

Strictly private and confidential



The Christie
NHS Foundation Trust



Candidate Information Pack

Chair



**INCLUSIVE
BOARDS**

Introduction

We Care, We Discover, We Teach

The Christie is one of Europe's leading cancer centres and an international leader in cancer research and education. We are a performance driven, high achieving organisation with patients at the heart of everything we do.

Our [2023-2028 strategy](#) sets out how we will continue to deliver our mission - to care, discover and teach. It has been developed following extensive consultation with staff, patients, the public, and our [Board of Directors](#).

Our combination of service, research and education makes us special, and we use a strong business approach to underpin continuous development. Our ambitious strategy includes enhancing our unique network of Christie services with, for example, the expansion of research trials across more of our sites and the creation of an advanced cancer scanning and imaging centre for state-of-the-art diagnostics and increased capacity.

We employ skilled and committed staff and encourage a culture of innovation and high quality care for patients, alongside performance management and responsibility.

A profile of The Christie is available on our website where you can also watch our [We are The Christie video](#) and hear directly from our staff and patients about what difference we make to the lives of patients.

The Chair has a unique opportunity to lead and be part of this dedicated team who play pivotal roles in the treatment and care of our patients, in leading edge research and in the professional education of colleagues.



Background and overview of the Trust

The Christie began life as a 30-bed hospital in the early 1890s, serving 463 patients each year. Our name is in honour of Richard and Mary Christie, who were instrumental in establishing a facility dedicated to people with cancer in Manchester.

Today The Christie is one of Europe's leading cancer centres, treating around 60,000 patients a year.

We are renowned as a world pioneer in the care, treatment and research of cancer. We build on this legacy, translating innovation and research breakthroughs into real patient benefits. Our work today is the treatment of tomorrow across the globe.

We serve a population of 3.2 million people across Greater Manchester and Cheshire and, as a national specialist, around a quarter of our patients are referred to us from other parts of the country.

The Christie Charity supports the work of The Christie NHS Foundation Trust providing enhanced services over and above what the NHS funds. This includes money for care and treatment, research, education, and extra patient services through the backing of 55,000 supporters.

Some key facts

We employ over
3,700 staff



We are a specialist
tertiary surgical
centre concentrating
on rare cancers,
specialist procedures
and multidisciplinary
cancer surgery



We deliver care and
treatment in multiple
hospitals and Christie
centres across Greater
Manchester and Cheshire



We are one of the
largest hyperthermic
intraperitoneal
chemotherapy (HIPEC)
centres in western Europe
and one of only two in
the UK to provide this
treatment for appendiceal
and colorectal tumours



We have Organisation
of European Cancer
Institute (OECI)
accreditation as a
Comprehensive Cancer
Centre



We deliver chemotherapy
treatment through the
largest chemotherapy
unit in the UK, as well as
at Christie clinics and in
patients' homes



Our annual turnover for
2023/24 was £472m



Some key facts

We are one of Europe's leading experimental cancer research centres and an international leader in research and innovation



Our early clinical trials unit delivers over 600 trials at any one time



The Christie was the first NHS organisation in the UK to deliver high energy proton beam therapy

We have been named by the National Institute for Health Research (NIHR), as one of the best hospitals providing opportunities for patients to take part in clinical research studies



We are a provider of cutting-edge therapies such as CAR-T



We are one of only two cancer centres worldwide to offer both MR-linac and high energy proton beam therapy



