The Christie International

Accessible Cancer Expertise
World-class experience driving excellence in cancer services
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Christie International</td>
<td>04</td>
</tr>
<tr>
<td>Reasons to choose The Christie International</td>
<td>06</td>
</tr>
<tr>
<td>Our consultancy support</td>
<td>10</td>
</tr>
<tr>
<td>Clinical strategy and service design</td>
<td>12</td>
</tr>
<tr>
<td>Radiotherapy service and delivery</td>
<td>14</td>
</tr>
<tr>
<td>Proton beam therapy service planning and delivery</td>
<td>16</td>
</tr>
<tr>
<td>Systemic Anti-Cancer Therapy Optimisation</td>
<td>20</td>
</tr>
<tr>
<td>Education and training through The Christie School of Oncology</td>
<td>22</td>
</tr>
<tr>
<td>Christie International packages and tariffs</td>
<td>26</td>
</tr>
<tr>
<td>For further information</td>
<td>27</td>
</tr>
</tbody>
</table>
The Christie International

The Christie International is the consultancy group of The Christie NHS Foundation Trust. It was established in response to a growing number of requests for advice from international clients and it draws upon the expertise of the Trust as a global leader in cancer care.

The Christie International’s vision is to be the partner of choice for providing specialist cancer advice to health sectors across the world. We aim to add value by delivering innovative solutions for both large scale planning and operational service delivery, utilising the expert knowledge and experience of The Christie’s specialists in order that our clients and colleagues can deliver excellence in cancer care.

From its establishment in the early 1890s to the present day, The Christie NHS Foundation Trust has been renowned as a world pioneer in cancer management, care, research, training and education. Based in Manchester in the north west of England, it is Europe’s largest single site cancer centre and the first UK centre to be officially accredited by the Organisation of European Cancer Institutes as a Comprehensive Cancer Centre.

The Christie has been named as the world’s most technologically advanced cancer centre outside of North America due to its advances in radiotherapy, proton beam therapy, brachytherapy, systemic anti-cancer therapy, robotic surgery, molecular pathology, advanced imaging techniques and integrated clinical trials.

The Christie is dedicated to exploring ways in which cancer care can be advanced, leading to real improvements in clinical outcomes and patient experience; this is evidenced by its leadership in the implementation of the National Cancer Strategy. The Christie has a number of clinicians who are national clinical leaders developing policies in areas such as radiotherapy and specialist cancer surgery.

The Christie is extremely proud of its heritage in leading the way in cancer care. Its outcomes provide evidence of the life-changing impact it has had, not only in clinical care but also in patient experience. This world-leading expertise is what we offer through our Christie International consultancy.
The Christie International provides access to an unparalleled combination of clinical and technical experts with a wealth of experience in their specialist fields, extensive use of analytical tools, specialist capability and award-winning knowledge. We offer specialist cancer consultancy ranging from undertaking a complete assessment of our clients’ service requirements through to provision of specific advice on service developments, implementation and quality assurance in the care provided. The work of the consultancy is overseen by an international board with clinical leadership provided by Professor Peter Trainer. The team places a strong emphasis on developing long term relationships with clients and our work is tailored according to our clients’ specific needs.

MANCHESTER’S SCIENTIFIC HERITAGE

Manchester European City of Science 2016
Alan Turing invented the world’s first computer

Ernest Rutherford discovered the proton while splitting the atom in 1917
Home of the discovery of graphene, the world’s thinnest material

THE CHRISTIE’S SCIENTIFIC HERITAGE

The first use of x-rays for the treatment of cancer in 1901
The site of the world’s first clinical use of image guided radiotherapy

The world’s first clinical trial of Stilboestrol and Tamoxifen
The UK’s first comprehensive high energy proton beam therapy centre
Reasons to choose The Christie International

ABOUT THE CHRISTIE NHS FOUNDATION TRUST

The Christie has been at the forefront of planning, establishing and redesigning cancer care provision for over a century and has extensive experience of developing innovative operational solutions. It has demonstrated expertise in producing national and regional cancer strategies, advising the UK government on longer term clinical strategies including radiotherapy provision, and in developing quality assurance processes that ensure services remain safe and effective.

