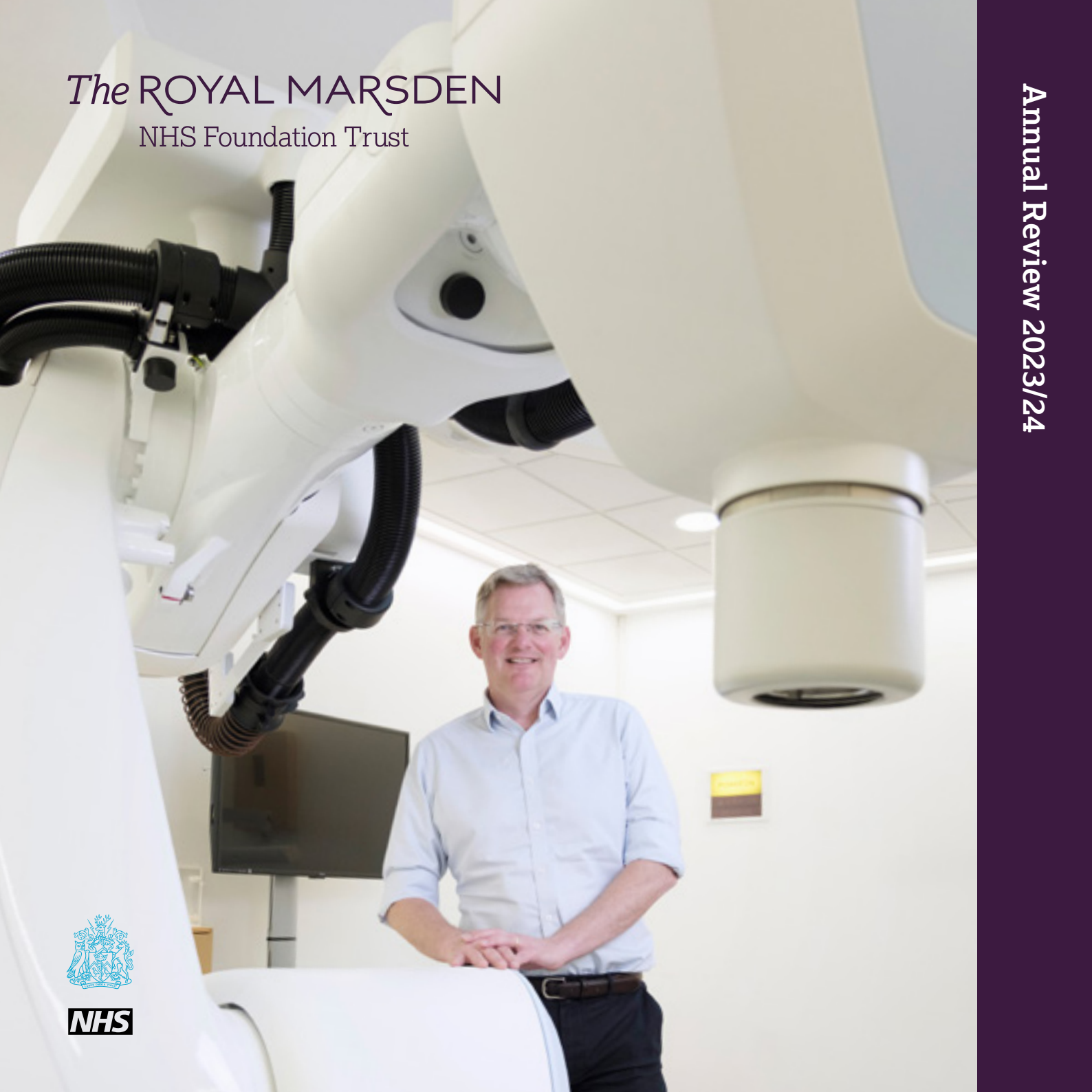


The ROYAL MARSDEN
NHS Foundation Trust

Annual Review 2023/24



NHS



The Royal Marsden is a specialist cancer centre pioneering the latest research, treatment and care locally, nationally and internationally.

We are proud to have HRH Prince William, Prince of Wales, as our President. His Royal Highness has been visiting the hospital for over 30 years and has seen first-hand the world-leading work that we deliver every day for our patients and their families.

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Who we are

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

Today it operates as a specialist cancer hospital and, together with its principal 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.

Together, The Royal Marsden and the ICR are recognised internationally as one of the top comprehensive cancer centres in the world for the impact of their research, seeing and treating over 60,000 NHS and private patients every year. It is a centre of excellence with an international reputation for ground-breaking research and for pioneering the very latest in cancer treatments and technologies, as well as leading the way in innovative cancer diagnosis and education.

The Royal Marsden operates from three centres, in Chelsea, Sutton and Cavendish Square in central London, and is the founder and host of RM Partners West London Cancer Alliance, which includes St George's University Hospitals NHS Foundation Trust, Imperial Healthcare NHS Trust, and other trust and integrated care board partners across north west and south west London.

Driven by the fundamental principle that patients, entrusting their lives to The Royal Marsden, deserve the very best, The Royal Marsden is committed to delivering excellent research-led cancer care for patients, accelerating early diagnosis, and ensuring treatment and care is personalised for the needs of each individual.

During the year, the Trust opened the Oak Cancer Centre, a major new research and ambulatory care centre funded by The Royal Marsden Cancer Charity in partnership with the NHS, and launched a significant digital transformation programme, Connect, in partnership with Great Ormond Street Hospital for Children NHS Foundation Trust. This enhances the ability of the Trust to care for patients more efficiently, to research and understand their cancers better and so 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 to the data collected.

Right: Oak Cancer Centre main atrium



What we do

Research



The complexity of cancer is a constant challenge. The Royal Marsden, alongside The Institute of Cancer Research, utilises an ambitious, patient-centred approach that recognises this complexity and develops smarter, kinder treatments for the benefit of cancer patients worldwide.



Diagnosis



Early diagnosis is crucial to improving survival for cancer patients, and is vital for the research of cancer. Together with RM Partners, we are committed to improving early diagnosis rates, reducing variation in outcomes and increasing capacity to ensure swift diagnosis of cancer for patients.

Treatment



Patients at The Royal Marsden receive personalised treatment relating to their diagnosis. With innovative equipment including the latest in robotic surgery, radiotherapy and genomics, we ensure every patient has access to the very best treatment through every stage of their cancer journey.



Care



It is vital that the emotional and psychological needs of patients are met throughout their cancer treatment, which is why staff at The Royal Marsden treat the whole person, not just their illness, with a compassionate, caring approach for them and their friends and family.

Our achievements

This year, the new **Oak Cancer Centre opened its doors to patients**, following the official opening by His Royal Highness Prince William, Prince of Wales. The centre will help The Royal Marsden diagnose more cancers at an earlier stage and improve patient experience.



The **PACE-B study**, led by The Royal Marsden, has revealed that higher doses of radiotherapy can **cut treatment time by 75 per cent** for patients with prostate cancer. The results will change the way certain types of prostate cancer are treated in the future.



The Royal Marsden opened the **UK's first fully automated system in a diagnostic clinical genomics laboratory**. Developed in partnership with automation company Automata, the new system makes it possible to deliver more personalised treatments on a large scale, increasing The Royal Marsden's next-generation sequencing processing capacity by roughly 2,000 tests each month.



The **Integrated Pathology Unit**, funded by The Royal Marsden Cancer Charity, is enabling researchers to **develop new diagnostic tests for cancer and speed up the results process**, using state-of-the-art laboratory techniques, digital imaging tools and artificial intelligence.



Connect, the Trust's new **Digital Health Record, celebrated one year since go-live**. Over the year, 4,200 members of staff have been trained on the new system and 110,000 patients have registered with MyMarsden, a patient app which is transforming how patients can engage with Royal Marsden services and experience their care.