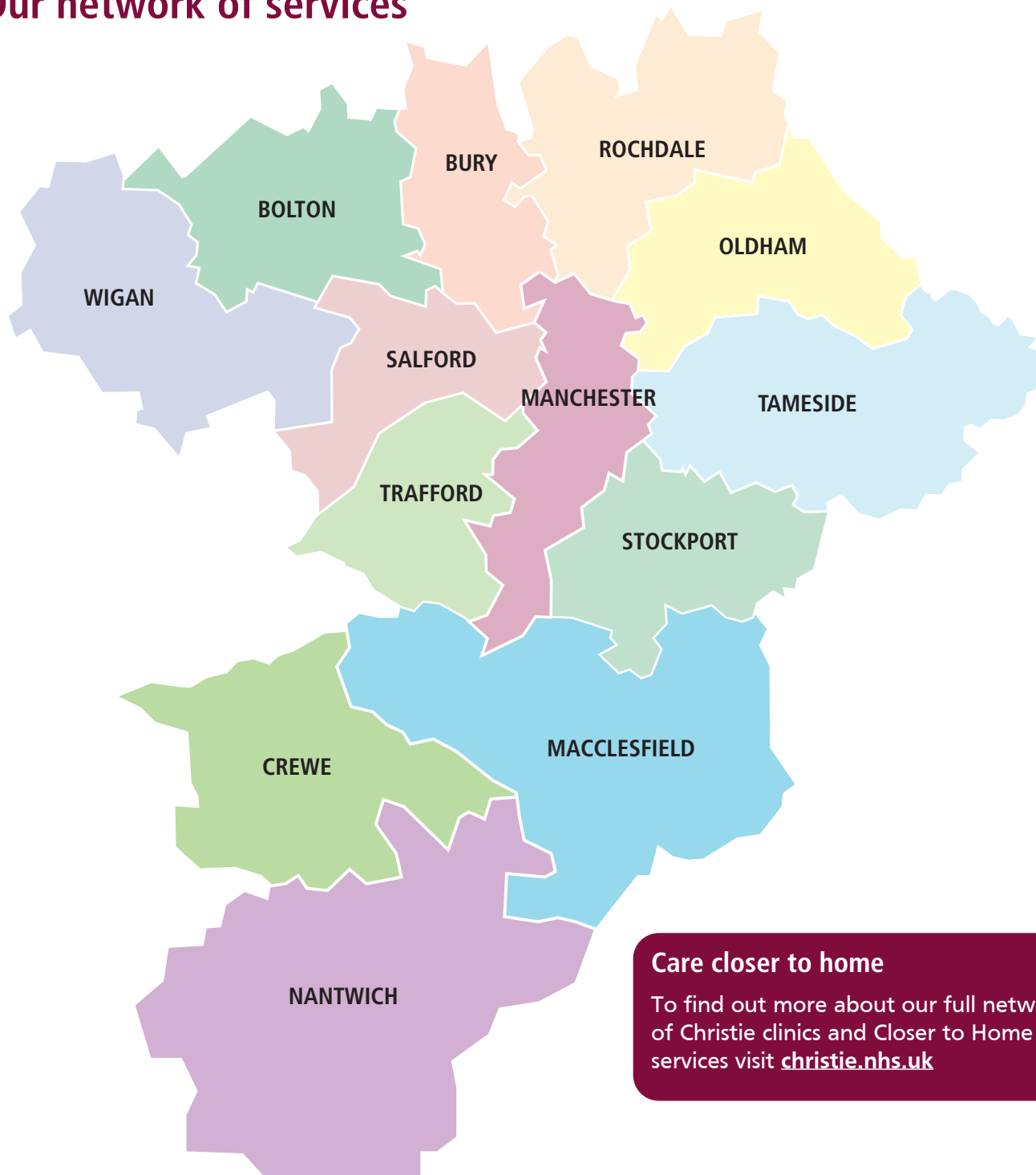
We are part of the Manchester Cancer Research Centre in partnership with The University of Manchester and Cancer Research UK



We are the largest radiotherapy provider in the NHS. We are also the largest provider in Europe, with one in 20 radiotherapy treatments delivered by The Christie



Our network of services



Care closer to home

To find out more about our full network of Christie clinics and Closer to Home services visit christie.nhs.uk



