



**STRATEGIC  
PLAN**

**2016-2019**

**We are funded by the Victorian Government to work collaboratively with the Victorian paediatric cancer community. We are ambitious in what we do. We enhance paediatric cancer care, driving evidence-based innovation and quality improvement, within a connected service system. Our work contributes to improved cure, survivorship and experience of care for children and adolescents with cancer. While we work at the Victorian statewide level, we engage with and contribute to the paediatric oncology community nationally and internationally.**

## **BACKGROUND**

The statewide Paediatric Integrated Cancer Service (PICS) is funded by the Victorian Government to lead a networked paediatric cancer care system for Victoria. We bring together quaternary, tertiary, regional and primary care services to deliver coordinated, high-quality family-centred care for Victoria. We work collaboratively with the two primary diagnostic and treatment centres at the Royal Children's Hospital and Monash Children's Hospital, as well as with the statewide paediatric radiation therapy service at Peter MacCallum Cancer Centre and regional shared care centres.

In recent decades, significant improvements have been achieved in paediatric cancer survival, with increasing attention and emphasis on reducing the effects of treatment. Treatment decision making is undergoing major change, driven by progress in genomics impacting on definitions of disease, risk assessment and a personalised approach to medicine. Furthermore, the model of care for delivering paediatric cancer services has gradually transitioned from predominantly inpatient to outpatient care, and will continue to expand to involve locally delivered and home-based shared care.

The actions outlined in this plan will result in improved quality of care, innovative models of care, strengthened partnerships and fewer inappropriate variations in care. The work of the PICS is underpinned by evidence, and our achievements will be targetable, measurable and practical, with an emphasis on sustainability and cost-effectiveness. As a leader and advocate for Victorian paediatric cancer care we are responsive to the needs of our consumers and partners. Innovation and collaboration are core to our culture and practice, supporting access to state-of-the-art care and promoting a cohesive and confident paediatric cancer workforce.

This plan will guide the PICS from July 2016 to June 2019 and will be supported by annual work plans that articulate objectives and actions, monitor progress and document outcomes. This plan aligns with the Victorian Government's priorities for cancer care including the *Victorian cancer plan 2016–2020*, the mission and focus areas of Better Care Victoria, relevant National Safety and Quality Health Service Standards and our partner health services' strategic plans.

# VICTORIAN INTEGRATED CANCER SERVICES

The Victorian Government has established clinical networks in high-volume, high-risk clinical services. A key focus of these clinical networks is to reduce inappropriate variation in access to and delivery of care. The Integrated Cancer Services form the Victorian Cancer Clinical Network, and are responsible for promoting system integration across structural boundaries

and encouraging collaborative approaches for evidence-based cancer service development and improvement.

The Victorian Department of Health and Human Services (DHHS) vision, mission and strategic goals for the Victorian Integrated Cancer Services are presented below along with the PICS values.

## VISION

Improving patient experiences and outcomes by connecting cancer care and driving best practice.

## MISSION

The Integrated Cancer Services will achieve the vision by:

- understanding the needs of people affected by cancer
- building and supporting collaboration between health professionals, health services and consumers
- driving quality improvement in cancer care
- supporting development of the cancer workforce
- facilitating system-wide engagement in cancer research.

## STRATEGIC GOALS

### Goal 1

A networked cancer care system

### Goal 2

High-quality cancer care

### Goal 3

A research-informed cancer care system

## PICS VALUES

### EXCELLENCE

Striving for quality and improvement in all that we do

### INNOVATION

Driving change for better care

### COLLABORATION

Working in partnership with the paediatric oncology community

### INTEGRITY

Acting ethically, responsibly and transparently always

## STRATEGIC GOAL 1

# A networked cancer care system

We will lead a collaborative approach to paediatric cancer in Victoria, promoting a connected cancer care system through partnerships and linkages. We will partner to encourage engagement and local ownership of service improvement initiatives. Our work will ensure children and adolescents with cancer receive the best care, in the best facility as close to home as possible.

DHHS STRATEGIC OBJECTIVES		PICS ACTIONS
1.1	Link services involved in cancer care (across all sectors including cancer centres, health services, community organisations), and work with these services and health professionals to align priorities	<p>1.1a Promote a connected and integrated service system within and between the treating centres at the Royal Children’s Hospital, Monash Children’s Hospital and Peter MacCallum Cancer Centre, through strengthened relationships and communication between the medical, surgical, nursing and allied health disciplines.</p> <p>1.1b Maintain and continue to build strong relationships with the adult Integrated Cancer Services, paediatric/adolescent-focused clinical networks, the Victorian Government and other peak bodies critical to cancer planning, support and education.</p> <p>1.1c Build relationships within primary care including the Primary Health Networks, community health services and mental health services.</p>
1.2	Strengthen linkages between metropolitan and regional cancer service providers	<p>1.2a Strengthen the PICS Regional Outreach and Shared Care Program through improved access, use of telehealth and education for regional health professionals.</p> <p>1.2b Identify opportunities and drive an expansion of the care available outside the primary treating centres, benchmarking and reviewing the best available evidence to expand localised and home-based care.</p>
1.3	Engage consumers and communities in the work of the ICS	<p>1.3a Lead forums and opportunities to engage health professionals, consumers and community members.</p> <p>1.3b Strengthen communications through an improved online presence and a robust communication strategy.</p>

