impact workforce skill mix and capacity requirements, which the NHS may not always be in a position to proactively consider.</p> <p>Addressing the entirety of the workforce challenges faced by the NHS is a long term and complex undertaking, requiring input from many stakeholders and organisations across the health system.</p> <p>Macmillan and BMS propose that a nationally validated workforce planning tool aligning industry insight on new treatment innovations with a more robust process for forecasting, could play a crucial role in efforts to secure the cancer workforce of tomorrow. Insights from the pharmaceutical industry will be used to provide a horizon view of treatment innovations being developed and introduced into the health system. This knowledge will be used as an input for the forecasting tool, that will help local system providers align roles and skill requirements to future innovation.</p> <p>Once the tool is developed the intention is to evaluate the tool within a pilot setting providing a proof of concept. The cancer workforce as a whole is large and complex, and it would therefore be a difficult undertaking to model the tool against it, due to the breadth of input/expertise needed. For the purposes of developing a proof of concept, the workforce planning tool will be applied to the Cancer Nurse Specialist (CNS) role within Genito-urinary (GU) cancer services. GU cancer services have been chosen as there are significant disparities in the availability of the GU workforce.<sup>1</sup> Following a proof of concept, the ambition is for the tool to be adaptable and used freely across the entirety of the NHS, within other disease areas, and to be informed by others across industry. The hope is that the impact of innovation across the entirety of the health system workforce will be futureproofed.</p> <p>This collaboration will look to create, test, and support the implementation of a tool that ensures there is a recognised/consistent approach to workforce planning within oncology at a national level. This will allow national decision makers to be more informed to predict with greater accuracy the consequences of an ever-evolving cancer treatment landscape on the roles and skills of the future cancer workforce. Then at a local level, workforce business cases will meet the demands of future treatment</p>

	<p>innovations and have stronger alignment between nationally recognised approaches to demand signaling and local requirements, to future proof cancer service delivery.</p> <p>With the anticipated 10-year cancer strategy, NHS long term workforce strategy and commitments from the Government to increase transparency around the workforce through their own reporting, this workforce planning tool could also serve as informative in meeting national priorities.</p> <p>This project will be delivered in 3 Phases:</p> <ul style="list-style-type: none"> <li>Phase 1: Formation of expert working group</li> <li>Phase 2: Delivery of Pilot for proof of concept of Tool</li> <li>Phase 3: Stakeholder Engagement and Policy Influencing</li> </ul> <p>Implementation roll out of the Tool across the NHS (wider than pilot sites) is out of scope for this project and could form part of a follow-on project.</p> <p><sup>1</sup> Bristol Myers Squibb. Addressing the workforce challenges in kidney and bladder cancer. 2020. Available on file</p>
<p>Project Purpose/ Objectives</p>	<p><b>Project Aims</b></p> <ul style="list-style-type: none"> <li>• At a national level for there to be a recognised/consistent approach to workforce planning within oncology. National decision makers (DHSC, NHSE, Health Education England (HEE), the Office for Life Sciences (OLS) etc) should be more informed to predict with greater accuracy the consequences of an ever-evolving cancer treatment landscape on the roles and skills of the future cancer workforce.</li> <li>• Then at a local level for workforce business cases to meet the demands of future treatment innovations and feed into national workforce planning.</li> </ul> <p>This collaboration will work together with the NHS England (NHSE), Department of Health and Social Care (DHSC) and other arm’s length bodies to ensure the cancer workforce of tomorrow can keep pace with the introduction of innovative cancer treatments. These arm’s length bodies may act as key external stakeholders in this Project and may ultimately act as end users of the workforce planning tool. Through ad hoc engagement they may wish to provide a national perspective on the NHS workforce and share insights to support the Project. Such actionable insight will ensure that national and local workforce planning is well informed to meet the demands of advancing innovations within cancer.</p> <p><b>Project Objectives</b></p> <ul style="list-style-type: none"> <li>• Better prepare the NHS for innovation adoption, by predicting the impact of future innovations on workforce in the short, medium, and long term and forecast what skills and resources should be secured to better imbed innovation. By developing a workforce planning tool that uses insights from the pharmaceutical pipeline and will be used to futureproof the workforce of tomorrow. Launch system level pilots that validate the use of the workforce planning tool within GU and the CNS workforce.</li> </ul>

