



The Clatterbridge
Cancer Centre
NHS Foundation Trust

Annual Members Meeting 2023



**The Clatterbridge
Cancer Centre**
NHS Foundation Trust

Agenda

Welcome and introduction Kathy Doran, Chair

Council of Governors' report Laura Jane Brown, Chair of the Membership Committee

Our year in review: 2022/23 Liz Bishop, Chief Executive and James Thomson, Director of Finance

Auditor's report Hassan Rohimun, Partner, Ernst & Young LLP

Looking forward to 2023/24 Liz Bishop, Chief Executive

Questions Kathy Doran, Chair, and Liz Bishop, Chief Executive

Closing remarks Kathy Doran, Chair



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Welcome and Introduction

Kathy Doran, Chair





Kathy Doran
Chair



Dr Liz Bishop
Chief Executive

Trust board members



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Cancer Centre
NHS Foundation Trust

Directors – Voting members



Joan Spencer
Chief Operating
Officer



Sheena Khanduri
Medical Director



James Thomson
Director of Finance



Jayne Shaw
Director of
Workforce &
Organisational
Development



Julie Gray
Chief Nurse

Non-voting members



Tom Pharaoh
Director of Strategy



Sarah Barr
Chief Information
Officer

Non-executive Directors



Mark Tattersall
Vice Chair



Geoff Broadhead
Senior Independent
Director



**Elkan
Abrahamson**
Non-executive
Director



Terry Jones
Non-executive
Director



Anna Rothery
Non-executive
Director



Asutosh Yagnik
Non-executive
Director



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Council of Governors' report

Laura Jane Brown



Patient experience walkrounds

Visiting wards and departments each month gives our non-executive Board directors (NEDs) and governors a great insight into what it's like here for our patients. Over the last year you have told them what you think we do really well and those things that weren't so good. This has helped us make real changes and we've included just a handful of them here.

The monthly visits are only one of the ways we hear feedback on patients' experience here, along with regular walkrounds by executives and senior leaders, national and local surveys, feedback forms, the Friends and Family Test and the many comments we receive by email, post and social media.



June 2022

Delamere
chemotherapy

CCC-Wirral

August 2022

Outpatients
Eye Proton Therapy/Cyclotron
Clatterbridge Private Clinic

CCC-Wirral

October 2022

Outpatients
Cancer Information
and Support Centre

CCC-Liverpool

December 2022

Marina Dalglish
chemotherapy

CCC-Aintree

February 2023

Chemotherapy
Clinical Trials

CCC-Wirral

July 2022

Ward 2
Ward 3

CCC-Liverpool

September 2022

Radiotherapy
CCC-Aintree

November 2022

Radiotherapy
Radiology/Imaging
Pre-treatment

CCC-Liverpool

January 2023

Ward 1 (Day Ward)
Clinical Interventions

CCC-Liverpool

March 2023

CANTreat
Chemotherapy

Halton

Governors and Membership

- Governor elections – 3 new public governors for appointment for
 - Wirral and the rest of England x 2
 - Volunteers and Service Providers
- Non-Executive and Governor Walkrounds
- Observe key meetings – Trust Board, Patient Experience Committee
- Glow Green Night Walk – Charity Event
- Governor Forums – focused sessions to discuss subjects of importance – e.g. Quality, Improvement and Learning Strategy
- C3 Membership Magazine and quarterly Stakeholder Bulletin
- Closer working with Patient Experience and Volunteer Teams
- Patient Led Assessment of the Care Environment (PLACE) visits





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Our year in review: 2022/23

Dr Liz Bishop, Chief Executive



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 & 65th 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

Highlights of the year

Early phase
clinical trials
inpatient unit
opens
(May 2022)



NHS England
Chief Executive
visits CCC-
Liverpool
(Jun 2022)



Transgene
cancer
vaccine trial
on Sky News
(Jul 2022)



Tessa Jowell
Centre of
Excellence for
Brain Tumours
(Jul 2022)



Top-tier in
National
Inpatient
Survey
(Oct 2022)

Acquisition of
CCC-
Paddington (ex-
Rutherford) and
plans for new
Liverpool CDC
(Mar 2023)

Wirral CDC**
sees its
50,000th
patient
(Mar 2023)

Renewal of
ECMC*
funding
(Jan 2023)

Pioneering
urgent cancer
care work wins
national
recognition (Oct
2022)



Biomedical
Research
Centre with
The Royal
Marsden /
ICR
(Oct 2022)