A new **Physical Activity Strategy** has been launched, recognising the importance of physical activity in all forms for patients and staff, and setting out how the Trust can become a more 'Active Marsden'. The strategy was co-developed by staff, volunteers and patients with experience of cancer.



A new **targeted breast cancer treatment is on the horizon** following the discovery of capivasertib at the ICR and an early clinical trial at The Royal Marsden. Capivasertib works by blocking a cancer-growing protein AKT. The drug has been designed to have the precise shape and other key features to 'lock' into a cavity of its target protein and block it, helping to stop the cancer growing.



The Royal Marsden's world-leading surgeons and multidisciplinary team were once again in the spotlight as a second series of the **critically acclaimed documentary, *Super Surgeons: A Chance at Life***, aired on Channel 4. It followed patients with advanced or relapsed cancers, and their surgeons, as they prepare for pioneering and life-changing surgeries.



Chairman and Chief Executive joint statement

This year marks the end of our Five-Year Strategic Plan, which ran from 2018/19 to 2023/24. The pace of change and the progress made over the last five years has been significant in improving patient care and outcomes for patients globally through our research and education programmes.



Sir Douglas Flint CBE
Chairman



Dame Cally Palmer CBE
Chief Executive

One of the most notable developments from the last five years was the opening of the Oak Cancer Centre in June 2023, a state-of-the-art research and treatment facility funded by The Royal Marsden Cancer Charity in partnership with the NHS. In April 2021, we opened a brand new private care diagnostic and treatment facility in Cavendish Square, central London. The Trust has also undergone a significant digital transformation programme over the period of the Strategic Plan, with the introduction of a new Digital Health Record system, Connect, provided by Epic and in partnership with Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH). We launched a regional Cancer Genomic Laboratory Hub (GLH) as part of the North Thames GLH, in partnership with GOSH, and created a Cancer Surgical Hub during the initial peak of the COVID-19 pandemic. We have delivered multiple practice-changing research studies, and have created new research units in surgery, artificial intelligence imaging and digital pathology to expand the scope of our research into cancer for patient benefit.

Our new Five-Year Clinical Strategy begins in 2024/25 and builds on the work of the last five years, with exciting new opportunities for the Trust. This strategy includes building on our integrated bench-to-bedside partnership with the ICR to accelerate the transition of scientific discovery into clinical practice, realising the benefits of our improved digital capability for both patients and staff, investing in our service capabilities and estate to provide patients with the very best environment, and supporting the delivery of cancer services through our integrated care systems, as the host of RM Partners.

Financial performance and key risks

In a financially challenging year, the Trust delivered a surplus as planned, successfully mitigating increased costs relating to the implementation of a new Digital Health Record and the opening of the Oak Cancer Centre. The surplus has enabled continuing investment in estates, medical equipment and IT across the Trust.

The major risks to the achievement of the Trust's objectives during the year continued to reflect the broader challenges facing the NHS due to increasing demand on services and requirements to modernise infrastructure, periodic industrial action by a number of staff groups, maintaining our position as a competitive employer and sustaining our specialist workforce in light of the rise in the cost of living. In addition, the Trust is also managing the risks of future changes to delivery of paediatric cancer services; financial sustainability; and managing the devolution of the specialised commissioning budget.

The opening of the Oak Cancer Centre

In June 2023, the Oak Cancer Centre was officially opened by our president, His Royal Highness Prince William, Prince of Wales. This research, diagnostic and treatment facility, generously supported by The Royal Marsden Cancer Charity, is helping to accelerate the development of new treatments and diagnose more cancers at an earlier stage. The number of people who need our help grows every

year, and by opening the Oak Cancer Centre we are increasing the capacity of The Royal Marsden to be there for as many people as possible, maximising the number of clinical trials available for people with complex cancers. Patients tell us that they appreciate the modern, bright and welcoming environment, and that it is a comfortable, calm and peaceful place to receive treatment.

Partnership with the ICR

This year we took steps to extend and deepen the current principles of joint working with the ICR, to ensure a truly partnered approach to all aspects of research across both institutions. We have established a joint investment fund to support our integrated research strategy and we are ensuring unified decision making on all aspects of research, from basic science to clinical and applied research.

A closer partnership through harmonised governance and operational structures, and a more powerful combined visual identity, will ensure The Royal Marsden and the ICR remain respected global leaders in cancer, leveraging their ability to attract research and philanthropic funding, and to recruit and retain world-class talent.

Research breakthroughs

Our world-leading researchers continued to develop innovative treatments, diagnostics and strategies for prevention, so that we can achieve the best outcomes and improved quality of life for patients at The Royal Marsden, across the UK and around the world. This year, significant research breakthroughs were seen across a number of tumour types.

Final data from the PACE-B study were presented this year. This research, led by Professor Nicholas van As, Medical Director and Consultant Clinical Oncologist at The Royal Marsden, has shown that stereotactic body radiotherapy can safely deliver curative treatment to prostate cancer patients in as few as five sessions, with only minimal side effects, so delivering a significantly better pathway for eligible patients.

A major trial led by Professor Nicholas Turner, Head of the Ralph Lauren Breast Cancer Research Centre at The Royal Marsden, has led to a new targeted breast cancer treatment. Capivasertib works by blocking a cancer-growing protein AKT and was tested internationally in the Phase 3 CAPItello-291 study. Used in combination with fulvestrant, a hormone therapy, it was found to slow progression of advanced ER+ breast cancer. There was recognition for Professor Turner at the 2023 European Society for Medical Oncology (ESMO) Congress in October, when he received ESMO's Translational Research Award, recognising his expertise in translational breast cancer research.

To help support our researchers with their ground-breaking work, we were pleased to open the Integrated Pathology Unit, funded by The Royal Marsden Cancer Charity, in May. The unit features state-of-the-art laboratory techniques, sophisticated computing tools and artificial intelligence, all of which will enable researchers to develop new tests for cancer and speed up the diagnostic process for results.

Children's cancer services

A public consultation on the future location of children's cancer services ran from 26 September to 18 December 2023, following the decision taken by the NHS England Board that all Principal Treatment Centres should be co-located with a paediatric intensive care unit (PICU) going forward. We responded to the consultation, setting out our support for any change in the provision of children's cancer services which is in the best interests of patients and families, but also highlighting the significant challenges that any service relocation will need to overcome. This includes the extensive investment required to relocate services, and risk mitigation for the leading research into children's cancer currently undertaken in an integrated model with the ICR on the Sutton site.

On 14 March 2024, NHS England London and South East announced that the service will be transferred to Evelina London. We do not expect services to transfer until the end of 2026 at the earliest. In the meantime, our specialist children's cancer teams will continue to offer children and families the benefit of our extensive onsite cancer expertise, ensuring that we continue to deliver a high-quality service, informed by the latest research. The Royal Marsden will continue to be a principal treatment centre for teenagers and young adults over the age of 15.

Development of our Chelsea site

There is growing demand for our services, and we need to increase our capacity in order to meet that demand. Our home in central London is an iconic building situated in the heart of Chelsea, and this year we began exploring proposals to sensitively add to the Chelsea site, respecting the rich heritage and history of our buildings, so that we can secure the hospital's future in the borough for the long term. We want to expand our capacity, modernise our facilities, and provide state-of-the-art technologies within a building which works better for both patients and staff. These innovations won't just help our patients in Chelsea but will enable us to contribute to global advances in improving outcomes and patient experience.

Celebrating one year of Connect

On 17 March 2024, we celebrated one year since we launched Connect, our new Digital Health Record in partnership with GOSH. Connect has improved our ability to care for patients more efficiently, to research and understand their cancers better, and optimise delivery of the best possible treatments. The implementation of Connect has been a hugely successful digital transformation for the Trust and is only the start of our journey to further enhance the care we provide to patients.

Thank you to staff

Thank you to all Royal Marsden staff for their outstanding contribution to patients over the year, and for working so hard during a period of significant change, including the implementation of Connect and the opening of the Oak Cancer Centre. We look forward to continuing to work together to innovate and push the boundaries in cancer diagnosis, treatment and care.

