



**The Christie**  
NHS Foundation Trust



Annual Review  
2016/17

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## A few words about us

Over 100 years of history has seen us pioneer various treatments including being the first hospital in the world to use the breast cancer drug Tamoxifen, the world's first use of cultured bone marrow in the treatment of leukaemia and the world's first single harvest blood stem-cell transplant.

We have been ranked as the most technologically advanced cancer centre in the world outside North America and have been named, by the National Institute for Health Research, as one of the best hospitals providing opportunities for patients to take part in clinical research studies.

Our ongoing contribution to partnerships such as the Manchester Academic Health Science Centre, the Manchester Cancer Research Centre, Macmillan Cancer Improvement Partnership and Greater Manchester Cancer, as well as collaborations with hospitals across Manchester and Cheshire, all strengthen our goal of delivering the highest quality care and treatment with real patient benefits, and ensure we continue to offer our patients personalised care with better cure rates and fewer side effects.



The largest single site cancer centre in Europe with **100+** years history



World's first use of cultured bone marrow for treating leukaemia



One of the top training environments for junior doctors



We treat more than **44,000** patients a year



We carried out the world's first use of image guided radiotherapy



World's first single harvest blood stem cell transplant



We conducted the world's first clinical trial of the breast cancer drugs Stilboestrol and Tamoxifen



The UK's largest chemotherapy centre



## Introduction

**We were delighted to receive an 'Outstanding' rating from the health watchdog the Care Quality Commission (CQC) which not only rated us as the best specialist hospital in the country, but one of the best three overall. It made special mention of our friendly and open culture and our commitment to excellence that filters through every area of the Trust.**

This accolade is a testament to the dedicated and expert staff that we are privileged to have working in every department, who work tirelessly to give the very best care and treatment to our patients.

As well as commenting on the exceptional quality of care we offer, the CQC also highlighted the key role we play in national clinical research projects, our investment in technology, the specialist education we offer for students and medical professionals, and our end of life care.

All of this leads back to our commitment to putting patients at the heart of everything we do, our continued and consistent striving for excellence that is core to the values and ideals of the Trust, and our determination to ensure we always provide the highest quality care and treatment with very real patient benefits.

# We are safe



## Safe

**The Trust was deemed to be able to protect patients from abuse and avoidable harm and its safety level was praised by the Care Quality Commission.**

There are systems in place for reporting and acting upon incidents. Staff are supported and understand policies and procedures and are aware of how to identify abuse and report safeguarding concerns. The wards and clinical areas have sufficient numbers of medical staff with an appropriate skills mix to ensure that patients were safe and received the right level of care.

Staff across all disciplines are aware of their responsibilities regarding duty of candour legislation and they have access to specialist advice and guidance from a dedicated team so that safeguarding issues were escalated and managed appropriately and promptly.



Four wards achieved Christie quality scheme gold status



99.04% cleanliness score in PLACE 2016 awards



Highest food hygiene rating by city council inspectors (level 5)



Dedicated safeguarding team to advise staff 24 hours a day

## Case Study

**“After I was diagnosed with rectal cancer I spent months going through tests, chemotherapy, radiotherapy and finally major surgery. During this challenging time I met many clinicians and other staff at The Christie, and at every step of the way I felt I was in safe hands. I can’t praise their professionalism and expertise highly enough. Patient safety is clearly one of their chief priorities.”**

Saeed now enjoys a busy and active life including a passion for motorbiking.



# Saeed Shakibai

Christie patient

# We are effective

## Effective

**The Care Quality Commission regards the care, treatment and support services provided by The Christie as effective at achieving good outcomes, helping to maintain quality of life and are based on the best available evidence.**

Staff use technology and equipment to enhance the delivery of effective care and treatment. Surgical teams use robots for surgical procedures which are shown to be more precise, less invasive, result in smaller wounds, decreased blood loss and pain and lead to a quicker healing and recovery time.

