

The ROYAL MARSDEN
NHS Foundation Trust

In partnership with

ICR The Institute of
Cancer Research

Five-Year Clinical Strategy

2024/25 – 2028/29



NHS



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Foreword

We are delighted to introduce you to **The Royal Marsden's next Five-Year Clinical Strategy**, developed to improve both the experience and outcomes of patients under our care as they go through their cancer treatment.

Development of this strategy has benefitted from contributions from patients as well as expert input from staff and partners at The Royal Marsden, The Institute of Cancer Research (ICR) and our Cancer Alliance, RM Partners.

As a specialist cancer centre, it is our mission to continue to innovate and provide the highest standard of cancer care for patients here in the UK and worldwide, through our research and leading-edge practice.

The research and care we provide directly benefits our own patients as well as informing and supporting the development of oncology services regionally, nationally and globally, as we innovate and act as pioneers in cancer care.

Working in partnership with the ICR, The Royal Marsden has developed three strategic programmes for the next five years: clinical care, research and education. This document covers the first of those programmes and sets out our Five-Year Clinical Strategy. The clinical priorities covered within this strategy are

underpinned by detailed plans prepared by each of our clinical unit teams and will be followed by a combined Royal Marsden/ICR research strategy in Autumn 2024 and an education strategy in 2025.

The three core themes identified by staff and patients to form the basis of this Five-Year Clinical Strategy are as follows:

Pioneering and personalised diagnostics, treatment and care – to provide patients with the very best, leading-edge service.

A compassionate, committed and excellent workforce – which is critical to the delivery of our ambitions on patient experience and outcomes.

Sustainable investment through effective use of resources – recognising the need to invest in our services and use resources effectively to deliver innovation and quality of care.

Thank you to everyone who has contributed to this strategy and we look forward to working with you to ensure The Royal Marsden continues to transform survival and quality of life for all those affected by cancer worldwide.



Sir Douglas Flint CBE
Chairman



Dame Cally Palmer CBE
Chief Executive



FOUNDED IN 1851 BY
WILLIAM MARSDEN M D

The Royal Marsden in Chelsea, London

Overview

The Royal Marsden opened in 1851 as the world's first hospital dedicated to cancer diagnosis, treatment, research and education.

The Royal Marsden operates as a specialist cancer hospital and together with its principal academic partner, The Institute of Cancer Research (ICR), is a National Institute for Health and Care Research (NIHR) Biomedical Research Centre (BRC) for cancer.

The Royal Marsden and the ICR have a combined workforce of almost 6,000 people and are ranked as one of the top comprehensive cancer centres in the world for the impact of their research, seeing over 60,000 NHS and private patients every year and having nearly 1,000 clinical trials open to patients at any one time.

It is a centre of excellence with an international reputation for groundbreaking research and for pioneering the very latest in cancer treatments and technologies, as well as leading the way in innovative cancer diagnosis, education and cancer survivorship programmes.



Rated as outstanding by the Care Quality Commission.

The Royal Marsden has two hospitals, one in Chelsea, London and another in Sutton, Surrey. It also has a Medical Day Unit at Kingston Hospital and a private care diagnostic and treatment centre in Cavendish Square, central London.

The Trust is also the founder and host of RM Partners Cancer Alliance, which includes St George's University Hospitals NHS Foundation Trust, Imperial Healthcare NHS Trust, and other trust and Integrated Care Board (ICB) partners across north west and south west London.

Despite the challenges over the past five years, including the disruptive impact caused by the COVID-19 pandemic, the Trust has had many major achievements during this time.

One of the most significant developments was the opening of the Oak Cancer Centre. This state-of-the-art research and treatment facility will help us accelerate the development of new cancer treatments and diagnose more cancers at an earlier stage. Funded by a £70 million appeal by The Royal Marsden Cancer Charity, the Oak Cancer Centre was officially opened by His Royal Highness Prince William, Prince of Wales, in June 2023.

The Trust has also undergone a significant digital transformation programme, with the introduction of a new Digital Health Record, Connect. This enhances the ability to care for patients more efficiently, to research and understand their cancers better and optimise delivery of the best possible treatments. In addition, it allows the Trust to maximise the emerging opportunities to be derived from digital services and the application of artificial intelligence on data.

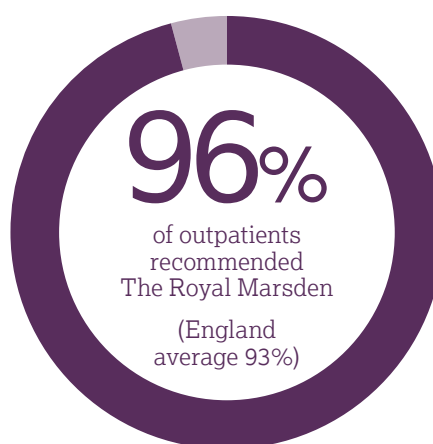
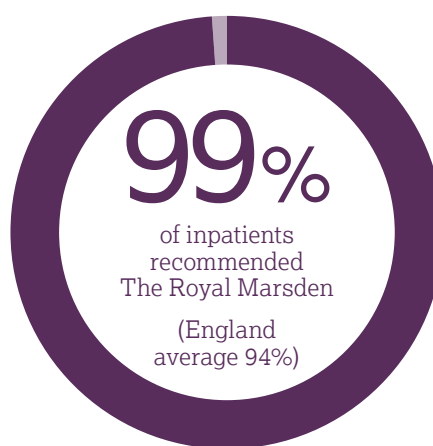
In April 2021, The Royal Marsden opened a brand-new private care diagnostic and treatment facility in Cavendish Square, central London. This has allowed us to treat more patients and provide access to our world-leading diagnostic experts, research-led care, Medical Day Unit and state-of-the-art imaging suite.

The best healthcare requires not only technical and clinical excellence but the highest standard of care delivery, and The Royal Marsden has a consistent record of top-decile performance across all aspects of treatment and care.

The Trust has been rated as outstanding by the Care Quality Commission, the independent regulator of health and adult social care in England, for being effective, caring, well-led and responsive.

The Royal Marsden has also been ranked by patients as one of the best places in England to receive care and has consistently scored in the top trusts nationwide. In patient surveys, 99 per cent of inpatients (England average 94 per cent) and 96 per cent of outpatients (England average 93 per cent) recommended The Royal Marsden. This is a reflection of the skills and culture of the workforce at The Royal Marsden which works to a set of values developed to reflect what staff do every day.

The Royal Marsden has been ranked as one of the best places in England to receive care.



The Royal Marsden and the ICR are consistently ranked in the top 10 for the impact of their research.

*The
healthcare
landscape*

On average someone in the UK is diagnosed with cancer every 90 seconds. Cancer incidence in the UK has risen by 40 per cent since 2002, and by 19 per cent in the last decade.¹ Cancer has become a recognised long-term condition, with an increasing number of survivors needing support, and therefore we need to respond to it as such.

Growing incidence

Globally, the annual increase in the incidence of cancer is over two per cent² and it is the second leading cause of mortality. Mortality as a result of cancer is set to further increase. In 2020 there were nearly 10 million deaths globally, with 16 million per year expected by 2040.³

The UK incidence rate for all cancers combined, excluding non-melanoma skin cancer, is higher than most of the countries in Europe (rank 10 of 40).⁴ Yet while more people will develop cancer, survival is also improving. Three in every four people survive their cancer the first year after being diagnosed.⁵



Every
90
seconds
someone in the UK
is diagnosed with cancer.¹

1 Macmillan Cancer Support, June 2023 [macmillan.org.uk/about-us/what-we-do/research/cancer-statistics-fact-sheet](https://www.macmillan.org.uk/about-us/what-we-do/research/cancer-statistics-fact-sheet)

2 International Agency for Research on Cancer gco.iarc.who.int/tomorrow/en and Macmillan Cancer Support [macmillan-2020-cancer-prevalence-figures-and-methodology](https://www.macmillan.org.uk/dfsmedia/1a6f23537f7f4519bb0cf14c45b2a629/5192-10061/macmillan-2020-cancer-prevalence-figures-and-methodology)

3 Worldwide cancer mortality statistics, Cancer Research UK [cancerresearchuk.org/health-professional/cancer-statistics/worldwide-cancer-mortality](https://www.cancerresearchuk.org/health-professional/cancer-statistics/worldwide-cancer-mortality)

4 The International Agency for Research on Cancer, 2022 gco.iarc.fr/today/home

5 Department of Health and Social Care, April 2023 [gov.uk/government/news/cancer-survival-rates-improve-by-almost-10](https://www.gov.uk/government/news/cancer-survival-rates-improve-by-almost-10)

National context

The NHS Long Term Plan (2019) has an ambition to have three quarters of all cancers diagnosed at an early stage (stages 1 and 2). This, coupled with expected changes in treatments, will mean that by 2028, 55,000 more people each year will survive their cancer for at least five years after diagnosis.

The national strategy for meeting this ambition is through better and earlier case finding, and faster, standardised diagnostic processes, alongside the adoption of new treatments and approaches. The key vehicles for overseeing and coordinating the delivery of the cancer priorities within the NHS Long Term Plan are the 21 Cancer Alliances that NHS England has established.

As part of the NHS Long Term Plan, NHS England created a Genomic Medicine Service to accelerate and embed genomic medicine into the NHS. This service aims to lead the work in harnessing the power and potential of genomics.