Our sincere appreciation to The Royal Marsden Cancer Charity and all its supporters for continuing to support the Trust, enabling us to improve the lives of cancer patients at The Royal Marsden, across the UK and around the world.

Our highlights

As one of the leading cancer centres in the world, with a track record of developing new and better ways of diagnosing and treating cancer, The Royal Marsden contributes to improved outcomes for patients globally. Our primary aim is to deliver the best cancer treatment through world-leading research, operating a 'bench-to-bedside' strategy with our academic partner, The Institute of Cancer Research, London (ICR).



Right: Aanu Taylor, Senior Biomedical Scientist, in the Integrated Pathology Unit

Research and innovation

Higher doses of radiotherapy cut treatment time by 75 per cent

Research led by The Royal Marsden has revealed that advanced radiotherapy technology can safely deliver curative treatment for prostate cancer patients in as few as five sessions, with only minimal side effects. The PACE-B study is the first global randomised trial of its kind to compare the long-term survival rates for localised prostate cancer patients receiving stereotactic body radiotherapy (SBRT) with those receiving standard radiotherapy treatment.

SBRT means patients have five high-dose radiotherapy sessions over one week rather than the standard treatment, which is usually 20 doses over a month. At The Royal Marsden, SBRT is delivered via one of two CyberKnife machines, which were funded by The Royal Marsden Cancer Charity. The randomised trial found that SBRT performed as well as standard radiotherapy treatment for people whose prostate cancer had not spread, demonstrating a 96 per cent chance that no cancer could be detected five years after treatment, compared with 95 per cent for conventional radiotherapy. Side effects were low in both groups and, after five years, there were no significant differences between treatment arms.

The trial's Chief Investigator was Professor Nicholas van As, Medical Director and Consultant Clinical Oncologist at The Royal Marsden and Professor in Precision Prostate Radiotherapy at the ICR. Professor van As presented the final data at ASTRO 2023, the annual meeting of the American Society for Radiation Oncology, in October.

75%

Higher doses of radiotherapy can cut treatment time by 75 per cent for patients with prostate cancer

Using SBRT to deliver treatment would mean that patients could be spared numerous visits to hospital, allowing them to get back to their lives sooner.

Professor Nicholas van As
Medical Director

Left: Professor Nicholas van As, Medical Director, with the CyberKnife used in the PACE-B study

Breast cancer breakthrough

A new targeted breast cancer treatment is on the horizon following a major trial led by Professor Nicholas Turner, Consultant Medical Oncologist at The Royal Marsden and Professor of Molecular Oncology at the ICR. Capivasertib, which was discovered at the ICR, London, is a new type of medicine that works by blocking a cancer-growing protein called AKT. The drug has been designed to have the precise shape and other key features to 'lock' into a cavity of its target protein and block it, helping to stop the cancer growing.

Most breast cancers are oestrogen positive (ER+), which means oestrogen helps them to grow. This type is also often driven and encouraged to grow by the AKT protein, which capivasertib targets. After showing promise in early clinical trials focused on this patient group – supported by the National Institute for Health and Care Research (NIHR) Biomedical Research Centre (BRC) at The Royal Marsden and the ICR – capivasertib was tested internationally in the Phase 3 CAPItello-291 study. Through the trial, the drug was given in combination with fulvestrant, a hormone therapy, to patients with advanced ER+ breast cancer. It was found that this treatment combination slowed progression of these advanced cancers and, in almost a third of patients in the trial, shrunk the tumours substantially.

Double whole-body scans for early cancer detection

Research using whole-body MRI scanning at The Royal Marsden is aiming to identify cancer in its earliest stages in patients. Led by Dr Angela George, Clinical Director of Genomics and Consultant Medical Oncologist in Gynaecology, the SIGNIFIED trial monitors patients with Li-Fraumeni syndrome, a very rare predisposition condition that increases the risk of developing several cancer types.

The trial – funded by The Royal Marsden Cancer Charity and the Small Business Research Initiative, a national programme that provides development funding to support innovators – gives patients two whole-body MRI scans annually to help detect sooner any cancer that may be present.



Dr Angela George, Clinical Director of Genomics and Consultant Medical Oncologist in Gynaecology

Drug duo shows promise in ovarian cancer

A new targeted drug combination has been found to be twice as effective as the next best treatment for some ovarian cancer patients, according to researchers at The Royal Marsden. The Phase 2 RAMP-201 study tested avutometinib alone and in combination with defactinib on patients with low-grade serous ovarian cancer, a rare form of the disease that has a poor response rate to current treatments. Both drugs are designed to block signals that encourage cancer cells to grow.

Results from the trial were presented at this year's American Society of Clinical Oncology Annual Meeting by Dr Susana Banerjee, Consultant Medical Oncologist and global lead investigator for the study. She revealed that 45 per cent of patients treated with the drug combination saw their tumours shrink significantly. This is almost twice as effective as trametinib, a targeted drug available in England through the Cancer Drugs Fund, which has a response rate of 26 per cent and is currently the best treatment for these patients. The RAMP-201 study has been led by researchers from The Royal Marsden and the ICR, and is sponsored by Verastem Oncology.

AI algorithm shown to be accurate at grading sarcomas

Artificial intelligence (AI) could be around twice as accurate as a biopsy at grading the aggressiveness of some sarcomas, according to research from The Royal Marsden and the ICR, supported by The Royal Marsden Cancer Charity. Results from the RADSARC-R study, which were published in *The Lancet Oncology*, suggest that a new AI algorithm could help tailor the treatment of some sarcoma patients more accurately and effectively than a biopsy, an invasive procedure which is currently standard practice. The research also suggests that the technology could help clinicians diagnose subtypes of the rare disease, speeding up diagnosis as a result.

The researchers believe the technique could eventually be applied to other cancer types too, potentially benefiting thousands of patients every year.

“Our novel approach used features specific to this disease, but by refining the algorithm, this technology could one day improve the outcomes of thousands of patients each year.”

Professor Christina Messiou
Consultant Radiologist and study lead

European Society for Medical Oncology Congress

At the 2023 European Society for Medical Oncology (ESMO) Congress, held in Madrid in October, Professor Nicholas Turner, Consultant Medical Oncologist and Head of the Ralph Lauren Centre for Breast Cancer Research at The Royal Marsden, and Professor of Molecular Oncology at the ICR, London, received ESMO's Translational Research Award, recognising his expertise in translational breast cancer research. Recently, this has involved analysing and validating new breast cancer therapies for different molecular subtypes of the disease. He has also helped pioneer and develop liquid biopsies, an innovative personalised blood test.

Professor Susana Banerjee, Consultant Medical Oncologist and Research Lead for the Gynaecology Unit, and Professor in Women's Cancers at the ICR, received a Fellow of ESMO Award for her commitment to the Society and its mission to offer the best patient care.

Professor Robin Jones, Consultant Medical Oncologist at The Royal Marsden and Professor in Sarcoma Oncology at the ICR, shared data from his research into desmoid tumours. These rare, aggressive tumours grow from the connective tissue in the body – but the outlook for patients seems to be improving. The results showed meaningful clinical benefits across three key measures of effectiveness in a large portion of patients treated.

Study seeks to solve melanoma mysteries

A study involving The Royal Marsden has examined the final stages of life with melanoma to discover more about how the disease resists treatment. The PEACE study, which was supported by The Royal Marsden Cancer Charity, analysed tumour samples from 14 patients who died from melanoma. The researchers found that changes to the order, structure and number of copies of tumour DNA could cause some skin cancers to resist treatment. These changes also explain how melanoma can spread to other parts of the body.

“Many people with advanced cancers had previous treatment which wasn't successful because the cancer found ways to overcome it. Scientists hope that this new information about melanoma's resistance to current treatments will ultimately deliver new treatments which give people with advanced cancer more time with their loved ones.”