*Experimental Cancer Medicine Centre
**Community diagnostic centre

Year in numbers

In 2022/23:

↑ **36,028** patients (incl 13,609 new patients)

↑ **87,881** radiotherapy appointments (*planning & treatment*)

↑ **83,249** chemotherapy treatments (*outpatient & inpatient*)

↑ **2,499** inpatients

↑ **188,312** outpatient follow-ups

↑ **Around 410k total patient contacts**



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

Performance in 2022/23

Operating environment & context

- NHS Cheshire and Merseyside (Integrated Care Board): July 2022
- Continued growth in activity 
- Liverpool Clinical Services review
- Health inequalities and elective recovery
- National policy: Cancer as part of new Major Conditions Strategy for the NHS

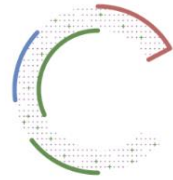
2022/23 activity: comparison with 2021/22

Outpatient appointments	113%
Chemotherapy/SACT	113%
Radiology	112%
Radiotherapy planning*	106%
Radiotherapy treatment*	107%

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

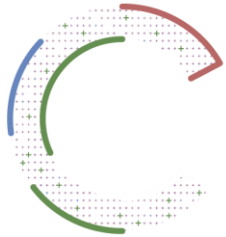


BE **INNOVATIVE**

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

Develop and implement an innovation strategy

Progress in 2022/23



BE **OUTSTANDING**

Patients rate us one of the best hospitals in England in National Inpatient Survey

CAR-T service in development

Investment in CCC-Wirral site upgrades and redevelopment

Successful service links with new Royal Liverpool Hospital

New Quality and Governance team appointments



BE **COLLABORATIVE**

Continued leadership of urgent cancer care programme, gaining national recognition

Continued leadership of Cheshire and Merseyside's Diagnostics and CDC* programmes

Active role in integrated care system and provider collaborative (CMAST)

Engagement in Liverpool Clinical Services Review



BE **A GREAT PLACE TO WORK**

Staff Excellence Awards 2022

Springboard and other leadership development programmes

Divisional listening events and staff networks

Staff Health and Wellbeing Extravaganza and Health MOTs

National Staff Survey 2022:

- Best in sector for 'We are recognised and rewarded'
- Above average on 6 of the 9 domains; no areas below average
- 67% response rate

*Community diagnostic centres

Progress in 2022/23



BE **RESEARCH LEADERS**

Successful BRC* bid with The Royal Marsden / ICR**

Renewal of ECMC*** funding

Launch of NIHR Liverpool Clinical Research Facility

Deputy Director of Clinical Research appointed

Clatterbridge Research Funding Scheme



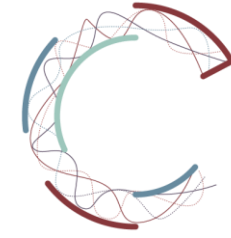
BE **DIGITAL**

Development of new Digital Strategy

Telemedicine pilot: remote monitoring for immunotherapy and advanced lung cancer

Virtual reality sepsis training

Digital themes embedded as 'business as usual'



BE **INNOVATIVE**

New Innovation Strategy launched

Engagement with local and national innovation partners

More than 120 Bright Ideas submitted, including one from a patient

Proposals for 'Big Ideas Scheme'

Quality and performance



Online dashboard piloted: real-time performance by division and clinical business unit



Cancer Waiting Times standards:

- Complex pathways
- 10% increase in referrals
- Industrial action
- Good performance within CCC (e.g. treatment starts)



96.4% positive feedback on Friends and Family Test



1 Never Event – minimal harm



4 Serious Incidents

Infection control

Reflects national picture post-COVID for oncology – joint work with national and regional teams to develop bespoke approach for our patient group

12 C.diff (target ≤ 17)

21 E.coli (target ≤ 11)

0 MRSA

12 MSSA ($>5 = \text{Red}$)

16 Klebsiella (target ≤ 8)

Pseudomonas 10 (target ≤ 1)

Our Charity



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Our Charity achieved its income target. It has set four priorities through which it can support our work:

- Funding life-saving research, shaping cancer care for generations to come.
- Enhancing the patient environment, supporting recovery and wellbeing.
- Investing in leading technology, driving better outcomes for people with cancer.
- Enabling innovations in care, for every patient every day.