The Christie has been officially rated as ‘outstanding’ by national healthcare regulator the Care Quality Commission and is consistently rated excellent by the patients who use its services with more than 98% recommending it as a place to receive care:

“I’ve been treated at The Christie for nearly 13 years and I can honestly say it’s a truly incredible place. I’m secure in the knowledge that I’m getting the very best care from a hospital that is leading the way in treatment and research. I wouldn’t want to be treated anywhere else.” (Christie patient)

As part of the National Health Service (NHS) The Christie is Europe’s largest single site cancer centre treating more than 44,000 patients a year. It has one of the most extensive radiotherapy services in the world and it manages the UK’s largest chemotherapy unit at its main hospital site. It also delivers care at 10 other sites, as well as in a mobile chemotherapy unit and also in patients’ homes. It is a national leader in the provision of highly specialist surgery for complex and rare cancers.

The Christie not only provides excellent clinical services but is internationally renowned for innovations in clinical research. It is the largest UK recruiter to clinical trials and its research portfolio includes a wide range of treatment trials across all phases and also non-treatment trials. It undertakes leading edge research with more than 630 clinical trials being undertaken and 150 new studies open each year. This ground-breaking research is made possible through active engagement in many partnerships such as the Manchester Academic Health Science Centre and the Biomedical Research Centre (BRC). The Manchester Cancer Research Centre (MCRC) is a research collaboration between The Christie, The University of Manchester and Cancer Research UK and recently opened its new state of the art research facility, on The Christie site.

The Christie has the only dedicated School of Oncology in the UK, established to promote specialist training and education. It provides internationally accredited courses, both face to face and electronically, clinical observerships and skills-based training, enabling clinical staff to practise to the highest standard.

As well as academic partnerships, The Christie has a number of well-established commercial partnerships including specialised diagnostics and pathology. In partnership with Alliance Medical, The Christie leads on providing the national contract for Positive Electron Tomography – computed tomography (PET-CT) which includes training professionals across the country. In addition, The Christie Private Care is a private hospital located on The Christie’s main site and managed in partnership with HCA Healthcare UK which provides cancer care and treatment for a wide range of patients.
Our consultancy support

The team works with clients to first understand their aspirations for cancer services, focusing on both strategic and operational service needs, and these are identified within a clearly written scope. We have a large team of subject matter experts to call upon and we put together the most appropriate team for each individual project. We provide regular progress reports and undertake site visits as required in order to fully deliver the brief set by the client.

Based on a well-established methodology, The Christie International has a three-stage development model aimed at assessing, delivering and reviewing our clients’ requirements. Accessing this provision will place our clients in the strongest position to deliver world-class cancer services for their patients, significantly improving the patient and customer experience.

Stage 1
Strategic Needs Assessment

The Christie International can support clients in developing and reviewing feasibility studies or option appraisals for cancer care developments, according to the agreed project scope.

Stage 2
Implementation and Delivery

The Christie International can support clients in taking forward an agreed feasibility study to full implementation and delivery. We advise on implementing new and innovative delivery models, including clinical pathways and protocols. We also work with existing cancer providers to optimise their services.

Stage 3
Compliance and Quality Assurance

The Christie International can work with clients over a longer period of time to undertake annual audits and compliance checks. We offer advice on effectiveness of clinical pathways, ongoing staff training and use of audit data in continuous quality improvement.

A summary of the Christie International consultancy offer

<table>
<thead>
<tr>
<th>Consultancy Offer</th>
<th>Strategic Assessment</th>
<th>Implementation and Delivery</th>
<th>Compliance and Quality Assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical strategy and service design</td>
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<tr>
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The Christie International is able to offer expert advice on the strategic planning, development and delivery of cancer services. The Christie’s Medical Director (Strategy), Professor Chris Harrison has also been instrumental in the national implementation of the current NHS Cancer Strategy. His insights and experience provide a unique perspective to our clients.

Many of The Christie International’s clinical advisors are core members of national advisory groups in cancer care and bring the latest thinking to their advice. This is particularly relevant when clients are considering broader citywide or conurbation-strategic developments.