Professor Samra Turajlic
Consultant Medical Oncologist



AI to diagnose lung cancer earlier

AI could help doctors diagnose lung cancer earlier, according to a study led by researchers from The Royal Marsden, in collaboration with the ICR, London, and Imperial College London. The LIBRA study – which was supported by The Royal Marsden Cancer Charity, the NIHR, RM Partners and Cancer Research UK – used data from the CT scans of nearly 500 patients with large lung nodules to develop an AI algorithm. The AI model was then tested to see if it could accurately identify cancerous nodules. To analyse the CT scan data, the researchers used a technique called radiomics, which can extract information about the patient's disease from medical images that can't be easily seen by the human eye.

Lung nodules are abnormal growths that are common and mostly benign. However, some lung nodules can be cancerous, and large ones are associated with the highest risk. Researchers hope this technology will eventually be able to speed up the detection of lung cancer by helping to fast-track high-risk patients to treatment, and by streamlining the analysis of patient scans.

The results have been published in *The Lancet's eBioMedicine* and showed that the new model could potentially streamline and speed up nodule risk calculation in the future. It may also help clinicians make decisions about patients who currently don't have a clear referral pathway.

Left: Dr Hardeep Kalsi in the Early Detection Centre

Precision treatment improves quality of life for prostate cancer patients

A new radioactive medicine that seeks out tumour cells to deliver a targeted dose of radiation can improve the quality of life for some patients with advanced prostate cancer, according to results from a Phase 3 study. Led by researchers from The Royal Marsden and the ICR, London, the VISION trial tested the drug Lu-PSMA alongside standard care in advanced prostate cancer patients who had already been treated with a hormone therapy. The study, led Professor Johann de Bono, Consultant Medical Oncologist, suggested that those treated with Lu-PSMA experience a higher quality of life than patients treated with standard care alone, and that men treated with the drug live for longer before their pain levels increase. Earlier analysis from the same trial showed that Lu-PSMA improves survival.

“PSMA is a cutting-edge, search-and-destroy medicine that not only extends patients’ lives, but also grants them precious extra months of living well.”

Professor Johann de Bono
Consultant Medical Oncologist

Expertise in clinical trials confirmed

The Royal Marsden Clinical Trials Unit (CTU) has successfully renewed its full UK Clinical Research Collaboration (UKCRC) registration for the second time. This confirms the CTU as a leader in managing clinical trials that change practice and improve outcomes for patients around the world. The Royal Marsden CTU designs and leads clinical trials for a large range of cancer types, bringing innovative drugs and technologies to patients. To gain UKCRC registration, CTUs must demonstrate experience in coordinating multi-centre trials, expert staff to develop ideas, robust quality assurance systems and evidence of long-term viability of capacity for trials coordination.

Radiotherapy boost to cut treatment times

Radiotherapy treatment times could be reduced for some early breast cancer patients, following a trial that took place at The Royal Marsden. Results from the IMPORT HIGH trial demonstrated that giving some breast cancer patients a targeted additional dose of radiotherapy at the same time as treatment to the whole breast, which is known as simultaneous integrated boost (SIB), cuts the treatment duration by at least one week. The trial found that SIB radiotherapy given at the right dose works just as well as standard radiotherapy techniques in reducing the risk of the cancer returning five years after treatment.

High BMI surgical programme

Royal Marsden clinicians have completed over 60 robotic procedures on patients with high body mass indices (BMI) as part of a specialised surgical programme. The service has opened up a minimally invasive option for patients who previously may have been considered too high risk for surgery. Though obesity is a risk factor for a range of cancers, the programme has primarily focused on endometrial cancer patients. This patient group often has a high BMI, as obesity doubles the risk of developing the disease.

Prostate cancer drug resistance trial

Results from an early clinical trial led by The Royal Marsden, the ICR, London and The Institute of Oncology Research in Switzerland have shown that prostate cancer’s resistance to treatment can be reversed in some patients by stopping hijacked white blood cells from being ‘pulled into’ tumours. Using a combination of AZD5069, an experimental drug which prevents myeloid cell recruitment to tumours, and enzalutamide, a hormone therapy commonly used to treat prostate cancer, researchers showed that blocking the messages cancer uses to hijack white blood cells can re-sensitise a subset of advanced prostate cancers to treatment – shrinking tumours or halting their growth. This could lead to an entirely new way of treating prostate cancer.

Study reveals secrets of drug resistance in stomach cancer

A study led by The Royal Marsden and the ICR, London, has furthered understanding of how stomach cancers can dodge the effects of a new experimental treatment. Researchers found that stomach cancers can develop resistance to a new class of drugs called ATR inhibitors by switching off the activity of two key genes. The study identified how genetic changes allow some stomach cancers to outmanoeuvre the effects of ATR inhibitors, a treatment that may represent an important therapeutic option for these patients. The work could lead to a genetic test to predict which patients are most likely to respond to ATR inhibitors. The study was supported by The Royal Marsden Cancer Charity and the NIHR BRC at The Royal Marsden and the ICR.

6,500

people are diagnosed with stomach cancer every year in the UK

Palliative care study puts patients at the forefront

The Royal Marsden Palliative Care Team has been awarded a Patient and Public Involvement and Engagement (PPIE) grant from the NIHR BRC at The Royal Marsden and the ICR, London. The grant will support the PREPARE study, which is due to open in early 2024 and will look into patient-centred decision-making for end-of-life care.

Electronic Palliative Care Coordination Systems (EPaCCS) play a key role in advance care planning, making it possible for individual patient preferences for end-of-life care to be documented and shared across different health and care settings, including emergency services, community nursing teams and hospitals. This grant has enabled the team to work closely with three PPIE colleagues to co-design and co-develop a research programme to evaluate the benefits of EPaCCS for patients.

Integrated Pathology Unit opens

The Integrated Pathology Unit (IPU), funded by The Royal Marsden Cancer Charity, opened in May, enabling researchers to develop new diagnostic tests for cancer and speed up the results process. The IPU brings pathology into the modern era by using state-of-the-art laboratory techniques, digital imaging tools and AI to analyse tissue samples. These new technologies will help Royal Marsden pathologists diagnose cancer faster and more precisely than traditional laboratory methods, and could change the way cancer patients are treated in the future. The facility is a joint venture with the ICR, London, and is funded by The Royal Marsden Cancer Charity, the ICR and the NIHR BRC at The Royal Marsden and the ICR.

80%

It is calculated that 80 per cent of diagnoses and treatments in hospitals are dictated by the pathology analysis

Right: Diego Dos Reis, Senior Scientific Officer / Laboratory Manager, in the Integrated Pathology Unit



Over 50%
of registered patients
have downloaded the
MyMarsden app

Treatment and care

Connect one year on

Connect, the Trust's new Digital Health Record, has revolutionised the way staff engage with patient records and transformed how they deliver care. In March, the Trust celebrated one year since go-live. In that year, 4,200 members of staff have been trained in how to use Connect.

Connect has transformed the delivery of care at the Trust: over 700,000 medicines have been administered via Connect; there have been more than 1,400 video appointments carried out; 22.4 million flowsheets have been recorded; 88 per cent of charts are now closed on the same day; duplicate blood tests ordered has reduced by 10 per cent; there has been up to 50 per cent reduction in chemotherapy medicines wastage; and up to 12 new clinical trials have been set up each month.

Immediately post-go-live, 50 projects were completed, and another 100 projects were prioritised and completed as part of the optimisation phase since September 2023.

MyMarsden, part of Connect, is transforming how patients can engage with Royal Marsden services and experience their care. By signing up for a MyMarsden account, patients can view parts of their Royal Marsden healthcare record at the touch of a button, as well as send messages to their healthcare team or join video

appointments – all from their own mobile device or PC. Over 50 per cent (110,000) of registered patients have downloaded the MyMarsden app to their own devices, surpassing the Trust's target, and demographic analysis of MyMarsden active users shows a relatively even spread of use by age, gender and ethnicity.