## STRATEGIC GOAL 2

# High-quality cancer care

To enhance paediatric cancer care, we will drive innovation and quality improvement within an accessible, family-centred service system. We will use data and best available evidence to set statewide standards of care, and to support access to innovative treatment options. We will be responsive to consumers and will support a cohesive and confident paediatric cancer workforce.

DHHS STRATEGIC OBJECTIVES		PICS ACTIONS
2.1	Continue to drive clinical service improvement and implement the optimal care pathways including improvements to multidisciplinary care, supportive care and care coordination	<p>2.1a Develop and implement optimal care pathways for the paediatric tumour streams: leukaemias, solid tumours and cancers of the central nervous system.</p> <p>2.1b In collaboration with Victorian health services, facilitate an agreement to meet minimum standards for delivering paediatric oncology care and paediatric radiation therapy, as documented in the service capability frameworks.</p> <p>2.1c Establish and facilitate the implementation of a statewide approach to multidisciplinary medical treatment and review meetings.</p> <p>2.1d Establish standards for referrals to specialist medical and allied health services including (but not limited to) fertility, oncogenetics, supportive care, psychosocial care and palliative care through the optimal care pathways.</p> <p>2.1e Encourage health services to explore new and innovative treatments and surgical techniques aimed at reducing the long-term side effects of treatment.</p> <p>2.1f Continue to manage the PICS Long Term Follow-up Program including strengthening the transition from the paediatric sector to adult and community services, improving access regionally and facilitating educational opportunities for health professionals.</p>
2.2	Analyse available data and information of relevant clinical evidence/innovation and disseminate it to drive quality improvement	<p>2.2a Undertake clinical audits, including the Victorian Government Cancer Service Performance Indicators Audit, to review outcomes and identify inappropriate variations in practice, benchmark data as appropriate, and utilise outcomes to drive improvement.</p> <p>2.2b Using data and drawing on the best available evidence, document models of care, statewide standards and clinical guidelines, protocols and procedures to support innovation, education, statewide consistency and quality of care.</p>

DHHS STRATEGIC OBJECTIVES		PICS ACTIONS
2.3	Support providers to apply cost-benefit consideration to care/ service planning and delivery	2.3a Include costings and cost-benefit considerations in clinical improvement project methodologies (where appropriate).
2.4	Continue statewide tumour summits to drive consistent cancer care across tumour streams	2.4a Coordinate statewide paediatric tumour summits that are aligned with the optimal care pathways and recognise the principles of the adult tumour summit program.
2.5	Continue to drive improvements in the patient experience of cancer care	2.5a Continue to respond to patient and health service identified priorities, including the development of information and education resources for children, adolescents and families. 2.5b In collaboration with health services, support ongoing evaluation and reporting of the patient and family experience.
2.6	Continue to support workforce development initiatives	2.6a In collaboration with health service stakeholders, deliver evidence-based education opportunities, including eLearning modules, for the medical, nursing and allied health workforce. 2.6b In collaboration with health service stakeholders, document a nursing education framework including education opportunities for intermediate and advanced practice nurses. 2.6c In consideration of new and innovative treatments and exposure to subspecialties, review the current medical fellowship training model, in collaboration with health service stakeholders.

## STRATEGIC GOAL 3

# A research-informed cancer care system

We will integrate innovation, quality and research into practice, supporting clinical trial participation, translational research and robust evaluation of our work. We will set ambitious and quantifiable goals and will measure and report on our impact using strong evidence and outcome-based methods. We will drive innovation through knowledge sharing, with a long-term vision to constructively contribute to a sustainable paediatric cancer system.

DHHS STRATEGIC OBJECTIVES		PICS ACTIONS
3.1	Encourage providers to participate in clinical trial programs	3.1a Establish a statewide leadership group that will develop a model to support and improve access to and enrolment in clinical trials.
3.2	Support health services research	3.2a Support the translation of research into clinical practice, driving evidence-based approaches to patient care. 3.2b Explore the development of a Victorian paediatric cancer survivorship registry.
3.3	Foster robust evaluation of cancer programs, models of care and ICS initiatives	3.3a Drive an evidence-based approach to projects, with robust evaluation and outcome measures.

## THANK YOU

This strategic plan was developed with input and review from a wide range of stakeholders. We thank all involved for their contribution.

## FOR FURTHER INFORMATION PLEASE CONTACT:

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