The Christie



The Christie
at Salford

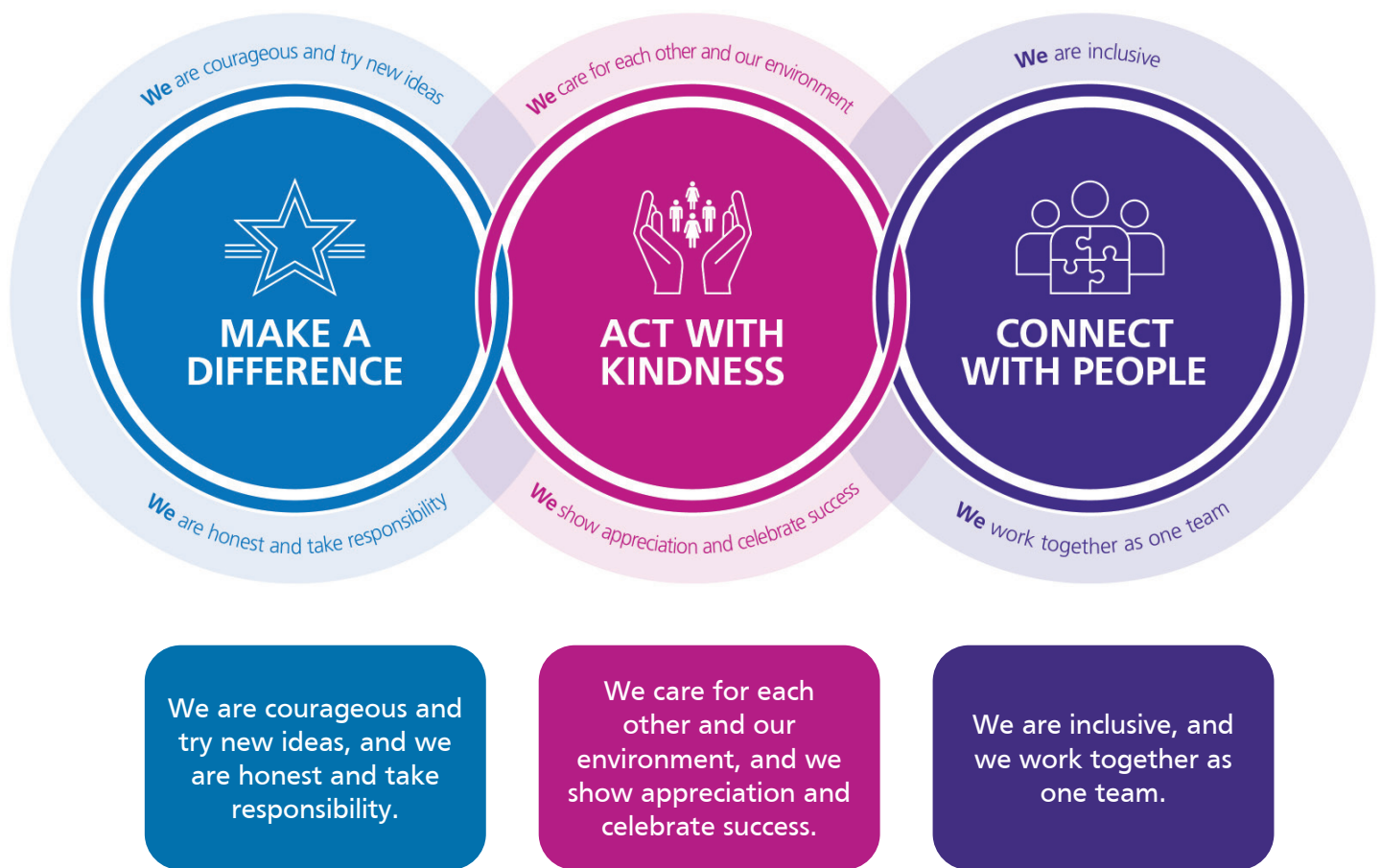


The Christie
at Oldham



The Christie
at Macclesfield

Our values



Our values and behaviours define how we approach our work and treat each other. They apply to all our Christie colleagues and show how we interact with each other, our patients, and our visitors. Through demonstrating these behaviours, we shape our culture in a way that helps us to achieve our Christie vision and positively influence areas such as patient experience and outcomes, staff wellbeing and continuous improvement.

Our leaders

At The Christie we know that effective, compassionate management and leadership fundamentally shapes our culture. We are committed to supporting and developing our people managers, and we expect them to proactively engage in their development, ensuring they have the right knowledge, skills and behaviours to do

their work well. This expectation applies to every people manager, at every level. Through taking good care of our people and teams, we will continue to lead and improve cancer care, ensuring that every patient receives the best experience and outcomes.