The Christie International offers advice in developing longer term strategic plans for cancer care, taking account of local incidence and prevalence rates and demographic and local market factors. This can then be used either to advise on the capacity requirements for new hospital builds or in restructuring and redesigning existing facilities.

The consultancy team is able to undertake site visits to determine in more detail a client’s specific requirements before preparing a detailed report of recommendations. Our work is aligned with the Royal Institute of British Architects (RIBA) for build and design and we provide advice at each of these stages.

Clinical leadership is at the heart of The Christie International consultancy and we are uniquely placed in having access to a range of pre-eminent national clinical leaders in our team. Some of our clinical experts are shown here.

**Leadership in Cancer Surgery**

Mr Vijay Sangar is the Chair of NHS England’s Cancer Surgery Clinical Reference Group and has been instrumental in leading innovations and service reconfiguration guidance at a national level. Mr Sangar chairs a number of other national bodies including the Rare Urogenital Cancer Workstream of the European Reference Network, led by the European Commission. He acts as an advisor to the national healthcare regulator, the CQC and The Royal College of Surgeons ensuring the focus of cancer surgery remains on securing the best clinical outcomes for patients, supported by other cancer treatments.

**Leadership in National Radiotherapy Strategy**

Professor Nick Slevin, Director of Non Surgical Oncology Services at The Christie is the national chair of NHS England’s Radiotherapy Clinical Reference Group. He led a national radiotherapy strategy group to ensure consistent standards of care across the country. He is also the Christie’s Senior Responsible Owner (SRO) for the proton beam therapy programme.

**Leadership in Education and Training**

Professor Richard Cowan, consultant clinical oncologist, is the Director of The Christie School of Oncology and provides clinical leadership for the portfolio of academic and vocational multidisciplinary training programmes we offer.

**Leadership in Systemic Anti-Cancer Therapy**

The Christie is a world leader in the provision of systemic anti-cancer therapy and manages the largest chemotherapy unit in the UK. Dr Was Mansoor Clinical Director of Medical Oncology at The Christie, is nationally recognised as a clinical leader, particularly in treating patients with upper gastrointestinal cancer.

**THE CHRISTIE INTERNATIONAL OFFERS:**

1. **Strategic service planning and design**
   - Working with clients in understanding their strategic planning requirements for cancer care.
   - Support in development of longer term strategies and plans for capacity, capability and staffing.
   - Advice on the model of care delivery appropriate to the local health market and strategic aspirations of the client. This may include both centralised and dispersed network models of care delivery.
   - Advisory role in oncology feasibility studies and option appraisals.

2. **Cancer hospital and department design**
   - Service specific advice in terms of hospital design, size and configuration, patient flows and essential service co-locations.
   - Inpatient and outpatient capacity modelling based upon a review of the client’s population needs.

3. **Procurement advisory role**
   - Review of oncology specific procurement documentation and clinical specification.
   - Support in assessing tender submissions.

4. **Quality assurance and standards compliance**
   - Undertaking audits and standards compliance checks with clients to support their local assurance and audit processes.
   - Technical advice in areas such as radiation protection regulations and national clinical standards compliance.
   - Patient care pathways (radiotherapy/chemotherapy schedules).
   - Support with ongoing professional development.
   - Benchmarking outcome data.
Radiotherapy service planning and delivery

Using cutting edge technology, The Christie is one of the most prestigious radiotherapy centres in the world. It has established a team of specialists with clinical, physics, technical and engineering capabilities who can provide advice and expert opinion across the full range of radiotherapy treatments.

The Christie physics team is one of the most experienced in its field. In addition to the full range of more standard treatments, The Christie offers a comprehensive range of advanced radiotherapy services including extracranial Stereotactic Ablative Radiotherapy (SABR) and Magnetic Resonance Linear accelerator (MR Linac), intracranial stereotactic radiotherapy. In addition, by summer 2018 we will also offer proton beam therapy (PBT) to NHS patients. The Christie is one of only seven centres to be chosen to participate in an MR-linac consortium involving the establishment of magnetic resonance imaging (MRI) guided radiotherapy.

