South West Regional Cancer Program
Cancer Plan 2016 -2019
Cancer Care Ontario’s role as the government’s cancer advisor includes the development and implementation of a provincial cancer strategy. This strategy, laid out as the Ontario Cancer Plan, is a road map for the delivery of cancer services across Ontario. Now in its fourth version, the Ontario Cancer Plan IV (OCP IV) provides a framework for system improvement over the next four years and outlines strategies to improve quality of life, patient experience, safety, equity, integration of care, sustainability and effectiveness across the cancer continuum. The OCP IV was developed in consultation with patients, health care professionals and system administrators. The OCP IV supports other provincial plans such as the Aboriginal Cancer Strategy III and Provincial Plan for Systemic Treatment, and is the foundation for regional cancer program planning and health service delivery across the province.

The South West Regional Cancer Program, as an agent of Cancer Care Ontario is responsible for working with patients, health care providers, and community partners to implement the OCP IV and other corresponding plans across the South West region. Using provincial plans as a reference, the South West Regional Cancer Program has developed a blueprint to meet the unique and specific cancer care needs in the South West. This plan focuses on building strong partnerships and ensuring sustainability for the future. Based on the same principles and framework as the OCP IV, this plan will guide regional service improvement over the next four years. Together with our partners we will work to provide the highest quality care close to home for all residents living in the South West.

### Cancer System Planning

Cancer Care Ontario’s role as the government’s cancer advisor includes the development and implementation of a provincial cancer strategy. This strategy, laid out as the Ontario Cancer Plan, is a road map for the delivery of cancer services across Ontario. Now in its fourth version, the Ontario Cancer Plan IV (OCP IV) provides a framework for system improvement over the next four years and outlines strategies to improve quality of life, patient experience, safety, equity, integration of care, sustainability and effectiveness across the cancer continuum. The OCP IV was developed in consultation with patients, health care professionals and system administrators. The OCP IV supports other provincial plans such as the Aboriginal Cancer Strategy III and Provincial Plan for Systemic Treatment, and is the foundation for regional cancer program planning and health service delivery across the province.

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### Cancer Services in our Region

The South West Regional Cancer Program includes a wide array of health care providers across the South West Local Health Integration Network (South West LHIN) and the adjoining LHIN’s of Erie St Clair and Waterloo Wellington. Patients receive cancer care from a broad array of service providers. According to the Cancer System Quality Index, approximately 6,550 individuals living in the South West will receive a diagnosis of cancer in 2015, and approximately 2,400 individuals will succumb to their disease.

1. [http://www.csqi.on.ca/by_lhin/southwest](http://www.csqi.on.ca/by_lhin/southwest)

### Our current system supports activities that include the following:

- Almost 180,000 patient treatment and consultation appointments at the London Regional Cancer Program
- Over 4,000 cancer surgeries
- 51,000 Ontario Breast Screening Program mammography procedures
- 3,000 screening colonoscopies as part of the ColonCancerCheck program
- 57 Stem Cell Transplants
Development and planning

While this regional plan describes the course of action from 2016 to 2019, it is not intended to be a static document. It will be influenced and informed by the provincial implementation of the OCP IV and other regional efforts to implement provincial plans such as the Aboriginal Cancer Strategy III. The South West Regional Cancer Plan will also be aligned with other provincial initiatives including but not limited to, the Quality Management Program of Cancer Care Ontario and the College of Physicians and Surgeons, programs from Health Quality Ontario, and Health System Funding Reform including Quality Based Procedures. This plan is also aligned and complimentary to the Integrated Health Services Plan of the South West Local Health Integration Network (South West LHIN). As this plan was being developed, Cancer Care Ontario in partnership with the Local Health Integration Networks was establishing the Ontario Palliative Care Network. This network will drive quality improvement in the palliative care system in Ontario and the South West Regional Cancer Program will be a key partner in this work.

