



**The Clatterbridge  
Cancer Centre**  
NHS Foundation Trust

# Annual Members Meeting 2022

## Chief Executive's Report

Dr Liz Bishop, Chief Executive

# Welcome



Highlights of the year



Performance in 2021/22



Plans for 2022/23



# Highlights of the year

New Five Year  
Strategic Plan  
(Jun 2021)

Clatterbridge  
Diagnostics in  
Wirral  
(Jul 2021)

MSc in  
Cancer Care  
(Jul 2021)

HSJ Value award  
for Enhanced  
Supportive Care  
(Sep 2021)

Top-tier in  
National  
Inpatient Survey  
(Oct 2021)

Liverpool  
CRF  
awarded  
£5.3m  
(Mar 2022)

First-in-  
human trial  
of new  
cancer  
vaccine  
(Feb 2022)



'Chemo at  
home'  
expansion to  
Aintree hub  
(Feb 2022)

Integration  
of Aintree  
blood  
cancer  
(Feb 2022)

Tessa Jowell  
Centre of  
Excellence  
(Dec 2021)





National media  
coverage incl  
BBC focus on  
metastatic  
breast cancer  
(Oct 2021)




# Year in numbers

In 2021/22:

 **33,397** patients (incl 12,430 new patients)

 **80,667** radiotherapy appointments (*planning & treatment*)

 **78,716** chemotherapy treatments (*outpatient & inpatient*)

 **2,539** inpatients

 **177,413** outpatient follow-ups

 **Around 383k total patient contacts**



In 2020/21:

**31,986** patients (incl 12,965 new patients)

**70,170** radiotherapy appointments (*planning & treatment*)

**61,093** chemotherapy treatments (*outpatient & inpatient*)


**2,289** inpatients

**175,711** outpatient follow-ups

**Around 282k total patient contacts**

# Performance in 2021/22

## Operating environment & context

- COVID-19 continued
- Strong recovery of activity 
- System-working & preparations for new Integrated Care Board (ICB):
  - Our key roles in Diagnostics and Cheshire & Merseyside Cancer Alliance
- National policy: paving way for new 10-Year Cancer Plan

### 2021/22 activity: comparison with 2019/20

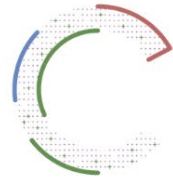
Outpatient appointments	153%
Chemotherapy/SACT	130%
Radiology	142%
Radiotherapy planning*	98%
Radiotherapy treatment*	85%

*\* Radiotherapy treatment regimes changed between 2019/20 and 2021/22*

# Five-Year Strategic Plan 2021-2025

Our mission:

**Drive improved outcomes and experience through our unique network of specialist cancer care across Cheshire and Merseyside.**



## BE **OUTSTANDING**

Deliver safe, high-quality care and outstanding operational and financial performance

**Outstanding CQC rating**  
**Top decile NCPES survey**



## BE **COLLABORATIVE**

Drive better outcomes for cancer patients, working with our partners across our unique network of care

**Improved 5-year survival**  
**Increased early diagnosis**



## BE **A GREAT PLACE TO WORK**

Attract, develop and retain a highly-skilled, motivated and inclusive workforce to deliver the best care

**Top decile staff survey**  
**Teaching hospital status**



## BE **RESEARCH LEADERS**

Be leaders in cancer research to improve outcomes for patients now and in the future

**Retain ECMC status**  
**Gain CRUK centre status**



## BE **DIGITAL**

Deliver digitally-transformed services, empowering patients and staff

**Develop a digital strategy**  
**Achieve HIMSS level 7**

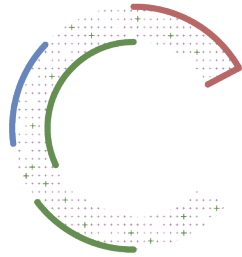


## BE **INNOVATIVE**

Be enterprising and innovative, exploring opportunities that improve or support patient care