The Christie manages 14 linear accelerators across both the main Manchester site and in two geographically separate locations. This allows patients access to The Christie’s high standards of care and advice closer to home. Its main site and its local centres are electronically networked to support centralised treatment planning while enabling care to be delivered closer to patients’ homes.

Oldham and Salford Royal Radiotherapy Centres

The Royal Oldham Hospital radiotherapy centre and the Salford Royal centre were opened in 2010 and 2012 respectively and provide local radiotherapy care for more than 100 patients daily. Treatment planning is undertaken at The Christie through a digitally networked service and the treatment is delivered locally. This reduces travel times and enables patients to receive care closer to their homes. Discussions are progressing regarding the establishment of a third radiotherapy centre.

The Christie has a dedicated brachytherapy theatre and inpatient unit which ensures patients with skin, gynaecological, and prostate cancers receive the most effective treatment with either low pulsed or high dose rate techniques.

One area of particular importance for The Christie is the rapid identification and treatment of lung cancer and it has national experts undertaking trials for this patient group. The team has supported the effective implementation of SABR for the treatment of a specific group of patients with lung cancer.

The Christie’s expertise extends not only to specialist advice in the selection, commissioning and training associated with new radiotherapy technology but also to areas such as radiation protection. The Christie is one of only two UK-based healthcare organisations licenced as corporate radiation protection advisers and is able to offer a full range of therapeutic and diagnostic protection services. It can therefore advise radiotherapy providers to achieve international safety standards around ionising radiation. This is undertaken through tailored training in areas such as mammography, interventional radiology and fluoroscopy-guided surgery. Specialist protection advice is also available on establishing x-ray facilities, safe working practices and safety levels around patient and staff dosimetry.

THE CHRISTIE INTERNATIONAL OFFERS:

1. Purchasing and commissioning of radiotherapy equipment
   - Review and advice on radiotherapy centre design.
   - Service capacity and demand modelling, including advice on existing workflow in radiotherapy.
   - Advice and support on the procurement of complex radiotherapy equipment, including development of clinical technical specifications and tender evaluation.
   - Reviews to ensure appropriate clinical technical utilisation of radiotherapy equipment.
   - Development of project plans for delivery of new services and equipment, including technical commissioning advice.
   - Undertaking dosimetric audits, advising on new services for scanning, planning and treating across the radiotherapy pathway.

2. Staff training
   - Identification and delivery of training requirements, providing specific training either at The Christie, online or through client site visits.

3. Clinical and operational policies and protocols
   - Clinical expertise on policies, protocols and pathways of care.
   - Medical physics expertise for services.
   - Consultant physics expertise for services.
   - Radiotherapy protocol review for treatment including treatment imaging.

4. Radiation protection
   - Advice to clients on their current and future radiation protection arrangements.
   - Advice on meeting legislative requirements.
Proton beam therapy service planning and delivery

Following the most extensive radiotherapy procurement in Europe, The Christie will become the first UK comprehensive centre to provide high energy proton beam therapy (PBT) to cancer patients from the summer of 2018. Its specialist clinicians have worked with colleagues across the UK and internationally to develop clinical protocols and pathways of care for patients to ensure they transition seamlessly between their local cancer centre and The Christie. Proton beam therapy enables patients to receive care in the UK rather than travelling abroad. This is particularly important for children and young people with specific cancer diagnoses and those patients with more complex needs who may not be able to travel.

The Christie team of expert clinicians, physicists and capital advisors has gained a wealth of experience in the construction, equipping and commissioning of proton beam therapy services. With the growing global demand for more targeted radiotherapy care, The Christie International is in an excellent position to provide a comprehensive consultancy service to both proposed services, or those in development. The Christie International can support clients in advising on procurement processes, on technical and support specifications including evaluation criteria, and also clinical design specifications and construction.

‘It’s wonderful to know we will soon have this ground-breaking treatment available in Manchester where families can stay together and support each other.’ (Christie patient)
Proton beam therapy service planning and delivery

Dr Ed Smith Clinical Director for the PBT Service says:
In establishing the UK’s first comprehensive proton beam therapy centre we have brought together our knowledge of existing photon services with that of the requirements for a proton service. The wealth and broad range of our knowledge base and experience has us well placed in sharing our experiences with others planning to offer PBT services in the future.