Leveraging partnerships

This regional plan was developed through a broad consultative process. The following elements were considered and reviewed as the plan was developed:

- The Ontario Cancer Plan IV and its companion plans
- Current regional and provincial cancer system performance scorecards
- Performance and quality data from the Cancer Services Quality Index
- The Integrated Health Services Plan of the South West LHIN
- Available strategic plans of partner organizations
- Cancer Clinical Services Plan of the London Health Sciences Centre
- Patient and family focus group feedback
- Input from Regional Clinical Leads
- Input from health care leaders from across the South West LHIN

The consultation process included interviews with over 200 patients, leaders and health care professionals. This work was co-sponsored by an administrative leadership team from the South West Regional Cancer Program, and was overseen by a steering committee that included three patient and family representatives.

“My health care providers discussed my treatment plan with me. They provided me with knowledge to help me make informed decisions about my care. They even scheduled my treatments around my work schedule.”

-Patient, Owen Sound
1. We will be person centred and actively partner with patients and families supporting them to be healthier, more engaged, and better informed throughout the cancer journey.
4. Provide patients with the most up-to-date information regarding evidence-based treatment options and available services. Embody person-centred care principles and standards by providing the appropriate supports that empower patients to maintain choice, independence, and self-management opportunities as part of their care.

**TACTIC**
- South West Regional Cancer Program
- London Regional Cancer Program
- Regional Providers

**ACCOUNTABILITY**
- South West Regional Cancer Program
- Regional Providers

**MEASURES OF SUCCESS**
- Patient reported experience measures
- Adherence to Cancer Care Ontario's Person Centred Care Guidelines

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Ensure services are equitable, accessible, and supportive of all adults taking into account factors such as geography, religion, and culture.

**TACTIC**
- South West Regional Cancer Program
- Regional Providers

**ACCOUNTABILITY**
- South West Regional Cancer Program
- Regional Providers

**MEASURES OF SUCCESS**
- Patient satisfaction scores
- Health Equity Impact Assessment evaluations
- Completion rates of the Cancer Care Ontario Aboriginal Cancer Care Unit’s Cultural Competency training e-modules
- Increased screening rates in targeted communities

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Build and implement standard response processes and required interventions for patients experiencing an urgent or emergent oncologic condition.

**TACTIC**
- London Regional Cancer Program
- London Health Sciences Centre
- Regional Providers

**ACCOUNTABILITY**
- London Regional Cancer Program
- Regional Providers

**MEASURES OF SUCCESS**
- Compliance with clinical management processes

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Optimize use of best practice resources such as the Edmonton Symptom Assessment Scale and management guidelines, patient reported outcome measures, and the Gold Standard Framework for palliative care to ensure that patient symptom management needs are optimally managed.

**TACTIC**
- London Regional Cancer Program
- Regional Providers

**ACCOUNTABILITY**
- London Regional Cancer Program
- Regional Providers

**MEASURES OF SUCCESS**
- Improved symptom management metrics
- Improved early identification of patients benefiting from a palliative approach to care

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Optimize new and existing technology platforms to ensure clear and timely exchange of patient information between the health care provider and the patient and/or family, between health care professionals in the circle of care, and between the health care team and community based services. Ensure tools, visuals, and verbal aids are developed and updated in formats that are audience appropriate.

**TACTIC**
- Regional Providers

**ACCOUNTABILITY**
- Regional Providers

**MEASURES OF SUCCESS**
- Percentage of patients who reported knowing the next step in their care
- Percentage of regional providers that have access to Electronic Patient Records
1. We will be person centred and actively partner with patients and families supporting them to be healthier, more engaged, and better informed throughout the cancer journey.