Overall, the implementation of Connect has been a hugely successful digital transformation for the Trust and is only the start of the journey to further enhance the care provided to patients.

Liquid biopsy testing facility opened

In April 2023, The Royal Marsden opened a state-of-the-art liquid biopsy testing facility for cancer clinical diagnostics and research, with Guardant Health, the first partnership of its kind in the UK. The Marsden360 liquid biopsy test provides comprehensive solid tumour profiling in advanced cancers, allowing clinicians to personalise treatments more accurately. Initially available for private and clinical trial patients, in July 2023 the service began to offer testing for NHS patients with advanced lung cancer, as part of a national pilot overseen by the North Thames Genomic Medicine Service Alliance.

Left: Patient Becky using the MyMarsden patient portal

Breakthrough drug now available on NHS

The targeted drug olaparib is now available on the NHS in England and Wales – via the Cancer Drugs Fund – for forms of breast and prostate cancer caused by faulty BRCA1 or BRCA2 genes.

The decision was made by the National Institute for Health and Care Excellence (NICE) following clinical trials at The Royal Marsden, and offers the chance of longer, healthier lives for thousands of patients. Professor Johann de Bono, Consultant Medical Oncologist at The Royal Marsden and Professor in Experimental Cancer Medicine at the ICR, London, led the clinical trials which showed that giving olaparib to men with tumours that had weaknesses in DNA repair, including BRCA mutations, delayed disease progression.

Physical Activity Strategy launched

Physical activity is key for Royal Marsden staff, volunteers and patients alike, and research has shown that appropriate levels of physical activity can boost physical health, as well as mental wellbeing. The latest evidence shows that patients performing physical activity post-cancer diagnosis reduces the risk of mortality, specifically in breast cancer. It can help to optimise cancer patients' physical and mental wellbeing ahead of treatment, help them manage the symptom and toxicity burden during treatment, and allow them to resume a life with meaning whilst living with or after cancer.

The Trust developed a new Physical Activity Strategy this year, led by Sarah Dewhurst, Living with and beyond cancer Service Lead. The strategy launched in January 2024, along with tools to help staff encourage patients to become more active. The strategy was co-developed by staff, volunteers and patients with experience of cancer.

“I have seen the importance of exercise during the treatment pathway to help prepare our patients to cope better and recover faster from the challenges of their cancer treatment. I wholeheartedly endorse the plans for an ‘Active Marsden’.”

Dr Susanna Walker
Consultant Anaesthetist



Katie Stebbing, Physiotherapist, in the physiotherapy gym with a patient

New endoscopy service in Sutton

A new endoscopy suite opened in the Oak Cancer Centre's Charles Wolfson Rapid Diagnostic Centre, enabling clinicians to diagnose more cancers at an earlier stage. Funded by The Royal Marsden Cancer Charity, the suite improves the diagnosis of different cancers, including gastrointestinal cancers. This is a new service in Sutton, serving a new group of patients. State-of-the-art equipment such as the Koelis Trinity ultrasound machine, which combines MRI imaging with ultrasound biopsy techniques, ensures that patients receive the earliest and most accurate diagnosis possible. The facility has been designed to create a bright and peaceful environment and enhance patients' experience while undergoing diagnostic procedures.



Dr Zinu Philipose, Consultant Gastroenterologist, in an endoscopy treatment room, with Senior Staff Nurse Ken Contiangco

Robotic ablations

Patients at The Royal Marsden are among the first in the world to have their small lung tumours treated using a robot that ‘zaps’ cancer with heat. The robotic arm assists with radiofrequency ablation, a type of minimally invasive interventional radiology procedure that uses heat from electromagnetic waves to destroy the disease. Normally guided by hand, the treatment is undertaken via a needle inserted through a pinhole skin incision. Compared with other surgical techniques, the treatment can mean faster recovery time, less pain and no scarring. There is evidence that robotic technology can further improve patient outcomes. Researchers from The Royal Marsden compared 20 hand-guided lung ablations with 20 robotic ones. Results showed that robotic procedures were highly accurate and required fewer needle adjustments than hand-guided ones. Complications were also lower for robotic procedures.

Volunteer service focuses on patient experience

The Royal Marsden volunteer service, funded by The Royal Marsden Cancer Charity, has continued to focus on key areas that will have the biggest impact on patients. During 2023/24, there were over 250 registered Trust volunteers, with an increase in volunteers in roles that directly support patients. These include a new role in Wilson Ward and the Centre for Urgent Care in Chelsea, and a team of volunteers at the new Oak Cancer Centre, covering the Research Data and Statistics Unit, meet and greet, day care, outpatients, and urgent care. There are eight registered Pets As Therapy dogs, a service that has expanded this year due to continued positive feedback from both patients and staff since it was introduced. A befriending programme has seen 88 referrals this year. Volunteers are increasing their support during patient discharges, and are involved in pharmacy and on the wards. Volunteer gardeners have transformed the paediatric gardens and surrounding area in Sutton, and volunteers continue to support additional tasks following requests from teams, including vaccination clinics, deliveries and administration. The veterans volunteer service has supported 18 referrals this year.

A new Volunteer Voices Forum also started, designed to give volunteers a voice and to support patients to raise any issue they may have. Four forums have been held this year.

Changes that have been requested via the forum and made as a result include seating at the link corridor in the Oak Cancer Centre, accessibility improvements, and changes to check-in screens.

Two of the Trust's youth volunteers received Jack Petchey Awards this year. The Jack Petchey Achievement Award Scheme recognises outstanding young people aged 11-25 across London and Essex. Ayla Fantini, aged 17, and Dominic Dawson, aged 21, were chosen as winners and used their grant money to provide Christmas presents and decorations for patients, and games and books for the children and teenagers unit.

Imaging to help inform patient choice

A trial has begun at The Royal Marsden aimed at improving pre-operative information for breast cancer patients by using iPads to show them how they might look after surgery. The process enables patients to see a simulation of their appearance after a mastectomy and breast reconstruction. Pre-operative images captured using a 3D surface-imaging system are modified to show how a patient might look after their procedure. This software also measures the shape of the breast, which may help in surgical planning and reduce the need for more surgery down the line to help improve breast symmetry. The MIBREAST study, funded by The Royal Marsden Cancer Charity, is led by Miss Jennifer Rusby, Consultant Oncoplastic Breast Surgeon.



Auto genomics

The Royal Marsden has opened the UK's first fully automated system in a diagnostic clinical genomics laboratory. Developed in partnership with automation company Automata, the new system makes it possible to deliver more personalised treatments on a large scale. The installation is housed in the clinical genomics laboratory within the NIHR Centre for Molecular Pathology, which is part-funded by The Royal Marsden Cancer Charity. It increases The Royal Marsden's next-generation sequencing processing capacity by roughly 2,000 tests each month and expands the range of tests that can be performed.

Second edition of cancer cookbook

The second edition of *The Royal Marsden Cancer Cookbook* has been published, offering more than 150 delicious, healthy recipes to enjoy during and after cancer treatment. All the recipes were reviewed and analysed by Dr Clare Shaw PhD RD, Consultant Dietitian, who recently retired from The Royal Marsden. The revised edition has updated information on diet and cancer, inspirational ideas and tips, and recipe contributions from top chefs and food writers including Mary Berry, Nigella Lawson and Raymond Blanc.

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

New app offers digital support for young patients

Patients and clinicians at The Royal Marsden have collaborated with digital cancer care company Careology to develop an innovative app that offers health and wellbeing support for teenage and young adult (TYA) cancer patients. The app, funded by The Royal Marsden Cancer Charity, provides information on the topics identified by young people as most important to them, including managing symptoms, body image, food and nutrition, and mental health. For each topic, members of The Royal Marsden's Teenage and Young Adult Forum were paired up with a clinician to ensure information is accurate and relevant to young people going through or recovering from treatment.

