

Activity Plan Summary

January, 2020

Tbilisi

C/Can
Tbilisi

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Introduction

City Cancer Challenge (C/Can) was launched in 2017 by the Union for International Cancer Control (UICC) as an integrated response to the UN's Sustainable Development Goals (SDGs) related to health, sustainable communities and cities, along with partnerships for the goals.

The City Cancer Challenge Foundation became an independent organization in January 2019 and is based in Geneva. Its mission is to create a global community of cities and partners working together to design, plan and implement sustainable cancer solutions to save lives. C/Can is a change of paradigm in the way public and private sector stakeholders can collaborate around a shared vision of improving access to equitable, quality cancer treatment and care.

Through C/Can, a unique network of local, regional and global partners work hand in hand to bring technical assistance and complementary resources and competencies to enable sustainable cancer care solutions. The C/Can model empowers local leaders to drive the process from the ground up. A multi-sectoral executive committee in each of our cities prioritizes specific needs, identifies partners for capacity building, establishes sustainable financing models and monitors and shares results with other cities around the world.

Nine cities are currently participating in this global initiative. The City Cancer Challenge model brings to the city a unique opportunity to work through a multi-sectorial and interdisciplinary approach to lower barriers and increase access to quality cancer care by improving the quality of cancer services infrastructure, enhancing the capacity of healthcare professionals, exploring sustainable financing mechanisms for cancer care, coordinating engagement of

relevant stakeholders at global, regional and local levels; and developing sustainable cancer solutions based on quality data and scientific evidence.

Tbilisi officially joined the initiative in February 2019 with the signing of the MoU, and completed the mapping of key cancer care stakeholders in March 2019, after identifying and convening local leaders across relevant sectors.

Guided by local insights and technical expertise, a multisectoral City Executive Committee comprised of 15 local leaders oversaw a comprehensive, city-wide, data-driven needs assessment to identify cancer care gaps and propose solutions between June and September 2019. On October 22, the Technical Committee discussed the results of the assessment and the analysis by each group and agreed on the main challenges to be presented to the Executive Committee. During the Executive Committee meeting on October 24, the four technical leaders presented a summary of the main challenges and the priority actions proposed by the Technical Committee. A total of 174 professionals from 27 institutions and more than 100 patients participated in the needs assessment which is the basis for the next steps in the City Cancer Challenge process: prioritization and development of an activity plan with strategic objectives to improve access to quality cancer care. During the Executive Committee meeting in October 24th, 2019 the Executive Committee approved the designation of one of its members as Activity Plan Coordinator, to coordinate the drafting of activity plan, Dr Nana Mebonia, Head of Division of Chronic Diseases and Injuries at the National Centre for Disease Control and Public Health of Georgia. The City Activity Plan includes strategic objectives to improve access to quality cancer care.

Purpose of the city activity plan report

The City Activity Plan is the crucial “how to” guide to convert the challenges identified during the needs assessment phase into a road map. From November, 2019 to January 2020 the Activity Plan Coordinator and the Technical Leads, supported by C/ Can City Manager, reviewed the challenges identified across the different areas and built a table with 11 strategic objectives and 31 priority actions. In addition, 11 coordinators were identified to lead and coordinate implementation of each strategic objective. They also undertook a categorization exercise to classify the type of support each action would primarily require:

- **Category 1 - Cooperation and Collaboration:** Dialogue, cooperation, and coordination among key institutions and stakeholders at the city level to develop or strengthen policy, processes and protocols for the delivery of quality cancer care.
- **Category 2 - Technical Assistance:** Sharing and transfer of information, working knowledge and expertise provided by regional or international specialists, including in-kind support of skills training and expert technical assessments in cancer treatment and care.

This work was supported by the C/Can Technical Assistance and Partnership Manager and Global Special Advisor to ensure that actions being proposed fall within C/Can's scope, build on lessons from other cities and can be aligned with current and future partnership streams. The Tbilisi Activity Plan approved by the Executive Committee on February 10, 2020.

In addition, the purpose of this document is to provide an overview of the planning and categorization of activities to assist key City Cancer Challenge partners in identifying potential areas for collaboration with the city of Tbilisi.

Next steps

In order to support the implementation of the objectives outlined in the Tbilisi Activity Plan, the coordinators for each objective, the City Manager and the Activity Plan Coordinator will convene a technical working group with relevant stakeholders to agree on work plans and concrete deliverables for each objective. A workshop will be held on 22, 23 and 24th of January 2020, with the Technical Assistance and Partnership Manager focusing on objectives categorized as Category 2 (technical assistance).

