



Non Surgical Oncology Transformation Programme

ROTHERHAM HEALTH SELECT COMMISSION

26th March 2026

1. Purpose of this Paper

- 1.1 The purpose of this paper is to provide a progress update against the Non-Surgical Oncology (NSO) Transformation Programme, specifically focusing on the changes that impact the populations of Rotherham and Barnsley.
- 1.2 The paper provides an initial outline evaluation of the newly established NSO fourth Lung Clinic that is located in Rotherham District General Hospital.

2. Introduction and Background

- 2.1 The key purpose for initiating the NSO Transformation Programme was to:
 - improve clinical safety and reduce clinical risks
 - tackle inequalities to access, both geographically and to the full range of treatment, research and clinical trials
 - address sustainability challenges including workforce sustainability.
- 2.2 The work continues to be led by the South Yorkshire and Bassetlaw Cancer Alliance (SYB CA), who are working with partners to continue to develop and agree a long-term sustainable model for the provision of NSO for patients across South Yorkshire, Bassetlaw and North Derbyshire.
- 2.3 The overall vision for the NSO service is to support equality of access, providing a more resilient service that can offer more personalised care. Services offered to Barnsley and Rotherham patients have been a distinct focus of the Transformation Programme during the last 12 months, recognising the need to improve accessibility to care provision within several tumour sites.

3. NSO Fourth Lung Clinic

Background

- 3.1 Lung cancer clinics have been of particular interest due to the shortages of staff available in this tumour site. Historically, Barnsley Lung patients attended Barnsley Hospital for their outpatient clinic consultation. As a short-term measure, in 2023,



these patients started travelling to Weston Park Hospital in Sheffield for their face-to-face outpatient consultations, whilst Rotherham, Chesterfield and Doncaster patients continued to have their face-to-face consultations in a Lung outpatient clinic within their respective District General Hospital (DGHs). Where clinically safe and appropriate, many appointments moved to telephone consultations to avoid any unnecessary excess travel for these Barnsley patients.

- 3.2 Acknowledging this inequity of service provision, as part of the Transformation Programme stabilisation phase it was agreed to look at a fourth site for an NSO outpatient Lung Clinic for the populations of Barnsley and Rotherham. Following a formal system-wide evaluation process, which included a Risk Assessment and Equalities Health Impact Assessment, in 2024 the Cancer Alliance Board (CAB), the Joint Health Overview and Scrutiny Committee (JHOSC) and South Yorkshire Integrated Care Board (SYICB) supported the recommendation for a joint outpatient Lung Clinic to be established for Barnsley and Rotherham patients at the Rotherham District General Hospital site.
- 3.3 The core aim of establishing the new joint Lung Clinic was to improve patient and clinical safety, as well as patient access. Combining the population groups for Barnsley and Rotherham patients to be seen in one location aspired to improve clinical cover and team resilience as well as access to clinic support staff. This was agreed as a temporary solution to support immediate operational workforce and clinical pressures, as opposed to being a new service that would require a commissioning process.
- 3.4 A multidisciplinary Joint NSO Working Group was established to focus on practically implementing this fourth clinic, although work initially experienced notable delays. Contributing factors included time required to identify resident doctor cover; impact of the new STH Electronic Patient Record (EPR) system implementation; changes taking place within the Pharmacy Unit at Barnsley; and the need to address particular issues identified in Rotherham that were leading to the overrunning of the existing clinics. Additionally, there was a lack of dedicated resource to drive this work forward.
- 3.5 Following a significant amount of collaborative work between all three organisations, the new joint Lung Clinic went live on 27 November 2025. Quantitative and qualitative data collection promptly commenced, to provide an early indication of whether the new joint clinic showed promise of delivering the required objectives. Whilst a formal evaluation report will be produced three months following the Go-Live date, initial findings from analysing data collected so far has contributed to the content of this report. A further and more comprehensive evaluation will be undertaken 12 months post implementation.

Progress and Impact

- 3.6 Commencing 27 November 2025, the new NSO Joint Lung Clinic runs every Thursday from the Scarborough Suite, located on the ground floor of Rotherham Hospital. Responding to patient input during the planning stages of this work, the clinic currently runs with separate lists for Barnsley patients and for Rotherham patients to maximise continuity of care and access to support. Patient and clinical safety has been improved



through enhanced clinical cover and team resilience, with honorary contracts established where appropriate to support the new staffing model.