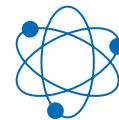
The supportive care team was praised for its innovative approach to its structure, which was recognised by NHS England and is now being rolled out across cancer centres throughout the country.

£270 mil

£270 million annual turnover



330 patients treated each year with brachytherapy for gynaecological cancers



13 service linear accelerators providing radiotherapy



Most technologically advanced cancer centre in the world outside North America

## Case Study

**“The Christie was my last hope. I’d been told I could be dead in under a year if I didn’t have the operation. As an ex-smoker my breathing was high risk but because they are specialist surgeons at The Christie, they were able to perform the operation without any problems. My life expectancy was so short that my choices were limited. I took the biggest chance of my life and I’m so glad I did. I can’t thank the surgeons at The Christie enough – to be cancer free is incredible.”**

Brian is now enjoying his retirement at home in Lytham St Annes.



# Brian Young

Christie patient



# We are caring

## Caring

**Staff at The Christie involve patients and treat them with compassion, kindness, dignity and respect, according to the Care Quality Commission. The inspectors recorded numerous positive examples across all services of staff displaying a caring and compassionate approach to patients, with examples of outstanding practice and staff going above and beyond what was expected of them.**

Staff were praised for providing holistic care for patients including their social, mental, emotional and physical needs and feedback from patients and people close to them was overwhelmingly positive, said the inspectors.

Patients are treated with dignity, compassion and empathy and staff were praised for giving care in a sensitive and respectful manner.



98% of patients would recommend the Trust to friends and family



Religious support available for different faiths every day of the year



Our supportive care team won a Quality in Care Oncology Award for its enhanced supportive care initiative



13,000 charity-funded complementary treatments given

## Case Study

**"I was treated for a brain tumour when I was 23. The nurses and other staff on the Teenage and Young Adult Unit were outstanding and knew how to connect with young people. They provided the right kind of emotional and compassionate practical support when we needed it. They were amazing. All of the staff I came into contact with demonstrated the caring approach which The Christie is known for."**

Lois is back to work in a busy Manchester-based advertising agency.



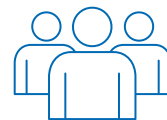
# We are responsive

## Responsive

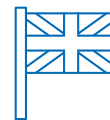
**People's individual needs and preferences are central to The Christie's planning and delivery of tailored services. The services are flexible, support patient choice and ensure continuity of care, according to The Care Quality Commission.**

Key initiatives are in place for providing treatment for patients closer to home, for example chemotherapy and radiotherapy. This means that services are planned and delivered to meet the needs of local people which require a collaborative approach to service delivery with other providers.

Many surgical patients have their surgeries planned specifically for their unique conditions, with surgery pioneered by the Trust, often using teams working together from different disciplines and surgical specialties.



Serves a population of 3.2 million across Gtr Manchester and Cheshire



26% of patients are referred to us from across the UK



Nine chemotherapy outreach sites



63,000 chemotherapy treatments given

## Case Study

**“The Christie at Home service has made such a difference. I started treatment for secondary breast cancer in 2012 and would make two or three trips a month to the main Christie site for appointments. My husband had to organise his work around them so he could take me. Since the nurses have been coming out to my home, it has made our lives an awful lot easier. It’s reassuring to know The Christie listens to what patients want, and does its best to make our lives easier at a difficult time.”**

Karen at her home in Bolton where she was able to have her treatment.



# Karen Skelly

Christie patient

# We are well-led

## Well-led

**The Christie's leadership is outstanding, according to the Care Quality Commission. This means that the Trust's management and governance of the organisation make sure it is providing high quality care based around individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture.**

The Trust has a vision and strategy with clear aims and objectives. It is part of a number of collaborative partnerships, and the vision, values and objectives have been cascaded to staff across the services.

Both Trust and local leadership seek continuous improvement and innovation and research in both services and procedures they delivered. There is significant involvement in research and clinical trials programmes in order to improve the care and treatment provided to patients.



