

Genomics strategy and implementation in the NHS in England

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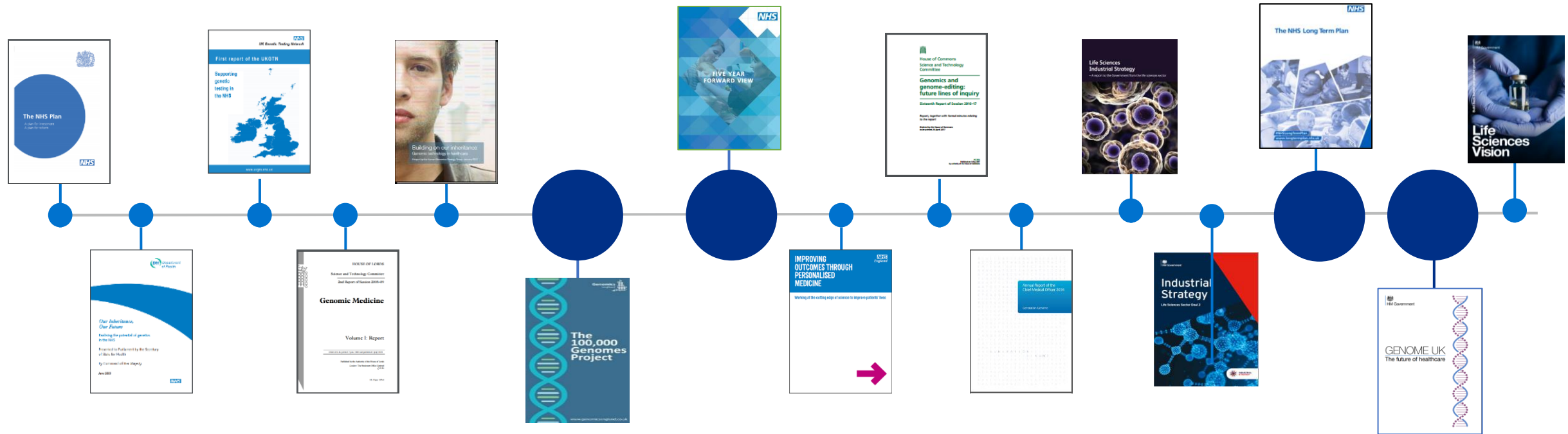
Genome Canada leaders' roundtable on the future of genomics in Canada
5th October 2021



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mode to view and access all features

Developing the strategy

History of political and strategic buy-in over the last 10 years



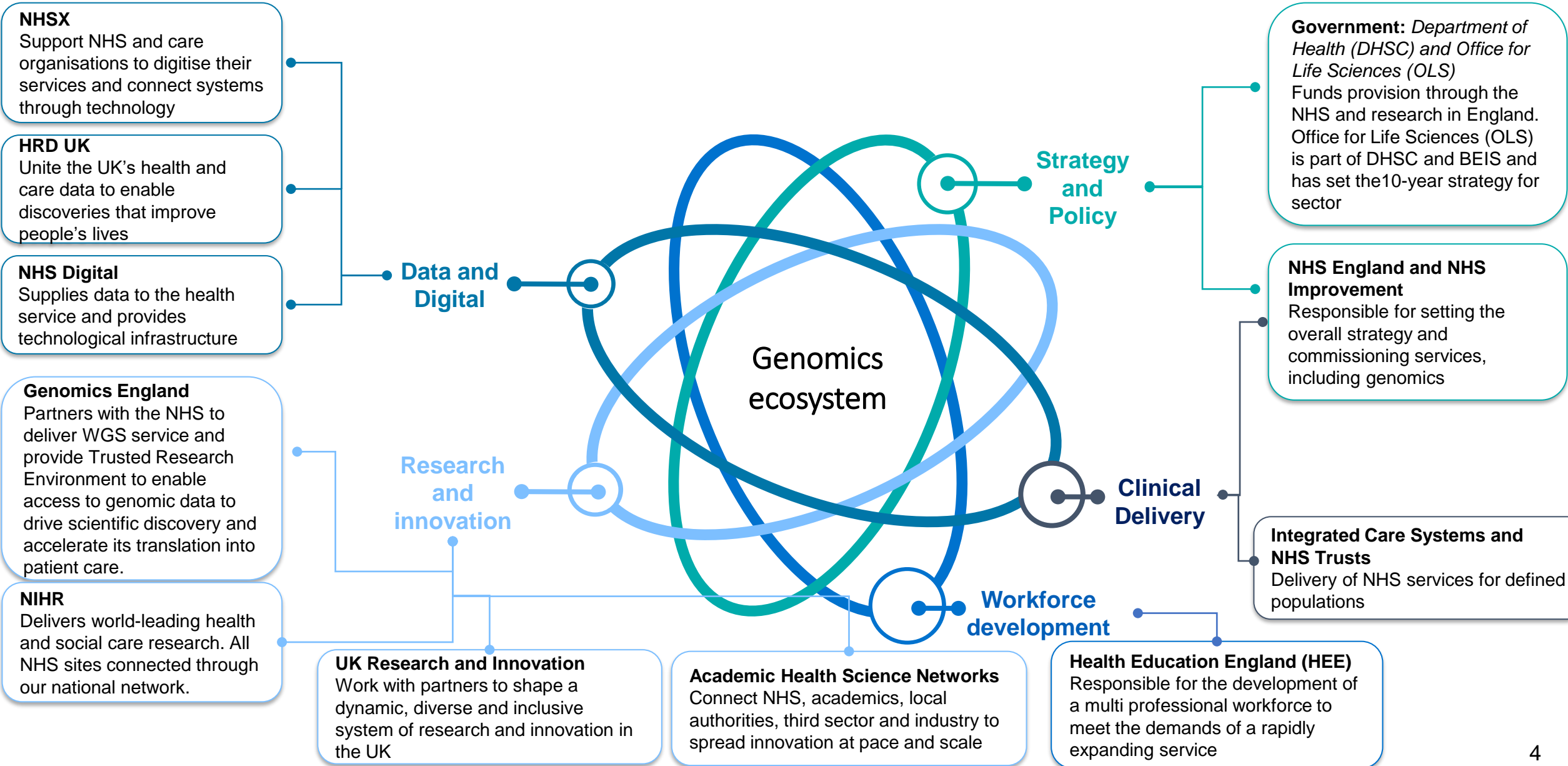
Key commitments

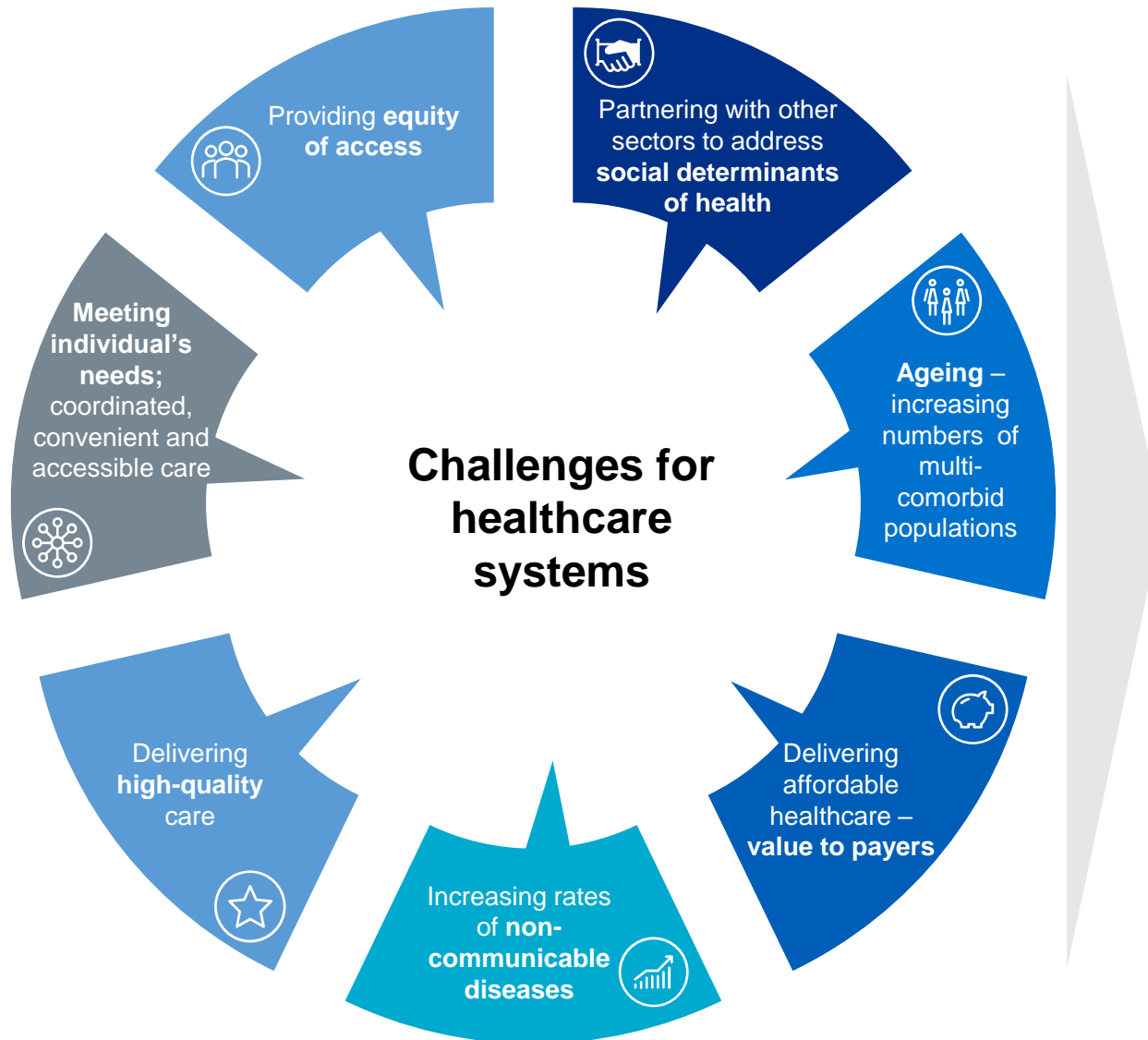
- 1m WGS (Industrial Strategy)
- 500k WGS in UK Biobank
- 100K Genomes Project
- ~1.5 million other genomic tests
- 500k WGS in NHS
- Ongoing NHS GMS investment
- 5 Million Early Detection Cohort