This strategy is being implemented through a network of Genomic Laboratory Hubs (GLH). The Royal Marsden, in partnership with Great Ormond Street Hospital for Children NHS Foundation Trust, is one of seven GLHs nationally, delivering innovative genomic and genetic testing within a streamlined service pathway. This supports delivery of faster, more personalised diagnostic and treatment pathways.

To complement the NHS Long Term Plan, NHS England has developed an NHS Long Term Workforce Plan. The plan encompasses a vision for how people working in the NHS will be supported to deliver world-class 21st century healthcare, as the NHS focuses on being an agile, inclusive, modern employer that attracts compassionate people to deliver healthcare of the future.

The implementation of this plan will be challenging because of the current and expected global workforce shortfall, as projected by the World Health Organisation.

NHS Cancer Performance Targets (cancer waiting time targets) are under increasing scrutiny. They were revised in October 2023 to reflect the need for streamlined and rationalised patient pathways, to improve outcomes.

The three key targets are:

- 28-day faster diagnosis standard
- 62-day referral to treatment standard
- 31-day decision to treatment standard

Finally, there is a significant national focus on realising the patient and research benefits from the wealth of data collected by the NHS.

In 2022 the Department of Health and Social Care published its Data Saves Lives strategy which puts the focus on enabling data-driven technologies to support the delivery of the NHS Long Term Plan.

The Data Saves Lives strategy is underpinned by three key commitments:

- To invest in secure data environments that support research using NHS data.
- Using technology to increase the time staff can spend directly with patients.
- Provide patients greater access to their own data.

Kirsty Fisher, Senior Diagnostic Radiographer, with a mammography machine in the Oak Cancer Centre



Regional context

The Royal Marsden sits within the South West London Integrated Care Board (ICB) but geographically and service wise has close ties to the North West London ICB. These were both established with statutory powers in July 2022 and both regions share a Cancer Alliance, RM Partners, which the Trust is proud to host. Cancer Alliances were set up nationally to deliver the cancer commitments within the NHS Long Term Plan.

The RM Partners strategy was formally agreed by the Cancer Alliance and both ICBs in 2021. It covers the cancer pathway from screening to early and faster diagnosis and treatment. The strategy is reflected in the Joint Forward Plans of both ICBs, which summarise all of the requirements.

The Royal Marsden, along with other acute and specialist providers, has a significant role in supporting the delivery of the RM Partners strategy by:

- working to optimise diagnostic and genomic pathways
- ensuring parity of access to treatment and clinical trials across its catchment area
- continuing to innovate and share emerging best practice and new research in cancer care.

The Trust works closely on specific services and research with several NHS provider partners within local and pan-London ICBs, including:

- Chelsea and Westminster Hospital NHS Foundation Trust
- Epsom and St Helier University Hospitals NHS Trust
- Great Ormond Street Hospital for Children NHS Foundation Trust
- Imperial College Healthcare NHS Trust
- Kingston Hospital NHS Foundation Trust
- Royal Brompton and Harefield hospitals (now part of Guy's and St Thomas' NHS Foundation Trust)
- St George's University Hospitals NHS Foundation Trust.

Net zero

In 2020, the NHS set out its vision to become the world's first net zero national health service. The Royal Marsden has taken steps to embed sustainability into its operations, with impacts already being seen.

Our Green Plan 2021/22 – 2023/24 is the Trust's sustainability strategy and considers how to minimise negative environmental impacts and maximise opportunities to support the local economy and community wellbeing. Whilst this is our three-year strategy towards net zero, we expect our strategy to become more ambitious as significant progress in the nine key areas identified for action has been made.

Research context

The Royal Marsden, together with its academic partner, The Institute of Cancer Research (ICR), is designated as the UK's only National Institute for Health and Care Research (NIHR) Biomedical Research Centre (BRC) dedicated solely to cancer.

The priorities of the NIHR BRC were updated in 2022 to include:

- Focusing the next five years on early diagnosis
- Detection and stratified prevention
- Precision diagnostics and cancer evolution
- Advanced technologies for cure
- Early phase drug development
- Precision therapeutics
- Immunotherapeutics
- Cancer treatment effects
- Imaging and data science.

These BRC priorities will be included in our joint five-year research strategy with the ICR. As the BRC is focused on 'translational research' (i.e. moving scientific discoveries into routine care), these BRC priorities will influence this Five-Year Clinical Strategy in terms of where we expect innovations to move into routine care.

In addition to the BRC themes, the Trust's work on health services research, that focuses on the quality, effectiveness and efficiency of our healthcare services, will be used to inform the way we deliver positive clinical change for the benefit of patients.



By 2028,

55,000

more people each year will survive cancer for at least five years after diagnosis.

Opportunities

While this clinical strategy will build on the work completed under our Five-Year Strategic Plan 2018/19 – 2023/2024, there are exciting new opportunities for the Trust which have been identified as key to address in this clinical strategy.

Diagnostic leadership

The national agenda is heavily focused on a need for faster and earlier cancer diagnosis. The Royal Marsden is well placed to make a significant contribution to this by leveraging its existing diagnostic infrastructure and research expertise.

Whilst early diagnosis is a key opportunity, there is a risk of creating additional work that doesn't add value to patients. As such, it is integral that the testing developed is precise and pathways are well thought out.

The Royal Marsden and The Institute of Cancer Research

Working together as a comprehensive cancer centre, The Royal Marsden and the ICR have a long-standing history of practice-changing research. As healthcare looks to adapt and integrate emerging technologies, particularly digital, into care there will be new opportunities for partnering in a way that accelerates scientific discovery into clinical practice.

Digitally enabled transformation

The last five years saw The Royal Marsden invest significantly in upgrading its core digital infrastructure and capability, with the introduction of a new Digital Health Record, Connect, MyMarsden patient app, data warehouse, and end user devices, as well as upgrades to Trust wifi for staff, patients and visitors.

With this core infrastructure in place, the Trust can now push forward with its ambitions to use data and digital technology to drive significant benefits in care, research and efficiency, for example by deploying artificial intelligence to increase efficiency and improve outcomes where it is safe and appropriate to do so.



Callum Loader, Scientific Officer, in the Ralph Lauren Centre for Breast Cancer Research

Private care growth

Our integrated NHS and private care model enables us to invest in priority areas. We have built a strong national and international reputation that will allow us to continue leveraging private care growth to provide reinvestment into new service or capacity priorities. This includes growing existing markets as well as entering new and developing ones, for example the provision of genomic testing to international markets.

System structure changes

Since the previous strategy was written, there has been significant structural change within the NHS with the emergence of ICBs. The ICBs are in the early stages of developing plans to improve regional collaboration.

As a specialist trust and host of RM Partners, The Royal Marsden has the expertise to support the development and delivery of a system-wide cancer strategy. This extends to partnership working with other (non-local) specialist trusts where pathways are nationally focused.

Risks

As well as opportunities, it is important to acknowledge that there are also several significant risks within the NHS and healthcare sector, as it continues to recover from COVID-19, and manages an ever-growing ageing population, which in turn increases the complexity of patient care required.

The four key risks identified for the duration of this clinical strategy have been outlined below and will be carefully monitored, with mitigations developed over the next five years.

Workforce challenges

Recognised by the World Health Organisation, there is a significant global healthcare workforce shortage. The UK has a national shortage, and faces strong national and international competition for a skilled and qualified healthcare workforce.

The strategy we have set ourselves is ambitious, and only possible if we have the staff to sustain and grow our services. Furthermore, in a changing healthcare landscape, our workforce career pathways will need to be innovative to align to developments in research, education and healthcare technology. If we are unable to attract or upskill staff to work with emerging technologies, such as artificial intelligence or genomic testing advances, we will find it challenging to continue to deliver the innovative and pioneering healthcare we are known for.

Capacity and scale

Early diagnosis is a key priority for the NHS and it is therefore important that as we diagnose more people with cancer, we have the capacity for the treatment and care required to match demand.

A significant risk to the Trust exists in the physical capacity constraints of our current infrastructure. Addressing the anticipated mismatch between demand for our services and existing capacity requires significant focus across the next five years, both within our current footprint and through exploring opportunities for new facilities.

System structure changes

As well as an opportunity, there is also a risk to stability of services while new ICB structures embed, including the potential for disruption to current patient pathways that cross these regional boundaries and the flow and availability of funds.

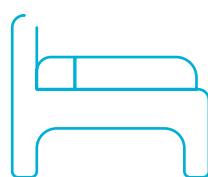


Catriona Tremlett, patient, and Francisca Kajero, Preceptorship Nurse, in Ellis Ward

Limited NHS funding growth

There is expected to be continued pressure on available NHS funding in comparison to the growth the Trust sees in patient activity and complexity of treatment and increasing costs.

A King's Fund analysis in September 2023 noted existing government budgets showed 0.1 per cent per annum real terms spending increases for 2023/24 and 2024/25 against a long-term historical average of 3.6 per cent per annum.⁶ This is why our NHS and private care integrated model is essential to the continued delivery of our NHS work.



Between March 2018 and March 2023, the Trust saw a

38%

increase in referrals, while the number of beds and theatres remained the same.

