



The Christie
NHS Foundation Trust

**The Christie
Independent Cultural Review**

May 2023



The Christie Independent Cultural Review

Introduction

The Christie is the largest single site cancer Centre in Europe treating more than 60,000 patients each year. We are also the first UK Centre to be officially accredited as a Comprehensive Cancer Centre.

As part of the NHS we provide specialist radiotherapy, chemotherapy, haematology, highly specialised surgery, services for teenagers and young adults and a range of support and diagnostic services.

Based in Manchester, we serve a population of 3.2 million people across Greater Manchester and Cheshire while more than a quarter of our patients are referred to us from across the UK.

The Christie is ranked as the most technologically advanced cancer centre in the world outside North America, and has 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.

Background to the review

The Care Quality Commission (CQC) has recently awarded the Trust the rating of good having been rated as outstanding at two previous inspections.

The report makes 'must do' recommendations for improvements in mandatory training rates; assurance arrangements for the fit and proper person process; the timeliness of incident reviews; complaint responses; risk assessment reviews; policy updates and adherence to Trust policies for antimicrobial prescribing.

The CQC said while there is some outstanding practice at The Christie in areas such as its commitment to research and innovation to improve cancer patients' outcomes, a number of improvements are required. A minority of staff expressed reservations about raising concerns and others did not always feel listened to. The CQC report indicates that staff do not always feel listened to as part of the current workplace culture.

The recommendations of the CQC report include that The Christie 'should':

1. Continue to make improvements in culture across the organisation, support staff when raising concerns and act on them in a timely way; and
2. Continue to develop and promote fundamental strategies such as the equality, diversity and inclusion strategy and take appropriate actions to improve staff engagement, especially those with particular equality characteristics.

We are commissioning an independent cultural review on how the Trust should tackle these recommendations and the key actions that should be taken to ensure a healthy culture which promotes engagement and diversity.

The independent cultural review should:

- Be an objective qualitative and quantitative assessment of the organisation's culture relating to the issues identified by the CQC
- Advise on effective measures by which improvements in the areas identified the CQC can be implemented



- Advise on appropriate governance and monitoring processes for measuring improvements.

Scope of work

The review will cover the following:

- Understanding The Christie as a place of work with regard to our Trust values, and in ensuring the treatment of staff with fairness, dignity and respect in a supportive and compassionate culture
- A consideration of existing indicators including the NHS staff survey
- A neutral assessment of how concerns are raised, reported on, listened to and acted on
- A consideration of the behaviours and decisions of leaders at all levels of the organisation and the impact they have on people and culture in the organisation
- A consideration of the impact of team-based customs and traditions on people and culture
- Identifying whether counter-culture behaviours are more prevalent in particular staff groups, professions, areas or staff protected by characteristics
- Discovering what incivility and disrespect look like in the organisation through what staff are experiencing
- Drawing on findings from the CQC report to recommend the approach to improving the culture of the organisation.

The review does not seek to replicate largescale workforce engagements already undertaken. Methods used will include focus groups, 1:1 semi structured interviews, surveys, desktop reviews (CQC report/background Trust reports/other data), and site visits for team observations.

Reporting and timescales

The review will take place during the period of 1st June and 30th September 2023. A draft report will be required by the end of September 2023, with a final report by October 2023.

The reviewers will produce a detailed written report for the Commissioning Officer (The Chief Executive) which will include the following:

- Executive Summary
- Terms of Reference
- Background
- Findings
- Conclusion
- Recommendations
- Appendices.