

## Outcomes Report: BMS Macmillan Workforce Planning Tool

### Project overview

The BMS Macmillan workforce planning tool was developed to support NHS organisations to anticipate and plan for future cancer workforce needs in the context of treatment innovation, changing care pathways and rising service demand. The aim was to create a free-to-use workforce and innovation forecasting Tool, to support Trusts to deliver world-class, sustainable cancer care and to react quickly to new innovations.

Working with Macmillan Cancer Support, Bristol Myers Squibb (BMS), IQVIA and NHS partners, the project focused on producing a practical, free-to-use workforce planning resource to help NHS Trusts understand how innovation in cancer treatment may affect patient demand, workforce capacity, skill mix and service configuration.

Macmillan Cancer Support led on shaping the clinical, system and policy approach underpinning the tool, working closely with NHS partners to ensure the design reflected real-world cancer pathways and workforce challenges, supporting stakeholder engagement and co-production activity, and helping to guide the overall direction and relevance of the tool to NHS priorities.

IQVIA was responsible for the technical development and analytical design of the tool, co-producing the modelling approach with partners, supporting validation with NHS sites, and applying data and forecasting expertise to model how changes in cancer treatment and demand could impact workforce capacity, skill mix and service configuration.

Bristol Myers Squibb contributed project management support, funding and policy/advocacy expertise in amplifying messages externally for this project.

Development activity took place from 2023 to 2025, with the final tool forming a central part of the October 2025 partnership launch event.

### Objectives

- Develop a practical, co-created workforce planning tool to support NHS organisations in anticipating and responding to future cancer service demand, working closely with NHS teams to model the workforce implications of treatment innovation, and develop the tool to real world specifications and realities, including changes to patient volumes, care pathways and service delivery models.
- Support more proactive and sustainable workforce planning, helping Trusts understand future requirements for capacity, roles and skill mix.
- Build a robust, data-informed forecasting approach, drawing on analytical expertise to generate forward-looking estimates of demand and workforce needs.

## Activities completed

- Development of a free-to-use workforce and innovation forecasting tool for NHS cancer services
- Co-production of the tool and modelling approach with IQVIA, Macmillan, BMS and NHS partners
- Tool development and validation with University Hospitals Sussex NHS Foundation Trust
- Validation workshops with additional NHS organisations to test relevance and practical application
- Expert Working Group engagement with stakeholders from the charity, NHS and policymaker sectors, as well as the NHS Trust pilot sites, with frequent meetings, dedicated drop-in sessions and one-on-one meetings for each Trust
- Integration of key pilot site insights to inform the tool development and output
- Iterative review and refinement of the tool from 2023 to 2025 to ensure it reflected NHS service realities
- Development of a “How to Use Guide” for better application and usage for Trust implementing the tool
- Preparation of launch materials and presentation slides to support dissemination and stakeholder engagement around the tool

## Outcomes achieved

The project resulted in the development of an intuitive and shareable Excel-based workforce planning tool designed to help NHS organisations input local workforce and demand variables and generate future-facing estimates of patient demand and staff time requirements.

The tool was positioned as a practical response to a key system challenge: NHS planning teams are not always able to proactively account for how new cancer treatments and innovation may affect workforce skill mix, service capacity and models of care. By modelling likely future demand, the tool was designed to support more sustainable workforce planning and help local teams consider how roles, capacity and service delivery may need to adapt over time.

By the time of the October 2025 launch event, the tool had been developed with University Hospitals Sussex NHS Foundation Trust and tested through workshops with a wider group of NHS stakeholders. It was framed as a proof-of-concept tool developed with input from NHS sites and IQVIA. The wider group of Trusts included:

- Guy’s and St Thomas’ NHS Foundation Trust
- The Royal Marsden Hospital
- Somerset, Wiltshire, Avon and Gloucestershire Cancer Alliance
- Velindre Cancer Centre

## Overall outcome

Overall, the workforce planning tool evolved into a practical and strategically relevant output that provided a forward-looking resource for NHS stakeholders, utilising key pilot site insights from Trust around the UK. It created a mechanism for anticipating the workforce implications of innovation in cancer care, supported more proactive service and workforce planning, and demonstrated the value of collaborative working in producing a tool grounded in both strategic ambition and NHS operational need.