⁶ The King's Fund, The NHS budget and how it has changed, September 2023 [kingsfund.org.uk/insight-and-analysis/data-and-charts/nhs-budget-nutshell](https://www.kingsfund.org.uk/insight-and-analysis/data-and-charts/nhs-budget-nutshell)



Surgeons in the Cancer Surgical Hub during the COVID-19 pandemic

Reflections

Looking back over
the last five years



The previous Five-Year Strategic Plan 2018/19 – 2023/24 covered both clinical and research priorities across four core and four cross-cutting themes.

During this five-year period, like everyone globally, we were significantly impacted by the COVID-19 pandemic. The Royal Marsden played a key role during this time as a specialist cancer hub within London delivering life-saving treatments to patients during the pandemic.

Despite the widespread impact and challenges that COVID-19 brought across healthcare and society, the Trust is pleased to announce that the majority of the significant commitments made under the Five-Year Strategic Plan 2018/19 to 2023/24 have been achieved.

The following pages present a snapshot of some of our achievements over the last five years.



The Oak Cancer Centre is a major milestone in both The Royal Marsden’s history and the future of early diagnosis.”

*His Royal Highness
Prince William, Prince of Wales.*



The Oak Cancer Centre, a state-of-the-art research and treatment facility, funded by a £70 million appeal by The Royal Marsden Cancer Charity, was opened in 2023 by His Royal Highness Prince William, Prince of Wales, President of The Royal Marsden.

OAK CANCER CENTRE



His Royal Highness Prince William, Prince of Wales,
at the Oak Cancer Centre opening event

Achievements over the last five years



Treatment and care

- Supported RM Partners to establish itself as a nationally recognised Cancer Alliance, resulting in the roll out of improved and innovative pathways including a Targeted Lung Health Check pilot scheme, which has resulted in the service being commissioned nationally.
 - The Royal Marsden and RM Partners were the first to establish a Cancer Surgical Hub during the initial peak of the COVID-19 pandemic, to provide west London patients with continued access to urgent cancer surgery. This model was later rolled out nationally due to its success.
 - Successfully developed tumour-specific risk-stratified pathways across several tumour sites including colorectal, prostate and testicular, improving patient experience while reducing unnecessary follow-up appointments.
 - Established a regional Cancer Genomic Laboratory Hub (GLH) as part of the North Thames GLH, in partnership with Great Ormond Street Hospital for Children NHS Foundation Trust. We successfully consolidated and significantly expanded the volumes of genomic testing available to the NHS within the region as well as supporting innovation nationally.
 - Successfully increased the quality and capacity of a range of our key services, particularly ambulatory and diagnostic offers including opening:
 - the Oak Cancer Centre in Sutton
 - The Royal Marsden Private Care at Cavendish Square
 - a third MRI suite at our Chelsea site.
- Inpatient and surgical facilities have become pressure points and will receive greater focus in the next five years.
- Demonstrated success in treating patients closer to home, through embedding our 24-hour hotline and consultant-led Acute Oncology Service model to avoid unnecessary A&E admissions. Looking forward, we will aim to build on this work and collaborate within our Integrated Care System and RM Partners to deliver a sustainable home care service.



Research and innovation

Our previous joint research strategy with the ICR, published in 2022, saw the delivery of the NIHR BRC grant, which was running between 2016 and 2021, and saw progress against all eight of the Trust's ambitions within it. This included:

- Creation of new research units in surgery, artificial intelligence imaging and digital pathology to expand the scope of our research into cancer for patient benefit.
- Delivery of multiple practice-changing research studies including the prostate radiotherapy trial (PACE) which allows patients to be treated with the same quality and outcomes, but with 75 per cent fewer treatment sessions.
- Increased patient involvement in research including the introduction of the Cancer Patients' Voice digital platform.
- Developed and launched BRIDgE (Biomedical Research Informatics Digital Environment), a system that allows researchers to better work with real-world cancer data within a secure digital workspace. This helps to identify new insights that will drive the next generation of cancer research studies. Initial pilot projects have been run and there is expected to be a significant focus in realising the huge potential benefits from this over the next five years.



Financial sustainability and best value

- In a difficult financial environment for the NHS, the Trust has continued to invest in clinical and operational priorities while maintaining a financially balanced position.
- The last five years have seen the Trust continue to succeed in attracting and retaining a high-calibre workforce, which has contributed to retaining our global reputation. Ongoing focus on this area is crucial going forward.
- Commercial opportunities have been successfully developed over the last five years, where we have been able to gain external expertise to support innovation for the benefit of patient care. For example, our partnership with Guardant Health meant that in April 2023, The Royal Marsden began offering a state-of-the-art liquid biopsy testing facility for cancer clinical diagnostics and research. This is the first partnership of its kind in the UK, with the Marsden360 liquid biopsy test providing comprehensive solid tumour profiling in advanced cancers, allowing clinicians to personalise treatments more accurately.

Achievements over the last five years



Modernising infrastructure

- The re-development of the Sutton estate was realised through the opening of the Oak Cancer Centre. Funded by The Royal Marsden Cancer Charity through a £70 million appeal, the Oak Cancer Centre was officially opened by His Royal Highness Prince William, Prince of Wales, in June 2023. This state-of-the-art research and treatment facility will help us accelerate the development of new cancer treatments and diagnose more cancers at an earlier stage in line with the early diagnosis agenda.
- The Royal Marsden’s new Digital Health Record, Connect, was launched in March 2023. Connect provides an accurate, real-time view of patient information and allows the capture of clinical information at the point of care, along with new functionality that will enhance patient safety, increase efficiency and improve data quality.
- In April 2021, The Royal Marsden Private Care opened a brand-new diagnostic and treatment facility in Cavendish Square, central London. This has allowed us to treat more patients and provide access to our world-leading diagnostic experts, research-led care, Medical Day Unit and state-of-the-art imaging suite.
- Our Chelsea capacity, particularly inpatients and surgery, were identified as stretched in the previous strategy. A focus on efficient working and careful prioritisation has ensured this resource has been maximised. However, following the success of the Oak Cancer Centre, we will increasingly turn our focus to how we can modernise and expand our Chelsea estate or secure new capacity nearby.
- Looking ahead at the next five years, we will work to determine the future Sutton site strategy as it evolves alongside the ICR, the London Cancer Hub, and Epsom and St Helier University Hospitals NHS Trust’s new hospital build plans.



Connect was the largest and most important digital transformation programme in The Royal Marsden’s history.



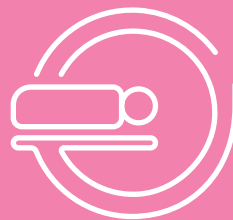
Gemma Chilvers, Physiotherapist,
demonstrating the MyMarsden app to a patient

Key achievements 2018/19 – 2023/24



2018

Established a regional Cancer Genomic Laboratory Hub (GLH) as part of the North Thames GLH, in partnership with Great Ormond Street Hospital for Children NHS Foundation Trust.



2018

First hospital in the UK and the third in the world to treat a patient with groundbreaking new radiotherapy technology, the MR Linac.



2018 – 2020

RM Partners roll out of the Targeted Lung Health Check pilot scheme, which resulted in the service being commissioned.

2023



Rolled out Connect, our Digital Health Record, an accurate, real-time view of patient information that allows the capture of clinical information at the point of care.

2023



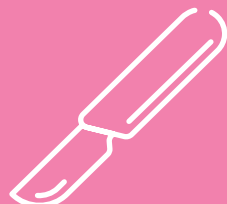
Opened the Oak Cancer Centre in Sutton, a state-of-the-art research and treatment facility.

2023



Results from PACE-B clinical trial showed prostate cancer treatment could safely cut radiotherapy treatment time by 75 per cent.

2020



First to establish a Cancer Surgical Hub to maintain urgent cancer surgery during the first peak of COVID-19.

2021



Opened private care diagnostic and treatment facility in Cavendish Square, central London.



Iman Awadh, Genetic Technologist,
in the Clinical Genomics laboratory



The ROYAL MARSDI
NHS Foundation Trust

*The next
five years*

Over the next five years, The Royal Marsden is committed to delivering excellent research-led cancer diagnostics, treatment and care to patients; attracting and retaining the best people; and ensuring we have a balanced and sustainable operating model.



The Royal Marsden sees over

60,000

NHS and private patients every year.

Purpose of this Five-Year Clinical Strategy

The Royal Marsden NHS Foundation Trust's Five-Year Clinical Strategy outlines how the hospital, as a world-leading comprehensive cancer centre, plans to respond to the future challenges and opportunities in the cancer landscape to ensure it continues to innovate and push the boundaries in cancer diagnosis, treatment and care.

Research and innovation are fundamental to the purpose of The Royal Marsden and at the core of the work that we do. This Five-Year Clinical Strategy references how research and innovation will influence our future focus. However, the Trust will develop a specific research strategy in partnership with the ICR, its academic partner, which will be launched in Autumn 2024. An education strategy will be developed and launched the following year.

Embedding the strategy

This strategy will be established within the Trust through a variety of mechanisms including:

- Board level through the strategic objectives and risks monitored as part of the Board Assurance Framework.
- Service/divisional level through alignment to annual business planning and investment cases.
- Individual staff member level through linkage to regular objective setting and appraisals.

Externally, The Royal Marsden will report on the progress against each of the themes as part of the formal annual reports made available publicly. In this way it will continue to be a live document that supports the Trust to deliver on the objectives expressed in the core themes.

The Royal Marsden's clinical strategy will be underpinned by three core themes, and four enablers.