Chemotherapy team won Quality in Care Oncology Award 2016 for delivering treatments closer to home



Highly commended – in the Provider Trust of the Year category at the Health Service Journal awards 2016



4.03 out of 5 staff engagement score in NHS staff survey, beating 4.01 national average



Re-accreditation by the Organisation of European Cancer Institutes

## Case Study

**“As a trainee nurse associate I have had very good support from my immediate line managers to pursue a nursing career, and also excellent backing from the executive level. When the opportunity arose to become a nurse associate I had nothing but support and help from the entire team and have benefited from the excellent teaching facilities at The Christie and the training I was encouraged to take. I’m looking forward to progressing in my career at The Christie.”**

Lauren is currently developing her career in our busy clinical trials unit.



# Lauren Williams

Christie trainee nurse associate

## Research

**The National Institute for Health Research (NIHR) Clinical Research Facility at The Christie is a large, high quality, dedicated clinical research environment where our patients can participate in complex, high intensity, early phase clinical trials.**



Over 600 clinical trials may be taking place at any one time. The Christie belongs to one of the highest recruiting cancer networks in the UK. It is part of the Manchester Cancer Research Centre working with The University of Manchester and Cancer Research UK to develop new anti-cancer treatments and run trials that are much more focused on individual patient characteristics.

We are always pushing the boundaries of research and are the only site in the UK to be selected by pharmaceutical partner, Roche, to lead a genomic profiling project that will help us identify targeted therapies for our patients, based on their unique tumour profiles. This collaboration puts us at the forefront of comprehensive genomic profiling for NHS cancer patients, an approach that is changing the way that cancer is being treated.



**£70 million+**  
investment in research infrastructure



**674**  
clinical trials are currently open



**2,889**  
patients offered clinical trials



**350**  
staff support clinical trials

## International

**As a leading international cancer centre and the most technologically advanced cancer centre in the world outside of North America, our expertise is in demand, not just in the UK but internationally.**

Many of our professors are leaders in their field. It is this skill and expertise that we are able to offer, to assist other healthcare providers to develop their services and improve care to patients.

Through our international strategy we aim to promote The Christie internationally, to deliver philanthropic support overseas, and to work with commercial partners in healthcare organisations globally to assist them in providing high quality cancer services.

Our skills and expertise, developed over more than a century enable us to offer consultancy advice and a wide range of education and training opportunities.

We are proud to work with a wide range of partners internationally and any additional income generated is reinvested into NHS services here in Manchester.

The Christie School of Oncology (in partnership with The Christie charity) appoints two International Scholars on an annual basis; one in Clinical Oncology and one in Medical Oncology. These posts are excellent opportunities for healthcare professionals to gain paid experience at a world leading cancer centre.

## Our international connections





## School of Oncology

The Christie School of Oncology is a world-class teaching centre which offers education and training in all aspects of cancer research, treatment and care, not only within The Christie, but also across our cancer network, throughout the UK and beyond.



As the only one of its kind in the UK, the School of Oncology provides a teaching environment across all professions – medicine, nursing, clinical sciences, and the allied health professions undertaking undergraduate and postgraduate qualifications.

The School has also developed The Christie International School of Oncology to enable us to deliver our education programmes across the world.



**1,434** attended Grand Round educational conferences



**2,112** people attended education events



**562** staff attended Schwartz rounds to discuss emotional support

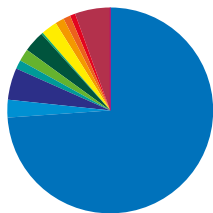


**19** international educational visits facilitated

## Financial performance

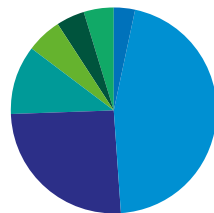
To take care of our patients we have to take care of our finances too. Every penny that we spend impacts on the wellbeing of the people we care for, so it is really important that we manage our finances well.

