

Update report from The Clatterbridge Cancer Centre NHS Foundation Trust

Report for the Wirral Adult Social Care and Public Health Committee

February 2022

1. About The Clatterbridge Cancer Centre

The Clatterbridge Cancer Centre (CCC) is one of three specialist cancer centres in the UK and we have a unique multi-site care model. We provide radiotherapy at our three main hub sites, systemic anti-cancer therapy (including chemotherapy) at seven sites and outpatient care at 17 centres. We serve a population of 2.4 million across Cheshire and Merseyside.

As one of the leading cancer centres in the UK, with a track record of developing new and better ways of treating cancer, The Clatterbridge Cancer Centre contributes to improved outcomes for patients with cancer in Cheshire and Merseyside. We operate a networked model of care, with services for non-surgical oncology spread across the different 'sectors' of the region that we serve. The model is based on the principle of providing care locally where possible and centrally where necessary.

CCC-Liverpool is our new specialist centre and the location of our inpatient beds. It is also the hub for the central sector of the region. CCC-Wirral is the hub for our southern sector and CCC-Aintree is the hub for the north.

All new outpatient appointments are concentrated in sector hubs, which have increased provision of supportive care services. We were also one of the first cancer centres in the UK to use our own highly-trained nurses to deliver cancer treatments to patients in their own homes through our *Clatterbridge in the Community* programme.

These are the principles of our clinical model:

- Services as local as possible within the bounds of quality, safety, and affordability

CCC in numbers

Our sector hubs serve populations of around **500,000**

We manage in excess of **250,000** patient contacts

We care for over **35,000** patients per year

1,500 specialist staff

Outpatient care at **17** sites

Chemotherapy and other systemic therapies at **7** sites

- Patients given choice in time and place of treatment whenever possible, including the expansion of services at home
- Patients only treated outside of their local area by choice or for clinically justifiable reasons
- Clinical care delivered by consultant-led multi-disciplinary teams, not single practitioners
- Services aim to minimise the time patients wait for appointments
- All patients have access to cancer support workers, holistic needs assessments, signposting to other services, and supporting information

2. Our expansion into Liverpool

In June 2020, at the height of the COVID-19 pandemic, we opened Clatterbridge Cancer Centre-Liverpool (CCC-Liverpool). This 11-storey state of the art specialist hospital is part of our £162m investment to transform cancer care in Cheshire and Merseyside. We built our new hospital in order to:

- Provide outstanding, cutting edge cancer therapies to the population of Merseyside and Cheshire
- Collocate oncology with acute services at the Royal Liverpool University Hospital, streamlining care and avoiding the need for very unwell patients to be transferred in an ambulance to a critical care unit
- Complement our sites in Wirral and at Aintree and provide care close to home for cancer patients across Cheshire and Merseyside
- Provide opportunities for expanding our cancer research programme through the collocation of the hospital with the University of Liverpool

The opening of the new hospital was the culmination of over a decade of over a decade of planning, engagement, design and construction.

While we were getting ready to open CCC-Liverpool the world changed fundamentally. The response of our teams to the challenges posed by the COVID-19 pandemic has been amazing. We have quickly adopted new technology and made the changes necessary to keep our patients and staff safe. As an NHS we have tackled COVID-19 together and NHS organisations working more closely together as part of their local systems will be a lasting legacy of this period.

A range of support was put in place for our staff who would be affected by the expansion of our services into CCC-Liverpool. For example, eligible employees received excess travel protection through either excess mileage and toll costs for a period of 24 months or a fully funded public transport pass for a period of 30 months (to encourage more sustainable travel to work).

We will carry out a post project evaluation of the opening of the new hospital in the coming months. This will ensure that we learn the lessons relevant to any future large scale projects and it will be the first step in ensuring that we realise in full the expected benefits of the development of CCC-Liverpool.

3. Clatterbridge Cancer Centre – Wirral

As our hub for the southern sector of our region, CCC-Wirral remains an important site for the delivery of our services. CCC-Wirral continues to offer outpatient chemotherapy, radiotherapy, diagnostic and cancer support services for local patients. There's also an outpatients department, our on-site pharmacy and the UK's only Eye Proton Therapy Centre.