Core themes



Pioneering and personalised diagnostics, treatment and care

1. Expand our genomics service to be a regional and national lead on new innovations that improve access to new diagnostic and treatment options.
2. Optimise our use of technology and introduce artificial intelligence to increase speed, accuracy and access to diagnostics and treatment.
3. Increase the personalisation of treatments and accompanying patient care.



A compassionate, committed and excellent workforce

1. Maximise our resourcing pipeline options and the strength of our employer brand to secure a diverse and strong future supply of clinical and non-clinical staff.
2. Transform our workforce with changes to our staffing model to create attractive roles and develop and maximise advanced clinical expertise.
3. Provide staff with the best possible workplace environments and compassionate leadership.



Sustainable investment through effective use of resources

1. Increase our service capacity, particularly in central London, to ensure we can continue to meet patient demand for our care and treatments.
2. Support continued investment through appropriate growth of the various income streams that complement and support the Trust's core NHS service: private patients, research and development, and other commercial income.
3. Deliver tangible progress against the Trust's Green Plan and towards the NHS net zero ambition.

Enablers



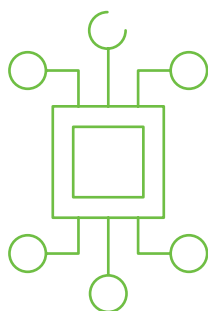
Charitable support to improve the lives of cancer patients globally



Integrated NHS and private care model for the benefit of all patients



Partnership working to deliver outstanding patient care



Data and digital capabilities that support modern patient care and research

Patient Nina Lopes with Olapeju Badiru, Staff Nurse,
in the West Wing Clinical Research Centre



Core themes

The Trust's clinical strategy is underpinned by three core themes that will focus our priorities over the next five years.

Personalised care

Pioneering and personalised
diagnostics, treatment and care

1

The Royal Marsden will pioneer the latest innovations from research into the clinic while maintaining robust, sustainable services that provide our patients with world-leading, personalised diagnostics, treatment and care.

The Royal Marsden provides diagnosis, treatment and care to patients from the immediate localities of our Chelsea and Sutton sites, as well as to regional, national and international patients who require our specialist services. Our services cover adult, teenage and young adult, and paediatric patients.

NHS England (London and South East regions) completed a public consultation in December 2023 to gather views on proposals for the future location of very specialist cancer treatment services for children who live in south London and much of South East England. These services are currently provided by The Royal Marsden as part of the Principal Treatment Centre for children's cancer in partnership with St George's University Hospitals NHS Foundation Trust.

A decision on the future provider of these services was taken by NHS England London and South East at a decision-making meeting, in public, on 14 March 2024. It was decided that children's cancer services will move to Evelina London in the future. There will be no immediate changes to this service and no changes before 2026 at the earliest. Until that time, The Royal Marsden will continue to provide all our paediatric patients with safe, high-quality, research-led care. The sections that follow therefore apply to all the patients we currently treat, including paediatrics.

Diagnostics

Innovative and pioneering

The Royal Marsden will apply innovative and pioneering diagnostic methods to support the NHS's aim of diagnosing 75 per cent of cancers earlier.

To support the NHS's 28-day Faster Diagnosis Standard (where patients will be diagnosed within 28 days of being urgently referred by their GP for suspected cancer), new services and increased diagnostic capacity will be required. This will be enabled, in part, by harnessing the capacity of the Oak Cancer Centre in Sutton, bringing together researchers and diagnostic services in one location, as well as increasing diagnostic capacity in targeted areas of growing need, for example, PET CT scans.

Innovation led

The Royal Marsden will reinforce national efforts to identify cancer earlier in the patient pathway through the use of pioneering, innovative and personalised diagnostic techniques and providing a robust, risk stratified diagnostic service that complements wider, community-based services.

This approach will improve the accuracy of diagnosis through analysis of multi-modal data across pathology, imaging and genomics. It will also enhance the diagnostic pathway, moving research into clinical practice.

Genomics

As part of the North Thames Genomic Laboratory Hub (GLH), we will continue to provide regional and national genomic capability for the NHS. This includes leading new programmes and technology ready for roll out to patients across the UK. Examples include:

- Providing inherited risk (germline) testing such as breast cancer (BRCA) gene screening to identify undiagnosed cancers in high-risk but non-symptomatic populations.
- Leading the national roll out of liquid biopsy testing to improve the ease, accessibility and speed of personalised diagnosis and follow up for patients.

At The Royal Marsden we will pioneer new ways to embed genomic profiling into our routine diagnostic pathways to support earlier diagnosis and combat inequalities in access, for example trialling Risk Stratified Genetic Profiling for prostate cancer for those with higher risk factors.

Artificial intelligence and decision support

We will be at the forefront of trialling artificial intelligence and decision support tools in the cancer diagnostic pathway, as it translates from research into routine clinical practice. We will implement suitable tools where they can be safely introduced to improve accuracy and speed of diagnosis, with radiology and digital pathology expected to be areas of focus.

This will be supported by a more detailed data and digital strategy and suitable governance body to oversee the selection and delivery of tools into our clinical practice.

As the host of RM Partners, we will engage with regional programmes focused on early diagnostics. As a specialist centre, we will support system-wide roll out of these new programmes into routine care. For example, we will take a clinical governance, oversight and research leadership role in the implementation of targeted lung health checks, as well as implementing the recommendations from the NHS Galleri research trial into new blood tests for cancer screening.



The systematic application of genomic technologies has the potential to transform patients' lives.



The UK is recognised worldwide as a leader in genomics and the unique structure of the NHS is allowing us to deliver these advances at scale and pace for the benefit of patients and their families.

Treatment

Leading edge and personalised

The Royal Marsden will deliver leading-edge, personalised treatments that optimise the quality of care for our patients and push the boundaries of cancer treatment, including increasing the curative options for cancers previously considered incurable.

Research led

As a research-led organisation, our treatment options are often evolving. We will ensure patients continue to have access to a wide range of clinical trials, working in partnership with the ICR and other research partners. We aim to maximise availability and accessibility of clinically appropriate trials, many led by our clinicians, which seek to improve treatment and deliver better outcomes for all.

Surgery

The Trust will continue to deliver excellence in specialist cancer surgery. It will build on the comprehensive robotic oncology service that it has developed over the years with a focus on minimally invasive techniques and interventional radiology. This will see a growth in the use of these techniques across more tumour groups, and the expected introduction of robotic microsurgery.

As a centre of excellence in cancer surgery, our teams will also carry out novel procedures across multiple specialties, for example sarcoma and testes, and will continue to act as a regional and national referral centre to ensure the best outcomes for those patients requiring the most complex surgery. We will look to extend our skills to other centres through fellowships and training programmes. The Royal Marsden will pursue all options for extending capacity to ensure we can meet growing demand and continue to be there for all patients, who are at the centre of everything we do, while still pioneering the latest surgical techniques.

Our research into image-guided surgery, precision surgery and prehabilitation will offer significant gains for future patients as it is translated into routine care.



Systemic Anti-Cancer Treatment (SACT)

The Royal Marsden will harness the expertise it has gained over the years to continue the evolution from standardised to targeted, precision treatments, including those successfully developed and trialled within The Royal Marsden in partnership with the ICR.

One area of development is expected to be Immune-Effector Cell (IEC) therapies which are a type of personalised immunotherapy treatment. This type of treatment is expected to expand rapidly and will require new capacity and facilities. As our treatments in SACT develop, we will review our delivery models to support further personalisation of the patient pathway, including looking at increased self-care models where we can provide monitoring and virtual supervision for patients who can self-administer.

Radiotherapy

As one of the national leads in radiotherapy delivery and research, the Trust will adapt clinical treatment pathways to include findings from the latest research into routine care. This includes Trust-led studies, for example, on widening the use of stereotactic ablative radiotherapy (SABR) which improves accuracy and reduces fractionation (treatment visits) for patients.

The Trust will work with system partners to spread these innovative treatments regionally and nationally. In addition, The Royal Marsden will lead on the roll out of image-guided and precision treatments which use specialist technologies for improved patient outcomes, including the MR Linac and CyberKnife, for example for neuro-oncology patients.

Care

Person-centred and holistic

The Royal Marsden will deliver the best possible outcomes and experience for patients that meets their personalised needs.

Holistic services

Beyond the diagnostic and treatment interventions, holistic services are integral to the effectiveness of outcomes and quality of experience for all our patients.

At the Trust we recognise the importance of prehabilitation, supportive therapies, symptom control and rehabilitation care for our patients. This is enabled by the Trust's aspiration to ensure all patients have access to a key worker, for example a member of the multi-professional team, to coordinate their treatment and care in a personalised way.

The Trust will build on learning from existing personalised pathways at the hospital to further develop survivorship pathways. In support of this holistic view, the Physical Activity Strategy was launched in 2024, aimed at creating a culture where the promotion of physical activity is recognised within the Trust as a key component of world-leading cancer care.

A personalised approach to treatment and care

The Trust will continue to offer comprehensive care which meets personal patient needs and reflects our values. As cancer is identified as a long-term condition there is a responsibility to treat patients beyond the acute stage of treatment, including physical activity, late effects, mental health and palliative care.

The Trust recognises that supporting patients proactively, and involving them in the available choices, is key, and will build on existing pathways to maximise pre- and post-treatment support. For example, building on prehabilitation programmes previously introduced in upper gastrointestinal (GI) surgery which include the whole multi-professional team.