	<ul style="list-style-type: none"> <li>• Communicate evidence-based policy solutions to key stakeholders that will support the endorsement of the workforce planning tool by national level decision makers and enable local business cases to be informed by the tool.</li> <li>• Bank the workforce planning tool methodology, allowing it to be used within other disease areas and benefit from other industry pharmaceutical pipeline insights.</li> </ul>						
Patient, NHS, BMS Benefits	<table border="1"> <tr> <td data-bbox="320 517 469 846"><b>For the Patient</b></td> <td data-bbox="469 517 1337 846"> <ul style="list-style-type: none"> <li>• More accurate forecasting for the cancer workforce will ensure that there is enough capacity and the right skills to deliver innovations to patients in the long term.</li> <li>• Increased access and more efficient delivery of cancer treatment innovations that offer clinical promise, may result in improved patient outcomes.</li> <li>• Through demand signalling, gaps in the workforce can be anticipated and addressed before becoming a bottle neck. This may positively impact cancer patient waiting lists and other delays correlated to workforce capacity.</li> </ul> </td> </tr> <tr> <td data-bbox="320 846 469 1193"><b>For Macmillan</b></td> <td data-bbox="469 846 1337 1193"> <ul style="list-style-type: none"> <li>• Contribute to Macmillan Cancer Support’s goal “To do whatever it take to give people the support they need” by providing a workforce planning tool. That will be made freely available across the NHS and industry to help inform workforce planning for faster adoption of new cancer innovation.</li> <li>• Align expertise and insights across project workstreams, such as those under ACCEnD to deliver shared ambitions more efficiently.</li> <li>• Provide a test case for Macmillan and BMS to demonstrate the benefits of collaborative working under the auspices of its strategic partnership.</li> </ul> </td> </tr> <tr> <td data-bbox="320 1193 469 1641"><b>For BMS</b></td> <td data-bbox="469 1193 1337 1641"> <ul style="list-style-type: none"> <li>• To collaborate with one of the UK’s most respected and admired cancer charities to test and develop services that optimise treatment outcomes.</li> <li>• To support the NHS, redesign the forecasting of the cancer workforce of today to better prepare itself for the innovative treatments of tomorrow. The partnership will support this aim by using its collective insight, knowledge of the cancer pathway, and engagement with the cancer workforce to support the NHS better predict and plan for new patient demand.</li> <li>• Better understanding of the challenges faced by the NHS in delivering high-quality patient services and care.</li> <li>• Faster implementation of NHS policy which may be relevant to an organisations business.</li> </ul> </td> </tr> </table>	<b>For the Patient</b>	<ul style="list-style-type: none"> <li>• More accurate forecasting for the cancer workforce will ensure that there is enough capacity and the right skills to deliver innovations to patients in the long term.</li> <li>• Increased access and more efficient delivery of cancer treatment innovations that offer clinical promise, may result in improved patient outcomes.</li> <li>• Through demand signalling, gaps in the workforce can be anticipated and addressed before becoming a bottle neck. This may positively impact cancer patient waiting lists and other delays correlated to workforce capacity.</li> </ul>	<b>For Macmillan</b>	<ul style="list-style-type: none"> <li>• Contribute to Macmillan Cancer Support’s goal “To do whatever it take to give people the support they need” by providing a workforce planning tool. That will be made freely available across the NHS and industry to help inform workforce planning for faster adoption of new cancer innovation.</li> <li>• Align expertise and insights across project workstreams, such as those under ACCEnD to deliver shared ambitions more efficiently.</li> <li>• Provide a test case for Macmillan and BMS to demonstrate the benefits of collaborative working under the auspices of its strategic partnership.</li> </ul>	<b>For BMS</b>	<ul style="list-style-type: none"> <li>• To collaborate with one of the UK’s most respected and admired cancer charities to test and develop services that optimise treatment outcomes.</li> <li>• To support the NHS, redesign the forecasting of the cancer workforce of today to better prepare itself for the innovative treatments of tomorrow. The partnership will support this aim by using its collective insight, knowledge of the cancer pathway, and engagement with the cancer workforce to support the NHS better predict and plan for new patient demand.</li> <li>• Better understanding of the challenges faced by the NHS in delivering high-quality patient services and care.</li> <li>• Faster implementation of NHS policy which may be relevant to an organisations business.</li> </ul>
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Stakeholders	<ul style="list-style-type: none"> <li>• Macmillan Cancer Support (“Macmillan”)</li> <li>• Bristol-Myers Squibb Pharmaceuticals Limited (“BMS”)</li> </ul>						

Timelines	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Monthly Project Meetings	Yellow						
Phase 1 Set Up	Yellow	Light Blue					
Phase 1 Delivery	Yellow	Yellow	Yellow	Yellow	Light Blue	Light Blue	Light Blue
Phase 2 Set Up	Light Blue	Yellow	Light Blue				
Phase 2 Delivery	Light Blue	Light Blue	Yellow	Yellow	Light Blue	Light Blue	Light Blue
Phase 3 Set Up	Light Blue	Light Blue	Light Blue	Yellow	Light Blue	Light Blue	Light Blue
Phase 3 Delivery	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Yellow	Yellow
Project Close	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Yellow	Yellow