Objectives under Category 1 (cooperation and collaboration) will be addressed during February through a series of consultations to be led by the City Activity Plan Coordinator. The aim of those meetings is to develop buy-in, agree on specific actions and deliverables and ensure that the proposed work plans are implementable and achievable within a reasonable timeframe.

After February, the City Manager will work with the various Project Coordinators and members of the working groups to prepare costed Project Plans. Project Plans set out the activities, timelines, indicators, resources and roles and responsibilities required to achieve the outputs and to meet the objectives of the City Activity Plan. The Project Plans also incorporate the Monitoring, Evaluation and Learning (MEL) framework to assist with reporting progress and learning.

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Tbilisi Activities Plan Summary Chart

OBJECTIVE

QUALITY OF CANCER CARE SERVICES

STRATEGIC OBJECTIVE	ACTIONS	CATEGORY	COORDINATOR	THEMATIC AREA
1	To increase the quality and standardization of cancer care <ul style="list-style-type: none"> - Develop a regulation to ensure cancer patients are treated following a multidisciplinary approach (creation and operationalization of multidisciplinary teams) - Adapt and implement evidence-based clinical guidelines for the management of invasive cancer and respective treatment protocols for the 5 prioritized cancer sites (common and curable cancer sites) (breast, prostate, cervical, thyroid, colorectal) 	Coordination and Collaboration Technical Assistance	Nana Mebonia Head of Division of Chronic Diseases and Injuries at the National Centre for Disease Control and Public Health of Georgia Nia Sharikadze Head of Clinical Oncology Department, Mardaleishvili Medical Center	Quality of Cancer Care Services
2	To develop a national accreditation system for cancer care services <ul style="list-style-type: none"> - Develop a system of national accreditation (periodic re-accreditation) based on minimum operating requirements for cancer care 	Coordination and Collaboration	Ekaterine Adamia Ministry of IDPs, Labour, Health and Social Affairs of Georgia	Quality of Cancer Care Services
3	To improve the quality and standardization of pathology diagnosis <ul style="list-style-type: none"> - Develop a city norm on quality assurance for all laboratories in the city - Develop a quality control manual, including standard operating procedures and standard pathology reports for all licensed pathology departments in Tbilisi [Link with objective #2] - Produce a protocol for specimen transportation in the city - To establish a telepathology system for consultations on complex and rare cases and quality assurance 	Coordination and Collaboration Technical assistance	Armaz Mariamidze Head of Pathology Research Center, Tbilisi central hospital	Core Cancer Care Services

OBJECTIVE

QUALITY OF CANCER CARE SERVICES					
STRATEGIC OBJECTIVE	ACTIONS	CATEGORY	COORDINATOR	THEMATIC AREA	
4	To harmonize the quality of diagnostic imaging for cancer care and assess the preparedness of expansion of nuclear medicine capabilities	<ul style="list-style-type: none"> - Develop structured standardized imaging reporting, (with the participation of the National Association of Radiology) - Develop guidelines for quality assurance in medical imaging (Radiology and Nuclear Medicine) [Link to the objective #2] - To study the feasibility of having a cyclotron in Tbilisi by assessing the economic, technical, legal considerations to ascertain the likelihood and capacity of producing radio-isotopes locally - Develop a plan to standardize the training of radiographers in Tbilisi 	<ul style="list-style-type: none"> Coordination and Collaboration Technical Assistance 	Natalia Shengelia Nuclear Medicine Specialist, Head of Nuclear Medicine Division of Radiology Medicine Center	Core Cancer Care Services
5	To ensure availability and access to quality and affordable oncology medicines	<ul style="list-style-type: none"> - Review and implement a list of essential oncology medicines in line with the WHO essential medic list - Ensure the availability and accessibility of essential oncology medicines that will be considered in the standardized clinical guidelines for 5 prioritized cancer sites (breast, prostate, cervical, thyroid, colorectal) [link to objective #1] - Design quality assurance programs for systemic treatment of cancer [Link to objective #2] 	<ul style="list-style-type: none"> Coordination and Collaboration Technical Assistance 	Nia Sharikadze Head of Clinical Oncology Department, Mardaleishvili Medical Center	Core Cancer Care Services
6	To improve quality and safe radiation therapy within the network of city hospitals	<ul style="list-style-type: none"> - Design and implement a radiotherapy development plan to strengthen radiotherapy in the city - Design and implement a radiotherapy quality assurance program according to international standards [link with objective #2] - Develop a plan to train medical physicists and RTTs in Tbilisi 	<ul style="list-style-type: none"> Collaboration and Cooperation Technical Assistance 	Natalia Jankarashvili Head of Radiotherapy Department at Todua Medical Center	Core Cancer Care Services
7	To standardize the quality and safety of cancer surgery	<ul style="list-style-type: none"> - Develop and enforce implementation of safety checklists in all operating rooms treating cancer patients based on international quality benchmarks 	<ul style="list-style-type: none"> Collaboration and Cooperation Technical Assistance 	Nikoloz Kachibaia Todua Clinic Anesthesiology Reanimation Unit	Core Cancer Care Services

