

# Trinity St. James's Cancer Institute

---

## SUMMARY STRATEGY 2023-2028

# Contents

Our Mission, Our Vision

Values

Introduction

Strategic Goals

Goal 1: Provide the highest standard of care to people with cancer

Goal 2: Drive discovery and innovation

Goal 3: Provide outstanding training and education for cancer  
researchers and health care professionals

Goal 4: Develop comprehensive cancer centre infrastructure

Glossary

1

2

3

4

5

6

7

8

10






## Our Mission:

To continually improve expert and compassionate cancer care for our patients based on the best science.

## Our Vision:



TSJCI integrates innovative and groundbreaking science with patient focussed medical and holistic care by translating key research findings into advances in the prevention, diagnosis and treatment of cancer and in cancer survivorship. Through leadership and a commitment to professionalism, excellence, outreach and collaboration, we will improve outcomes for patients nationally and globally.

# Values



## Excellence

We continually improve all we do.

---



## Innovation

We embrace new opportunities.

---



## Collaboration

We collaborate with, and in the interest of, the patient.

---



## Equity

We seek to ensure equal access to the highest standards of care, education and research for all.

---



## Leadership

We make a difference to cancer care with vision, courage, integrity and respect, to generate the leaders of tomorrow.

---



## Patient focus

We put the patient's needs and interests at the heart of all we do.

# Introduction



**Prof Maeve Lowery**  
Academic Director, TSJCI



**Prof John Kennedy**  
Medical Director, TSJCI

It is a pleasure for us to share the TSJCI strategic plan for the next 5 years. This document is designed to outline how we plan to deliver on the promise of TSJCI for our patients, staff, collaborators and the health system in the next 5 years. It represents the vision of our staff, partners, patients, scientists, and a broad range of collaborators and advisors.

TSJCI was established in 2014 as a collaborative project of St James's Hospital, Ireland's largest hospital and Trinity College Dublin, its premier university and St Luke's Radiation Oncology Network (SLRON). It is formally constituted under a memorandum of understanding between the institutions and governed by a board with an independent chair. In 2019, TSJCI was designated as a Cancer Centre by the Organisation of European Cancer Institutes (OECI), the first of its kind in Ireland. In 2022, TSJCI entered into partnership with the Irish Cancer Society, recognising the importance of ensuring the patient is at the heart of all we do.

This strategic plan builds upon these successes and addresses the challenges we face in a changing academic and healthcare landscape. TSJCI will set a new standard for cancer care nationally, integrating medicine and science in cancer prevention, treatment and survivorship.

This strategy outlines four interrelated and interdependent strategic goals focussed on quality of patient care and outcomes, discovery and innovation by bringing science to the patient through clinical trials, developing a centre of excellence for cancer education and constructing a comprehensive cancer centre facility on the SJH campus. We believe that measuring our improvement in each of these areas over the next 5 years is how the success or otherwise of our strategy will be judged. If we progress in these areas we will be recognised as the national leader in cancer patient care, the outstanding centre for research, training, education and career development and the preferred institution for collaborators, funders and patients.

These goals are ambitious but achievable. We will all have a vital role in achieving them. There will be successes and failures, setbacks and advances along the way. Our planned re-evaluation for accreditation by OECI in 2024 will be a major landmark on this journey in which our goal is to achieve accreditation as a Comprehensive Cancer Centre. We firmly believe that with this strategic plan in place and embedded in our programme we will be in a strong position to achieve this landmark designation.

Sincerely,

**Prof Maeve Lowery**  
Academic Director, TSJCI

**Prof John Kennedy**  
Medical Director, TSJCI

# Strategic Goals

To promote our mission, TSJCI has committed to four goals that will serve as the focus of our activities and investments over the next 5 years:

## Goal 1

### **To provide the highest standard of care to people with cancer**

We will leverage the strengths of our research infrastructure; co-located, national and community partners; and speciality patient care programmes to deliver the best patient experience and highest quality cancer care.

## Goal 2

### **To drive discovery and innovation**

We will support and drive boldly conceived, highly innovative fundamental, translational and clinical cancer research.