2016/17 was another strong year for the Trust financially and reflects the hard work and dedication from all our staff to ensure our patients continue to receive the best quality services delivered in the most efficient and effective way.



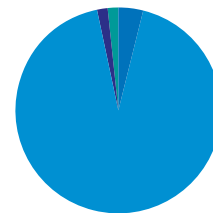
### Income

	£m	%	
NHS organisations	200.2	74.1%	■
Joint venture income	7.7	2.8%	■
Research and development grants	12.9	4.8%	■
Education and training grants	3.9	1.4%	■
Share of profit from joint venture	5.1	1.9%	■
Income generation	9.7	3.6%	■
Non-patient care services to other bodies	0.5	0.2%	■
North West Medical Physics	6.7	2.5%	■
Sustainability and Transformation Fund	3.9	1.4%	■
Proton Beam Therapy	2.6	1.0%	■
National Cancer Vanguard Programme	2.3	0.9%	■
Bank interest	0.2	0.1%	■
Donations, legacies and grants	14.3	5.3%	■
<b>Total</b>	<b>270.0</b>	<b>100%</b>	



### Expenditure

	£m	%	
Services from NHS bodies	9.0	3.6%	■
Pay	113.4	45.3%	■
Drug costs	64.2	25.7%	■
Clinical supplies and services	27.2	10.9%	■
Premises and establishment	13.6	5.5%	■
Depreciation	10.8	4.3%	■
Other	11.7	4.7%	■
<b>Total</b>	<b>249.9</b>	<b>100%</b>	



### Capital

	£m	%	
Building completed	2.7	4.0%	■
Buildings under construction	62.2	92.9%	■
Equipment	1.1	1.6%	■
Information technology	1.0	1.5%	■
<b>Total</b>	<b>67.0</b>	<b>100%</b>	

## Charity

The Christie charity supports the work of the Trust through its fundraising activities, and delivers projects, equipment and improvements that are in line with the Trust's overall plans and strategy, but are over and above what the NHS funds.



This year the charity raised £14.3m. The Christie charity only exists because of the fantastic support from all our amazing fundraisers. We really value everything that our supporters do, whether it's raising funds or giving up your time to volunteer for us. In return we promise to ensure that we are spending your funds as cost effectively as possible to benefit as many of our patients as possible.

Thank you to each and every one of our incredibly loyal, dedicated and generous supporters.



**7,250** people took part in sporting events



**50,000** supporters



**£60,000** towards the smoking cessation and wellbeing service



**1,198** donations from companies



**£3 million** invested to bring more world-class scientists to Manchester



**82p in every £1** goes directly to benefit patients and their families



**£50,000** towards specialist nurses to support cancer patients with dementia



**£70,000** for specialist physiotherapy and occupational therapy support for teenage and young adult cancer patients

## Our achievements

**Developments this year saw the opening of a new MRI suite that is home to a state of the art 3T scanner offering a powerful magnification that can capture exceptional amounts of detail, as well as a new PET CT scanner for Christie patients in the north of Manchester at Wigan. We also opened our new £7.6m Integrated Procedures Unit which brings five day-patient services together under one roof, offering patients a more seamless experience with shorter waiting times, speedier treatment and minimising the need for overnight stays.**

Work also started on the building of a pioneering radiotherapy machine. The MR-guided linear accelerator is one of only seven in the world and will enable The Christie to deliver more targeted and more personalised radiotherapy for our patients.

Our high energy proton beam therapy centre, the first of its kind in the UK, is on track to open to patients in summer 2018.



We have been at the forefront of advanced research for our 100 year plus history and research continues to be a core component of our vision. So we were proud to be selected to lead a pioneering study aimed at helping patients who either fail to respond, or become resistant to chemotherapy. We are one of only four sites worldwide to offer this first-of-its-kind trial to patients.

We continue to roll out our outreach and satellite services to provide care closer to home for patients. This year saw the fifth anniversary of The Christie at Salford radiotherapy service, and in partnership with Macmillan Cancer Support and Tameside Hospital NHS Foundation Trust, we launched a new Christie at Tameside chemotherapy service at Tameside Hospital, which will treat up to 20 patients a day, three days a week.