GENOMICC and COVID research

Genomics England investment – newborns, cancer tech, diversity

Delivery enabled by whole genomics ecosystem





The future direction for healthcare systems will require a balanced focus between:

Population Health

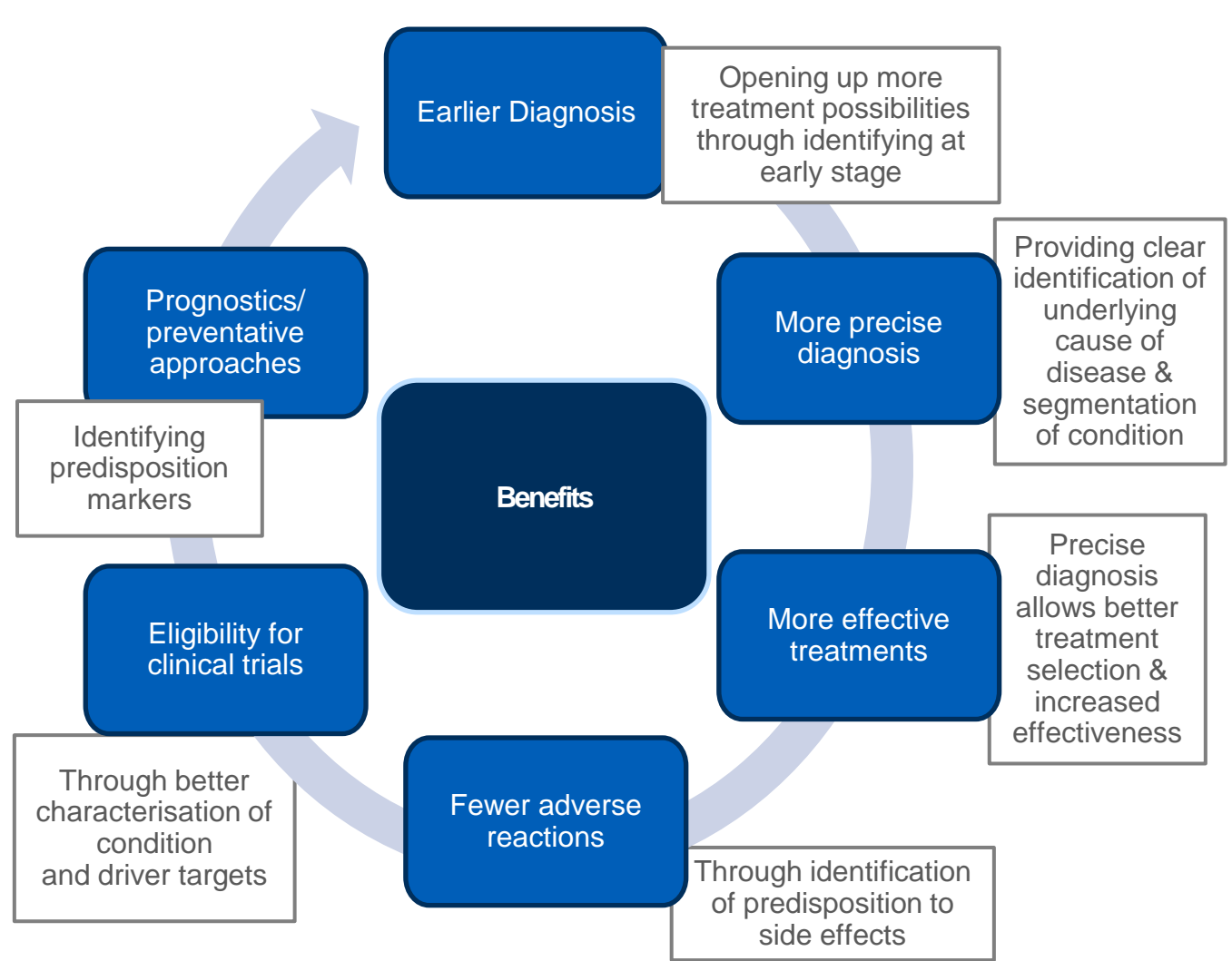
Focus on improvements to population health

- A step change in prediction and prevention of disease
- Earlier diagnosis of disease
- Enhanced screening and prediction
- Influencing lifestyle choices

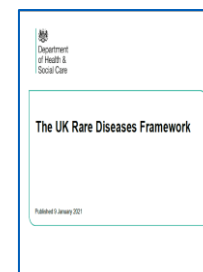
Personalised Care

Increasing personalisation and management approaches

- Tackling the limits of 'one size fits all' medicine & blockbuster drugs
- Medicines optimisation
- Managing adverse drug reactions
- Identification of new targets and treatment approaches
- Improving outcomes



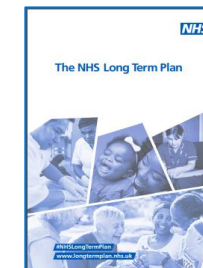
Supports delivery of disease specific strategies:



UK Rare Disease Framework has four key priorities:

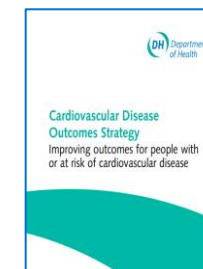
- Helping patients get a **final diagnosis faster**
- **Increasing awareness** among healthcare professionals
- **Better coordination** of care
- Improving access to **specialist care, treatments and drugs**

An action plan will be published to support implementation



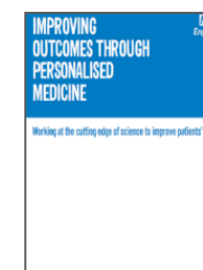
NHS LTP ambitions for cancer:

- by 2028, **55,000 more people each year will survive** their cancer for five years or more; and
- by 2028, **75% of people with cancer will be diagnosed at an early stage** (stage one or two)



DHSC Cardiovascular Outcomes Strategy:

- Focus on **prevention** through risk minimisation and genomics
- Support **early detection**
- **Reduce premature deaths** from cardiovascular disease
- Ensure **equity of access** to services



Improving Outcomes through Personalised Medicine

10-year framework for delivery of personalised medicine across the NHS, including:

- improved **prediction and prevention** based on predisposition
- more **precise (and prompt) diagnosis** based on cause
- **targeted interventions** through the use of companion diagnostics to personalise effective treatments

Published in **September 2020**, Genome UK sets out how the genomics community will work together to harness the latest advances in genetic and genomic science, research, and technology for the benefit of patients

Vision


To create the most advanced genomic healthcare ecosystem in the world, where government, the NHS, research and technology communities work together to embed the latest advances in patient care.

Prioritisation


Focussed on three key areas and supporting cross cutting themes to drive societal benefit

Coordination

Implementation co-ordination group with representation from 4 countries of UK to support coordinated implementation



HM Government



GENOME UK
The future of healthcare



Diagnosis and personalised medicine

Incorporating the latest genomic advances into routine healthcare to improve the diagnosis, stratification and treatment of illness



Prevention

Enabling predictive and preventative care to improve public health and wellness



Research

Supporting fundamental and translational research and ensuring a seamless interface between research and healthcare delivery



Engagement and dialogue with the public, patients and our healthcare workforce, placing the patient and the diverse UK population at the heart of this journey.



Workforce development and engagement with genomics through training, education and new standards of care.



Supporting industrial growth in the UK, facilitating entrepreneurship and innovation for projects and companies of all sizes, through common standards, funding, procurement, and R&D structures.



Maintaining trust through strong ethical frameworks, data security, robust technical infrastructure and appropriate regulation.



Delivering nationally coordinated approaches to data and analytics. This will enable healthcare professionals and approved researchers to easily access and interpret our world-leading genomic datasets.



Diagnosis & personalised medicine

- **Sequence 500,000 genomes** and create the most advanced genomic healthcare system in the world
- Establish a proof-of-concept programme, led by Genomics England in partnership with the NHS, to **explore next-generation approach for the diagnosis and treatment of cancer**, integrating multiple data sources
- **Sequence pathogens** quickly and easily using point of care sequencing technology, helping us control outbreaks and fight antimicrobial resistance



Prevention

- Continue to develop a **public health and screening system** that uses genomics to intensify screening and interventions in those at high risk
- Formulate a clear evidence-based position use of **polygenic risk scores** at scale in the health service
- Explore how genomic testing can continue to be best used in **reproductive medicine to support parents to make informed choices**



Research

- Ensure that clinical genomic testing and genomics research contribute to **powerful national data resources and maximising impact**
- coordinate the UK's existing and future genomics ecosystem, enabling **ground breaking-research at scale** for the benefit of patients
- Achieve **greater diversity within our reference genomes**, and future genome-wide association studies (GWAS) will reflect the UK's diverse populations

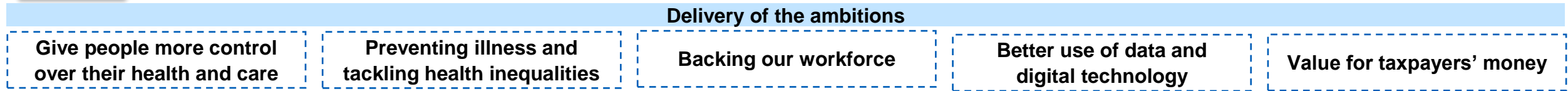
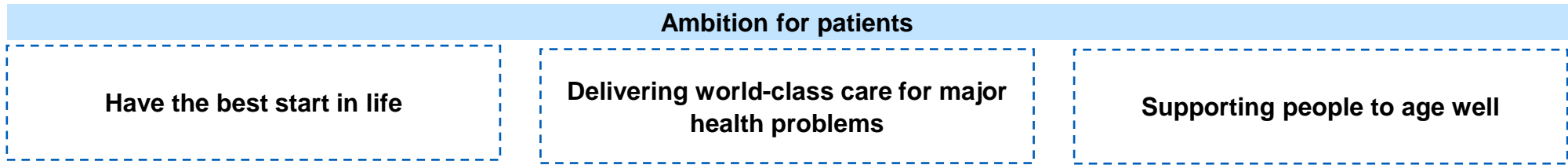
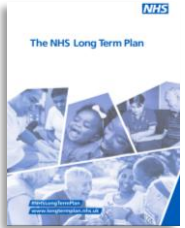
Workforce