"To go from being told I'd only have a short time to live to now being cancer free is the greatest gift"

Strategic objectives

Future Christie

The organisation has initiated the 'Future Christie' programme to support the delivery of The Christie strategy 2023 - 2028 and take a longer-term view on the modernisation of care, discovery and education.

This programme will ensure that The Christie can continue to deliver the latest innovative care and enhance patient and workforce experience for the next 10 years in line with the national focus for the NHS.

Our aim is to define an ambitious and achievable programme that catapults The Christie into adopting proven technology and practice to advance The Christie strategy.

Our strategy is focused on four themes which capture our ambitions:

1. **Leading cancer care**
2. **The Christie experience**
3. **Local and specialist care**
4. **Best outcomes**

Research and Innovation

We want to further develop a programme of world leading research and education that leads to changes in international clinical practice and standards.

Delivering world class cancer research is at the heart of what we do at The Christie. Developing new treatments to improve outcomes for patients is one of our key priorities.

We lead research into innovative techniques such as using DNA to personalise treatment and to help people's immune systems fight cancer. There are more than 600 clinical research studies and trials running here at any given time and our work includes identifying appropriate research participants and involving them in the right research studies.

We are part of The Manchester Cancer Research Centre (MCRC) partnership with The University of Manchester and Cancer Research UK, bringing some of the best researchers and clinicians in the world to Manchester. Working together we provides state-of-the-art facilities to progress cancer research.

Greater Manchester Cancer Alliance

We host the Greater Manchester Cancer Alliance, the cancer programme of Greater Manchester's Integrated Care System. The Alliance has a broad focus, from prevention and early diagnosis to living with and beyond cancer and end of life care.

Education

The Christie Institute for Cancer Education facility brings together professional education, pre-registration educational training and workforce development activities at The Christie into one academic structure. In doing this, we are providing a platform for growth and development of cancer education.



"To tackle the biggest and hardest questions in oncology, we need real collaborative efforts... this funding will enable us to join forces with the best across the UK to find innovative solutions"

Joint ventures

Our aim is to maximise opportunities for generating surpluses from non-NHS funded cancer services to reinvest in NHS provision.

The Christie Private Care

The Christie is part of a joint venture partnership with HCA Healthcare. Profits from The Christie Private Care (TCPC) allow significant additional developments for The Christie at a time when NHS funding is limited.

TCPC is a joint venture limited liability partnership owned 50:50 and run by The Christie Private Care board made up of 3 Christie executive directors and 3 directors from HCA Healthcare. HCA Healthcare has operational responsibility for the day to day running of these services.

Pharmacy

The Christie Pharmacy Limited is a wholly owned subsidiary of The Christie NHS Foundation Trust, which is the sole shareholder in the company. The company manages the dispensing function for outpatient, homecare and inpatient services for the Trust, and charges the associated management fees and drugs costs.

Pathology

The Christie has a joint venture agreement with Synlab UK Ltd which is the UK division of one of the largest European independent providers of pathology services. With the increasing personalisation of cancer treatment through advanced diagnostic techniques, Synlab's expertise supports clinical excellence at The Christie.



"I would say to anyone, if standard treatment isn't working for you, then ask about clinical trials. I'm so glad I did"

Recent developments

A number of major capital projects have been identified as key to delivering The Christie vision including the delivery of the advanced scanning and imaging centre which is a current project.

We have completed major projects including The Proton beam therapy centre and The Paterson building redevelopment.

Proton beam therapy centre

The Christie NHS Foundation Trust together with Manchester University NHS Foundation Trust and Northern Care Alliance NHS Foundation Trust, worked with the Department of Health and Social Care to bring the UK's first high energy proton beam therapy service to Manchester.

Proton beam therapy is a specialist form of radiotherapy which can very precisely target certain cancers, increasing success rates and reducing side-effects. This service enables patients to be offered the best possible choice of treatment.

The Paterson building

The Paterson building, our new research facility was custom designed to enable easy collaboration between hundreds of researchers and clinicians.