## Goal 3

### **To provide outstanding training and education for cancer researchers and health care professionals**

We will educate, recruit, train and retain the best talent to ensure outstanding specialised training of tomorrow's healthcare workforce and academic leaders.

## Goal 4

### **To develop comprehensive cancer centre infrastructure**

We will co-design with key national and international partners, and build key infrastructure for the next generation of patients to support research and clinical care, which can withstand the challenges of future pandemics, and provide state of the art scientifically driven cancer care.



## Goal

## 1

# To Provide the Highest Standard of Care to People with Cancer

## Rationale

Superb patient care matches compassion and attention to the needs and preferences of the individual person with technically sophisticated and scientifically driven treatment. Ensuring the highest standards of care, assures best outcomes for patients, provides value for funders, attracts and retains the best staff and drives recruitment to clinical and translational research.

## Objectives

### To optimise efficiency, coordination and audit of cancer care pathways

- Enhance the Multidisciplinary Team (MDT) process through a cancer pathway mapping and development programme to enable robust capture of complex decision-making and to support audit of our patient care outcomes, and translational/clinical cancer research, ensuring seamless transitions of care between disciplines (e.g. surgery to radiation, or medical oncology to palliative care).
- Develop quality, safety and risk metrics to enable the continuous measurement and monitoring of key patient-centred outcomes.
- Co-design these pathways and metrics with our patients and public/government partners (National Cancer Control Programme), and partners such as the Irish Cancer Society.

### To promote the roles and scope of cancer nursing and health and social care professionals in provision of excellent multidisciplinary cancer care

- Expansion and reconfiguration of the roles of cancer nursing and allied health professionals to meet the unique needs of each speciality through adapted models of care.
- Development and implementation of new specialist patient care programmes through inter-professional and cross-disciplinary collaboration (e.g. geriatric medicine, cardiology).

### To integrate with primary care, population health, prevention and survivorship programmes, patient supports and services nationally and internationally

- Promote wellness and cancer prevention awareness campaigns.
- Support the patient to identify symptoms and access to services.
- Support the hospital in facilitating patients in accessing to step down, novel and protected sites of care.
- Expand patient survivorship programmes, and coordinate long-term care with patients, families and their general practitioners by creating out-reach and education support networks with community and supportive care partners.
- Enhance integration of and access to holistic patient supports, prevention and survivorship services provided nationally and in the community by partner organisations (e.g. Irish Cancer Society).



## Goal 2

# To Drive Discovery and Innovation

## Rationale

At TSJCI we provide transformative multidisciplinary care to patients with solid tumours and haematological malignancies. However, rapid progress in our understanding of the molecular, genetic and immunologic basis of cancer is being transformed into novel and improved treatments that are transforming the therapeutic landscape. This presents us with a series of unique challenges and opportunities. It is critical that TSJCI marshals its extensive clinical and scientific resources to lead the transformation to scientifically driven personalised cancer care. This will require expansion of fundamental science capacity, recruitment of highly trained staff, tight integration of fundamental, translational and clinical researchers, collaboration in the national and international arenas and ambitious expansion of clinical trial activity.

## Objectives

### **To facilitate integration of fundamental, translational and clinical research across the hospital and university campus**

Build on existing strengths and integrate key research areas across 4 main themes:

- Cancer prevention
- Molecular and precision oncology
- Cancer immunology
- Cancer survivorship

Support key leadership appointments in academic cancer research

- Chair in Clinical Immuno-oncology
- Chair in Radiation Oncology
- Chair of Childhood, Adolescent & Young Adult Cancer
- Professor in Cancer Nursing

Attract, recruit, train and retain highly talented post-doctorate level researchers and facilitate transition to independence (integrated with goal 3 Education).

### **Implement a clinical research programme for personalised cancer therapy incorporating molecular, precision and immune oncology.**

Integrate fundamental, translational, and clinical research which spans the breadth of these four themes to form a horizontally and vertically interwoven, multidisciplinary cancer research network encompassing cancer clinical trials and radiation oncology research, as well as qualitative

research, driven and led by a broad range of health professional researchers.

