



Information bulletin – Strengthening Regional Cancer Centres Service planning support

PURPOSE

The Victorian Department of Health (the Department) has commissioned all Regional Cancer Centres (RCCs) in Victoria to undertake planning to guide cancer service development. This should occur in line with local population needs and the objectives set out in the Victorian Cancer Plan (2020-2024).

Healthcare Management Advisors (HMA) have been engaged to provide support to the RCCs in their service planning activity, promote consistency and facilitate collaboration between sites.

This information bulletin describes the context for the project, the project method and gives the contact information for anyone seeking further information.

CONTEXT

The baseline report of the Victorian Cancer Plan Monitoring and Evaluation Framework (2020) highlighted that Victoria has a leading cancer system with some of the best outcomes globally. However, it acknowledged that these outcomes were not experienced by all Victorians; Aboriginal Victorians, and Victorians living in regional areas and/or low socioeconomic areas were more likely to be diagnosed with late stage or preventable cancer and have poorer outcomes.

The 2020-2024 Victorian Cancer Plan focusses on addressing the inequities identified in the baseline report and improving cancer outcomes for all Victorians. A specific activity within the Victorian Cancer Plan 2024 is to:

“Strengthen the role of regional cancer centres in clinical care, support services, education and research, including cluster-wide access to care closer to home, a focus on underserved groups and the voice of the community, and workforce development for timely access to quality care.”

In Victoria, RCCs aim to provide care for cancer patients as close to home as possible while working with larger metropolitan services to facilitate access to a comprehensive suite of services and to ensure consistency and quality of care.

The RCC service plans aim to improve the quality of services being delivered by addressing the objectives set out in the Victorian Cancer Plan and identifying the needs of the local catchment population. Planning will occur between October 2021 and September 2022. The final service plans will articulate:

- the types of services and models of care for cancer treatment and support
- current and future demand for services
- service locations, and
- workforce requirements.

PROJECT METHOD

There are two components to HMA’s support role for the development of the RCC service plans, as follows:

- (1) **Provide RCC service planners with support and coaching** to ensure consistency of approaches among RCCs, albeit allowing for local differences as required.

HMA will work with the services planners for each RCC to understand the cancer care arrangements within each region, and provide guidance for service planners regarding:

- data requirements and analysis
- policy and documentation review
- stakeholder engagement, and
- identifying priorities for future planning.

To assist this process, HMA will create a shared repository of information for RCC service planners, provide templates and tools for guidance and conduct a service planning workshop to facilitate shared learnings between RCCs.

(2) **Provide organisational preparedness support** to assist RCC leadership teams.

HMA will work with RCC leadership teams to assess organisational preparedness to implement the service plans. This will include reflection on:

- Service structure: organisational management and governance arrangements.
- Program structure: breaking-down program activities to best achieve the desired outcomes / benefits.
- Resources: defining and prioritising the requisite resources including staff, equipment, infrastructure and financial support.
- Stakeholder engagement: to provide good knowledge flow for effective decision making.
- Organisational capability: ensuring the organisation has sufficient capability to achieve the desired outcomes / benefits.
- Management support: articulating the support resources required to implement the program such as administrative staff, procurement staff, staff training and information technology.
- Risk: identifying problems or uncertainties that can affect future program progress.
- Benefit realisation: ensuring the expected outcomes and benefits of the program are realised.

HMA will provide templates and tools to assist reflection. We will facilitate an RCC leadership workshop to promote the sharing of learnings and enhanced networking between RCCs. We will also assist the drafting of organisational preparedness reports that will guide implementation of the service plans.

CONTACT INFORMATION

If you would like further information about the RCC service planning process, please contact:

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