The Careology app will enhance the psychological support available to TYA patients at The Royal Marsden through every stage of their diagnosis, treatment and beyond. The tools and resources in the app support and empower patients to contribute to their own emotional wellbeing and overall health.

Super Surgeons returns

In 2024, The Royal Marsden will open its doors once again as the second series of the critically acclaimed documentary, *Super Surgeons: A Chance of Life*, airs on Channel 4. Throughout 2023, Wonderhood Studios, a leading factual production company, followed a number of patients with advanced or relapsed cancers as they prepared for surgery at The Royal Marsden. Following the success of series 1, the four-part series will feature intimate insights into what it is like to live with cancer, the innovative techniques used by The Royal Marsden's world-leading surgeons, and the role of the multidisciplinary team in preparing for, and recovering from, complex surgery.

Filming for series 2 began in June 2023 and was completed in January 2024. Patients were approached via their surgical consultant who asked them if they were willing to share their experiences and appear on camera. The Wonderhood production team were embedded with the clinical teams and the crew adhered to the hospital's strict infection control procedures during filming, which took place in theatres and across Royal Marsden sites.

The surgeons featured in the second series are Professor Vinidh Paleri, Mr Shahnawaz Rasheed, Professor David Nicol, Professor Andrew Hayes, Mr Myles Smith and Mr Asif Chaudry.

Right: The surgeons featured in the second series of *Super Surgeons: A Chance of Life*



It's been a pleasure having the Super Surgeons team back into The Royal Marsden to document the great work of our surgeons and staff across the hospital.

Dame Cally Palmer
Chief Executive



Modernising infrastructure

Oak Cancer Centre

The Oak Cancer Centre, a state-of-the-art research and treatment facility at The Royal Marsden in Sutton, built thanks to funding from supporters of The Royal Marsden Cancer Charity, opened its doors to patients in the summer. The centre will help The Royal Marsden diagnose more cancers at an earlier stage and improve the patient experience – with floor-to-ceiling windows, it has been designed to be a bright, peaceful environment for patients. Inside, the Kuok Research Centre brings more than 400 researchers under the same roof, enabling specialists in different cancer types to collaborate and share ideas, helping to develop new treatments more quickly. The building provides staff with the best facilities to conduct their lifesaving and innovative work, so they can transform the lives of cancer patients at The Royal Marsden, across the UK and beyond.

The Royal Marsden's President, His Royal Highness Prince William, Prince of Wales, formally opened the Oak Cancer Centre in June. During his visit, he met staff working in the building, as well as some of the first patients to be treated in the centre's Olayan Day Care Unit, and researchers who carry out their innovative work in the Kuok Research Centre. Having researchers and patients together under one roof supports The Royal Marsden's bench-to-bedside approach in developing new treatments. It also means experts who specialise in different tumour groups are able to work together more closely, encouraging breakthroughs that target molecular and genetic abnormalities – wherever the tumour may be in the body.

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

HRH Prince William, Prince of Wales

Left: HRH Prince William, Prince of Wales, leaving the Oak Cancer Centre

Development of a new aseptic suite in Sutton

In January 2024, the Trust approved the development of a new aseptic suite at Sutton. The aseptic services team in the pharmacy department provide a vital function in the preparation of drugs for patients, both those undergoing established chemotherapy treatments and those taking part in ground-breaking clinical trials and research. The new aseptic suite will be a state-of-the-art facility and will provide additional aseptic capacity as well as enabling the Trust to adopt new compounding equipment and technology as it is developed in the coming years. The suite will mean that the Trust can continue to be right at the forefront of cancer research for many years to come. Building work is expected to start in September 2024, with completion planned for September 2025.

More trains scheduled to service London Cancer Hub

The number of trains to Belmont station is expected to double and improve access to The Royal Marsden in Sutton as a result, following funding secured by Sutton Council. Under the plans, trains running between Belmont and central London could increase from two to four per hour. The £14.1 million investment was awarded through the government's Levelling Up Fund to help unlock the potential of the London Cancer Hub. Belmont station is a few minutes' walk from the hospital's site in Sutton, where the London Cancer Hub is being built.

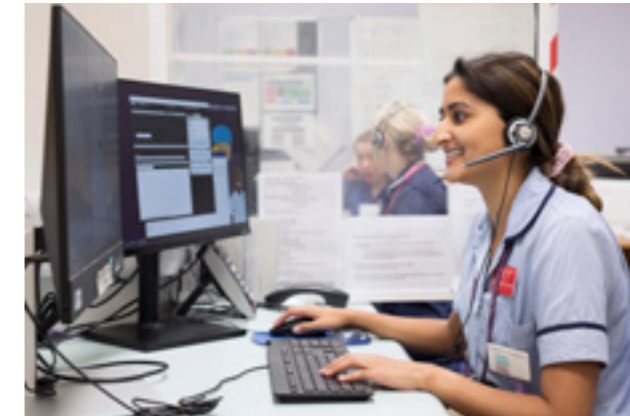
London Cancer Hub

The Trust, along with its academic partner, the ICR, has supported and worked with the London Borough of Sutton for several years to develop the vision of establishing the site as a world-leading district for cancer research and treatment. Central to this has been the vision that the Council would use land it owned to develop a life sciences campus that would create new, purpose-built space for companies focused on cancer research to work directly adjacent to the hospital and the ICR. The London Cancer Hub will be one million square feet of research, treatment and innovation spaces alongside residential accommodation and amenities for local people and visitors. It will be one of London's most significant regeneration projects and, once completed, will make Sutton, and the capital, home to the world's largest cancer life sciences district.

This vision took a big step forward at the end of 2023 when the Council concluded a process to identify an investor/developer partnership by granting insurer Aviva and developer Socius a long lease to develop the five-hectare site on the Sutton site. The Royal Marsden will work closely with the development partners to deliver on this exciting vision in a way that complements its own research and estates strategy.

Unified communications

This year, critical infrastructure has been delivered which will allow the Trust to move from an ageing and unreliable telephony platform to a modern, reliable and scalable system. The new platform will be more flexible and resilient than the legacy infrastructure and will support new endpoints: desk phones, cordless phones and Microsoft Teams telephony. It will also allow the Trust to move away from end-of-life technology, which will be replaced by a modern app-based critical messaging system called Alertive.



Umisha Nardani, Staff Nurse, Centre for Urgent Care

Specialist Emergency Care Hospital in Sutton

Epsom and St Helier University Hospitals NHS Trust made further progress in their plans to build a new Specialist Emergency Care Hospital adjacent to The Royal Marsden site. The plan has been announced as part of wave three of the New Hospitals Programme and Epsom and St Helier have received support to move their business case forward, which includes plans to provide additional cancer treatment facilities which The Royal Marsden would operationally run. The Epsom and St Helier team has since spent time revisiting their designs and timetable to align to principles agreed by the New Hospitals Programme. The Royal Marsden continues to engage and support this exciting development, including how it will integrate into the existing site and logistics. During 2024/25, it is expected that designs will be firmed up and further progress will be made in the business case development.

Horder Ward expansion

This year, to facilitate an increase in bed capacity, the non-clinical areas of Horder Ward have begun to be redeveloped and redesigned to create a new four-bed bay. Building work began in October 2023 and the four inpatient beds are expected to be operational by June 2024, following recruitment of additional nursing and support staff.

Chelsea re-development

Due to a significant increase in referrals of more complex cases to the Trust, as well as an increased focus on early diagnostics, interventional radiology and immunotherapy, The Royal Marsden needs a significant increase in bed and surgical capacity at its Chelsea site. The design phase for the Chelsea re-development project got underway this year. The new development will be funded through a major fundraising appeal led by The Royal Marsden Cancer Charity in addition to Trust funding. Initial designs will be reviewed and finalised in summer 2024, before being shared for comment through public consultation with local stakeholders, residents and staff.