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| Expand the development and provision of appropriate education, tools,  | • London Health Sciences Centre  
• London Regional Cancer Program  
• South West Regional Cancer Program  
• Primary Care                                                                 | Clinical compliance metrics such as:  
• Percentage of patients without mammogram tests in the first follow-up year (13 – 24 months from diagnosis) for breast cancer patients  
• Percentage of patients with at least one colonoscopy following diagnosis with colon and rectal cancer within 18 months of initial surgery  
• Number and percent growth in patients receiving follow up care in primary care settings  
• Patient and provider satisfaction with tools and processes                  |
| associated supports to enable primary care to provide concurrent and    |                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| follow up medical care to patients in their own communities.            |                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Define and implement common clinical care standards and processes of    | • South West Community Care Access Centre  
• London Regional Cancer Program  
• Regional Providers  
• Primary Care                                                                 | Implementation metrics of new standards  
• Provider and patient satisfaction with new standards  
• Percentage of unplanned hospital visits following chemotherapy or radiotherapy                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| care for cancer patients in the community and in-home settings.         |                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Develop and implement a standardized approach to frailty screening     | • London Regional Cancer Program  
• London Health Sciences Centre  
• Regional Providers                                                                                                                               | Clinical adoption of formal assessment mechanisms and intervention strategies                                                                                                                                                                                                                                                                                                                                                                                                               |
| and elder care principles for new cancer patients as part of the London  |                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Regional Cancer Program patient intake and consultation process.       |                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Develop appropriate intervention strategies to address findings.        |                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

“My oncologist was concerned with how the chemotherapy affected me as a person, and taught me ways that I could reduce the side effects of my treatment.”

- Patient, St. Thomas
2. We will focus on improvements in patient experience and outcomes for colon, rectal, and skin cancer patients from suspicion of disease through active treatment.
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<td>Develop and maintain an online regional colon, rectal, and skin cancer practitioner inventory to enhance access to timely care and associated supports.</td>
<td>• South West Regional Cancer Program</td>
<td>• Inventory is developed and communicated and mechanisms implemented to keep information accurate and relevant</td>
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<td>Develop new systems and processes to expedite and coordinate the transitions of care for colorectal cancer patients and care providers during all phases of the journey. Focus on reducing waits and delays for the patient and providing a clear picture of “next steps” and information to patients and their family members.</td>
<td>• London Regional Cancer Program • South West Regional Cancer Program • Regional Providers</td>
<td>• Percentage of patients diagnosed with stage III colon cancer whose wait between cancer surgery and adjuvant chemotherapy was less than 60 days • Percentage of patients aged 65 or older with stage III colon cancer who received guideline recommended chemotherapy following surgery • Percentage of patients seen within 14 days from the time of referral to specialist consultation for surgery, radiation and/or chemotherapy</td>
</tr>
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<td>Implement and monitor compliance to standardized regional clinical pathways in order to expedite diagnosis and treatment by the appropriate provider in the appropriate location for all forms of colon and rectal cancer.</td>
<td>• South West Regional Cancer Program • Regional Providers</td>
<td>• Percentage of Ontario screen eligible individuals who are overdue for colon and rectal screening • Pathology post-surgical turnaround time: Percentage of reports received within 14 days • Percentage of cancer surgery patients whose procedure occurred within their respective priority access target • Percentage of radiation and chemotherapy patients whose treatment commenced within established targets • Percentage of rectal patients with pre-treatment MRI</td>
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“When I first learned that my husband had colon cancer, the surgeon came to see me in the waiting room. He showed me the picture he had taken during his colonoscopy, and clearly explained what our next steps would be. He even gave me a hug.”
- Family member, Strathroy
2. We will focus on improvements in patient experience and outcomes for colon, rectal, and skin cancer patients from suspicion of disease through active treatment.