The lower three floors include walkways directly into The Christie, providing real-time access to patients. The facility has co-located clinical staff with laboratory-based researchers to enable closer collaboration in a facility which houses the bio-marker centre – a valuable and accessible resource to underpin a diversity of cancer research programmes.

This research facility will lead to more clinical trials and will fast-forward our progress in developing new approaches to preventing and detecting cancer to improve patient outcomes and increase survival as well as developing commercial interest from some of the world's largest pharmaceutical companies and other industry partners.

Regulator rating

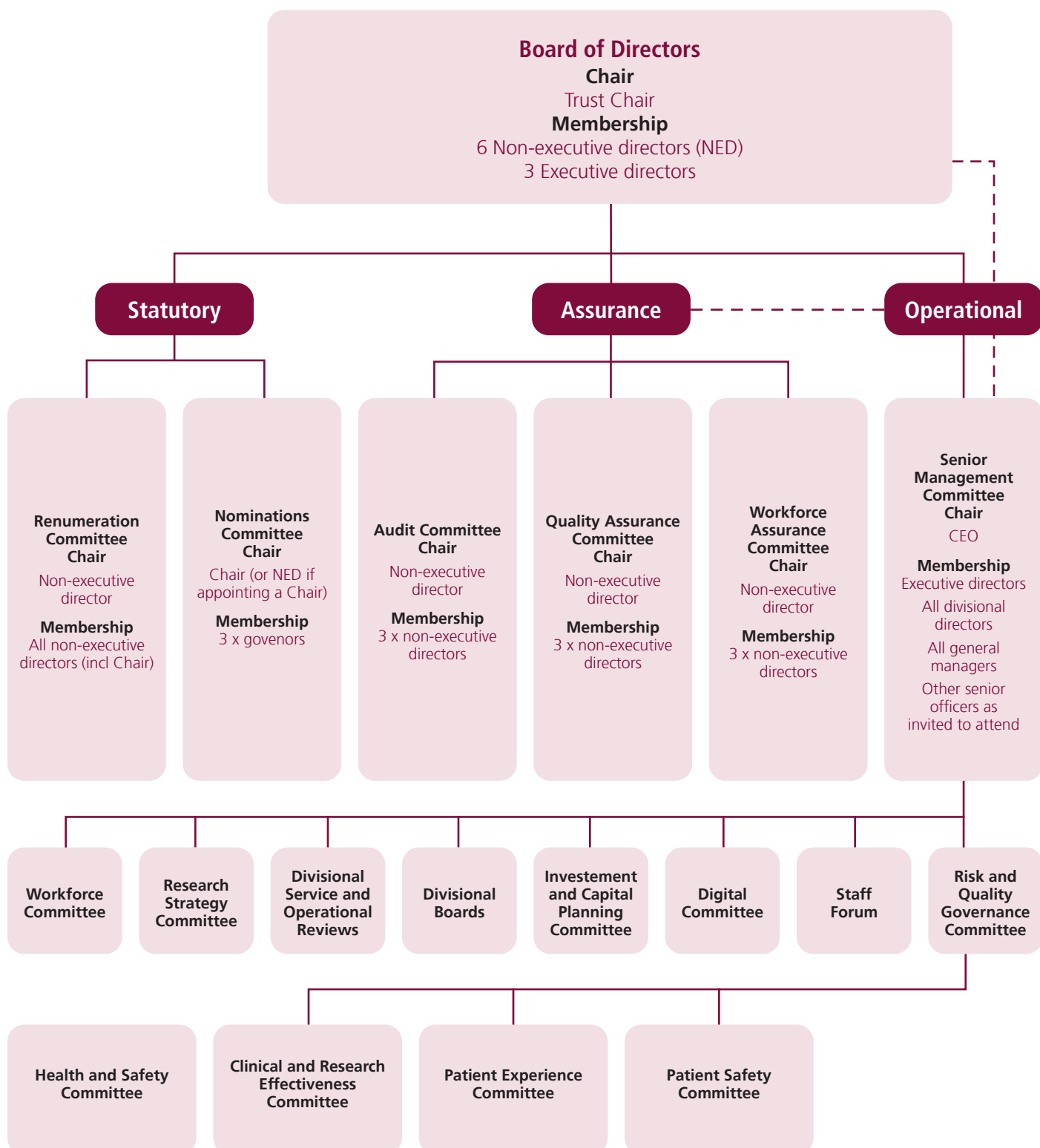
CQC Rating

We are rated as 'Good' by the CQC

Good



Organisational structure



Role and responsibilities of the Chair

The Chair is accountable to the council of governors and members of the Foundation Trust for leadership of the Trust Board in support of the Trust's objectives and to NHSE and Parliament for complying with the Trust's terms of authorisation and the aims of the NHS.

As Chair, you will:

- provide leadership to the board of directors and council of governors, ensuring their effectiveness on all aspects of their role and setting their agenda
- ensure that the board of directors and council of governors work together effectively
- ensure the provision of accurate, timely and clear information to governors and directors
- ensure effective communication with patients, clients, members, staff and other stakeholders
- facilitate the effective contribution of all executive and non-executive directors and ensure constructive relations between them and between directors and governors
- be 'fit and proper' in line with the CQC fit and proper persons regulation

In particular the Chair will:

- arrange and set the agenda for meetings of the council of governors to reflect the views of governors and members and facilitate governors in carrying out their statutory duties
- ensure that the Board implements and adheres to appropriate policies to comply with the Trust's terms of authorisation and the reporting requirements of NHSE and other statutory bodies

- ensure that the Board develops and oversees strategies, which will result in tangible improvements to the health of the population and clinical services
- hold the chief executive to account for the effective management and delivery of the organisation's strategic aims and objectives
- arrange the regular evaluation of the performance of the board, its committees and individual directors, including the chief executive
- play a key role in building strong partnerships with the Integrated Care System, local authorities and other stakeholders
- provide the leadership needed by the Board to shape the organisation; to develop a culture which supports the values of the NHS; and ensure the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business