- 3.7 Having multiple consultants in clinic enables senior support and advice to be provided to each other's clinic list during instances of leave to ensure robust clinical oversight. Barnsley and Rotherham CNSs attend to support patients from their respective localities, with Rotherham Outpatient Clinic staff supporting the running of both lists in the joint clinic.

- **Modifications**

- 3.8 Rotherham Lung patients have been attending the Scarborough Suite on a Thursday for many years and, therefore, the direct impact of the joint clinic has been minimal in terms of day or location for their outpatient clinic consultation, blood tests or treatment.
- 3.9 Whilst telephone clinics for Barnsley Lung patients have continued to run all day on a Tuesday, face-to-face outpatient consultations for this patient cohort have transferred from a Wednesday afternoon at Weston Park Hospital in Sheffield, to a Thursday morning in the Scarborough Suite at Rotherham Hospital. As a result, bloods test days for these patients also shifted, as well as chemotherapy treatment days moving from a Thursday to a Monday. Blood tests, other investigations, and treatment have all continued to take place locally at Barnsley Hospital.
- 3.10 A Standard Operating Procedure (SOP) was developed to support the safe running of the Joint Barnsley and Rotherham Lung Clinic, along with several specific documented processes/Action Cards.

- **Patient Communication**

- 3.11 To inform relevant patients of the impending changes, Patient Information Leaflets were handed out to relevant patients (see Appendix 1) at respective Day Case Units in Barnsley and Rotherham Hospitals; at Burleigh Medical Centre; in clinic at the Scarborough Suite at Rotherham Hospital; and in the existing clinic at Weston Park Hospital. Electronic versions of the leaflets were also shared with primary care colleagues via the SYICB.
- 3.12 During the run up to the changes of clinic scheduling, Cancer Care Coordinators contacted existing Barnsley patients by telephone to ensure the change in clinic location was clearly communicated to them.

- **Initial Evaluation**

- 3.13 This report intends to provide initial insight into the first couple of months of the new joint clinic, offering indication of the impact. A formal evaluation report will be produced using quantitative and qualitative patient feedback, staff feedback and performance data once more comprehensive information becomes available.



➤ **Patient Numbers**

3.14 The Data Analyst Team within STH Specialised Cancer Services has supported initial collation and analysis of performance data.

3.15 Figure 1 below shows the number of Barnsley and Rotherham Lung patients that have attended appointments at a WPCC lung OP clinic since the fourth lung clinic commenced on 27 November 2025, split by clinic location and medium of appointment.

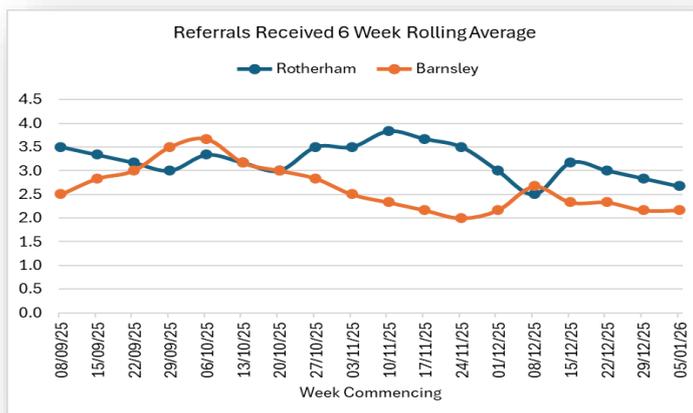
Figure 1: Number of lung patients attending appointments 24/11/25 – 28/02/26

Patient cohort	Clinic location	Face to Face	Telephone	Total
Barnsley patients	Earl of Scarb TRFT	33	16	49
	WPH Sheffield	23*	196	219
	<i>Total</i>	56	212	268
Rotherham patients	Earl of Scarb TRFT	122	17	139
	WPH Sheffield	47	74	121
	<i>Total</i>	169	91	260

**All Radiotherapy patients*

3.16 Figure 2 below validates what has been experienced in recent clinics in terms of reduced patient numbers from Barnsley. Barnsley’s 6-week average decreased seven weeks in a row and appears to have remained there since. This has been reflected in fewer first appointments for Barnsley, therefore, fewer patients attending the joint clinic from this locality than anticipated.