The Christie PBT Centre has state-of-the-art equipment in a modern, purpose-built facility.

The Christie International offers:

1. Feasibility proposal
   • PBT feasibility studies taking into account the healthcare market, likely catchment area and clinical delivery model being proposed.
   • All aspects of design and initiation of a PBT service from bid preparation, centre design, equipment procurement, project planning and clinical commissioning.

2. Clinical leadership
   • Advice on all aspects of clinical leadership in referring and managing both adult and child PBT patients.

3. Procurement advice
   • Support in developing clinical and technical documentation and tender evaluation for procurement of both capital build and specialist PBT equipment.

4. Design and build
   • Design and build to advise clients on the configuration, size and design of their PBT facility.

5. Workforce
   • Advising on appropriate workforce and team structure for staffing the PBT facility.

6. Training
   • Provision of on-site training for PBT teams.
   • Access to the only national MSc in Cancer Biology and Advanced Radiotherapy.
   • Access to the national Higher Specialist Science Training (HSST) PhD course.

7. Site visits
   • Guided tours around the PBT facility.
Systemic Anti-Cancer Therapy Optimisation

Systemic Anti-Cancer Therapy (SACT) describes the medicines that are given to cancer patients as part of their treatment. It includes cytotoxic chemotherapy drugs, and also immune response modifying drugs.

The number of people diagnosed with cancer continues to rise every year and drug treatments will be a key component of cancer treatment for many years to come. New drugs for the treatment of cancer are being developed all the time and the complexity of drug management for these patients is constantly increasing. Inevitably, this will mean the costs of treating cancer will rise exponentially in the coming years.

It is therefore imperative that optimal use of all medicines is secured and that medicine wastage is reduced or eliminated.

The pharmacy team at The Christie has introduced a number of initiatives in recent years to ensure cancer medicines are used optimally. This does not just involve which drugs are used, but also how they are prepared and how and where they are administered.

Examples of this work include:

1. Dose banding of chemotherapy

Dose banding is a way of converting any individual patient’s dose to a standard dose in order to reduce wastage of expensive cancer drugs with no impact on the patient outcome. In 2016, 1-2% of chemotherapy drug dosages at The Christie were dose-banded. By April 2017 over 50% of all chemotherapy doses administered were prescribed in line with nationally agreed dose banding limits. This rapid change in prescribing practice has significantly reduced the wastage of chemotherapy drugs, reduced costs and increased efficiency with no detrimental impact on patient outcomes.

2. Home delivery of chemotherapy

In 2016, The Christie launched its Christie at Home initiative. Previously, a commercial company was used to provide home chemotherapy treatments. In 2016, in order to realise some cost savings and to further enhance the patient experience, the service was brought in-house. Now, Christie-trained nurses deliver drugs to patients in their own homes, improving the patient experience and freeing up treatment space at the main hospital site.

THE CHRISTIE INTERNATIONAL OFFERS:

1. Cost management
   Review of client’s current prescribing and dispensing arrangements, making recommendations for potential cost reduction through a number of specific approaches including:
   • Dose banding.
   • Increasing patient compliance.
   • Choosing and implementing electronic prescribing systems for chemotherapy for effective stock management.

2. Models of systemic anti-cancer therapy (chemotherapy and immunotherapy) provision
   • Advice on different models of systemic anti-cancer therapy (chemotherapy and immunotherapy) provision including developing mobile facilities and key issues to be addressed in providing satellite and home-based chemotherapy.

3. Clinical trials
   • Specialist advice regarding the dispensing of drugs during clinical trials.

4. Aseptic services
   • Advice on the establishment of effective aseptic services for the preparation and production of cancer drugs.
Education and Training through The Christie School of Oncology

The Christie School of Oncology was established as part of The Christie’s commitment to providing global access to specialist expertise. The School has many years of experience delivering evidence-based education and training to clients in the UK and overseas, supporting healthcare professionals from undergraduate training through to specialist skills development. No other education provider in the UK has this experience and understanding of developing education programmes across the whole team.