- ensure that all new graduating doctors, nurses, midwives, pharmacists, allied health professionals, dental and relevant nonclinical staff have a **level of awareness and knowledge of genomics** that is relevant to their role
- Ensure that the healthcare science workforce continues to have **advanced genomic training and education** within their programmes

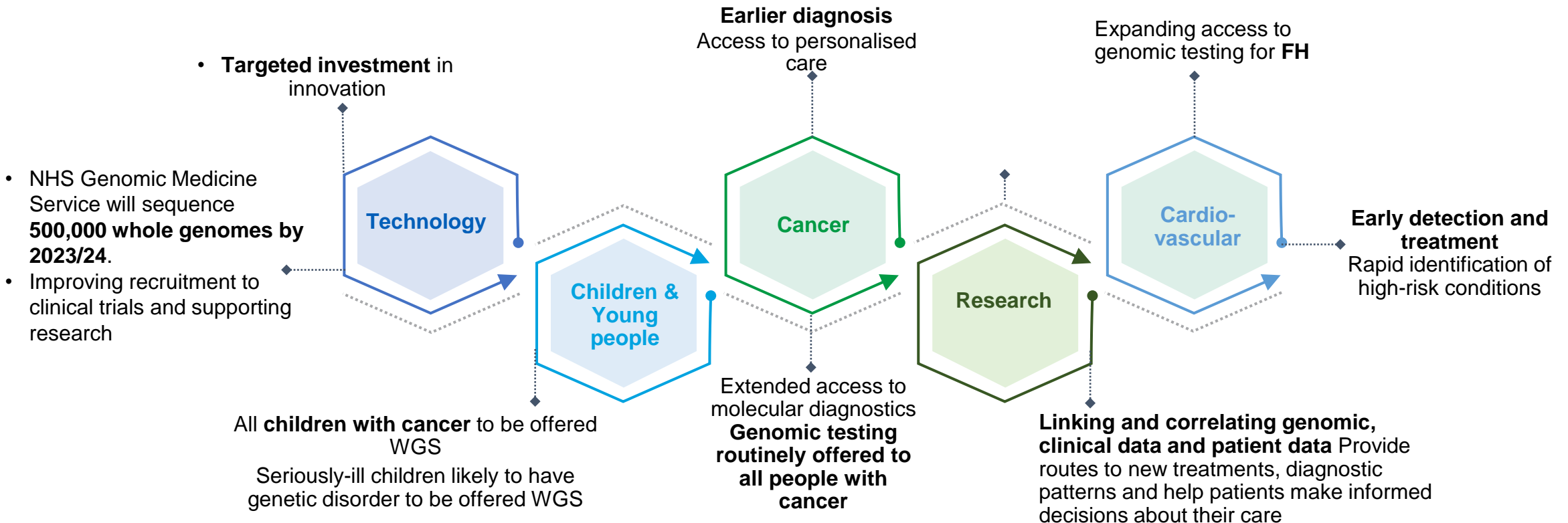
Data

- Establish a **clear set of standards** for genomic and health data
- Develop systems to enable **federated access to data for research** use to enable comparisons across multiple datasets

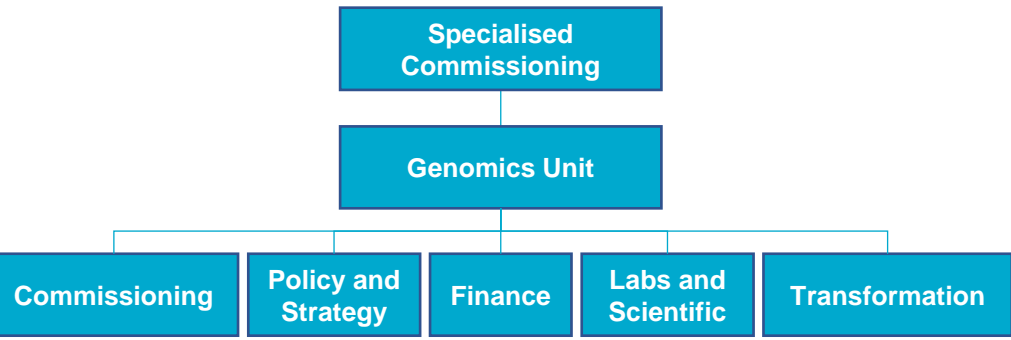
Strategy to implementation in the NHS



Genomics commitments



Strength of the NHS to delivery of genomics strategy



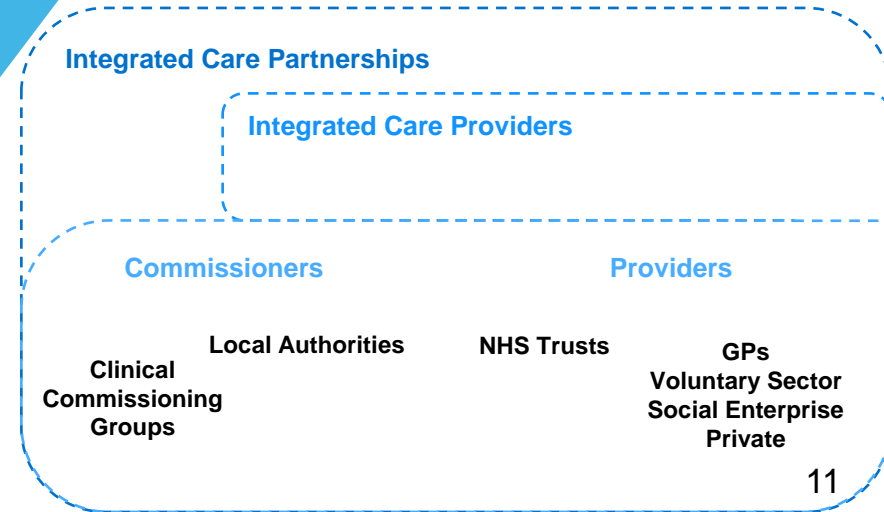
- **National Commissioning NHS E/I Specialised Commissioning** nationally commissions services and secures standardisation
- **Genomics Unit**
 - Commissioning
 - Data led performance management
 - National investment and business planning decisions
 - Policy and strategy

- **Provide direction** through mandating approach, messaging and system to accountability
- Link to **broader system priorities** such as cancer, rare diseases, medicines access and personalised medicine
- Use commissioning to enable **adoption of new technologies**, aligning outcomes with improvements and negotiating ahead of outcome of study
- **Collaborative working** has been strengthened by the pandemic experience

- Can work at a **whole system level**
- **Longitudinal health records**, inclusive of primary and secondary care, can be leveraged to enhance delivery of individual clinical care and improve health outcomes at population level
- Ability to **adopt at scale**, coordinate and consolidate to drive efficiency and value for money

NHS system delivery

- Integrated national system of **universal health care coverage**



Proof of concept



The NHS "urgently" needs to develop the tools and expertise needed to take advantage of a revolution in genetic testing, June 2011

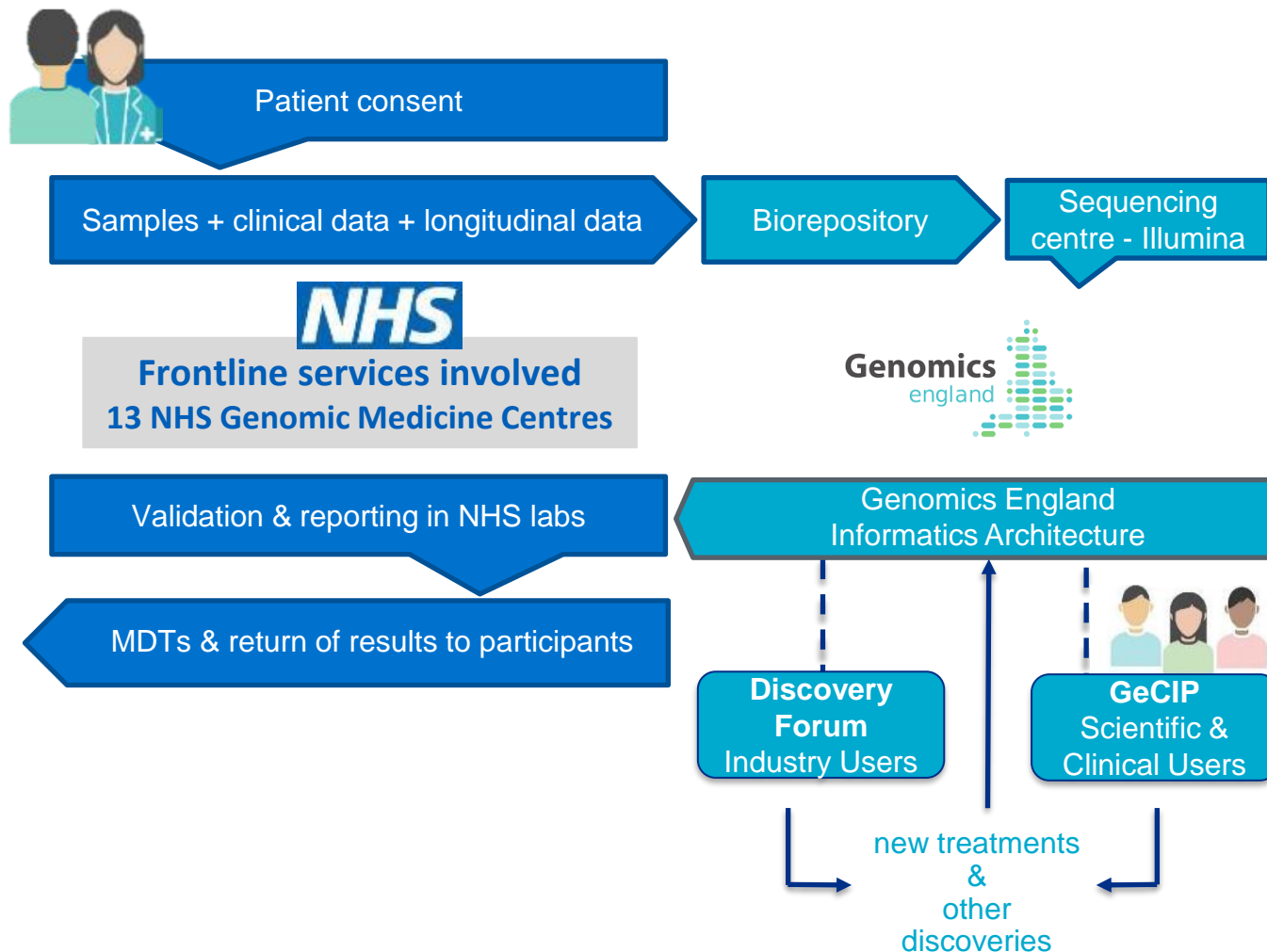
The 100,000 Genomes Project was announced by the Prime Minister, December 2012