OBJECTIVE

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PROFESSIONAL EDUCATION AND TRAINING				
STRATEGIC OBJECTIVE	ACTIONS	CATEGORY	COORDINATOR	THEMATIC AREA
To strengthen current education and professional training programs in cancer care	<ul style="list-style-type: none"> - Review current medical residency programmes focus on cancer treatment specialties (medical oncology, surgery) according to international best practices and standards - Propose necessary legislation to ensure CME in cancer care professionals with the involvement of relevant professional associations in coordination with cancer care providers - Develop and implement cancer training modules for non-cancer care specialists - Develop a plan to formalize sub-specialization training programmes (specify) 	Coordination and Collaboration Technical Assistance	Maka Maglakelidze Head of Oncology Department of Tbilisi Medical Center, Deputy Director	Professional Education and Training

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MANAGEMENT OF CANCER CARE SERVICES				
STRATEGIC OBJECTIVE	ACTIONS	CATEGORY	COORDINATOR	THEMATIC AREA
To improve cancer management decision making based on cancer registry data	<ul style="list-style-type: none"> - Develop regulation to harmonize data collection, data synchronization and completeness at the institutions providing cancer care - Develop the document to be presented to the National Personal Data Protection agency to advocate for streamlining patient authorization with other forms of informed consent 	Coordination and Collaboration	Maia Kereselidze Head of Medical Statistics Department, The National Centre for Disease Control and Public Health of Georgia	Management of Cancer Care Services

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To increase efficiency and optimization of financial coverage for standardized cancer diagnosis and care	<ul style="list-style-type: none"> - Advocacy for transparent facility-level reporting (Annual report; Joint annual review) - Develop municipal programs (similar to access to drugs program for HER2+ breast cancer patients (for prioritized cancers) - Collaboration with private insurance companies on the development of and define an essential benefits package for add-up to the existing private insurance scheme 	Coordination and Collaboration	Lela Serebryakova Health Economics Expert - Monitoring and Evaluation Officer, Expert in Health Financing The National Centre for Disease Control and Public Health of Georgia	Management of Cancer Care Services
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OBJECTIVE

COMMUNITY ACCESS AND INTEGRATED CARE

STRATEGIC OBJECTIVE	ACTIONS	CATEGORY	COORDINATOR	THEMATIC AREA
11 To establish comprehensive support to cancer patients and their families throughout the different levels of care	<ul style="list-style-type: none"> - Develop “cancer patient’s pathway” with standardized operational procedures to make easier for cancer patients to navigate through the healthcare system - Develop practical information packages for the general population (focus on early signs and symptoms of the disease) and for cancer patients (focused on the management of the disease at primary health care level) - Improve articulation and coordination between NGOs and hospitals to increase the impact of community actions (e.g. campaigns, booklets, support programs: nutrition and psychosocial support and rehabilitation) 	Coordination and Collaboration	Ekaterine Sanikidze Georgian Patients Union, Head of Oncology Support Group	Community Access and Integrated Care
12 To develop governance of the city for sustainable high-quality cancer management and care	<ul style="list-style-type: none"> - Prepare a recommendation on the creation of multidisciplinary coordination Cancer Care Technical Advisory Committee for the National Cancer Control Strategy - Conduct a feasibility analysis (governance and fundraising models) on the possible structure of the organization to guarantee continuity of the multisectoral approach and C/Can sustainability 	Coordination and Collaboration Technical Assistance	Nana Mebonia Head of Division of Chronic Diseases and Injuries at the National Centre for Disease Control and Public Health of Georgia Natia Verd zadze Head of Healthcare Division, Tbilisi City Hall	Sustainability

BACKGROUND INFORMATION AND JUSTIFICATION:

C/Can has developed a City Engagement Process that outlines support for participating cities over a two-year period, during which they identify, plan, and implement solutions to close major gaps in quality cancer care from diagnosis to treatment to palliative and supportive care.

Tbilisi understands that the C/Can model has the potential to continue to perform and deliver benefits for cancer patients if the city develops a model to maintain and continue the efforts started with support from C/Can, both in terms of funding and governance.

Hence, the city will work to study fundraising and executions modalities and designing and evaluating models to ensure governance and sustainability for cancer projects.