Figure 2: Referrals received 6 week rolling average Sept 2025 – Jan 2026



3.17 Recognising the natural variation in demand, this reduced number is, therefore, not being attributed to the change in clinic location and is expected to rise again in due time.

3.18 On reviewing the metrics previously suggested by the Rotherham Health Select Commission, this paper responds in part to those proposals. More detailed analysis will be undertaken as part of the formal evaluation when larger patient numbers are



available to offer more accurate evidence of the impact of the change. This future analysis will not only allow time to compare seasonal variation but will also focus on a breakdown of appointment types; patient wait times; and DNA figures. Initial observations from those involved in this work do not indicate any noticeable impact in these areas to date.

➤ **Patient Feedback**

3.19 Prior to this service change an exercise was undertaken to establish patient insights to inform development and influence areas of focus for evaluation. Key themes included:

- Care - continuity of care and access to support
- Location - services being easily accessible via public transport
- Parking - sufficient car parking for those able to travel by car
- Communication - clear communication between appointments
- Time efficiency
 - time spent waiting for the appointment on the day
 - time spent during the appointment
 - consideration if face-to-face is absolutely necessary
- Environment - welcoming, comfortable waiting areas and access to support

3.20 Since commencing the new joint clinic, at each attendance patients have been offered the opportunity to complete an anonymous patient feedback questionnaire, some of whom chose to decline. Noting that, at the time of writing this report, the clinic had only been established for two and half months, spanning Christmas and New Year which affected clinic capacity over this period, an initial summary of feedback from 52 patients has been provided:

- **Care** – no respondents offered a negative response when asked about their overall experience of the clinic. There was an overwhelming volume of positive comments towards the clinic staff, including descriptions of “fantastic”, “extremely helpful”, “friendly and efficient” and “very polite”. Feedback also highlighted that staff “explained things clearly through” with one patient stating they “cannot praise them enough”.
- **Location and accessibility** – recognising 43% of respondents travelled from outside Rotherham to attend their appointment, all respondents reported travelling using their own car (54%), being brought by family/friend (33%) or via taxi (13%). No reflections were, therefore, offered in relation to public transport. 8% responded that they felt the distance from car to the clinic waiting room was too far, with all other respondents reporting this as acceptable or manageable with help. When asked the question, 47% of respondents travelling from outside of the Rotherham locality indicated that attending the clinic in Rotherham Hospital was more accessible than attending the clinic in WPH, with a further 33% not expressing a preference.
- **Parking** – with only 8% of respondents reporting they parked easily, survey feedback evidenced that hospital car parking was undoubtedly the key frustration. This related not only to the lack of general spaces, but also numerous responses



highlighted the insufficiency of dedicated spaces allocated to those holding a blue badge.

- **Communication** – 93% of respondents reported they were made fully aware of where to attend their appointment, either via a letter, text, NHS App or phone call. One patient reported they had to phone to find out about their appointment.
- **Time efficiency** – 16% of respondents stated they were seen later than their appointment time, with just over half of those reporting they were kept informed of this delay. Comments were mixed with some noting that the wait was “much better than last time” and the “appointment was worth the delay”, where others noted frustration of a lengthy wait, having to proactively ask for updates.
- **Environment** – feedback was overwhelmingly positive with regards to the clinic setting, with comments mentioning the cleanliness, friendly atmosphere and the “very calming environment when it is a stressful situation”. Numerous compliments were aimed towards the reception staff, using words such as “amazing”, “smiley”, “friendly and welcoming” and “lovely and jolly”.

3.21 Patient questionnaires will continue to be handed out in the Scarborough Suite until the end of March, following which a comprehensive analysis will be undertaken and feed into the formal evaluation report.

➤ **Staff Feedback**

3.22 An electronic questionnaire was distributed to all staff members affected by the clinic change to determine initial feedback from a staff perspective. The initial summary of feedback from 13 respondents has been provided, recognising additional submissions are still awaited.