Clatterbridge
Cancer Charity

Clatterbridge in the
Community hub at
CCC-Aintree
£77k

Piloting new roles
(incl research,
breast cancer CNS
and counsellor)
£164.5k

Innovation Fund
(incl Bright Ideas)
£150k

Biomedical
Research Centre
£150k

Arts in Health
programme for
patients' wellbeing
£118k



Our subsidiaries



PropCare – estates & facilities

Estates upgrades and redevelopment at CCC-
Aintree

Planned upgrades at CCC-Wirral, Halton and
Paddington (2023/24)

Operational estates and facilities
management and support with Green Plan



PharmaC – outpatient pharmacy

New five-year strategic plan

Continued support for Clatterbridge in
the Community (treatment at home)
as well as on-site dispensing and
pharmacy services

Cheshire and Merseyside Cancer Alliance



Cheshire and Merseyside Cancer Alliance

We host and lead Cheshire and Merseyside Cancer Alliance:

- Health inequalities, engagement and outreach to improve cancer outcomes for underserved and at-risk communities
- Targeted lung health checks
- NHS-Galleri trial: detecting cancer early through blood tests
- Innovations incl cytosponge and Thrive productivity tool
- Coordinating and enabling NHS pathways across our region, enhancing patient care



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Our year in review: 2022/23

James Thomson, Director of Finance





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Finances 2022/23: The year in numbers

NHS reported
surplus

£3.5m

Efficiency
Programme

£6.8m

Capital
Expenditure

£23.9m

Clatterbridge Cancer
Charity Fundraising

£5.4m

Trust accounting profile

Group format: Charity and subsidiaries consolidated



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Trust fulfills 'Going Concern' criteria ✓

Achieving high level of on-time payments to suppliers (Better Payment Practice Code) ✓

Continuing high cash balances ✓

2022/23 interim valuation of assets ✓

Audit opinion from Ernst & Young LLP ✓


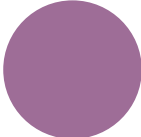
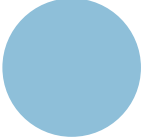

- 'True and fair view of the financial position'
 - Value for money: unqualified opinion

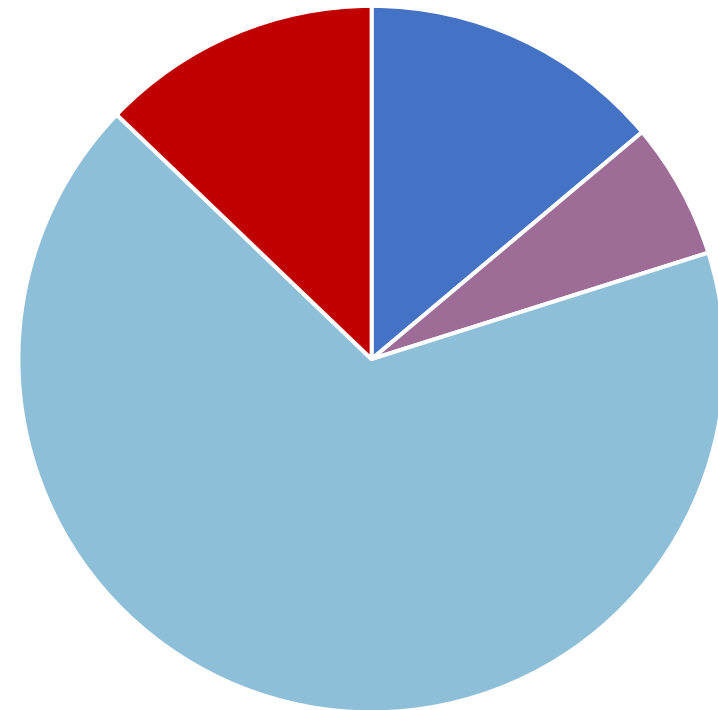
Capital expenditure: 2022/23



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£000

	Medical Equipment	£3,325
	Buildings	£1,494
	Paddington CDC	£16,049
	Digital projects and Infrastructure	£3,073

