



Transforming Christie services for cancer patients

www.christie.nhs.uk

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Introduction and Background

- **Today Christie is the largest single-site cancer centre in Europe.**
- **Registers 14,000 new patients a year**
- **£163 million annual turnover**
- **2,500 staff, 320 volunteers and 12,000 public members**

- **In 2005:**
 - **in deficit**
 - **failing patients waiting targets**
 - **at risk of merger with a larger NHS Trust**

Main objectives

- Improving clinical outcomes
- Developing an ambitious programmes of cancer research
- Establishing image and reputation as a leading comprehensive cancer centre
- Ensuring the best possible patient experience
- Demonstrating excellent clinical quality and financial and operational management
- Developing a nationally recognised programme for cancer education

Implementation and Methodology

- **Business approach** → improve efficiency & raise extra income by treating additional patients

How?

- **Strong financial management (LEAN techniques)**
- **Collaboration between managers and clinicians to drive service improvements**
- **Clinicians identified opportunities for improving care and reduction costs**
- **Created a new assessment unit for faster assessment of patients**
- **All staff with any level of management responsibility attended a leadership programme**

Implementation and Methodology (2)

- Staff are informed and involved in all decisions - **strong two-way communication**
- Involvement of patients and wider community in shaping services
- Christie Value Card – **based on patients' and staff' views**
- Campaigns and outreach to network and neighbourhood
- Chief executive regularly briefs staff on all issues (**monthly team briefing, personal blog, podcast etc.**)

Change measured by:

- **monthly patient satisfaction surveys**
- **independent annual staff surveys**
- **independent surveys on improved clinical outcomes**

Results

- Awarded Foundation Trust status – a mark of excellence & gives more independence
- Achieved first surplus of 5,3 million in the 107 years history of Christie
- A very open and transparent culture where staff feel valued and respected
- All performance targets have been achieved and strong financial management supports the organisation's strategic goals
- Multiple national and international awards (e.g. undertaking the best cancer research in UK in 2008)