Shared decision-making is a key part of personalised care, and communication between clinical teams and their patient/patient carers is essential.

Working with RM Partners and our local Integrated Care System, and across the whole patient pathway, we will strive to offer stable and exemplary supportive care services with sustainable funding models for such services.

Digitally empowered

Shared decision-making between clinical teams and their patients will be enhanced and supported through digital platforms as we seek to embed technology within our pathways. The ambition is to improve the patient experience and create efficiencies.

Initiatives include empowering patients with the appropriate knowledge and tools to support self-management where appropriate, and increasing the use of patient-initiated follow-up to provide patients with greater control over when they need to be seen and avoid unnecessary hospital trips.

To enable this, we will use new platforms, supported by our recent digital transformation. For example, optimising the MyMarsden app, a patient portal giving access to healthcare information, so patients have easy access to appointment bookings and relevant clinical information.

Ensuring health resources are accessible and digital tools are user friendly will be essential to support the shared decision-making agenda, as well as to enable patients and their carers to engage with personalised models of follow-up. The Royal Marsden will support this by providing training for staff, and access to clear, simple advice and information that encourages uptake and engagement with such technology.



Prehabilitation plays a role in all cancer care and can help improve patients' recovery from treatment.

Right care setting

The Trust will build on the success of our Centre for Urgent Care (CUC) model and our Ambulatory Inpatient (Ambin) service in Sutton. This will ensure that patients are provided with the right care, in the right location, delivered by the right healthcare professional; refining and expanding the roles of the CUC and Ambin models.

The Royal Marsden will proactively undertake system-wide work on how to safely and efficiently increase care delivered at home to spare patients unnecessary hospital visits.



I would recommend anyone undergoing treatment to be involved in as much physical activity as they are able to undertake as it does support recovery.”

*Peter Burton, patient,
The Royal Marsden.*

Developing talent

A compassionate, committed
and excellent workforce

2

We will build our position as a global employer of choice for the cancer workforce so that we deliver on our clinical ambitions in a compassionate working environment.

In response to the NHS Long Term Workforce Plan and the ever-changing healthcare landscape, The Royal Marsden will attract, retain and grow its workforce within resources available.

This will be supported appropriately across all disciplines to rise to the challenge of delivering healthcare in the 21st century to support our patients locally, nationally and globally. The Trust will establish a new workforce committee, chaired by the Chief Executive, to drive these initiatives forward.

Attract

Create a compelling offer based on a strong, inclusive employer brand

Build a strong employer brand, that supports targeted recruitment and new routes into healthcare.

Create a compelling offer

The Royal Marsden is globally recognised as a leading provider of specialised cancer care and research based in the heart of a dynamic and exciting city. In attracting people to come and work or volunteer here, we will provide clear messaging on the attractive and innovative roles and potential career development and training pathways available across all disciplines.

The Royal Marsden will ensure it offers benefits that support and enhance a unique and fulfilling career, for example, access and support for specialised clinical and non-clinical training, development and education, opportunities for coaching and mentoring, and a commitment to individual and organisational health and wellbeing. This will be done in conjunction with key external partners including The Royal Marsden Cancer Charity which generously supports the recognition, care and development of staff.

Broaden diversity of applicants

To attract our future talent, The Royal Marsden will build on its strong reputation to reach a broad range of applicants. This will be supported by an outstanding recruitment and induction experience; one that is inclusive, fair and easy to navigate. It will also include supporting those recruited from overseas to have a smooth experience, to ensure all our staff are prepared for a successful career at the Trust.

We will expand our sources for recruitment, enhancing the pool of talent we can reach. Locally, this will look at engaging with schools and colleges to raise awareness of the variety of roles available in healthcare and building on our strong community links for both our core workforce, and our valuable network of volunteers.

We will proactively increase the diversity of our applicants by collaborating with our Integrated Care System (ICS) and by partnering with organisations who work with under-represented groups, for example The Prince's Trust and the Mayor's Academies Programme, which was designed to help address skills shortages in a number of areas, including health.

Nursing team in the
Oak Cancer Centre atrium



We will work to broaden routes into healthcare, in particular by creating more apprenticeship opportunities that support new entrants into healthcare roles and offer alternative routes to achieving professional qualifications. We will also build pre-apprenticeship pipelines by expanding our work experience programme and creating internships and routes for volunteers into employment. Internationally responsible recruitment will continue and will include working with the Refugee Healthcare Professionals Programme.

“

I've always had the energy and the desire to learn new skills. If you want to progress, The Royal Marsden makes it possible.”

*Boris Balakirev,
Advanced Nurse Practitioner,
Head, Neck and Thyroid Unit.*

Retain

A differentiated retention and inclusion strategy

Introduce a differentiated retention and inclusion strategy to secure a skilled and sustainable workforce for the future.

Recognising our staff

Staff are hugely valued at The Royal Marsden; without them we could not provide a service to our patients. It is therefore vital that staff feel this contribution is recognised. We will build on how we show appreciation to staff through delivery of a comprehensive recognition programme which celebrates the achievement, effort and commitment of our people and supports teams to develop a sense of belonging and shared goals. The Royal Marsden is committed to fairness and ensuring that all our staff have equal access to development and progression.

Support flexibility

As a modern workplace, The Royal Marsden will offer truly flexible working which balances service delivery needs with the lifestyle requirements and career aspirations of individual employees, for example, to pursue education and research. The Trust will develop an attractive offer to enable people to access additional temporary or shift work when they want to.

A modern, safe and compassionate workplace is acknowledged as being beneficial to staff welfare. We will ensure that staff have access to the best facilities and break-out spaces. This will include working in partnership with other campus partners in Sutton, for example with the London Cancer Hub, the ICR, and Epsom and St Helier University Hospitals NHS Trust, on a clear placemaking strategy that focuses on improving the attractiveness of the site as a place to work and socialise.

We will also explore opportunities to support staff who have difficulties finding accommodation, particularly when they are new to London.

Caring employer

We are committed to providing physical, psychological and practical support for our staff through a range of internal and external offerings, for example via an Employee Assistance Programme. To support our patients, it is integral that staff are happy, respected and well supported. The Royal Marsden will continue to prioritise staff wellbeing and build on initiatives with a formal comprehensive health and wellbeing framework with choices for all, some of which are supported by the Physical Activity Strategy, which includes ambitions directed at staff, as well as patients.

Beyond this, we will continue to foster an inclusive and psychologically safe workplace, where staff are able to speak up through a supportive and safe environment as part of business as usual across The Royal Marsden. Compassionate leadership will also support a culture of openness and transparency.



Staff awards ceremony 2023

Grow

A skilled workforce that will deliver our future clinical ambitions

Provide a world-leading education, development and training offer aligned to The Royal Marsden's clinical ambitions.

World-class clinical education offer

The Royal Marsden will invest in, and build on, existing areas of clinical education expertise to create a future-focused, comprehensive, multi-professional, clinical education offer for our staff. This should support the development of clinical staff against anticipated areas of greatest specialist oncology needs within the Trust, nationally and globally, and seek collaboration opportunities to support scale and reach where appropriate.

The Royal Marsden has a strong learning and development offer that staff tell us they value. At the heart of our offer is The Royal Marsden School, which provides specialist cancer education at degree and post-graduate level and hosts a number of study days and conferences that drive excellence and innovation in cancer care.

We also provide comprehensive education and clinical skills programmes for all professional groups, often teaching in partnership with other trusts and higher education institutions. We will work to ensure that all our staff are given equal opportunity to access our valuable education offer and are supported to learn at every stage in their career.

Continuous professional development

The Trust is committed to investing in continuous professional development, aligned to both organisational and personal development priorities, across all staff groups. This will include how the Trust responds to developing our workforce with future skills as the healthcare landscape continues to evolve. Anticipated future needs include development of skills that support the adoption of digital and artificial intelligence tools, as well as opportunities to develop and maintain research skills to help realise our research ambitions.

The Trust will also continue to provide staff with opportunities to access the very best leadership and people management development at all levels to foster a culture of compassionate leadership. This will include a programme of career support opportunities including personal development, coaching, mentoring and careers advice.

Secure our future workforce

As well as offering world-class education and support for our staff to develop into the future, the Trust will also focus on developing our future workforce and creating sustainable pipelines for specialist clinical roles, management and clinical academic research pathways.

Through grow-your-own schemes underpinned by apprenticeship qualifications, we will offer our staff career pathways that enable them to progress from support worker to qualified professional and beyond into management and specialist clinical roles.

We will continue to expand the number of student placements offered across all professions and explore new clinical educator models that will enable all our students and apprentices to have an excellent learning experience.

For clinical professionals we will closely align to national initiatives, for example embedding the Health Education England ACCEND (Aspirant Cancer Career and Education Development) framework that aims to support more structured career development for nurses, pharmacists and allied health professionals (AHPs).

Developing our staff

The Trust will ensure that through their roles, staff are able to make the best use of their skills. The Royal Marsden is committed to promoting inclusive career conversations so that all staff are supported in realising their potential.

Furthermore, we will ensure that the right workforce shape is in place to enable clinical staff to use their expertise at the right point for the benefit of the patient, as well as staff satisfaction. For example, nurse or allied health professional-led outpatient clinics provide opportunities for staff to make best use of their full range of skills and expertise.