Establish core shared research infrastructure for TSJCI, i.e.

- Recruit Translational Research Coordinators
- Co-ordinate biobanking infrastructures
- Enhance Research Support, in the form of a Cancer Research Development Unit
- Develop a Biostatistics and Bioinformatics Core Facility
- Establish a Pre-Clinical in vivo Core Facility

### **To build collaborative clinical and translational research programmes in cancer prevention and survivorship**

- Collaborate with other specialties (e.g. geriatric medicine, paediatrics and cardiology) to foster clinical and research collaborations.
- Fund joint research projects between clinicians and laboratory scientists to promote translational research.
- Nurture successful relationships with industry partners, patient advocacy groups, patients, research funders and charitable groups.
- Leverage the expertise of our External Advisory Board and membership of organisations such as OECl and DigiCore to enrich research and other collaborations in Europe and beyond.
- Assist other cancer programmes in Ireland in their goal of OECl accreditation
- Enthusiastically participate in national collaborative research programmes e.g. the All-Island Cancer Research Institute (AICRI) and HEA North South programme.

### **To expand the clinical trials programme**

- Increase the number and diversify the portfolio of cancer clinical trials to ensure equal access of cancer patients to clinical research.
- Increase collaborative combined modality trials with radiation oncology.
- Initiate a clinical trial programme in cell based therapy.
- Integrate referral to clinical trials with the MDT/ pathway development.
- Support high quality clinical investigators across disciplines to expand our investigator initiated and early phase clinical trial programmes.
- Increase the number of Principal Investigators (PI's), actively recruiting clinicians with protected time for research to expand the PI base both in numbers and disciplines.



## Goal 3

# To Provide Outstanding Training and Education for Cancer Researchers and Health Care Professionals

## Rationale

People are critical to our mission and all our ambitions. Nurses, doctors, scientists, health and social care professionals treat patients, advance discoveries and teach the next generation. We must attract, recruit, and retain the best staff, educate and mentor them, and enhance their skills and productivity. Only if we are successful in this arena will we be able to advance our other goals of providing continuously improving care and innovative treatments.

## Objectives

**To attract, recruit, retain, and mentor talented individuals to become future leaders in cancer education, research and clinical care**

- Four educational strands ranging from PhD taught programmes to cancer outreach/advocacy which are integrated with goal 2 – Discovery and Innovation.

- Educate and train the next generation of cancer researchers and health care professionals in cancer responding to their evolving training needs through personalised, flexible structures.
- Integrate education programmes with research themes.

**To empower our patients to partner with us in healthcare and research through outreach, advocacy and community education**

- We will collaborate locally with patients and internationally with healthcare institutions, universities, industry, patient advocacy groups and state agencies towards a united goal of improving outcomes for patients with cancer.
- We will provide appropriate support to empower these patients through education, training and co-design.
- Leverage key infrastructure and collaborators in industry and partner institutions (e.g. Cambridge University, Memorial Sloan Kettering Cancer Centre).
- Attract, recruit, retain and develop the best people in our PRG.



## Goal 4

# To Develop Comprehensive Cancer Centre Infrastructure

## Rationale

We face the challenge of ever-increasing demand for providing complex services with an infrastructure that is inadequate in extent, qualitatively unfit for purpose and vulnerable to disruption by events such as the Covid-19 pandemic. These threats will only be mitigated by the construction of an expanded physical facility designed specifically for the care of patients, and to facilitate the evolution of innovative therapies. In parallel, we will develop a digital infrastructure, which enables, measures, evaluates and reports all we do to facilitate continuous improvement in patient care.

## Objectives

### **To co-design and build key infrastructure for the next generation of patients to support research and clinical care, which can withstand future challenges**

We will utilise our organisations, and working with our colocated partners will develop further our infrastructure, which will be a key enabler of improved care.

- We will engage with government and other decision makers to make the case for a comprehensive cancer centre facility on the SJH campus to address the clinical care, research and educational needs of our patients.
- We will be a key exemplar of the transformation to an Academic Health Sciences Centre on the SJH campus.