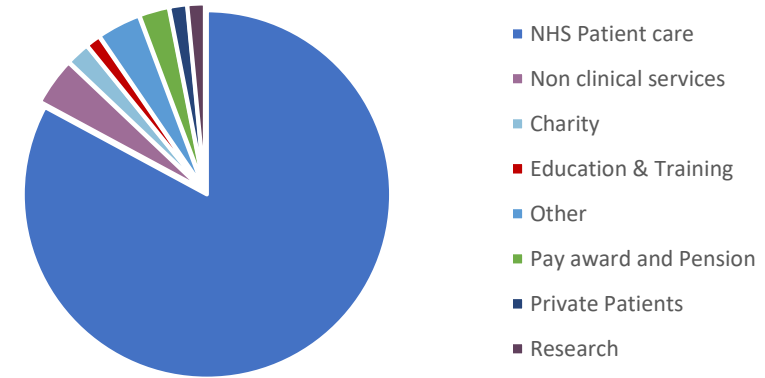


Total Spend: £23,941

Revenue position: 2022/23

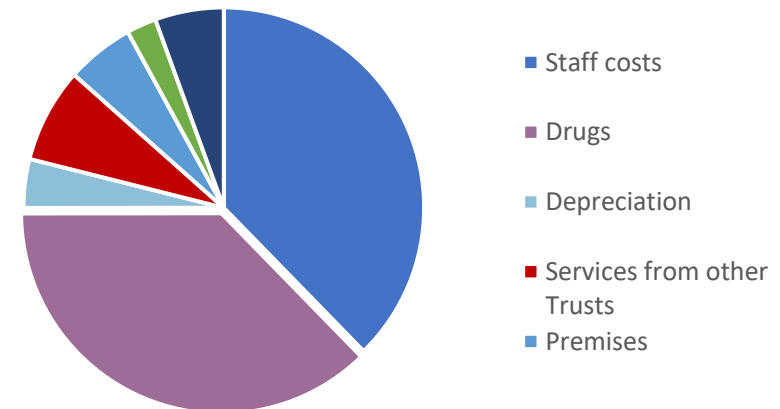
2022/23 Income £000

NHS Patient care	223,128
Non clinical services	11,309
Charity	5,614
Education and training	3,482
Other	10,348
Pay award and pension	7,059
Private patients	4,190
Research	4,107
Total income	269,237



2022/23 Expenditure £000

Staff costs	96,969
Drugs	95,886
Depreciation	10,128
Services from other trusts	19,656
Premises	14,094
Clinical supplies	6,190
Other	14,275
Total operational costs	257,198



Looking forward

2023/24

New contracting methodology
with NHS England

Financial target - £0.6m

Efficiency target - £8.2m

C&M standard 5% turnover

Charity is independent and will
not form part of accounts

Emerging system working

Beyond 2024

Commissioning of some service
delegated to NHS Cheshire and
Merseyside (ICB)

Ongoing requirement to improve
efficiency and productivity

Integration of national workforce
planning process

Limited capital availability

Increased system working and
maturing financial risk management



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Auditor's report

Hassan Rohimun, Partner, Ernst & Young LLP



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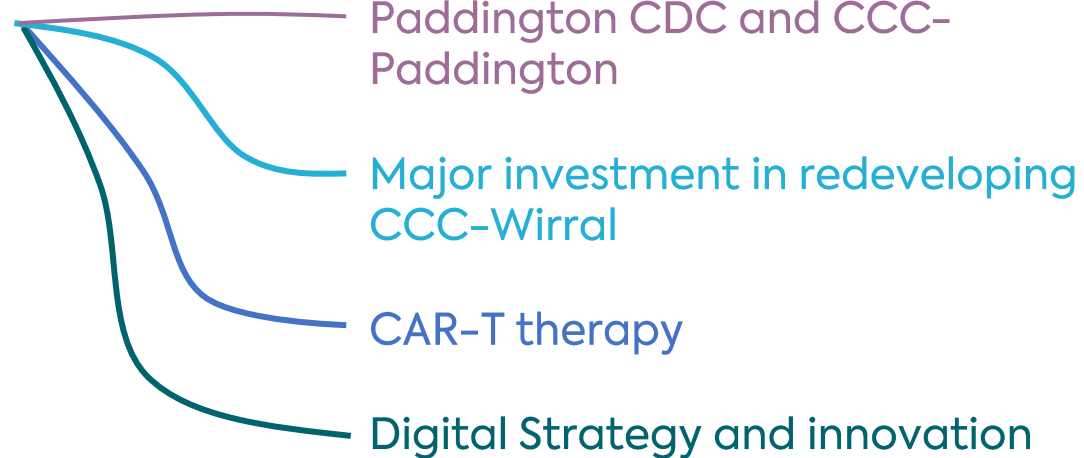
Looking forward to 2023/24

Liz Bishop, Chief Executive



Our focus for 2023/24

- Year 3 of our Five Year Strategic Plan
- Collaborative working with Liverpool and C&M partners, especially on care of people with cancer
- Achieving key quality measures, incl new cancer standards
- Valuing and supporting our people
- Growing our subsidiaries
- Continued focus on research, health inequalities and prevention





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Questions