During the calendar year of 2021 (i.e. the first full calendar year following the opening of CCC-Liverpool) the following levels of activity continued to take place at CCC-Wirral:

- Over 120,000 face-to-face outpatient appointments, at an average of over 2,300 a week (despite the ongoing pandemic-related replacement of face-to-face appointments to telephone or video consultations where clinically appropriate)
- Over 11,500 radiology imaging investigations (including x-ray, CT, and MRI) at an average of 220 investigations a week
- Over 14,000 radiotherapy treatments on the two linear accelerators that remain on the site, at an average of 275 treatments per week.

CCC-Wirral also continues to be home to a number of our key support functions such as our finance, workforce and digital teams, as well as a significant part of our research and innovation team.

4. Making best use of the CCC-Wirral site

In addition to maintaining the clinical activity set out above we are also undertaking work to make the best use of the CCC-Wirral site, working with our NHS partners where appropriate.

4.1. Immediate improvements to the site

The early priority for the CCC-Wirral site following the opening of CCC-Liverpool was to upgrade and reallocate areas of office accommodation. This allowed us to remove a series of temporary buildings from the site and landscape the areas where these had previously stood. Plans are in development for the further refurbishment of both public areas and office accommodation.

4.2. Inpatient wards

The relocation of the CCC inpatient beds to CCC-Liverpool in June 2020 left the inpatient wards at CCC-Wirral vacant. We were subsequently able to open discussions with our NHS partners to ensure that these wards, which remained in a good condition, could continue to be used to the benefit of the Wirral population.

Wirral Community Health and Care NHS Foundation Trust began running and staffing inpatient capacity on the CCC-Wirral site in January 2021. The wards are made up of stepdown beds that provide intermediate care for patients who no longer need an acute hospital bed.

4.3. Community diagnostic centre

CCC has worked with Wirral University Teaching Hospital NHS Foundation Trust (WUTH) to establish one of the first Community Diagnostic Centres in England on the Clatterbridge Health Campus. Patients across Wirral are benefiting from earlier diagnostic testing thanks to national investment in this new service called *Clatterbridge Diagnostics*.

CCC and WUTH are working in partnership to deliver the service after being awarded a share of £350m national funding to create one of the 40 new Community Diagnostic Centres planned across England. The Clatterbridge Diagnostics service has been set up within space in CCC-Wirral that was vacant following the opening of CCC-Liverpool and also draws on some of the equipment within the CCC-Wirral diagnostic imaging department.

Clatterbridge Diagnostics offer earlier access to diagnostics, reducing the time that patients wait for tests for a wide range of conditions including heart disease, lung conditions and cancer and will therefore provide earlier diagnoses for people in Wirral. The service will deliver increased testing for MRI, CT, Ultrasound, X-Ray, Sleep Apnoea, Blood Tests, Endoscopy, ECHO, ECGs and Respiratory testing.

5. Future redevelopment of the site

We have been investing in the development of high quality patients and staff environments for over a decade. We opened CCC-Aintree in 2011 and CCC-Liverpool in 2020. CCC-Liverpool was developed as part of an ongoing £162m investment that also includes the redevelopment of the CCC-Wirral site. The redevelopment of CCC-Wirral will be a focus of the next five years. We are working closely with WUTH and other partners on the Clatterbridge Health Campus as we develop our plans to ensure that our future plans are aligned.

6. Conclusion

The Clatterbridge Cancer Centre NHS Foundation Trust successfully opened its new CCC-Liverpool site in June 2020 at the height of the COVID-19 pandemic. CCC-Wirral remains an important site for CCC, as evidenced by the significant clinical activity that continues to take place on that site, despite the ongoing impact of COVID-19 on face-to-face appointments. CCC is committed to pursuing the future redevelopment of the CCC-Wirral site, working with site partners where appropriate, to the benefit of the population of Wirral and Cheshire.