Dispensing robot at the Oak Cancer Centre

The Oak Cancer Centre now boasts a hi-tech dispensing robot in the pharmacy. The outpatients department has been consolidated on a single level, with patients able to undergo blood tests in the Peter Stebbings Blood Test Unit, see their consultant and collect their prescription without needing to access different levels in the building. The department is home to the RM Medicines pharmacy, which has introduced a new robotic system for dispensing patient prescriptions. Products are first fed into the robot for sorting and storing. Then, when medication needs to be dispensed, it is transported to any workstation within the pharmacy for filling. The automated dispensing robot is directly linked to the prescribing system and the Connect Digital Health Record, bringing a smoother and more efficient process for staff, as well as enhancing the patient experience.

Right: Mohammed Ahmed, Lead Procurement and Systems Pharmacy Technician, in the RM Medicines Pharmacy, Sutton





Financial sustainability and best value

Partnership working on Connect

The Royal Marsden's new Digital Health Record (DHR), Connect, was delivered through a partnership with Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH). The partnership with GOSH has been beneficial to both trusts and has included the opportunity to harness the digital excellence, technologies and learning that GOSH achieved through its own DHR implementation. The partnership involves joint hosting of the DHR platform, which brings substantial benefits to both trusts, including reduced hosting costs, and shared training and development costs.

The Trust is incredibly grateful for the support provided by GOSH and is excited about the opportunities to jointly optimise the system for the benefit of both trusts' patient groups. Over the next 12 months, the shared Connect team will review and prioritise work on three strategic themes: Thrive, Optimise and Innovate.

Radiopharmacy regional contingency plan

The Trust is working on a regional contingency plan for the supply of radiopharmaceuticals to other trusts in the event of unplanned and planned shutdown of local radiopharmacy. Utilising its expertise and manufacturing licence, The Royal Marsden is able to support numerous nuclear medicine departments within the region in maintaining their diagnostic services. Surplus generated can be reinvested to expand the radiopharmacy facility and talent pool, enabling more patients to benefit from advanced diagnostic tools and radioligand therapy. The Royal Marsden will be able to utilise its capability to deliver a quality service and add value to the system, allowing the NHS to be self-reliant on the supply of diagnostic radiopharmaceuticals.

Left: Garish Kadle, Jose Quimio and Ravneet Grewal, Connect Analysts

Our performance

The Royal Marsden launched its new Digital Health Record, Connect, in March 2023, one of the most ambitious change programmes the Trust has undertaken. Connect provides an accurate, real-time view of patient information, enabling clinical information to be accessible at the point of care.

Nurses, junior doctors and some allied health professionals at The Royal Marsden voted in favour of industrial action, which took place at various points throughout the year. The Trust worked with trade union representatives and clinical teams to ensure that the safety of patients was maintained during the periods of industrial action.

The number of patients remaining on an urgent GP cancer pathway for treatment or diagnosis for more than 62 days reduced substantially throughout 2023/24. In the last quarter of the year the backlog position was better than the Trust's own trajectory for the majority of weeks, and the overall backlog is now back to levels previously seen prior to the COVID-19 pandemic.

Right: Patient Sam with nurse Emily Pease in the Olayan Day Care Unit



Our financial performance

The Royal Marsden has continued its track record of performing well financially. Having largely recovered the financial performance since the COVID-19 pandemic, the current economic climate has provided a continued challenge. Additionally, the changing NHS contracting regime, moving away from payment by results to minimum contractual financial thresholds, has had a significant impact on trusts such as The Royal Marsden due to their geographical breadth of patients. Despite these challenges, the Trust delivered a moderate surplus (pre-impairment and adjustments relating to charitable donations) of £10.5 million in 2023/24.

The Trust continues to maintain a strong balance sheet and cash position. At 31 March 2024, the Trust held cash deposits of £109.0 million. The Trust generated £3.1 million from operational activities. The Trust invested £27.1 million in capital expenditure and made a Public Dividend Capital dividend to the Department of Health and Social Care of £5.2 million, which represented an actual dividend rate of 3.5 per cent.

Efficiency

In a challenging economic environment, the Trust has delivered 100 per cent of the efficiency programme for 2023/24. This programme of efficiency has delivered improvements in order to meet NHS tariff reductions, to support the local health economy and to deliver the Trust's surplus for the year.

Financing and investment

The Trust has continued to invest in estate and infrastructure, spending £27.1 million on buildings, equipment and IT. There was £13.0 million funded through charitable donations and £0.09 million from Public Dividend Capital. The remainder of the capital programme was funded through operating surpluses, retained depreciation and free cash.

As part of the South West London Integrated Care System, the Trust contributed to the development of joint revenue and capital resource plans to support the objectives of the local health system of which it is a part. An active participant in the South West London Finance Committee and Recovery and Sustainability Board, the Trust ensured delivery over and above plan to support the wider system and meet NHS England's targets.

Consolidated statement of comprehensive income for the year ended 31 March 2024

	2023/24	2023/24	2022/23	2022/23
	Trust	Group	Trust	Group
	£000	£000	£000	£000
Income from activities	513,098	513,098	473,595	473,595
Other operating income	125,491	125,164	124,675	124,378
Operating expenses	(635,540)	(635,127)	(578,393)	(578,072)
Operating surplus	3,049	3,135	19,877	19,901
Finance costs				
Finance income	6,114	6,322	2,813	2,898
Finance expense	(362)	(348)	(400)	(395)
Public Dividend Capital dividends payable	(5,840)	(5,840)	(4,791)	(4,791)
Net finance costs	(88)	134	(2,378)	(2,288)
Profit/(loss) on disposal of financial assets	(543)	(543)	-	-
Share of profit/(loss) in joint venture	(434)	(434)	(188)	(188)
Corporation tax expense	-	22	-	(22)
Surplus/(Deficit) for the year	1,984	2,314	17,311	17,403
Other comprehensive (losses)/income				
Amounts that will not be reclassified subsequently to income and expenditure				
Revaluation (losses) on land and buildings	(891)	(891)	(5,540)	(5,540)
Total comprehensive income for the year	1,093	1,423	11,771	11,863
Adjusted financial performance (control total basis):	2023/24	2023/24	2022/23	2022/23
	Trust	Group	Trust	Group
	£000	£000	£000	£000
Surplus for the year	1,984	2,314	17,311	17,403
Donated capital income	(13,871)	(13,871)	(26,119)	(26,119)
Depreciation on donated assets	9,123	9,123	7,791	7,791
Impairment of assets due to changes in market prices	12,362	12,362	8,146	8,146
Centrally procured inventories	52	52	-	-
(Profit)/loss on disposal	543	543	-	-
Adjusted financial performance surplus/(deficit)	10,193	10,523	7,129	7,221

Consolidated statement of financial position as at 31 March 2024

	31 March 2024	31 March 2024	31 March 2023	31 March 2023
	Trust	Group	Trust	Group
	£000	£000	£000	£000
Non-current assets				
Intangible assets	23,662	23,662	26,075	26,075
Property, plant and equipment	282,155	282,548	289,448	289,468
Right of use assets	29,795	29,795	29,740	29,740
Loan to subsidiary undertakings	124	–	419	–
Investment in subsidiary undertakings	3,360	–	3,360	–
Trade and other receivables	944	944	1,202	1,202
Investment in joint venture	–	–	434	434
Total non-current assets	340,040	336,949	350,678	346,919
Current assets				
Inventories	8,747	10,466	7,230	9,007
Trade and other receivables	140,801	141,499	81,245	82,562
Public dividend capital receivable	–	–	122	122
Loan to subsidiary undertakings	295	–	291	–
Cash and cash equivalents	104,239	109,040	160,267	165,147
Total current assets	254,082	261,005	249,155	256,838
Current liabilities				
Trade and other payables	(85,066)	(88,515)	(91,341)	(95,170)
Provisions	(315)	(315)	(74)	(74)
Borrowings	(4,628)	(4,628)	(5,188)	(5,188)
Deferred income and other liabilities	(41,547)	(41,526)	(42,881)	(42,909)
Public dividend capital liability	(504)	(504)	–	–
Tax payable	(7,335)	(7,370)	(6,641)	(6,669)
Total current liabilities	(139,395)	(142,858)	(146,125)	(150,010)
Non-current liabilities				
Trade and other payables	(2,409)	(2,409)	–	–
Provisions	(4,742)	(4,742)	(4,923)	(4,923)
Borrowings	(33,099)	(33,099)	(35,482)	(35,482)
Total non-current liabilities	(40,250)	(40,250)	(40,405)	(40,405)
Total assets employed	414,477	414,846	413,303	413,342
Financed by taxpayers' equity				
Public dividend capital	115,637	115,637	115,556	115,556
Revaluation reserve	8,140	8,140	9,031	9,031
Income and expenditure reserve	290,700	291,069	288,716	288,755
Total taxpayers' equity	414,477	414,846	413,303	413,342