<p>Agreed Arrangements:</p>	<p>Throughout this Project BMS will contribute financially (in the region of £125,000 for, but not limited to, commission of vendor to develop the tool as well as additional agency support.), Macmillan’s contribution as part of the pooling of resources with its vast expertise and skills within this arena, and its reach and its subject matter expertise in the delivery, review, and commissioning (which will include but not limited to drawing on the expertise of Macmillan Head Office roles to support the design and review of each pilot site).</p> <p><b>Roles &amp; Responsibilities</b></p> <table border="1"> <thead> <tr> <th>Phase</th> <th>Macmillan</th> <th>BMS</th> </tr> </thead> <tbody> <tr> <td>Phase 1 – Expert Working Group</td> <td> <ul style="list-style-type: none"> <li>Support in identification of stakeholders for expert working group.</li> <li>Share responsibility for organising expert working group meetings e.g. agendas and slides.</li> <li>Attend monthly expert working group meetings.</li> <li>Provide expertise and resources that will support the expert working group objectives.</li> <li>Macmillan will focus on the following:               <ul style="list-style-type: none"> <li>Secretarial Support</li> <li>Subject expertise</li> <li>National Reach</li> <li>Regional Reach</li> <li>Clinician Engagement</li> </ul> </li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Identify stakeholders for expert working group.</li> <li>Share responsibility for organising expert working group meetings e.g. agendas and slides.</li> <li>Attend monthly expert working group meetings.</li> <li>Lead on contracting arrangements.</li> <li>Lead on allocating meeting actions and development of outputs.</li> <li>BMS will focus on the following:               <ul style="list-style-type: none"> <li>Secretarial support</li> <li>Contracting</li> <li>Regional Reach</li> <li>Policy Engagement</li> </ul> </li> </ul> </td> </tr> <tr> <td>Phase 2 – Pilot phase</td> <td> <ul style="list-style-type: none"> <li>Leverage relationships to support the identification and sign up of pilot sites.</li> <li>Support pilot initiation, through to completion.</li> <li>Provide subject matter expertise.</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Lead on mapping and engagement for pilot sites.</li> <li>Lead on pilot initiation, through to completion.</li> <li>Act as main point of contact for pilot sites.</li> </ul> </td> </tr> <tr> <td>Phase 3 – Stakeholder Engagement &amp; Policy Influencing</td> <td> <ul style="list-style-type: none"> <li>Support identification of key stakeholders (through existing relationships).</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Lead on identification of key stakeholders.</li> <li>Lead on development and execution of the stakeholder</li> </ul> </td> </tr> </tbody> </table>		Phase	Macmillan	BMS	Phase 1 – Expert Working Group	<ul style="list-style-type: none"> <li>Support in identification of stakeholders for expert working group.</li> <li>Share responsibility for organising expert working group meetings e.g. agendas and slides.</li> <li>Attend monthly expert working group meetings.</li> <li>Provide expertise and resources that will support the expert working group objectives.</li> <li>Macmillan will focus on the following:               <ul style="list-style-type: none"> <li>Secretarial Support</li> <li>Subject expertise</li> <li>National Reach</li> <li>Regional Reach</li> <li>Clinician Engagement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Identify stakeholders for expert working group.</li> <li>Share responsibility for organising expert working group meetings e.g. agendas and slides.</li> <li>Attend monthly expert working group meetings.</li> <li>Lead on contracting arrangements.</li> <li>Lead on allocating meeting actions and development of outputs.</li> <li>BMS will focus on the following:               <ul style="list-style-type: none"> <li>Secretarial support</li> <li>Contracting</li> <li>Regional Reach</li> <li>Policy Engagement</li> </ul> </li> </ul>	Phase 2 – Pilot phase	<ul style="list-style-type: none"> <li>Leverage relationships to support the identification and sign up of pilot sites.</li> <li>Support pilot initiation, through to completion.</li> <li>Provide subject matter expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Lead on mapping and engagement for pilot sites.</li> <li>Lead on pilot initiation, through to completion.</li> <li>Act as main point of contact for pilot sites.</li> </ul>	Phase 3 – Stakeholder Engagement & Policy Influencing	<ul style="list-style-type: none"> <li>Support identification of key stakeholders (through existing relationships).</li> </ul>	<ul style="list-style-type: none"> <li>Lead on identification of key stakeholders.</li> <li>Lead on development and execution of the stakeholder</li> </ul>
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	Project Board	<ul style="list-style-type: none"> <li>• Attendance and Input - at least two personnel to attend.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance and Input - at least two personnel to attend.</li> <li>• Manage vendors, MHP Communications and IQVIA. Involvement of vendors have been agreed by both Parties.</li> </ul>

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