- **Clinic set up** – All respondents reported that the SOP and Action Cards developed to support the running of the clinic were helpful documents. Whilst the majority of staff indicated that they had everything that they needed in clinic to do their job effectively and efficiently, 15% disagreed. Exploring subsequent questions in the survey, IT equipment and poor Wi-Fi connection were identified as the primary causes of dissatisfaction. However, discussions with Rotherham colleagues revealed that this was a long-standing issue and not a result of the clinic change. Work is continuing internally at Rotherham Hospital to try to address the IT challenges.
- **Patient impact** – There was a mixed response from staff when asked about whether they felt patients were clearly and accurately informed about their appointment. Whilst the majority reported patients turning up at the correct location and at the current appointment time, individual cases were highlighted where this was not the case. These related to both Barnsley and Rotherham patients. A record of occurrences where patients have not attended at the correct time/ location has been created and reported to the SCS Service Manager at WPH to investigate. To date, such instances appear to have occurred as a result of technical issues related to the implementation of the new STH EPR system as opposed to direct correlation with the



change in clinic location. This is a wider STH Trust issue that continues to be prioritised.

- **Personal impact** – The majority of respondents reported a positive impact on their overall job satisfaction and personal working day. Morale of staff in clinic was felt to have improved, with individuals from Barnsley appreciating the warm welcome offered by the Rotherham team. However, negative impacts were expressed by some in relation to the additional travel, difficulty in parking and recurrent IT challenges.

- **Community and Public Transport**

- 3.23 Noting the previous request from the Overview and Scrutiny Committee, options have been explored to support Barnsley Lung patients travelling to the new joint Lung Clinic in Rotherham Hospital. This included proactive discussions with Weston Park Cancer Charity as well as the Director of Partnerships for Barnsley from SYICB, clarifying a range of transport possibilities.
- 3.24 Yorkshire Ambulance Service (YAS) provides a non-emergency patient transport service for patients requiring medical assistance whilst they travel. Eligibility for this service is criteria based according to medical need. The Lung clinic is located on the ground floor of the hospital and wheelchairs are available from the main entrance as well as from the main car park. The Ambulance Liaison Service is located at the main entrance of Rotherham Hospital for easy access.
- 3.25 Patients seeking support with transport due to affordability have the option to access the NHS Healthcare Travel Costs Scheme (HTCS), which offers help with travel costs for patients meeting their eligibility criteria. Public transport services run regularly between the city centre bus stations, with ongoing transport links to each of the local hospitals.
- 3.26 From a charitable perspective, a free transport service runs twice daily from three pick-up points in Barnsley and four pick-up points in Rotherham, to any of the Sheffield Teaching Hospitals sites for those having cancer treatment in Sheffield. Weston Park Cancer Charity is open to exploring the viability of expanding this service in the future to run between Barnsley and Rotherham Hospital should such demand be evidenced.
- 3.27 Reflecting on the patient and public involvement activity that took place as part of the planning and development work for this clinic, 85% of people using services reported that they travel to appointments by car and 98% of local residents reported that if diagnosed with cancer that they would expect to travel by car. This prediction is validated in reality by the intelligence provided in the previous section of this paper where, to date, 100% of patients have opted to travel by private transport.
- 3.28 At this stage the associated patient numbers travelling from Barnsley to the new joint clinic are comparatively small, although this will likely increase over time. Equally, those that are travelling are not currently preferencing public transport. It is, therefore,



recommended to await the outcome of the formal 12-month clinic evaluation and at that point review the potential for utilising Barnsley community transport services and/or Weston Park Cancer Charity to support patients from the Barnsley locality attending their appointment in Rotherham.

4 Recommendations

4.1 The Rotherham Health Select Commission is asked to:

- **Note** the implementation and initial appraisal of the NSO joint Lung Clinic for Rotherham and Barnsley patients
- **Note** that a formal clinic evaluation will be undertaken 12-months post go-live, which will enable more meaningful data analysis to influence recommendations for future service provision
- **Endorse** the recommendation to review public and community transport needs for Barnsley patients travelling to Rotherham Hospital following the formal 12-month clinic evaluation.