- ensure that the Board maintains its responsibility for the effective governance of the organisation, including the establishment of remuneration and audit committees, and achievement of financial balance
- ensure that the Board and the organisation observe the Secretary of State's policies and priorities, including the requirements of the Codes of Conduct and Accountability
- where necessary, assist in the appointment of executives and non-executives and ensure systems of support and appraisal





"When you first hear that you've got cancer, it's really scary, but I know my team at The Christie are with me every step of the way"

Qualities required to be an NHS Chair

Candidates will need to demonstrate that they have the necessary experience, and will need to show that they have:

- experience of leading an organisation with a significant budget and of comparable complexity
- a considerable reputation within their field alongside a demonstrable understanding of the current environment and issues within the NHS generally and The Christie specifically
- a portfolio of high-level governance and organisational skills including strategic planning, financial management, risk management, organisation performance management and service development in a regulated environment
- experience of building alliances and working relationships with a range of stakeholders

Candidates who are shortlisted for interview will need to show that they have the competencies required to be effective in this demanding leadership role. They are:

Patient and community focus: High level of commitment to patients, carers and the community and to tackling health inequalities in disadvantaged groups.

Self-belief and drive: The motivation to improve NHS performance and the confidence to take on challenges.

Intellectual flexibility: The ability to be creative, make sense of complexity and clarify it for other people.

Strategic direction: The ability to develop a clear vision and enthuse others.

Holding to account: The willingness to be held to account for board performance and the ability to hold the Chief Executive and non-executives to account.

Team working: The ability to take on a personal leadership role and build an effective team.

Effective influencing and communication: A high level of ability to gain support and influence, political acumen.

Our commitment to equality, diversity and inclusion

At The Christie, we aim to deliver healthcare services that are accessible and inclusive to everyone, in an environment characterised by dignity and mutual respect. Equality, diversity and inclusion for our staff means placing great value on the rich diversity and creative potential that people with different backgrounds and abilities bring. Our culture values the contribution of every single person, and is one in which an individual's success depends on personal merit and performance.

We welcome applications from anyone regardless of age, disability, ethnicity, heritage, gender, sexuality, religion, socio-economic background or other difference.