To embed this further, we will create innovative roles which make best use of the existing highly trained and skilled multi-professional teams, as well as extending the scope of practice for non-medical prescriber roles and learning how to best integrate emerging new roles such as Physician Associates. This approach will ensure an agile and sustainable workforce that is able to meet the future needs of those we serve.

The Royal Marsden will support career progression and provide clarity on career pathway options and requirements. These are critically important to ensure staff can develop their skills. This includes providing opportunities for multi-professional teams to pursue research and education alongside clinical care, for example clinical academic careers for AHPs and nurses. Opportunities to collaborate and develop joint and rotational posts with local system partner trusts will also be sought, ensuring staff are able to develop their experience while being retained within the local health system.

Sustainable investment

Sustainable investment through
effective use of resources

3

The Royal Marsden will ensure our resources are used effectively to deliver care in a way that supports continued investment in capacity, the quality of care and innovation.

To deliver on this, the Trust will focus on making the most of our existing resources, maximise opportunities through sustainable funding and integrated working, and invest in the right places to meet patient demand.

The Trust's commitment to environmental, as well as financial, sustainability is a common thread running through these priority areas. The Trust is committed to delivering on its Green Plan and supporting the NHS England target of reaching net zero by 2040.

Making the most of our existing resources

Utilising our data, estate and collaborations to make the most of the resources we have available to us.

Work in partnership

We will collaborate with the NHS and other partners to reduce friction in shared patient pathways and ensure patients are seen in the right place at the right time. A recent example includes the establishment of a sarcoma hub and spoke diagnostic service that ensures patients are seen more quickly but can still benefit from the Trust's expertise when required.

A focus over the next five years will be for The Royal Marsden to optimise the agreed joint thoracic cancer service run in partnership with the Royal Brompton and Harefield hospitals, to ensure patients benefit from the expertise of both organisations.

Optimise the existing estate

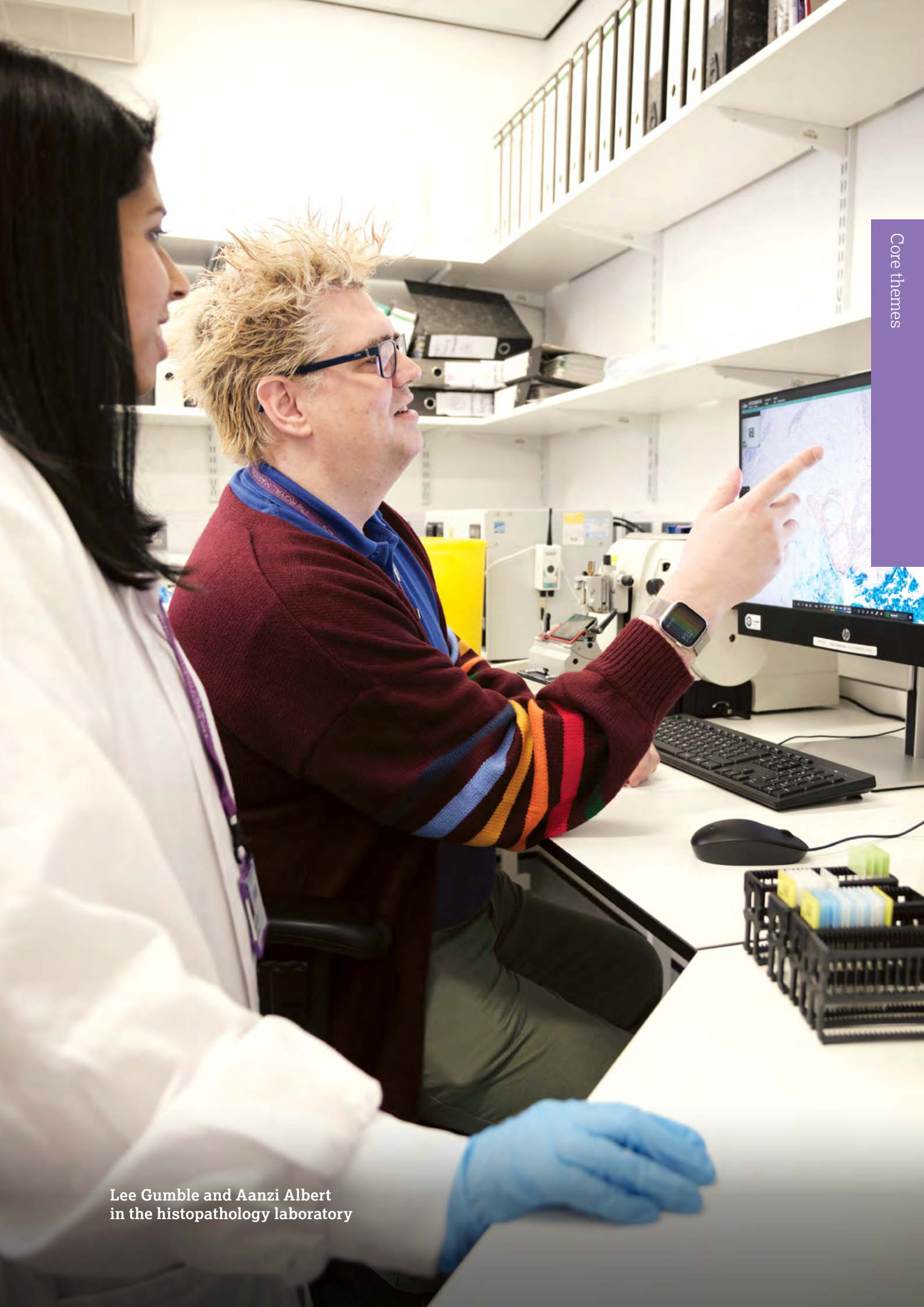
Opportunities will be sought to alleviate capacity constraints or meet demands for new services by reconfiguring older areas of our estate and maximising utilisation of the newer facilities, for example the Oak Cancer Centre and Cavendish Square.

This will include looking at opportunities to share facilities with partner organisations, as well as converting non-clinical space to clinical use where changes to ways of working, for example due to hybrid working, have made this possible.

Harness available data

Investments in our digital infrastructure during the prior strategic period have created a robust platform from which we can deploy the latest digital and data techniques to optimise efficiency and productivity.

Examples include the application of decision-making and early warning tools, including those embedded within the Connect system, to identify bottlenecks or efficiency opportunities, as well as more granular data with which to benchmark ourselves against comparator hospitals.



Lee Gumble and Aanzi Albert
in the histopathology laboratory

Sustainable funding and use of resources

Meeting demand growth sustainably across the NHS, private care, and research and development, through a closely aligned, integrated resource model.

Integrated service development

The Trust will ensure that all new service developments consider the needs of the NHS, private care and research pathways. This will enable us to maximise opportunities to share resources and, where appropriate, generate commercial surpluses to support continued investment in staff, technology and facilities.

Leverage existing strengths

We will work with the NHS, charitable and commercial partners to expand innovative and specialist services beyond our local area to deliver benefits to more patients and take advantage of mutually beneficial economies of scale. Such services currently include the Genomic Laboratory Hub, PET CT Network and radioisotope therapy, but others will likely emerge over the next five years.

Commercial partnerships

Commercial partners can provide mutually beneficial access to expertise, technology or capacity that is not readily available through other channels. The Royal Marsden will seek to strengthen its existing partnerships whilst developing new relationships as clinical needs or opportunities emerge.

Partnerships could include pharmacology and medical technology collaborations within research and technology transfer into laboratories, for example the partnership with Guardant Health to provide the Marsden360 liquid biopsy genomics test.



“

Our partnership with The Royal Marsden will enable clinicians to quickly and accurately detect relevant tumour alterations with a blood test to guide personalised treatment plans for patients.”

*Helmy Eltoukhy,
Co-CEO, Guardant Health.*

Investment to meet patient demand

Develop plans to modernise and expand capacity to ensure the Trust provides facilities that can meet the growing needs of our patients and requirements of evolving clinical care.

Chelsea site capacity

The Royal Marsden recognises that a key constraint to meeting the patient demand for its services is the size and, in some cases, age of the available capacity. Inpatient beds and theatre capacity have come under pressure in recent years.

The Trust will continue to work up its plans for the development of the Chelsea site, which will both modernise the existing capacity and expand on it. The development planned is significant and will require The Royal Marsden Cancer Charity to launch its largest fundraising appeal yet. While the plans are being developed, more immediate opportunities to identify and secure external capacity in close proximity will continue to be explored.



As of 2020, there were
3 million
people living with cancer
in the UK, estimated to
rise to 5 million by 2040.⁷

⁷ Macmillan Cancer Support, Cancer statistics fact sheet, February 2023 [macmillan.org.uk/about-us/what-we-do/research/cancer-statistics-fact-sheet#references](https://www.macmillan.org.uk/about-us/what-we-do/research/cancer-statistics-fact-sheet#references)

Sutton site developments

The opening of the Oak Cancer Centre in 2023 and the progression of the development plans of our site partners have presented a significant opportunity for us to influence the improvement of the site and deliver benefits to both patients and staff.

Recent developments include:

- Sutton Council leasing its adjacent site to a developer and investing in the creation of a life sciences campus – the London Cancer Hub.
- Epsom and St Helier University Hospitals NHS Trust’s plans for a new hospital, the Specialist Emergency Care Hospital (SECH).
- The ICR’s development of its own estate strategy.