An Olympic Legacy



Genomics England was announced by the Secretary of State for Health at NHS 65th Anniversary Celebrations, July 2013

- Co-ordinating genomic knowledge to make the UK a **world leader**
- Sequencing 100,000 genomes to **advance genomic knowledge**
- Turning genomic knowledge into **health interventions**
- Ensuring the NHS **workforce is skilled & able** to deliver for patient benefit
- Using genomic knowledge for **prevention & health protection**



107,513 genomes available in the Research Environment

- **33,333** cancer
- **74,180** rare disease



122,945

Samples collected and received at the UK Biocentre



Key findings

- Rare disease – **1,200 disorders with unmet need**
- Diagnostic yield **overall 20%** in rare disease including:
 - **55% in Cystic Kidney disease**
 - **51% in Osteogenesis Imperfecta**
- Cancer – **24 cancer types** included and total of 18,500 participants
 - **50% of all cancer participants to have a known actionable or potentially actionable gene identified** – tumour specific early phase clinical trials

Activities to complete 100,000 Genomes Project

- Ensure all participants receive **additional findings** both secondary looked for findings and pharmacogenomic profiles
- Review the evidence on reanalysis
- Ensure continued feedback of learning and further determine variants of unknown significance
- Ensure participants can continue to be involved in future developments





NHS Genomic Medicine Service

Issue	Action
	Variation in access
<p>National commissioning and finance mechanisms to ensure standardisation and service stability:</p> <ul style="list-style-type: none"> • Secured funding for infrastructure • National standards and specifications for delivery of services • Regular assurance monitoring 	
	Dispersed infrastructure
<p>Comprehensive clinical and organisational infrastructure to deliver consistent, high quality genomic medicine. Key components of infrastructure include:</p> <ul style="list-style-type: none"> • Consolidated laboratory infrastructure • Standardised clinical pathways • Embedded workforce, education and training 	
	Lack of performance data
<p>Performance monitoring to ensure service is being delivered in line with expected standards</p> <ul style="list-style-type: none"> • Benchmarking to understand trends between GLHs • Monitor access to testing and improve equitability • Inform future commissioning arrangements and understand where additional actions or support may be required 	
	Clinical leadership concentrated in clinical genetics
<p>A dedicated multidisciplinary clinical leadership across the system</p> <ul style="list-style-type: none"> • Drives and delivers leadership and partnership at all levels including a bottom-up approach to learning and embedding • Collaborative governance, system leadership and strategic partnership 	
	Embedding of innovation and new technologies
<ul style="list-style-type: none"> • Significant NHS investment in 100,000 Genomes Project as proof of concept for whole genome sequencing as part of routine clinical service – set up of 13 NHS Genomic Medicine Centres, extensive clinical leadership and pathway transformation • Infrastructure to support rapid adoption of new technologies for example long read sequencing technology and liquid biopsy 	
	Lack of IT connectivity
<p>Developed understanding of fundamental need for data sharing – while ensuring confidence in confidentiality and data security</p> <ul style="list-style-type: none"> • Created NHS informatics and data infrastructure for genomics • Brought multiple systems together to collate and curate clinical data for an individual • Developed a rich clinical dataset with standard nomenclature and data models (HPO, SNOMED CT) • Established national database of consented and deidentified genomic (WGS) and clinical data 	

Overarching aim:

To enable the NHS to harness the power of genomic technology and scientific advances to improve population health and patient outcomes

Key principles:

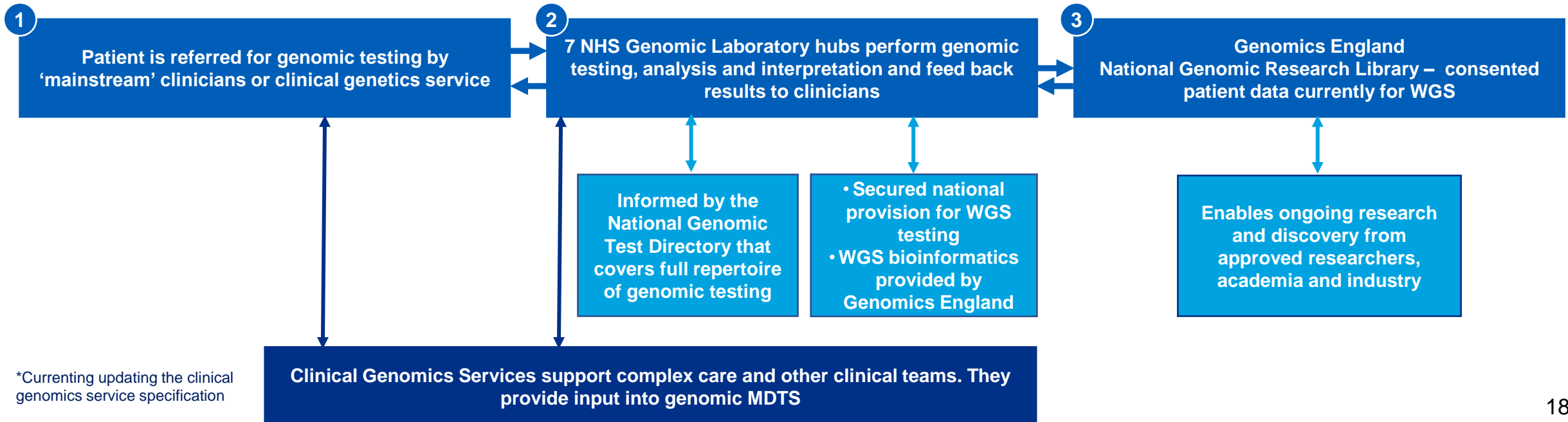
- Be **clinically and scientifically led**
- Have **patients and public involved** at all levels
- Ensure **equity of access** for all patients
- Have a **standardised** model of delivery and commissioning across the country
- **Be responsive** to innovation and new technologies
- Inform and drive change using **data led insights**

The NHS Genomics Medicine Service Pathway

NHS England and NHS Improvement: Commissions and funds services and is responsible for national oversight, assurance and direction

7 NHS Genomic Medicine Service Alliances: Responsible for multidisciplinary clinical leadership to embed genomic medicine across end-to-end pathways

Collaboration with Health Education England to support workforce development, training and education



*Currenting updating the clinical genomics service specification

Delivering the full breadth of genomic testing with horizon scanning

The testing strategy

NHS GMS and National Genomic Test Directory has a deliberate focus on the **whole continuum of genomic testing**. To keep pace with **scientific and technical developments** the Test directory is updated annually through the Test Evaluation Working Groups and review of evidence submitted through consultation.

Continuum of Genomic Testing

Disease focussed

Informing treatment decisions

Population based

Predictive

Horizon scanning

Targeted Testing

For known causes of genetic disease
eg Huntington's Disease

Panels (10s-100s of genes)

Small and Extensive Next Generation Sequencing

Exome Sequencing

Standardising rapid NICU/PICU testing
- Fetal Exome testing
- Interim testing while WGS established

Whole Genome Sequencing

Looking across the genome for diagnostic, therapeutic and predictive information

Examples in Cancer

Aim to test **30,000 patients/year**. Biomarker testing including for **BRCA and Lynch Syndrome**

Standardising cancer panels for pan-solid tumours – high throughput cutting edge technology
Referrals from all providers
Establish transport pathways

Phase 1: 3 cancers, including all **paediatric**
Phase 2: pilot **triple negative breast** and **high grade serous ovarian cancer**

Examples in Rare Disease

Cascade testing for **Familial Hypercholesterolaemia**.

NGS gene panel standardised across England for 323 panel tests

Phase 1 – **21 rare disease conditions**
Phase 2 – additional **25 rare disease conditions**

Core testing – delivered by all 7 GLHs

Specialist testing – delivered by between 2-5 GLHs with specialist knowledge for interpretation

National provision – one provider for the whole country

National Genomic Test Directory outlines the testing strategy for the NHS and has a deliberate focus on the **whole continuum of genomic testing**.



Strategy

Covers **over 3,000 rare disease** and **majority of solid and haem-onc cancers**

Strategy to move away from single gene testing to **more comprehensive DNA and RNA panel testing** through to whole exome and whole genome sequencing to drive efficiency and productivity

Developed **through review of scientific and clinical evidence**

Supported by **clinical leadership and patient and public involvement**



Evidence

Evidence from the 100,000 Genomes Project and other national and international studies supported the implementation of WGS in routine clinical care.