We are deeply committed to inclusive working practices, so during the application process we commit to:

- paying for care and childcare while you are at interviews
- paying for your travel costs to the office and back for interviews held in person
- making any reasonable adjustments – for example ensuring we have a sign language interpreter organised in advance if you'd like them
- providing this document in a Word document format readily available to download
- offering a guaranteed first stage interview with Inclusive Boards for disabled candidates who meet the minimum requirements for the role

If there is anything else you are concerned about or think we could provide, please let us know.

Additional information

Remuneration:

Remuneration is £50,000 per annum for the term of the appointment. Annual increments may be awarded at the discretion of the council of governors.

Time commitment

As a guide, Chairs will be expected to devote around 1 to 3 days a week to their duties, dependent on need, which may include some time commitment during the evening or weekend.

Location

The location of work will normally be at the Trust's headquarters in Withington, Manchester, but some travel within the UK, and occasionally overseas, may be required.

Period of appointment

Successful candidates will be appointed for an initial term of up to three years. After this you may be considered for a further term, subject to consistently good performance and the needs of the organisation.

How to apply

The recruitment process is being supported by Inclusive Boards on behalf of The Christie NHS Foundation Trust. If you would like to apply, please supply the following by no later than **11.59pm** on 02/03/2025:

- a detailed CV setting out your career history, with responsibilities and achievements
- a covering letter (maximum two sides) highlighting your suitability for the role and how you meet the person specification. Please note that the covering letter is an important part of your application and will be assessed as part of your full application

- please provide details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you. Referees will not be contacted without your prior consent

If you have any questions or would like to arrange a call to discuss the role please email Christie@inclusiveboards.co.uk or call **0207 267 8369**.

Please visit www.inclusiveboards.co.uk/opportunities to apply online.

A brief history – The Christie

The Christie was named in honour of Richard and Mary Christie who were instrumental in setting up the cancer centre.

Confronted with new diseases such as mule spinners' cancer and chimney sweep's cancer, doctors started looking for possible links to machine oils and airborne soot. At this time there were 30 beds and 463 patients each year. Early treatments including extracts of cow stomach juice with some staff were fearful about contracting cancer.

But early work became the forerunner of many cancer treatment breakthroughs made by researchers at The Christie. Milestones throughout the 20th century included:

1901

Use of X-rays for therapy.

1905

Use of radium for therapy.

1932

Development of the 'Manchester Method' of radium treatment.

1944

World's first clinical trial of Stilboestrol a breast cancer drug.

1970

World's first clinical use of Tamoxifen a breast cancer drug.

1986

World's first use of cultured bone marrow for leukaemia treatment.

1991

World's first single harvest blood stem-cell transplant.

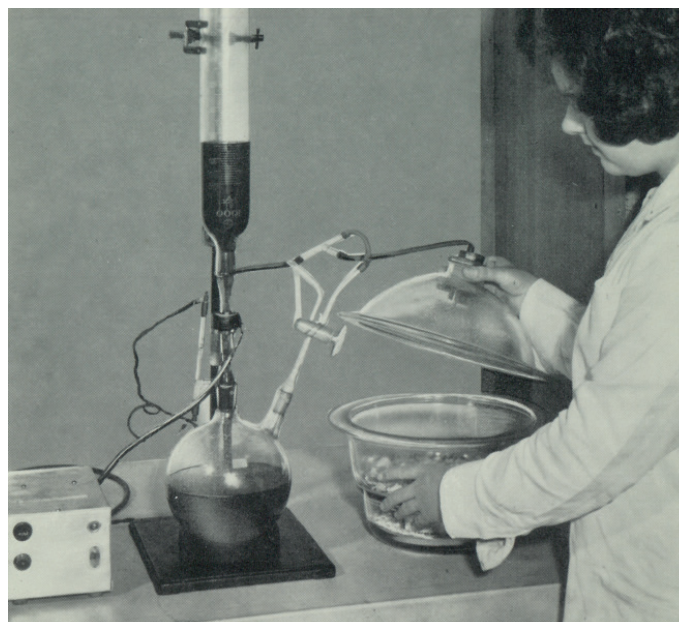
1996

Inventing photo-dynamic therapy for skin cancer.