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Date: 6 March 2026

Appendix 1 – Joint Lung Clinic Patient Information Leaflet

Can I bring someone with me?

Yes. You are welcome to bring a relative, friend or carer to support you.

Refreshments on site

Rooftop Restaurant (A-Level), Open Monday–Friday

- Breakfast: 8.00am – 11.00am
- Lunch: 11.30am – 2.30pm

Shops in the Main Entrance

- Florist
- Boots
- M&S Food
- Stock Shop
- Costa Coffee
- Numark (Rowlands) Pharmacy

Why are we making this change?

Demand for our lung cancer service has increased. To make sure that we can provide safe, high-quality care, we are temporarily running joint clinics in fewer locations. This will help us manage staffing and provide a more consistent service.

Welcome to the Joint Barnsley and Rotherham Lung Cancer Oncology Clinic

From November 2025, patients with lung cancer from the communities of Barnsley and Rotherham will attend a new joint lung cancer clinic based at Rotherham Hospital which will run on a Thursday. This leaflet is designed to help patients understand what's changing, what to expect and how to prepare for their visit.

Where do I find the clinic?

The clinic is based at:
**Scarborough Suite
C-Level, Junction 3
Rotherham Hospital
Moorgate Road
Rotherham S60 2UD**



Enter via the Main Entrance. The Earl of Scarborough Suite is on C-Level, ground floor. If you need directions once inside the main entrance, please ask at the Welcome Desk. For more information, scan the QR code above or visit:

<https://www.therotherhamft.nhs.uk/patients-and-visitors/our-sites/rotherham-hospital>



Appendix 1 – Joint Lung Clinic Patient Information Leaflet

Getting here

• Parking

Parking is available on site. Full details can be found on our website: <https://www.therotherhamft.nhs.uk/patients-and-visitors/parking>

• Free parking for cancer patients

Rotherham Hospital offers free parking for cancer patients. Please ask for a form at the lung clinic or at the Welcome Desk in the hospital's main entrance.

• Public transport

Rotherham Hospital is accessible by public transport. For more details visit the South Yorkshire Transport website: <https://www.travelsouthyorkshire.com>

• Accessible entrances

For information about step-free access, lifts and facilities for people with mobility needs, visit the AccessAble website: <https://www.accessable.co.uk/the-rotherham-nhs-foundation-trust>

What happens in the clinic?

The clinic is led by a Consultant Oncologist, supported by a team that work collectively to support you on your cancer journey.

The team may include:

- Senior Doctors in training
- Advanced Clinical Practitioners (ACPs)
- Specialist Pharmacists
- Clinical Nurse Specialists (CNSs)

At your first visit, the team will:

- Discuss your diagnosis
- Talk through non-surgical treatment options
- Answer your questions
- Suggest a treatment plan for you to consider
- Arrange further tests if needed

At your next visit, the team will confirm the treatment plan with you, may begin the consent process for treatment and will request any tests needed before treatment starts.

If I need treatment, where will it take place?

- Systemic Anti-Cancer Therapy (e.g., chemotherapy) will usually take place at your local unit in Barnsley or Rotherham (often on a Monday). For some specific treatments you may need to travel to a different hospital such as Weston Park Hospital in Sheffield.
- Radiotherapy will be provided at Weston Park Hospital in Sheffield as this is the only location in South Yorkshire with the specialist equipment.

Free shuttle buses are available from Barnsley and Rotherham hospitals to Weston Park Hospital for cancer patients.

For more details, scan the QR code or visit:

<https://www.westonpark.org.uk/transport-service>



During your treatment you will continue to be reviewed at the joint clinic in Rotherham. Whilst you may not see the same clinician every time, your care plan will always be overseen by a senior clinician.

How long will the appointment take?

We aim to see patients as promptly as possible. Some patients may be seen quickly, but others may need extra tests or need to see more than one member of the team. Clinics can be busy, so we suggest planning for some extra time around your appointment as delays are possible. Free Wi-Fi is available using "NHS-WiFi-Guest".

What should I bring?

To help us keep your care safe and effective, please bring with you:

- any pain medications (if you take any regularly)
- a full list of all medications you are taking, including prescriptions, over-the-counter remedies, supplements and any treatments for other conditions.