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<td>Sustain current quality improvement regional framework in colonoscopy best practice implementation and expand to include other outpatient GI endoscopy procedures.</td>
<td>• South West Regional Cancer Program                                                            • Regional Providers</td>
<td>• Framework is in place and adapted as required for additional GI endoscopy procedures</td>
</tr>
<tr>
<td>Develop, implement, and monitor compliance to standardized regional clinical pathways to expedite diagnosis and treatment by the appropriate provider in the appropriate location for all forms of skin cancer.</td>
<td>• London Regional Cancer Program                                                                • South West Regional Cancer Program                                                            • Regional Providers</td>
<td>• Clinical pathway is developed and implemented                                                      • Wait times for specialty referral and associated types of treatment are within recommended targets</td>
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<td>Work with family practitioners, dermatologists and/or plastic or general surgeons to develop partnerships and processes to redefine service requirements. (e.g. develop mechanisms to engage community providers in the development of a formal community of practice for skin health care professionals)</td>
<td>• South West Regional Cancer Program                                                            • South West Local Health Integration Network                                                        • Regional Providers</td>
<td>• Partnerships are in place and communities of practice are developed</td>
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3. We will improve access, efficiency, effectiveness, and utilization of Imaging and Diagnostic Services in support of cancer patients across the region.
### TACTIC

Actively engage in a regional diagnostic imaging service delivery plan that will improve the quality of diagnostic imaging services for cancer patients. Lead cancer diagnostic imaging component of regional imaging plans.

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| • South West Regional Cancer Program  
  • Erie St. Clair Regional Cancer Program  
  • Regional Providers  
  • South West Local Health Integration Network | • Improved wait time measures for key modalities including CT, MRI, and interventional radiology |

Work actively with Cancer Care Ontario to implement and align resources related to a provincial and regional strategy for interventional radiology in the cancer system.

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| • South West Regional Cancer Program  
  • London Health Sciences Centre  
  • St. Joseph’s Health Care London | • Implementation of Ontario standards and practices for interventional radiology |

Ensure consistent diagnostic testing, protocols, and reporting across the region, improving efficiency and effectiveness. (e.g. CT/ MRI, PET imaging)

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| • South West Regional Cancer Program  
  • Regional Providers | • Guidelines are developed and implemented as key opportunities for improvement are identified  
  • Standard referral processes are established and implemented |

Improve access to pharmacogenomics and tumour genomics molecular genetic testing for patients across the region to support patient care and research.

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| • London Health Sciences Centre  
  • Regional Providers | • Growth in the services, capability, and capacity of regional genetics testing  
  • Implementation of pharmacogenomics testing for key chemotherapy agents |

“One of my goals is to work with radiologists across the region to establish a community of practice, which will help us to achieve coordinated and standardized processes across the region, as well as improve the care we provide to patients.”

- Dr. Zahra Kassam, Regional Imaging Lead
4. We will ensure sustainability and continuously improve the quality of our cancer care services across the South West.
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| Implement and integrate all Quality Based Procedure (QBP) initiatives led by Cancer Care Ontario to ensure ongoing accountability and quality improvement. Extend existing quality and performance management frameworks to other areas of service delivery. | • South West Regional Cancer Program  
• Regional Providers | • All QBP identified quality measures are collected, reported, and monitored for improvement |
| London Regional Cancer Program and regional systemic therapy community partners will work together to ensure all systemic therapy centres are supported to provide safe, efficient operations and ensure operational capacity within the region. This will include an ongoing commitment to communication, information sharing and process improvement. | • South West Regional Cancer Program  
• Systemic Therapy Hospitals | • Percentage of eligible patients receiving care in Level 4 facilities  
• Percentage of cancer patients receiving adjuvant therapy with an unplanned ED visit or inpatient stay within four weeks of treatment  
• Wait times from consultation to start of treatment are within provincial targets |
| Identify and implement selected/appropriate “Choosing Wisely” strategies. | • London Regional Cancer Program  
• South West Regional Cancer Program  
• Regional Providers  
• Primary Care | • Compliance with clinical management processes |
| [www.choosingwiselycanada.org/recommendations/oncology/](http://www.choosingwiselycanada.org/recommendations/oncology/) |                                                      |                                                                                     |
| Develop and implement strategies to improve appropriate utilization of radiation and chemotherapy in the region. | • London Regional Cancer Program  
• South West Regional Cancer Program  
• Regional Providers | • Utilization metrics from Cancer Care Ontario |
| Improve access to and increase enrollment of patients in clinical trials across the region. | • London Regional Cancer Program | • Percentage of patients screened for trials or offered a trial |
| Implement peer review quality assurance models in areas of procedural practice such as pathology, radiation, mammography, cancer imaging, and chemotherapy delivery. | • London Regional Cancer Program  
• South West Regional Cancer Program  
• Regional Providers | • Compliance standards of peer review |
5. We will optimize all specialized programs to ensure full effectiveness within the region and across all affiliate provider sites.
Conduct an Adolescent and Young Adult (AYA) cancer patient needs assessment to identify the specialized needs of specific patient subgroups. Select a quality improvement initiative that will support adolescents and young adults transitioning from childhood cancer to adult survivorship and/or establish defined treatment processes for new AYA patients who span the pediatric and adult domains.