WGS clinical indications chosen based on:

- **clinical assessment** – based on current and emerging evidence relating to analytic and clinical validity, and optimal testing technology
- **operational assessment** – technical requirements, laboratory infrastructure, equity of access, pathway implications, cost and affordability elements and commissioning requirements



Investment and oversight

Commissioned and funded nationally to provide clarity and ensure equity of access – required investment decision

Mandated for use in all NHS GLHs to ensure standardisation

Collect data to enable benchmarking between GLHs

Test Directory is updated annually to keep pace with **scientific and technical developments** from evidence submitted by NHS, academia, industry, patient groups



POLYCYSTIC KIDNEY DISEASE

Problem

- ‘1 in 500 people affected with PKD – autosomal dominant
- Renal failure tends to occur in middle age
- Tolvaptan can slow progression of renal failure if you detect people early enough

Solution:

- **PKD1 and PKD2 are the main genes**
- **PKD2 tends to be milder**
- **PKD1 is technically really tricky to sequence so most families don't have a genetic diagnosis**
- **Lots of PKD diagnoses were made through 100,000 Genomes Project**

Impact:

Having a genetic diagnosis helps with:

- Predicting progression and medicine
- Working out who in next generation needs monitoring (without the genetics can't be sure until 30 that someone isn't affected)
- Reproductive options such as PGD

WGS testing now increasingly being arranged by renal physicians with support from clinical genetics

Governance, leadership and partnership – a multi-layered approach

NHS E/I Genomics Unit provide national direction:

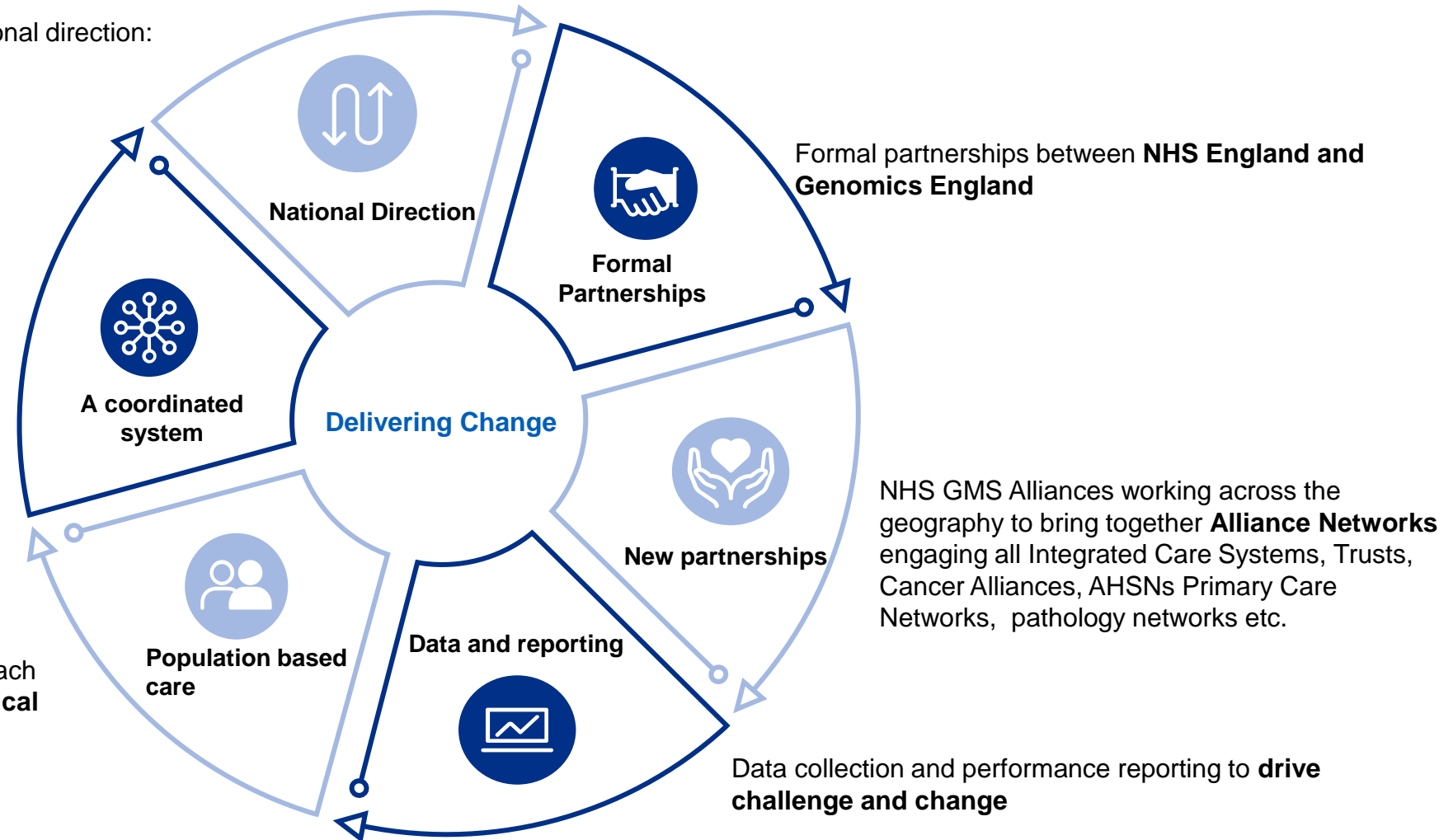
- Service specifications
- Protocols Quality monitoring

Shared governance and risk

- Dives and delivers leadership and partnerships **at all levels**
- Works **across boundaries** – national, local, clinical, organisational, participants and local innovation bodies.

NHS Genomic Laboratory Hubs and NHS GMS Alliances

- Provide **population-based care** across organisational boundaries
- Drive local service and professional networks, each with **Medical, Scientific, Operational and Clinical leadership**



7 NHS Genomic Medicine Service Alliances across the country, aligned to the geographies of the NHS GLHs, providing:



NHS System Level

Working with all partners across a geography; includes the ICS, Cancer alliances, regional NHSE/I teams and local clinical leadership and partnership with key partner boards. Governance links with the Genomic Laboratory Hubs.



Clinical Leadership

Genomic medicine focused 'Supra regional' clinical directorates

- Engage with clinical leaders, advocates, and champions across a geography
- Creation of clinical genomic senates and other advisory structures



Transformation

Service models and projects to drive embedding of genomics:

- Local and National approach
- 7 key national transformation projects and multiple projects running in the regions



Workforce Development

Working with Health Education England at national and regional levels for appointment of education and training leads by linking needs with priorities.



Cohesive approach



Forward looking



Right people, right place

Example: North Thames NHS GMS Alliance structure

North Thames **population approx. 5 million**
 Lead national transformation project on **pathology** and **Lynch Syndrome**

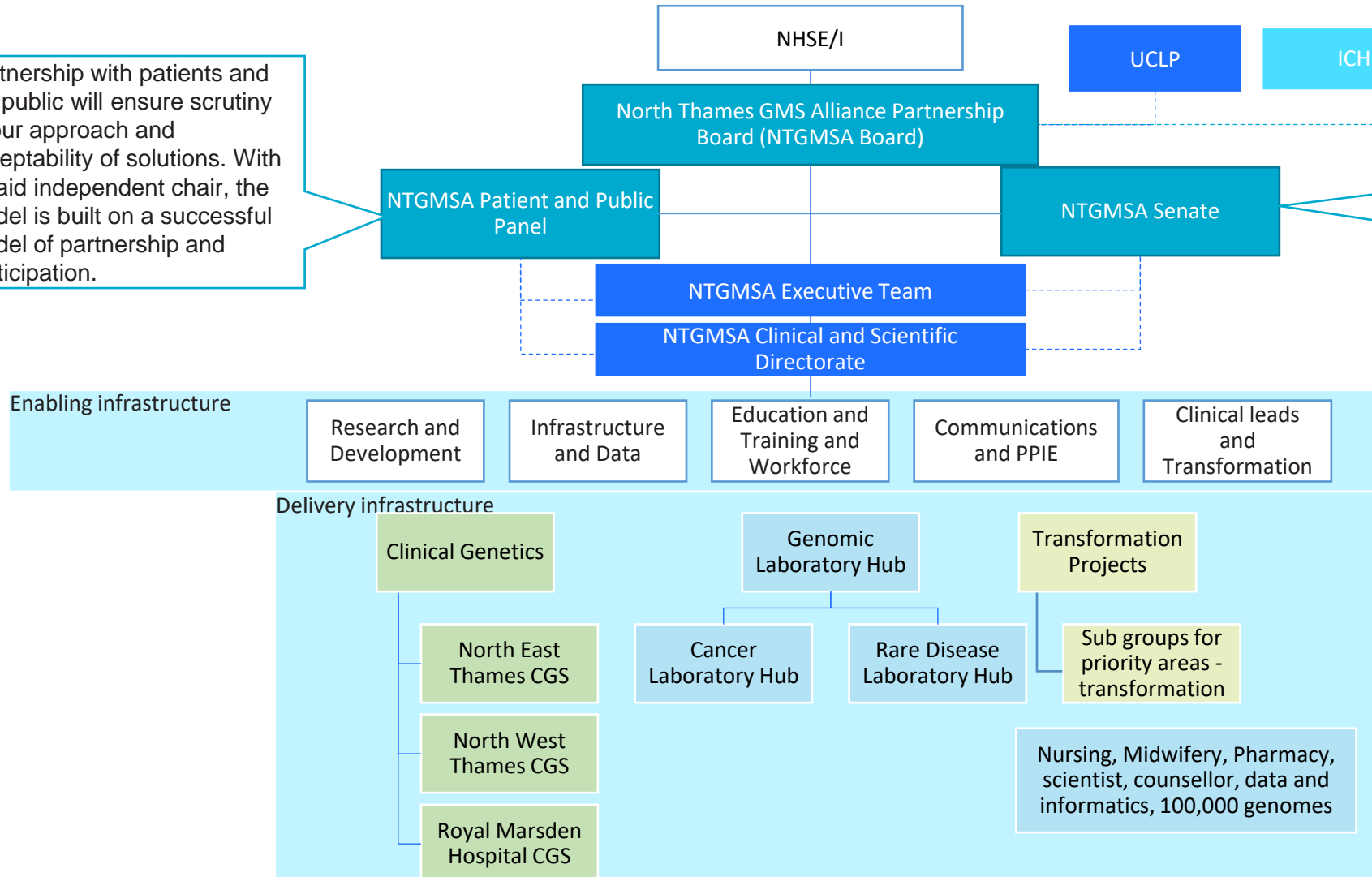
Partnership with patients and the public will ensure scrutiny of our approach and acceptability of solutions. With a paid independent chair, the model is built on a successful model of partnership and participation.