**Develop and implement an innovation strategy**

# Progress in 2021/22



## BE **OUTSTANDING**

CCC-Liverpool aseptic pharmacy

Aintree blood cancer service

Estate masterplan for Clatterbridge  
Health Campus

Green Plan



## BE **COLLABORATIVE**

Active role in ICS & provider  
collaborative (CMAST)

Diagnostics leadership  
Community diagnostic centre  
(Clatterbridge Diagnostics)

Operational delivery networks  
(radiotherapy & TYA)



## BE **A GREAT PLACE TO WORK**

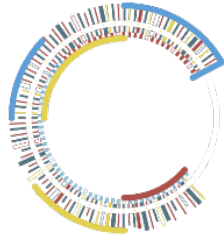
New People Commitment

Trust values refreshed

Culture & engagement groups for  
each division

Leadership development

# Progress in 2021/22



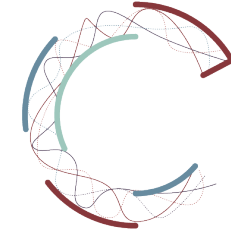
## BE **RESEARCH LEADERS**

New Director of Clinical Research  
2 first-in-human studies – Transgene & MOAT  
New Research Strategy  
189 research publications  
Successful Clinical Research Facility bid: £5.3m  
Collaborative bid for BRC  
ECMC renewal bid



## BE **DIGITAL**

Electronic patient record (EPR) upgrade  
& review for future development  
Approved bid for funding to enhance  
patient Hotline and provide remote  
monitoring of symptoms and side-  
effects  
Successful pilot of patient-held records  
on TYA  
New BI dashboards rolled out



## BE **INNOVATIVE**

Genomics rollout across more pathways  
Clinical Lead for Innovation and Innovation  
Manager appointed  
Bright Ideas scheme  
Expansion of Clatterbridge in the  
Community and patient-initiated follow-up  
Continued use of telemedicine where  
clinically appropriate



# Quality & performance

Strengthened our own performance reviews

14 C.diff (target <11)

Performed well on Cancer Waiting Times

0 Never Events

More complex/acute inpatients

4 Serious Incidents



# Our Charity



A successful year despite the challenges of COVID-19. Our Charity achieved its revised income target of **£3.4m** and contributed:

**£680k** to CCC-Liverpool build & equipment costs

**More than £300k** funding for other projects including...

£150k Research & Innovation fund (incl Bright Ideas)

Landscaping of CCC-Liverpool roof terraces (£72k)

New equipment (£58k)

Arts programme & activities for patients (£28k)

## Our subsidiaries



### PropCare – estates & facilities

New Managing Director Owen Smith

£10m upgrade of Liverpool Heart & Chest  
Hospital cath labs

Operational management of hard & soft FM



### PharmaC – outpatient pharmacy

Continued supporting our pandemic  
response

New Chief Pharmacist Tori Young

# Cheshire & Merseyside Cancer Alliance

**Cheshire &  
Merseyside**  

---

**Cancer Alliance**

We host & lead Cheshire & Merseyside Cancer Alliance:

- Targeted lung health checks
- NHS Galleri trial: detecting cancer early through blood tests
- Addressing health inequalities & campaigns for underserved / at-risk communities
- Innovations incl cytosponge
- Coordinating & enabling NHS pathways across our region & recovery of activity post-pandemic

# Our focus for 2022/23

- Year 2 of our Five Year Strategic Plan
- Integrated Care Board & leading cancer care in the new system
- Achieving key quality measures
- Valuing & supporting our people
- Growing our subsidiaries
- Continued recovery post-pandemic



CCC-Wirral estates redevelopment & 65<sup>th</sup> birthday celebrations

Urgent cancer care & acute oncology (incl virtual CDU & remote monitoring)

CAR-T therapy

Empowering patients (e.g. patient-held records)

Supporting strategies incl Innovation Strategy, Patient Experience Commitment, Quality Strategy, Digital Strategy



The Clatterbridge  
Cancer Centre  
NHS Foundation Trust

**Thank you for your interest in  
The Clatterbridge Cancer Centre**