Consolidated statement of cash flows for the year ended 31 March 2024

	2023/24	2023/24	2022/23	2022/23
	Trust	Group	Trust	Group
	£000	£000	£000	£000
Cash flows from operating activities				
Total operating surplus	3,049	3,135	19,877	19,901
Non-cash income and expenses				
Depreciation and amortisation	28,558	28,592	23,624	23,631
Income recognised in respect of capital donations	(13,871)	(13,871)	(26,119)	(26,119)
Impairment	11,741	11,741	11,275	11,275
Increase in inventories	(1,517)	(1,459)	(681)	(14)
(Increase)/Decrease in receivables excluding any items in relation to the transfer of items per note 12	(59,382)	(58,649)	(4,373)	(4,960)
Increase in trade and other payables excluding any items relating to the transfer of items per note 12	(4,973)	(5,346)	6,469	7,746
(Decrease)/Increase in deferred income	(6,682)	(6,682)	(3,730)	(3,730)
Increase in other liabilities	5,426	5,298	1,025	1,064
(Decrease)/Increase in provisions	61	61	(312)	(312)
Net cash inflow/(outflow) from operating activities	(37,590)	(37,180)	27,055	28,482
Cash flows from investing activities				
Loan repayments from subsidiary company	295	–	282	–
Interest received from subsidiary company	14	–	5	–
Interest received	6,100	6,322	2,809	2,898
Purchase of intangible assets	(1,461)	(1,461)	(12,592)	(12,592)
Purchase of property, plant and equipment	(25,388)	(27,790)	(39,133)	(39,133)
Cash receipts for purchase of capital assets	12,586	12,586	26,119	26,119
Net cash used in investing activities	(7,854)	(8,344)	(22,510)	(22,708)
Cash flow from financing activities				
Public dividend capital received	81	81	271	271
Interest paid	(69)	(69)	(144)	(144)
Loan repaid	(3,751)	(3,751)	(4,719)	(4,719)
Lease interest paid	(261)	(261)	(258)	(258)
Lease capital paid	(1,370)	(1,370)	(1,822)	(1,822)
Public dividend capital dividends paid	(5,214)	(5,214)	(5,303)	(5,303)
Net cash outflow from financing activities	(10,584)	(10,584)	(11,975)	(11,975)
Increase/(Decrease) in cash and cash equivalents	(56,028)	(56,107)	(7,430)	(6,201)
Cash and cash equivalents at 1 April	160,267	165,147	167,697	171,348
Cash and cash equivalents at 31 March	104,239	109,040	160,267	165,147

For the full financial performance, please refer to The Royal Marsden NHS Foundation Trust's Annual Report and Accounts 2023/24.

The Royal Marsden Cancer Charity

The Royal Marsden Cancer Charity raises money solely to support The Royal Marsden. They ensure our nurses, doctors and research teams can provide the very best care and develop life-saving treatments, which are used across the UK and around the world.

In 2023/24, the Charity raised an incredible £29.7 million from donations and gifts in Wills, deployment of which will make a tremendous difference not only to cancer patients who come through the doors of the hospital, but also to those treated around the world benefitting from research funded by the Charity.

In June 2023, His Royal Highness Prince William, Prince of Wales, opened the new Oak Cancer Centre at The Royal Marsden in Sutton. The new research and treatment facility, funded by the Charity, would not have been possible without the generosity of those who contributed to the Charity's biggest fundraising appeal to date. Now over a year on, it has transformed patient care at Sutton and will continue to do so for years to come, ensuring as many patients as possible receive an early cancer diagnosis, so that treatment is more likely to be successful. Researchers from a range of specialties now work alongside each other at the Oak Cancer Centre for the first time, meaning they can more easily share knowledge of the latest innovations and developments, helping to speed up the discovery of new treatments that will improve patient experience and save lives.

This year, the Charity awarded over £19.6 million in grants, which included £4.2 million specifically for research, supporting key priority areas, from precision therapeutics and diagnostics to early diagnosis and data science. The Charity's investment in cellular immunotherapeutics research at The Royal Marsden has contributed to the US Food & Drug Administration granting accelerated approval for lifileucel treatment to be provided for advanced skin cancer patients in the US, making it the first T-cell treatment to be approved for solid tumours. This paves the way for this treatment to be approved more widely around the world.

Through a £1.5 million Paediatric Drug Development Unit grant, supported by Oak Foundation with additional funding from the Charity, the Charity is continuing to support the work of the highly specialist early-phase trials team in the Oak Paediatric and Adolescent Oncology Drug Development Unit, which gives young patients access to the latest treatments as part of clinical trials.

Charity funding also enabled the installation of state-of-the-art equipment across the hospital, helping to ensure patients have access to the latest technological advances which enable swift and accurate diagnosis, and more precise treatment. This included equipment to support the digitisation of the Histopathology department, increasing the team's diagnostic capacity.

The Charity also continued to support the hospital in providing holistic care to patients to help them experience a better quality of life at every stage of their treatment. A £1.14 million quality of services grant funded important services, including psychological support, prehabilitation and complementary therapies.

This year we continued to be inspired by the incredible supporters of The Royal Marsden Cancer Charity and their fundraising. In May, The Banham Marsden March and The Banham Marsden March at Home saw thousands of supporters raising £1.6 million. Later in 2023, the stunning Ever After Garden lit up Grosvenor Square once again, with over 25,000 illuminated white roses dedicated in memory of family and friends. December 2023 also marked the 20th year of Celebrate a Life, which saw supporters name thousands of stars to hang on Christmas trees in Chelsea and Sutton, raising nearly £135,000.

In 2023/24, the Charity celebrated special milestones with some of its key partners, most notably 10 years of its partnership with Ralph Lauren. Their generosity makes an enormous difference to patients every day, through the research being carried out in the Ralph Lauren Centre for Breast Cancer Research and the new Ralph Lauren Research Wing in the Oak Cancer Centre.

Fundraisers Le Cure completed their 10th annual cycle ride for the Charity in August, bringing the total raised to over £2.9 million in support of the hospital's breast cancer research.

The hospital would like to thank the Charity and its volunteers, donors, staff and everyone who has supported it over the last year. This support has made a significant difference to the lives of people with cancer.



Left: Olga Murden running the 2023 Royal Parks Half Marathon

Our values

The Royal Marsden brand is shaped by a distinct set of values that define what we are and how we behave.



Pioneering Change

We lead the way in cancer research and drive continuous innovation to improve the lives of patients.



Working Collaboratively

We work in an inclusive way, bringing together different expertise, partners and resources to achieve the best possible outcomes.



Pursuing Excellence

We strive to be experts in our field, working to deliver outstanding quality in all that we do.



Showing Kindness

We aspire to create a world-class experience where all patients, staff and partners feel valued and respected.

The Royal Marsden NHS Foundation Trust

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President
His Royal Highness Prince William, Prince of Wales



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