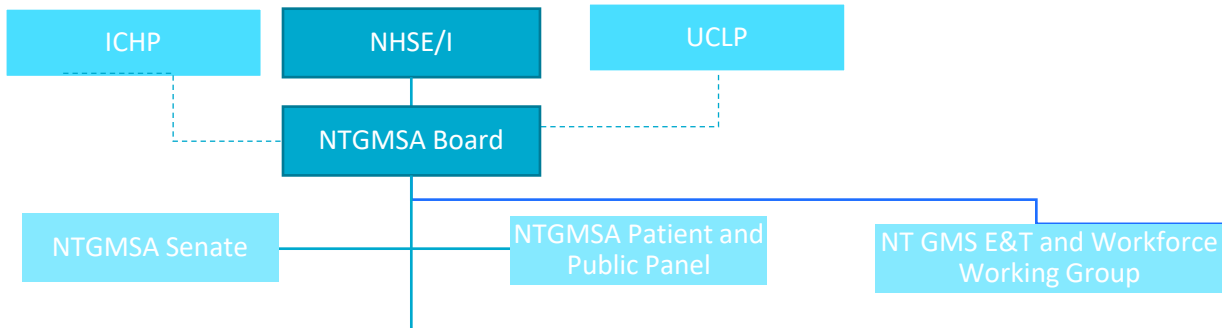
Additional scrutiny and collaboration opportunities from UCLP hosting arrangements and ICHP support

The senate provides a critical opportunity to involve the full health delivery network alongside the genomics partners. ICSs and primary care are particularly important for transformation ambitions

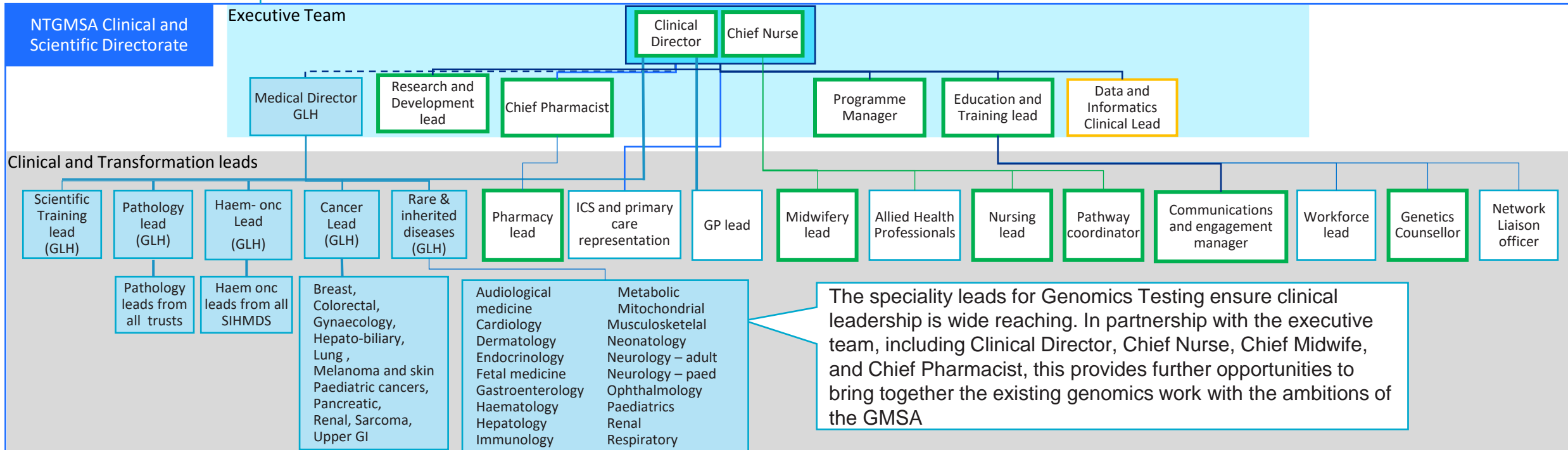
The GMSA provides an opportunity to widen the reach of existing enabling infrastructure (e.g., Education and Training) and consolidate across the partnership geography

Established genomics provision provides the foundations of the Alliance. Over time this will be further harmonised across North Thames and West London





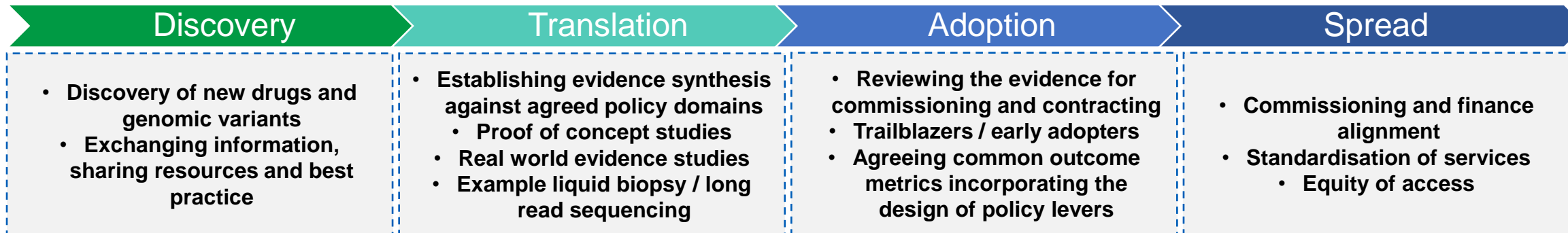
- A regional Clinical and Scientific Directorate will enable clinical and scientific partners to work with the executive team to ensure delivery of the business plan (including transformation plans).
- Membership of the Directorate will be adjusted as appropriate once the business plans and transformation projects have been agreed. For example, there will be additional non-recurrent resources that will be put in place for delivery of the transformation plans that may be asked to join the directorate.
- In addition, given the number of specialty leads, attendance may be requested of specific individuals rather than the full cohort. Given they all feed into the Clinical Director, there will be access to clinical leadership for all specialties.



The speciality leads for Genomics Testing ensure clinical leadership is wide reaching. In partnership with the executive team, including Clinical Director, Chief Nurse, Chief Midwife, and Chief Pharmacist, this provides further opportunities to bring together the existing genomics work with the ambitions of the GMSA

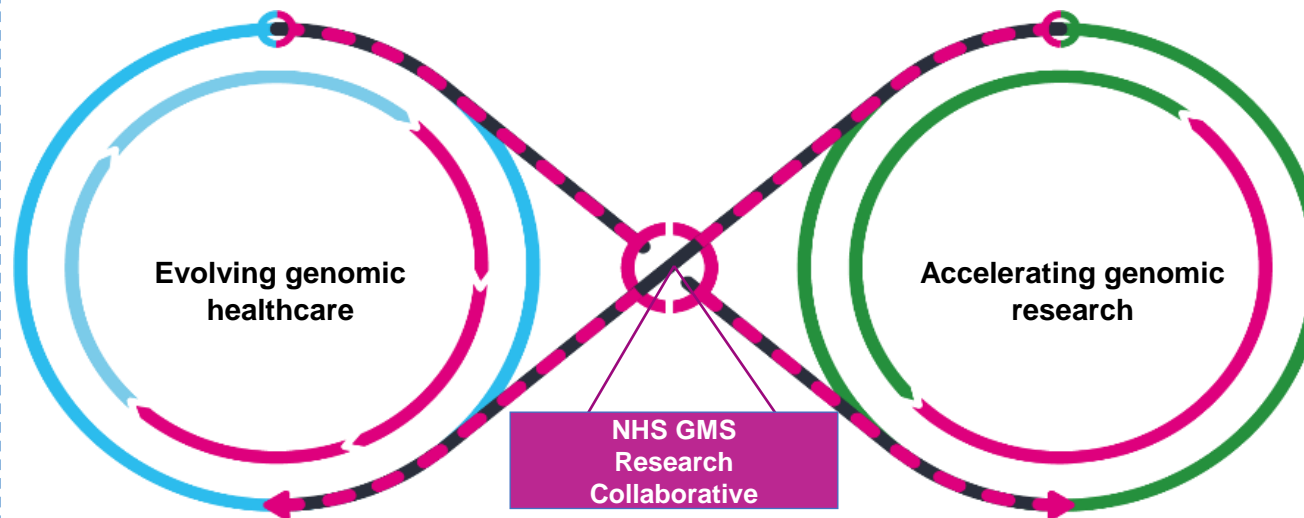
Research driving clinical improvements

The single biggest driver of genomic medicine success is the ability to build and create partnerships – within and across organisations and across the globe



Evolving genomic healthcare:

- Collaborating with researchers to test and confirm variants
- 141 diagnoses** returned to NHS laboratories since January 2020
- Further **135 variants** undergoing triage to establish suitability for return to the NHS
- Proband diagnosed with **osteogenesis imperfecta (OI)**
- Researchers identified **compound heterozygous variants** in a known OI gene
- One variant was a 1.7Mb deletion, and the other was an intronic variant predicted to affect splicing
- Result had **immediate relevance for the next generation in the family**