**TACTIC**

Develop regional oversight structures and processes for all specialized lead programs in the South West region.

Ensure that all South West based lead programs are compliant with organizational and programmatic standards and are providing high quality service. This includes all affiliate sites that are formally aligned with the lead site irrespective of their location.

Ensure that all other specialized services provided in the South West are aligned with the provincial plans of Cancer Care Ontario and are providing high quality sub-specialty services. (e.g. allogeneic/autologous stem cell transplant, neuroendocrine therapy, sarcoma services)

**ACCOUNTABILITY**

- South West Regional Cancer Program
- London Regional Cancer Program
- Children's Hospital

- London Health Sciences Centre
- South West Regional Cancer Program

- South West Regional Cancer Program
- London Health Sciences Centre
- London Regional Cancer Program
- Regional Providers
- Waterloo Wellington Regional Cancer Program
- Erie St. Clair Regional Cancer Program

- London Regional Cancer Program
- South West Regional Cancer Program
- London Health Sciences Centre

**MEASURES OF SUCCESS**

- Definition of patient subgroups
- Definition of standard service delivery protocols
- Improvement of service delivery in targeted area

- Oversight structures implemented and evaluated

- Compliance with provincial standards

- Compliance with provincial standards

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**Lead Programs in the South West Regional Cancer Program:**

- Head and Neck Cancer
- Gynecological Cancer
- Thoracic Cancer Surgery
- Hepatobiliary (HPB) Surgery

(hosted at the London Health Sciences Centre)

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“When the oncologist in London told me that I could have my chemotherapy delivered at my community hospital, I was relieved. My doctor and nurses worked closely with the oncologists in London, and I received excellent care.”

- Patient, Stratford
Enablers applying to all tactics

1. Patient co-design and engagement models will be used in all quality improvement work. Patients from across the region will be consistently engaged and consulted in quality improvement.

2. All programs and proposed activities will be assessed using an equity assessment lens and we will look to incorporate engagement strategies that give voice to populations with unique service needs.

3. All programs, proposed activities, and improvement strategies will be delivered in a fiscally responsible manner. We will focus on delivering on performance results, realizing efficiencies, and assuring we have the necessary resources to provide a strong and sustainable system.

4. Technology will be considered as a key enabler to success in all strategies. Innovation in using new and emerging technology will be leveraged to enhance communication, information flow, and care delivery.

5. A culture of evidence informed decision making will be fostered in all areas. Appropriate data streams will be utilized to measure success.

Who’s who?

- Children’s Hospital – Children’s Hospital at London Health Sciences Centre
- Erie St. Clair Regional Cancer Program - Cancer program based at the Windsor Regional Hospital
- Primary Care – General practitioners in solo or group practices including Family Health Teams, Community Health Centres and Nurse Practitioner led Clinics
- Regional Providers – Agencies providing health care services in the South West such as hospitals, hospices, diagnostic clinics, and other health care agencies
- South West Community Care Access Centres - Includes all provider agencies contracted to provide home and supportive care in the region
- South West LHIN – South West Local Health Integration Network
- Systemic Therapy Hospital - Hospitals providing chemotherapy
- Waterloo Wellington Regional Cancer Program - Cancer Program based at the Grand River Hospital