The Royal Marsden will work in partnership with these various developments to deliver against our strategic priorities. This will be done whilst also exploring opportunities to reconfigure the space vacated by services moving to the Oak Cancer Centre.

Sustain high-quality services

The Trust will continue to proactively invest in staff and equipment to deliver on key areas of innovation and improvements in care. For example, our forward equipment plan seeks not just to replace like-for-like, but to introduce new technology where it offers patient benefits or improves value for money. This will rely on close working with the South West London Integrated Care Board and The Royal Marsden Cancer Charity to maximise the availability of funds.

Green Plan and net zero

The Royal Marsden will continue to invest in new facilities and equipment to meet patient demand, but it is important that such decisions are made in the context of our wider societal and environmental responsibilities.

The NHS has committed to a target to achieve net zero direct emissions by 2040, while locally The Royal Marsden has set up a Green Matters group which leads on the updates to and delivery of the Trust’s Green Plan.

To support achievement of the Green Plan, we will increase the education offers to staff to raise awareness; improve measurement of our carbon footprint to support our ability to implement and evaluate green initiatives; ensure green and net zero commitments will be considered as part of all investment decisions; and seek out implementation partners and funding opportunities.



The London Cancer Hub (LCH) is a collaboration between the ICR and the London Borough of Sutton, with the support of The Royal Marsden and the Greater London Authority. LCH will enhance the discovery of new cancer treatments and potentially create more than 13,000 jobs.

Jacky Phillips, patient, with Sarah-Jane Webb, Junior Sister, in the West Wing Clinical Research Centre



Enablers

We have identified four enablers to support the core themes and facilitate the delivery of the priorities within this clinical strategy.

Charitable support

To improve the lives of
cancer patients globally

1

The Royal Marsden NHS Foundation Trust will work closely with The Royal Marsden Cancer Charity to support their work to raise funds which allow the hospital to improve the lives of cancer patients at The Royal Marsden, across the UK and around the world.

Vital support

The Royal Marsden Cancer Charity raises money solely to support the pioneering work of The Royal Marsden. Its focus is on work that will improve the lives of people affected by cancer at the hospital and beyond.

The Charity plays a vital role in enabling The Royal Marsden to continue to adapt, advance and accelerate initiatives to improve survival for all. In addition to its important fundraising work, the Charity helps to raise the profile of the work of the hospital through a programme of events and marketing activities, as well as facilitating introductions to individuals from the commercial sector who share their expertise in support of the Trust.

The Charity is an independent charity that works closely with the leadership team of The Royal Marsden to identify and agree priority areas for funding. The funding provided enables the Trust to extend the reach and quality of its research and care. In pursuit of these aims, the Charity also funds significant benefits to staff, which in turn helps them to provide the best patient care possible.



In 2022 – 2023
The Royal Marsden
Cancer Charity raised over
£34m
for The Royal Marsden.







The Charity, with the generous support of our donors, enables the Trust to realise its ambitions and makes a real difference to the lives of those affected by cancer.”

*Antonia Dalmahoy,
Managing Director,
The Royal Marsden Cancer Charity.*

Areas of focus over the next five years

The Trust’s work with The Royal Marsden Cancer Charity over the next five years is likely to focus on three key areas:

Chelsea development

The Royal Marsden is in the early stages of scoping a significant development at its historic Chelsea site to both expand and develop its facilities so that new innovations and technology can be harnessed and developed further for patient benefit across the UK and globally.

The Royal Marsden Cancer Charity’s fundraising support will be essential for this scheme to deliver on the full scope of intended benefits in a similar way to the Oak Cancer Centre. The Trust will work closely with the Charity to support the development of its Five-Year Strategy 2024/25 – 2028/29 and align the vision and timescale of the development to this.

Working together

The Trust will work on joint forward planning to maximise the ability of The Royal Marsden Cancer Charity to raise the funds needed to make a difference across The Royal Marsden through the Charity’s Grants Programme. This will include regular, advanced sharing of priorities and the development of robust business cases to aid fundraising and communication activities.

Grants Programme

The Charity will continue to support The Royal Marsden through its Grants Programme. The current Grants Programme funds lifesaving research, world-leading treatment and care, state-of-the-art equipment and modern patient environments.



2022/2023 snapshot of the Charity's support

The Royal Marsden Cancer Charity supports the Trust to deliver world-leading diagnosis, treatment and care.



£5.4 million

research grant across multiple themes, including £400k for immunotherapeutics research into new targeted cancer treatments for advanced skin cancer.



£500k

of the £5.4 million research grant was also used to support the Early Diagnosis and Detection Centre, which leads on early diagnosis, detection and stratified prevention.



£2 million

funding to improve quality of life for cancer patients, including supporting complementary therapies and the introduction of new models of care.



£2.4 million

grant to fund digitisation of the Trust's histopathology department, enabling quicker, more accurate diagnosis and enhanced personalised care for patients.



£4 million

funding for vital equipment, including two MRI compatible anaesthetic machines for use in theatres, making a significant difference for patients who require an MRI.



£70 million

appeal completed for the state-of-the-art Oak Cancer Centre that will help us accelerate the development of new cancer treatments and diagnose more cancers.

Integrated model

NHS and private care
working together for the
benefit of all patients

2

To be the global private care cancer provider of choice and to continue to ensure that the surplus generated from our integrated NHS and private care model benefits all patients, as well as driving forward our research activities.

An integrated model

The Royal Marsden operates a successful integrated service model encompassing research and development, NHS and private care, meaning that these areas of business support and complement each other to ensure the Trust is able to invest in world-leading research, patient environments and cutting-edge treatment and care. Patients travel from all over the world to access our world-leading experts, clinical trials, personalised diagnostics and care like no other.

Our integrated model ensures that the Trust can offer all patients the very highest standard of diagnostics, treatments, clinical trials and care, including access to leading-edge technology and greater overall capacity which can be deployed flexibly depending on clinical need. This model also allows for the reinvestment of private care income surplus for wider patient benefit, ensuring The Royal Marsden can remain at the forefront of cancer research, treatment and care.

In turn, private patients benefit from access to a wide range of diagnostics, world-leading expertise from multidisciplinary teams, clinical research trials that are not available at other institutions, sharing the benefits of the clinical governance model within which the NHS operates and having direct access to their chosen consultant.

This outstanding model, as rated by the Care Quality Commission, delivers an exceptional quality of care that is recognised both by our patients and referrers, as well as through independent bodies and industry awards.

Areas of focus over the next five years

As per the strategic core theme focusing on sustainable investment, The Royal Marsden Private Care will continue to support the Trust's growth and new service developments by working alongside the NHS on areas that require investment in staff, equipment or additional capacity to maximise efficiencies of scale, so that both NHS and private patients can benefit from well-resourced teams and facilities.

This will be enabled through continually delivering innovative and best in class diagnostics, treatment and care, using our experience from Cavendish Square to unlock additional growth potential. We will explore additional clinical and non-clinical services that could be delivered and will continue to invest in developing strong relationships with new and existing referral partners and appropriate private care facilities in all our locations across London and Surrey.

Chris Nutting, Clinical Director for Private Care,
with a patient in Cavendish Square



National and international relationships

Our private care offer is critical to ensuring the financial sustainability of our NHS services. We will strengthen our national and international private care offer through strong, collaborative relationships. We will also share our learning to support financial sustainability for the benefit of the wider NHS.

One of our aims is to strengthen our UK and international links and increase our direct engagement activities for education, advisory and service outreach where we have specialist expertise – for example, personalised diagnostics including genomics and digital pathology – with existing and new partners. We hope that this will enhance our international network for mutual learning, patient referral and research opportunities.



The Royal Marsden is the best hospital in the world. There are many specialists utilising the best facilities and cutting-edge technology, the standard is very high, and the doctors are all excellent professionals.”

Mrs Geng, private care patient.



Ebube Adugo, Diagnostic Radiographer and Hashim Maudarbocus, Senior Diagnostic Radiographer



SIEMENS
Healthineers

The ROYAL MARSDEN Private Care

The ROYAL MARSDEN Private Care
**Ebube
Adugo**
Diagnostic Radiographer

The Royal Marsden NHS
FUNDING PARTNER
RMH
Ebube Adugo
Radiographer

Partnership working

To deliver outstanding patient care

3

Develop new and existing partnerships, nationally and internationally, that improve The Royal Marsden's ability to deliver its core themes and support outstanding personalised patient care.

Sharing best practice

The Royal Marsden is an outwardly facing organisation that seeks to both share best practice and learn from leading organisations locally, nationally and internationally in the pursuit of maximising the benefit it can deliver to cancer patients. Strong, collaborative partnerships are key to this approach and a significant enabler of the delivery against the priorities within the Trust’s core themes.

The Institute of Cancer Research – our key partner in translational research

The Institute of Cancer Research (ICR) shares its origins with The Royal Marsden and together were part of the cancer hospital founded by William Marsden in the 1850s. Collectively the two institutions form a comprehensive cancer centre that is among the leading cancer centres in the world in terms of research output and impact.

By working in partnership, we facilitate the transition from groundbreaking research into transforming personalised patient care. There is a history of coordinated development of new cancer discoveries from the initial laboratory work through to direct patient benefit.

An example of this partnership is the success of the drug capivasertib in slowing progression of advanced breast cancer. The drug was discovered by AstraZeneca following a programme of fundamental and drug discovery research at the ICR and an early-stage trial which was led by the ICR and The Royal Marsden.