We continue to play a pivotal role in cancer care, treatment and education nationally, and our Executive Medical Director, Professor Chris Harrison was appointed NHS England's new National Clinical Director for Cancer working to implement the national five year cancer strategy. Two of our consultants, Professor Nick Slevin and Mr Vijay Sangar have also been appointed as chairs of national clinical reference groups for radiotherapy and specialised cancer surgery.

Our collaborative work as part of the national cancer vanguard to improve early diagnosis and detection of cancer, along with driving improvements in clinical outcomes, has seen a number of innovative initiatives take shape, including GP learning modules to support GPs in diagnosing cancer, and an ambitious project that aims to recruit 10,000 'cancer champions' by 2018 who will spread key health messages.

## Membership

**Being a member is a way of showing your support for The Christie. Members can be patients, friends, relatives, staff and general members of the public.**



We have 23 governors, elected from and by the members, who represent our 13 constituencies and engage and recruit members in their area, as well as partners and staff representatives.

We keep our members informed about the latest Trust news and invite them to special events such as focus groups and the annual members' meeting, giving them a voice via the ability to elect their governor.

Through the model of membership, people can influence the way we deliver our services and future strategies.



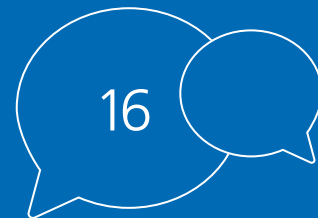
**Five**  
Spotlight events held



**23 governors**  
public, staff and partners



**27,859**  
public members



**16**  
focus groups held

## Future

**This year saw The Christie rated 'Outstanding' by the health watchdog the Care Quality Commission. Although this was a tremendous accolade for our staff, as well as confirmation and reassurance for our patients that they are receiving the very best care, with the very best treatments, administered by the very best staff, we know there is more we can achieve.**

Looking to the future, our proton beam therapy centre is on course to open to patients in late summer/early autumn 2018. This centre, the first of its kind in the UK, will offer a specialist form of radiotherapy which can very precisely target certain cancers, increasing success rates and reducing side-effects.

Work is also well underway on the installation of a pioneering £5.3 million radiotherapy machine that can 'see and treat' cancer with pinpoint accuracy. The MR-guided linear accelerator will have the ability to precisely locate tumours, tailor the shape of x-ray beams in real time and lock-on to the tumour to accurately deliver radiotherapy even when tumour tissue is moving, for example on the lung when a patient breathes. We anticipate the first patient treatments being in winter 2017.

We are also currently enhancing and expanding our clinical research facility to provide 10 extra treatment chairs and 10 inpatient beds. This will increase capability for early phase clinical trials and provide more capacity for chemotherapy treatments, additional laboratory facilities and consulting rooms.

A further £2.75 million investment from Cancer Research UK and the National Institute for Health Research is planned for the Manchester Experimental Cancer Medicine Centre.

The Christie is one of four Manchester hospitals to share in £28.5 million of funding from the National Institute for Health Research (NIHR) to establish a prestigious Biomedical Research Centre (BRC) in partnership with The University of Manchester. This will help researchers to become leaders in the translation of lab-based experimental medicine discoveries into new cutting edge treatments, technologies, diagnostics and other interventions in clinical settings.

We also continue our work with Greater Manchester Devolution and the national cancer vanguard which sees us working with local partners and those in London to focus on driving improvements in clinical outcomes and patient experience across the entire patient journey, including health promotion, diagnosis and care.

All of these plans ensure that our patients remain at the heart of everything we do.



Keep up-to-date with all our news from the latest Christie developments to charity events.

### **The Christie NHS Foundation Trust**

Wilmslow Road  
Manchester M20 4BX  
United Kingdom

Phone **0161 446 3000**

Fax **0161 446 3977**

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