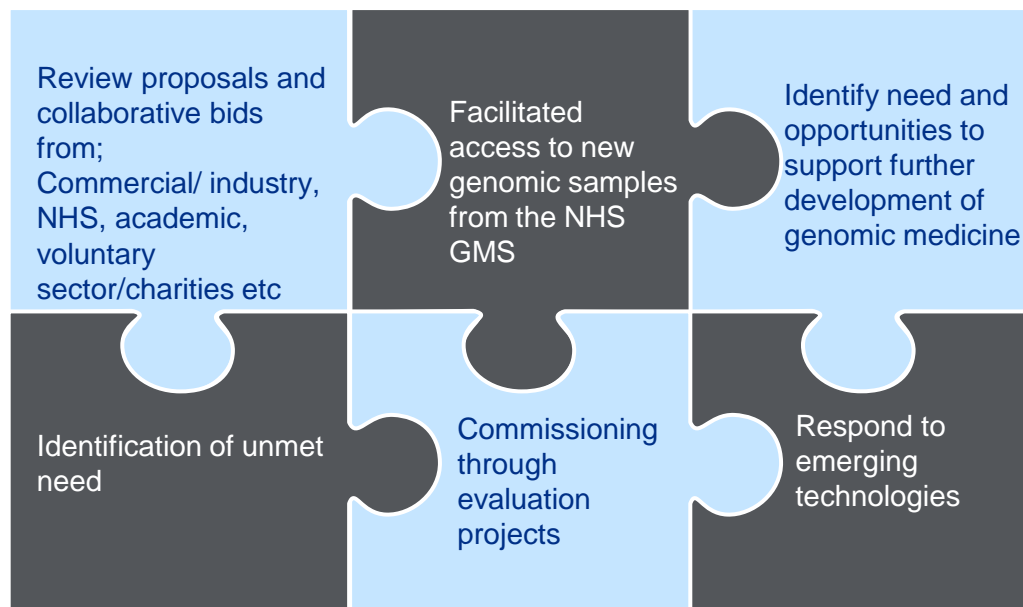


Over 94% of NHS GMS WGS patients consented to data being used for research

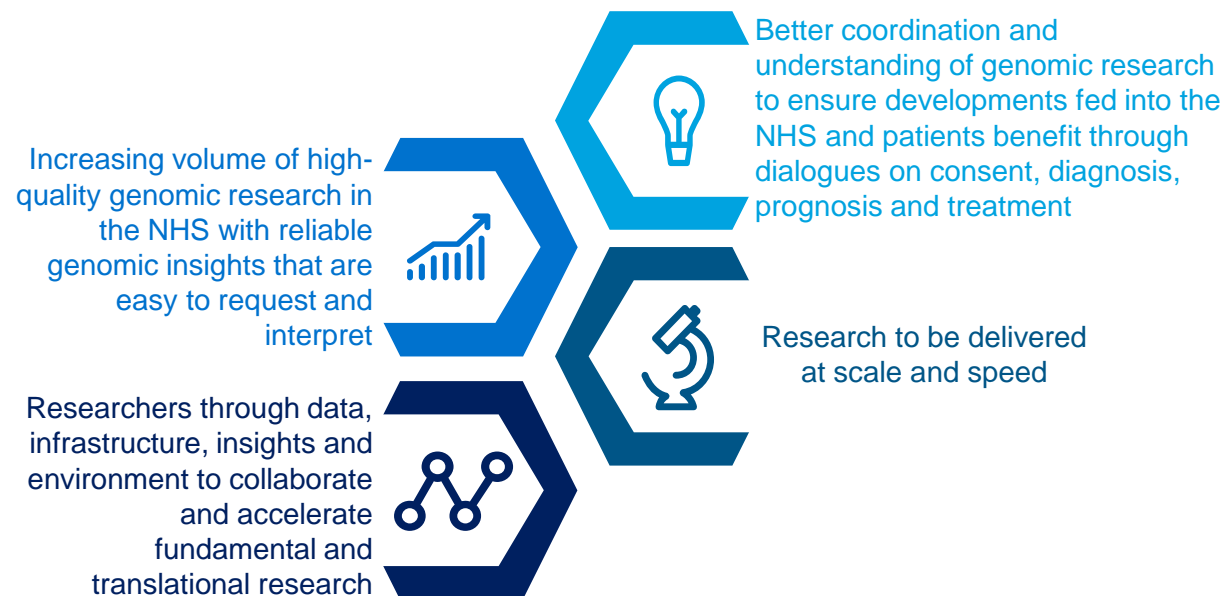
Accelerating genomic research:

- 95,600** participants recruited as part of 100,000 Genomes Project
- 117,000** genomics in reading library
- 53** petabytes of genomic and medical data
- 32** bioinformatic pipeline workflows
- 21,000** cancer genomic signatures
- 84** academic institutes
- 3,680** registered academic researchers
- 8/10** top pharmaceutical companies
- 160+** publications using GEL assets
- 550** registered GeCIP projects

Goals

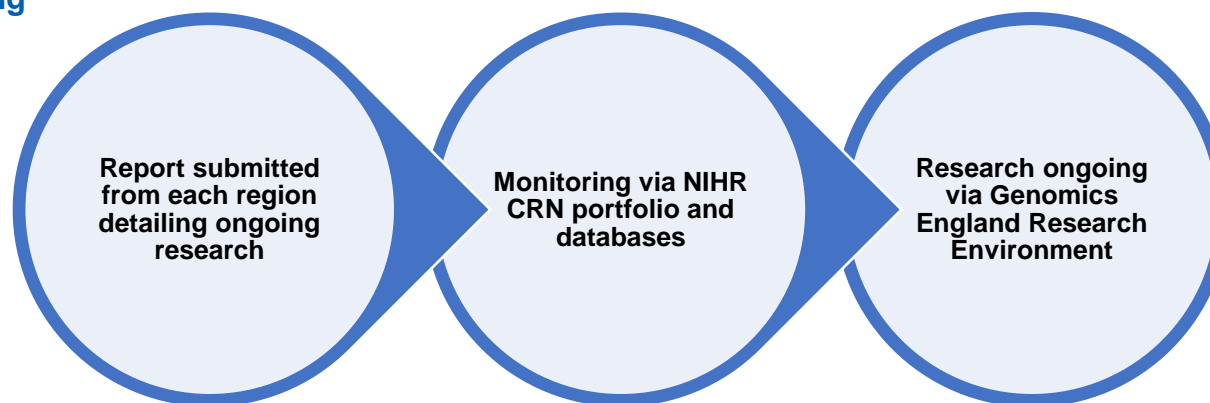


Benefits

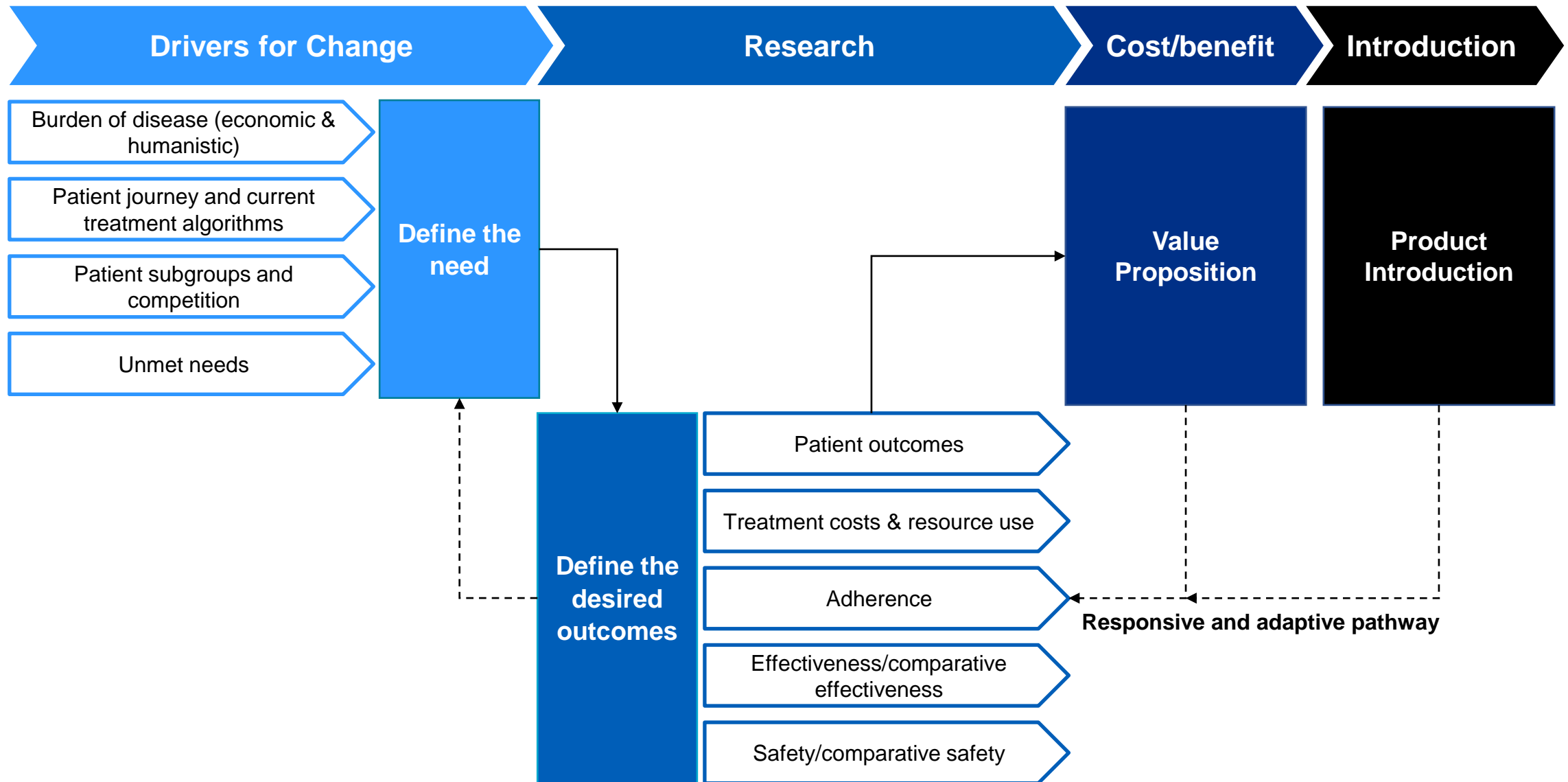


Capacity and capability monitoring

- Understanding genomic research across England to support more strategic approach to use of resources
- Understand capacity of NHS GMS infrastructure to support research projects



323 genomics studies on NIHR CRN portfolio
 Engaged in **34** NIHR Programmes
664 NIHR Central Commissioning Facility studies involving genomics
 Including clinical trials, genotype/phenotype studies, pharmacogenomics and COVID studies