The partnership also supports the recruitment of world-leading, research-active clinicians who enable delivery of innovations in diagnostics, treatment and care. Over the next five years, The Royal Marsden and the ICR are committed to even closer alignment of strategic objectives and resources to further accelerate the transition from groundbreaking research to transforming personalised patient care.

This will include:

- coordinating joint appointments
- greater alignment of priorities for research teams and facility investment
- an ambition to align interactions with key external partners and funders.



Our partnership with The Royal Marsden is a fundamental element of our strategy, and it allows us to take our research results rapidly into the clinic, benefitting cancer patients.”

*Professor Kristian Helin,
Chief Executive and President,
The Institute of Cancer Research.*

RM Partners – ensuring best patient pathways

The Royal Marsden is the host of RM Partners, the Cancer Alliance for north west and south west London, one of 21 nationally. RM Partners is responsible for leading whole system planning and delivery of cancer services in the NHS Long Term Plan for the North West London Integrated Care System (ICS) and South West London ICS, covering a population of 3.8 million people.

RM Partners continues to be a national exemplar delivery of cancer services transformation and performance. Working collaboratively with specialist cancer centres, secondary providers and in primary care, the alliance supports whole-system delivery of cancer pathways and facilitates widespread adoption of innovation and best practice across the region.

Over the last few years, the Trust has provided substantial support to the Cancer Alliance and partner trusts, including:

- Centralising cancer surgery onto Trust sites during the COVID-19 pandemic to ensure system-wide continuation of urgent cancer surgery.
- Supporting the use of new facilities in Sutton to extend access for lung diagnostics.

To enable innovations for patient benefit to spread across the region, The Royal Marsden will support the continuation of collective decision making and delivery of local cancer care transformation.

Specific priorities in the next five years are expected to be:

- Supporting the new Personalised Care Board to coordinate national and local personalised holistic care priorities such as prehabilitation and patient initiated follow up.
- Continuing to adapt available capacity to improve system-wide diagnostic and treatment pathways capacity and equality where feasible and flagged as a priority by RM Partners.
- Providing expertise to support the rapid roll out of innovations. Examples include The Royal Marsden’s clinical oversight role in the Targeted Lung Health Checks Programme and its continued leadership of the PET CT collaborative in west London.



RM Partners’ mission is to achieve world-class cancer care outcomes and experience for our population in west London.”

*Susan Sinclair,
Managing Director, RM Partners.*

Working in partnership



NHS partners

The Royal Marsden has a long history of collaboration with other specialised and regional NHS organisations. The Trust has close links, including joint appointments and shared pathways, with most acute trusts within south west and north west London.

Existing joint service delivery partners within the west London region include:

- Kingston Hospital NHS Foundation Trust which hosts the Sir William Rous Medical Day Unit.
- Royal Brompton Hospital with which The Royal Marsden provides a joint thoracic (lung) cancer service.
- St George's University Hospitals NHS Foundation Trust which provides the intensive care pathway for the joint paediatric service as part of the Principal Treatment Centre at The Royal Marsden.



Across these local system partners it will be increasingly important for The Royal Marsden to strengthen collaboration, in particular through:

- Greater alignment of workforce needs, including increasing the number of joint roles and exploring rotational staff programmes to strengthen the regional cancer workforce.
- Working with St George’s University Hospitals NHS Foundation Trust and Epsom and St Helier University Hospitals NHS Trust to realise the patient benefits from the planned new Specialist Emergency Care Hospital (SECH) adjacent to The Royal Marsden Sutton site.

Additionally the Trust has a unique partnership with Great Ormond Street Hospital (GOSH) for Children NHS Foundation Trust, which includes the Digital Health Record, Connect, and joint delivery of the North Thames Genomic Laboratory Hub (GLH) – one of seven genomics testing hubs across England.

Continued development and innovation of our Digital Health Record and the service provided by the North Thames GLH are fundamental to the delivery of this clinical strategy and therefore furthering partnership in these areas with GOSH will be a key focus going forward.

Non-NHS partners

As an innovative, outward looking organisation The Royal Marsden has and will continue to build strategic partnerships with non-NHS organisations, including third sector and commercial partners.

This is particularly important where those organisations can provide expertise or capacity that supports our overall strategy, for example the delivery of innovative diagnostic capabilities.



The London Cancer Hub will strengthen our flourishing research community and create new opportunities for us to collaborate on developing cancer treatments for the future.”

*Dame Cally Palmer,
Chief Executive, The Royal
Marsden NHS Foundation Trust.*

The Trust aims to develop an ecosystem of partners that supports the delivery of innovative research and delivery of diagnostics, treatment and care.

Specific areas of focus will be:

- Working closely with the London Borough of Sutton and Aviva Capital partners to realise the exciting vision for a new life sciences-focused London Cancer Hub, located on the Sutton site, which alongside the planned Specialist Emergency Care Hospital (SECH) should transform the site for the benefit of patients, staff and the local economy.
- Building industry partnerships in areas where industry knowledge and technology would accelerate delivery of The Royal Marsden’s strategy, for example, new diagnostic providers, robotics and data science.
- Working with partners who can provide short- or long-term solutions to areas of capacity constraint that ensure we can continue to meet patient demands effectively.
- Continuing to work with charitable and third sector organisations where collaboration can benefit staff and patients. Existing examples include our partnership with Maggie’s, who have a centre located at our Sutton site, and our long-standing supporters, the Friends of The Royal Marsden, Chelsea who provide both volunteer and fundraising services separate from The Royal Marsden Cancer Charity.

Maggie's at The Royal Marsden, Sutton



Data and digital

Supporting modern patient
care and research

4

The Trust will maximise existing and future investment in digital capabilities and available data to support innovation that benefits patients' diagnosis, treatment and care.

Charlotte Flanagan, Innovation Lead, with an automation robot in the clinical genomics laboratory



Delivery of a comprehensive digital strategy

A focus of the Trust's previous five-year strategic plan was to modernise its digital infrastructure through the delivery of a comprehensive digital strategy. This required very significant investment across a wide range of areas including:

- upgraded network and wifi
- a new data warehouse to meet current and future operational and research needs
- upgraded end user devices
- a Digital Health Record, Connect.

As well as the specific hardware and software, this also required significant investment in appropriate training for all staff and teams in the use of these new systems.

Areas of focus over the next five years

Over the next five years, the focus will be on optimising previous digital investment to unlock the significant potential benefits for patients, staff, productivity and research. The effective and appropriate application of such technology and use of data is crucial to enable the organisation's core themes.

There are emerging themes that will be developed in a detailed data and digital strategy to be launched later in 2024. These have been separated into those which will have a direct impact on clinical delivery with those that support this.

Direct clinical impact themes:

Optimising Connect – our Digital Health Record

Connect is still a relatively new system for the Trust with vast untapped potential to improve patient experience, outcomes and efficiency. This will include:

- improved workflows and automation that reduce or speed up manual tasks and increase time clinicians have for direct patient interaction
- a strategic vision of how the Trust can maximise the accuracy and utility of the data it captures
- introducing decision support tools which enable quicker and more accurate clinical decision making
- improved options for patient access to records and communication with the Trust via the MyMarsden app.

Advancing the use of novel technologies

Through the careful application of the right technologies, it will be possible to enhance the insight that can be gained from data to support new research, aid clinical decision making and improve productivity and outcomes. There are several use cases already being assessed and new ones are likely to emerge over time.

Four broad categories are likely to be:

- Introducing artificial intelligence (AI) powered tools to improve multiple aspects of the Trust’s work, from efficiency of data capture and quality of data, to the speed or accuracy of diagnosis or early identification of cancer recurrence. This will be in close cooperation with translational research units including the Early Diagnosis and Detection Centre and the AI Imaging Hub.
- Introducing automation technology, for example robotics, that allows work to be done faster, more accurately or both. This is a current focus of the Trust’s genomics laboratory to ensure capacity can scale as rapidly as demand.
- Integrating data from different diagnostic sources, for example radiology images and genomic data, to identify insights not possible by looking at each data type in isolation.
- An approach to the appropriate safe adoption of such technologies will be set out, recognising that many of these tools are relatively immature, and the Trust will need a well governed approach to ensure such technology is deployed to best effect without unintended consequences.



The RADSARC-R trial is the largest study to date that has successfully developed and tested an AI model. By refining the algorithm, this technology could one day improve the outcomes of thousand of patients each year.”

*Christina Messiou,
Consultant Radiologist.*

Professor Christina Messiou, Consultant Radiologist



Digital volunteers Atiyeh and Abby



Supporting themes:

Protecting the Trust from data risks

The Trust will continue to develop safeguards against the ever-changing global risks of cyber-attack, and work closely with patients and regulators to ensure we have robust processes in place to appropriately restrict access to patient data.

Empowering staff

To deliver on the ambitions and realise the benefits of this strategy, it is important to support and develop staff in digital and data skills.

This applies to the development and retention of appropriate digital and data expert teams, as well as ensuring staff of all disciplines are able to confidently access and use the new data and digital tools.

Collaborating with the right partners

The Trust will continue to seek NHS, academic and commercial partners who can provide expertise, experience and support in how to deliver innovation in the fields of data and digital.



Connect is the programme behind the implementation of The Royal Marsden's Digital Health Record which provides an accurate, real-time view of patient information, and allows us to capture clinical information at the point of care.



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