Linked to The Christie NHS Foundation Trust, and to other high-profile organisations, the School has access to a complete range of professionals with the knowledge and skills necessary to develop and deliver education with a world-changing impact. The Christie, alongside other organisations, have benefited from The School of Oncology developing and providing education and training to their workforce, which supports them in delivering excellence in cancer care. In addition, the research profile of The Christie also ensures that the School is at the forefront of translating the latest research into innovative packages of education.

The School benefits from a highly regarded Technology Enhanced Learning team who are specialists in the design of online education.

The School is able to work with clients to develop bespoke education and training which is adapted to meet the needs of the local workforce. This can be a very cost-effective way of educating staff and can meet the needs of every member of the cancer care team. This includes doctors, nurses, rehabilitation therapists, support workers and managers, both specialist staff and those working in general environments.

The School works with a range of high-profile universities and the Royal Colleges in the UK to ensure it is able to develop responsive education which is academically validated or accredited. It is also able to deliver a variety of Christie-certified education programmes, with a specific focus on developing improvements in practice.
Education and Training through The Christie School of Oncology

International Fellowship opportunities

The Christie benefits from a specialist team supporting and managing an extensive cohort of Fellows from across the world. Led by Dr Mairead McNamara, the Clinical Fellows programme is able to offer a range of opportunities for medical doctors seeking postgraduate training experience in a specialty, or discipline.

These intensive placements and observerships, including both clinical and research options, are an excellent opportunity for key individuals within an organisation to spend time at a world leading cancer centre. These Fellows will develop the knowledge and skills necessary to significantly impact on their employing organisation.

All Clinical Fellows have personally designed programmes, with supervisor(s) who provide mentoring and training throughout the programme. Fellows are typically attached to one or more disease-specific groups and can play an active role in patient care, research clinics and associated meetings. Clinical fellows are also encouraged to develop and lead on their own research projects and audits. Fellowship positions can last from six months to two years.

Dr Doris Chow, a recent visiting fellow from Malaysia, was awarded the Gold medal as the highest performing candidate in the national examination in Clinical Oncology (Fellowship of the Royal College of Radiologists). Following her placement at The Christie, Dr Chow has now returned to Malaysia to take up a prestigious clinical oncology appointment.

Another international clinical fellow, Dr Noor Abdullah says:

‘My time at The Christie has been invaluable. I have found my experience here to be excellent in supporting my medical career progression. The Christie is a wonderful place to work where I have been able to access world-class experts and state-of-the-art practice’.

Dr Mairead McNamara
Lead for the Clinical Fellows programme at The Christie

Dr Noor Abdullah
International Clinical Fellow

THE CHRISTIE INTERNATIONAL OFFERS:

1. Visitors and Fellows
   • Dedicated department to support.
   • Programmes for doctors and all healthcare professionals.

2. In-house and bespoke training
   • Current course or bespoke training packages delivered at your choice of venue by specialists.

3. Study days, conferences and short courses
   • The Christie Certificates (online): breast, lung, urology, acute oncology and primary care.
   • Surgical skills programme facilitated by international leaders.
   • National and international medical conferences, seminars and study days.
   • Fellow of the Royal College of Radiologists (FRCR) courses.
   • Portfolio of on-line learning opportunities from strategy development through to clinical skills.
   • World renowned communication skills unit.

4. Academic
   • MRes Oncology.
   • MRes Experimental Cancer Medicine.
   • MSc Specialist Practice: Cancer.
   • Masters in Public Health/Post Graduate Certificate (Primary Care - Oncology).
Christie International packages and tariffs

The Christie International consultancy tailors packages to meet the specific individual needs of each client.

Typically, in response to an approach from a potential client, an initial meeting will take place to develop a project scope and agree the optimum level of support to be provided. Once the scope and approach have been agreed with the client, we will then confirm the specific deliverable, timescales and costs in a written proposal.

The Christie International has a tariff of daily charges according to the seniority of professionals involved in the project. This is used to determine the support package costs depending on the complexity, scope, time and specific professionals required. Each total cost package is based on the individual client’s requirements.

For further information

If you would like further information on any Christie International consultancy package please contact us at international@christie.nhs.uk and a member of our team will respond to your request.

You may also wish to visit our website to view more detailed information on each of our specialist service areas: www.christie.nhs.uk/international