



**The Christie 2010-2015 –  
Developing and Sustaining an International Cancer Institute**

**1. Introduction**

This document sets out our strategy for 2010-15. It describes the four elements of the work of The Christie and how our objectives and key projects are aligned.

**2. Mission**

Our mission is to be a world leading cancer institute. To achieve our mission we must retain The Christie as an independent organisation which is demonstrably well managed, meets nationally determined objectives, has secure inter-organisational partnership arrangements and is internationally recognised as one of the world's leading comprehensive cancer centres.

**3. Core principles**

The Christie will be guided by nine core principles.

We will:

- Provide an excellent experience for everyone who comes into contact with us
- Maintain our independence and autonomy as a specialist comprehensive cancer centre
- Lead the provider network of cancer services to ensure high standards of cancer care, research and education are available throughout the north west of England
- Be one of the UK's leading health care employers as recognised by our staff
- Adhere to the core set of Christie values
- Be compliant with all national standards for performance, quality and financial management
- Foster effective relationships with external stakeholders
- Demonstrate value for money, efficiency and effectiveness in everything we do
- Protect the environment and enhance our local community

**4. Strategic objectives**

We have set ourselves four key strategic objectives reflecting the four elements of our activities:

**4.1 NHS services**

These are the NHS clinical services that we provide at The Christie site in South Manchester and across the cancer network.

Our objective is to provide the best specialist NHS services for cancer patients with world class outcomes as measured by the quality of patient experience, patient safety and clinical effectiveness of our services.

**4.2 Research & education**

This is the research and education that we undertake, often in partnership with universities and other higher and further education organisations.

Our objective is to further develop our programme of world leading research and education that leads to changes in international clinical practice and standards.

**4.3 Joint ventures**

This includes non-NHS funded services that we provide and which generate suppliers to support our NHS funded activities. It includes our joint venture with Health Care America to provide private patient services such as the proposed proton beam therapy services.

Our objective is to maximise the opportunities for generating surpluses from non NHS funded cancer services to reinvest in core NHS provision.

#### 4.4 The charity

The charity operates with the appropriate level of independence. However, as the corporate trustee of the charity, the board of directors ensures that there is alignment between the objectives of the two organisations.

Our objective is to further develop and grow the reputation and income of the Christie charity.

### 5. Strategic development projects

In support of our strategy we have a number of key development projects. These will be the focus for annual objective setting and accountability. The annual objectives will give specific annual objectives with deadlines for each project and identify executive and clinical leadership. The projects and objectives given here are the broad areas in which we will be making progress.

#### Existing projects

Project	Objective
Radiotherapy	To develop our radiotherapy services in line with developing evidence
Chemotherapy	To establish a cost effective network of chemotherapy services
Theatre expansion	To increase our operating theatre capacity
Oak Road	To open and obtain the benefit from the Oak Road building
Site rationalisation	To make best use of our existing estate
School of Oncology	To continue the development of the School of Oncology
Biomedical Research Centre	To successfully achieve specialist biomedical research centre status
The Christie Clinic	To implement our plans for The Christie Clinic

#### New projects

Project	Objective
Private patient ambulatory unit	To establish our private patient ambulatory service
Proton therapy	To secure approval for and develop a proton beam therapy centre
Young oncology	To develop our young oncology service into an international beacon of excellence
Diagnostics	To establish the key diagnostic services
Paperless clinical record	To move to a paperless electronic environment
Staff wellbeing	To promote wellbeing of our staff
International relationships	To establish excellent collective relationships with cancer centres in other countries
New commissioning relationships	To establish relationships with those leading new commissioning arrangements

### 6. Progress and review

This strategy will be used to develop our annual objectives and work plan. Progress will be monitored through regular reports to the board of directors with a review of this strategy undertaken in 2013.