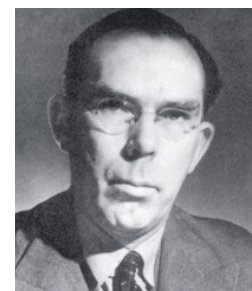
...and 'world firsts' are still continuing in the 21st century.

Surgery was suspended in 1915 because of first world war work, and during the second world war Christie staff had to keep the radium safe from potential bombing while they carried on treating patients.

From 1931 The Christie was linked with the Holt Radium Institute which gave radium treatments for patients in local hospitals. The two institutions then moved from Stanley Grover to a new building in Withington, south Manchester, where The Christie's main site remains to this day.



In the 1930s and onwards, Dr Ralston Paterson built a team of physicists and clinicians who turned the hospital into a world recognised centre for the treatment of cancer by radiation. The Christie set the first international standards for radiation treatment in 1932.



Dr Paterson's wife, Dr Edith Paterson, started research work at the Christie in 1938 - initially alone, unpaid and having to provide her own equipment. She too became a world-renowned pioneer in biological dosimetry, childhood cancers and anti-cancer drug treatment methods.



In 1948 The Christie became part of the newly created NHS.

Dr Eric Easson was appointed Director of The Christie following Dr. Paterson's retirement in 1962, and remained as Director until his retirement in 1979.

His initial interest was in leukaemia and he became internationally known for his work on curability. Early detection of cancer was his abiding concern and for eight years he was chairman of the Commission on Cancer Control of the International Union against Cancer (the UICC). He was also the President of the Royal College of Radiologists from 1975 until 1977, and was awarded the CBE in 1978.



Many subsequent clinical and scientific staff members have made significant contributions to research, education and clinical developments – lending their expertise to the broader UK and world community.

For over 100 years The Christie has played a crucial role in the advancement of cancer treatment and care. We are one of Europe's leading cancer centres but have always retained our treasured 'family spirit', with the patient being at the very heart of everything we do.

Our world firsts and proud moments have continued into the 21st century...

2002

World's first clinical use of image guided radiotherapy on a radiotherapy machine.

2008

Survival rates following surgery for bladder cancer recognized as better than anywhere else in UK.

2008

First UK hospital to be accepted as a member of Organisation of European Cancer Institutes. First UK organization to be officially accredited as a Comprehensive Cancer Centre, becoming just one of only eight centres to have this status in Europe.

2009

First trials in Europe undertaken for pioneering radioimmunotherapy cancer treatment.

2010

In September a Christie School of Oncology, the first of its kind in the UK, was launched.

2010

Signed a £14million private patient joint venture with HCA International in 2010 to develop The Christie Clinic – a new private patient cancer unit to increase income for our NHS services.

2010

Opened a £17million radiotherapy centre in Oldham.

2010

The Christie's patient treatment centre housing the world's largest single site early phase clinical trials unit and largest chemotherapy facility in the UK opens.

2011

Opened a £17million radiotherapy centre in Salford.

2011

Two new surgical theatres opened.

2012

Launched The Christie's 20:20 Vision to transform cancer treatments and improve outcomes for patients, following year-long engagement phase with many of our stakeholders.

2013

Opened a £3.8million brachytherapy and molecular radiotherapy unit, housing the UK's largest brachytherapy service.

2013

Launched a mobile chemotherapy unit to bring Christie care closer to home for patients in Bolton, Failsworth, Hyde, Rochdale and Trafford.

2014

Opened our new £12m Palatine treatment centre which houses our teenage and young adult service and our haematology service.

2018

The Christie was rated outstanding again by the CQC – making it the first specialist hospital in the country to receive the top rating twice.

2018

Opened the UK's first high energy proton beam therapy centre, operating a national service on behalf of NHS England.

2021

Opened our third local radiotherapy centre in Macclefield – the £26m building also provides other Christie services including chemotherapy and support services.

2023

Opened the new £150m cancer research centre at The Christie in partnership with the University of Manchester and Cancer Research UK.

The Christie NHS Foundation Trust

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christie.nhs.uk