7 NHS Genomic Laboratory Hubs all with high throughput cutting edge technology



Whole genome sequencing service for **21** rare disease clinical indications and **3** cancers with an average diagnostic yield of 33% - up to 50% in some conditions



7 NHS Genomic Medicine Service Alliances led by Clinical Directors



203 cancer clinical indications covering majority of solid and haem-onc cancers

357 rare disease clinical indications covering over 3,000 rare diseases



250 referrals to rapid Fetal Exome Sequencing Service with diagnosis identified in around **40%** of cases



7 national genomic transformation projects

26 local genomic transformation projects



500 gene cancer next generation sequencing panel

Over **323** specialist rare disease panels

1,200 referrals to date for national rapid whole exome sequencing for NICU / PICU with diagnostic yield of around **40%**



Over **200** funded posts in GMS Alliances to support multiprofessional clinical leadership



17 clinical genetics services



600,000 genomic tests performed in England every year



3 NHS GLHs are delivering a Non-Invasive Pre-Natal Testing (NIPT) service as part of an evaluative roll out

Over **920** genomic research projects being supported across the NHS



Over **2,000** NHS staff dedicated to the delivery of the NHS GMS

Genomics is a global initiative with opportunities for international collaborations

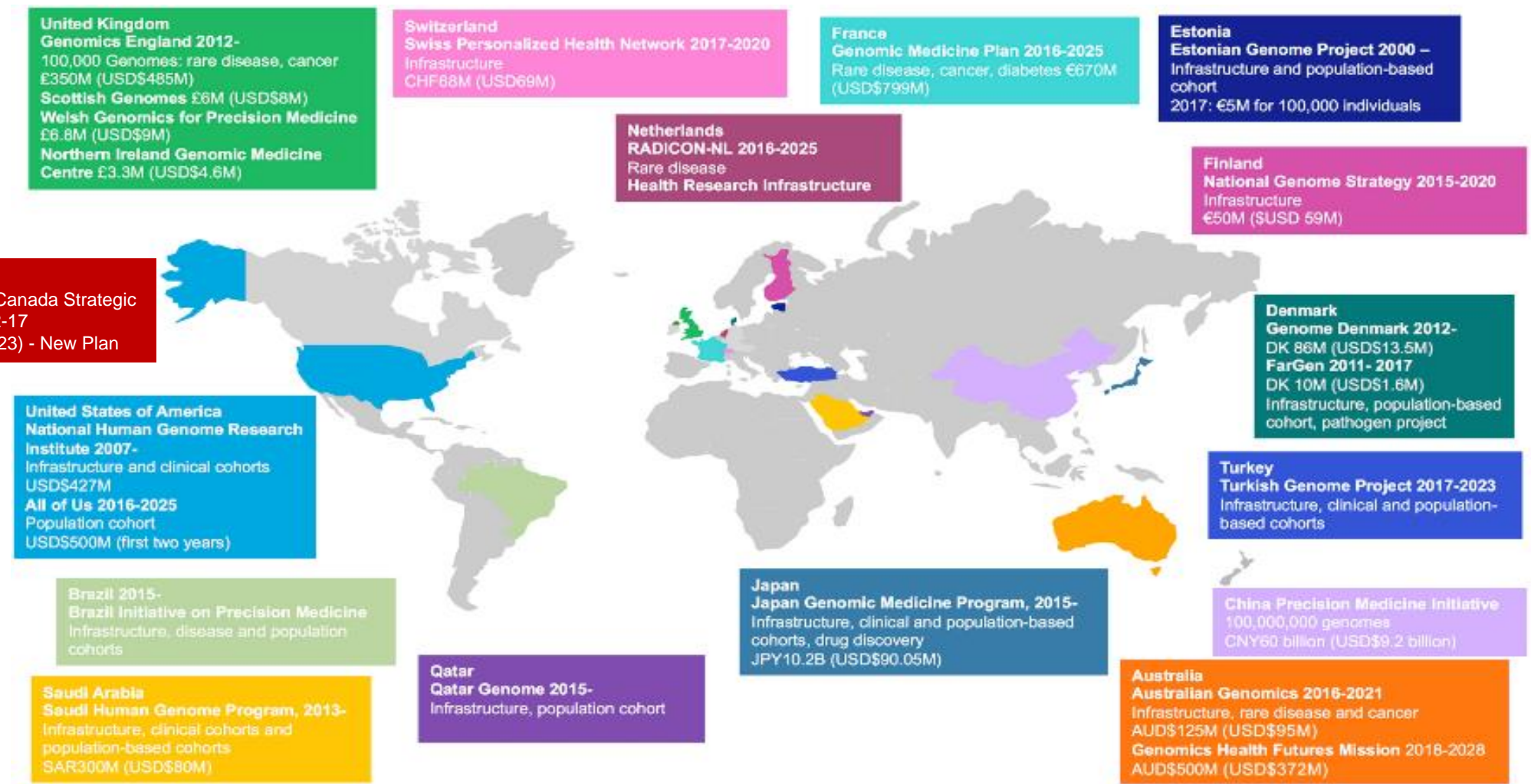


A policy-framing and technical standards-setting organisation, seeking to enable responsible genomic data sharing within a human rights framework

Canada
Genome Canada Strategic Plan 2012-17
(2018- 2023) - New Plan

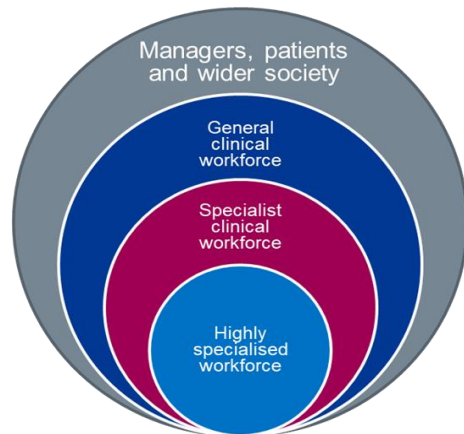


An independent not-for-profit charitable organization identifying opportunities to foster global collaboration to demonstrate value and the effective use of genomics in medicine



Source: STARK, Z., et al. (2019). [Integrating genomics into healthcare: a global responsibility](#). *American Journal of Human Genetics*. Published online 03 01; DOI: 10.1016/j.ajhg.2018.11.014

Changing end-to-end pathways (engaging clinicians across care spectrum)



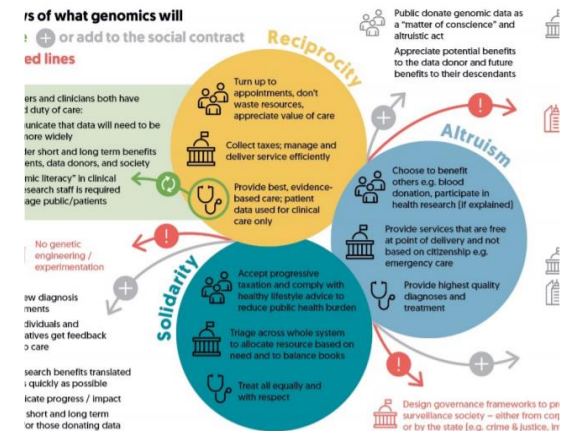
- Expanding existing roles & responsibilities & addressing capacity gaps
- Resources to upskill clinicians & develop genomic literacy
- Formal education & training programmes
- Evolving role of clinical genetics
- Involving all NHS providers
- Embedding genomics and driving change across end-to-end pathways

Working within an ethical framework



- Working at speed of public acceptance
- Choice & consent
- Central role for public
- Ethics of diagnostics can be dynamic – cf HIV testing
- Big questions about when appropriate to carry out WGS within the life course

Retaining & Building public trust

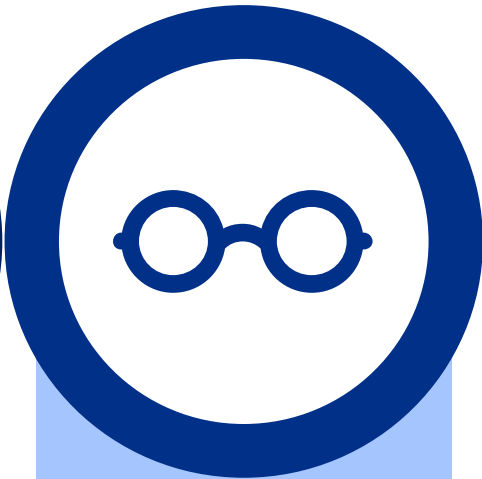


- Creating a societal “contract” for people to share and contribute their genomic data based on reciprocity, altruism & solidarity
- Ensure appropriate governance frameworks



Government and senior healthcare leader interest

Demonstrate benefit of genomics to population and also to broader agendas such as life sciences or the economy.



Proof of concept studies

Alignment with strategy and interface between clinical and research.
Support end to end innovation including plans for adoption and scale up.
Building the evidence base for ongoing transformation.



Investment in infrastructure

Co-design with leadership to enable delivery of a high quality, equitable services that offers value for money, efficiency and productivity.
Infrastructure supported by national oversight.



Receiver pull

Build the evidence base to demonstrate benefit of genomics to the system and society.
Engagement with system leaders and alignment with professional networks.



User pull

Co-creation with users through public dialogue.
Demonstrate benefit to the users and opportunities for research and discovery.



Lee Morris

A revolutionary new surgery for a rare inherited retinal disease

Lee Morris underwent Ocular Gene Therapy at Manchester University NHS Foundation Trust in one of the first gene therapy treatments undertaken by the NHS.

Lee had vision problems from birth and at 8 years old was diagnosed with RPE65 retinal dystrophy, a rare inherited retinal condition caused by defects in one of a number of different genes.

Other patients have been given the treatment since at other NHS hospitals and the patients are reporting that their vision is improving well.

MailOnline

'Doctors saved my sight by injecting a gene into my eye': Experts say this cutting-edge technique could one day also help many with age-related vision loss

Thank you for listening!

Keep in touch:

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