### **To advance the construction of a dedicated comprehensive cancer centre building to facilitate delivery of excellent cancer care**

The following steps will adhere to the Public Spending Code guidelines (<https://www.gov.ie/en/publication/public-spending-code/>)

- In collaboration with the Campus Development Office in SJH, we will elaborate a Preliminary Business Case (2022-2023).
- Once this is approved, we will proceed with a detailed project brief and a procurement strategy for government.
- Subsequent to tendering negotiations, a Final Business Case will be developed by the end of this Strategic lifecycle with a view to implementation.

### **To develop a Biobank and Genomic Centre integrating a physical biobank with pioneering bio-computing infrastructure to power cutting-edge medical and scientific research**

- Support funding application process in conjunction with campus biobank project
- Progress procurement phases of project
- Commence construction

### **To develop digital capabilities and take a “digital first” approach to all we do**

- We will develop our electronic patient record to support staff in the provision of safe, effective care.
- We will enable care that is underpinned by research with access for our researchers to high quality data.
- We will answer patients’ calls for access to their own healthcare records, supports and educational materials.
- We will harness technologies and processes to develop secure, safe and transparent mechanisms for the responsible use of healthcare data in audit and research.
- We will become active contributors to the Digital Institute for Cancer Outcome Research (DIGICORE) and European Health Data and Evidence Network (EHDEN) communities.

### **To develop a communications strategy**

- To develop a comprehensive communications strategy, across traditional and social media, to ensure engagement with all stakeholders.
- This communication strategy will cover all areas of progress within and lead by TSJCI, with a broad focus from the local to the international.
- This strategy will inform, include and involve patients, advocates, healthcare professionals, and policy makers and influencers.

**The Four TSJCI Strategic Goals are underpinned by the:**

TSJCI Governance Structure  
 TSJCI Education Strategy  
 TSJCI Research Strategy  
 TSJCI Clinical Trials Strategy  
 TSJCI Quality Strategy  
 TSJCI Digital Strategy  
 TSJCI Communication Strategy  
 TSJCI Patient Representative Group Strategy  
 National and International Accreditation processes  
 Key partnerships (e.g. Irish Cancer Society)

In addition, the goals outlined above align with the three strategic pillars identified in the SLRON strategy 2022-2027, of developing finest cancer workforce, accelerating research and advanced technical innovation and development of strategic partnerships impacting on cancer strategy. (slron-5-year-strategy-2022.pdf (hse.ie) )

Philanthropic fundraising for TSJCI is led by Trinity Development and Alumni (TDA). We will work closely with our colleagues in TDA to actively fundraise to support a range of posts, programmes and capital infrastructure that support TSJCI's Four Strategic Goals.

**Local, National and International Aspirations**

**Local**

Situated in an Academic Health Science Campus (AHSC).

**National**

The first comprehensive cancer centre in Ireland.

**International**

Academic and clinical excellence on global stage supported by TCD, Ireland's premier University.



# Glossary

<b>AICRI</b>	The All-Island Cancer Research Institute
<b>AYA</b>	Adolescents and Young Adults
<b>CAR T</b>	Chimeric antigen receptor T-cell therapy
<b>CHI</b>	Children's Hospital Ireland
<b>DIGICORE</b>	Digital Institute for Cancer Outcome Research
<b>DoH</b>	Department of Health
<b>EHDEN</b>	European Health Data and Evidence Network
<b>HSCP</b>	Health and Social Care Professions
<b>ICS</b>	Irish Cancer Society
<b>Mercer's Institute for Successful Aging</b>	Mercer's Institute for Successful Aging
<b>MDT</b>	Multi-Disciplinary Team
<b>NCCP</b>	National Cancer Control Programme
<b>OECI</b>	Organisation of European Cancer Institutes
<b>PPI</b>	Public Patient Involvement
<b>PRG</b>	Patient Representative Group
<b>SLRON</b>	St Luke's Radiation Oncology Network
<b>TCD</b>	Trinity College Dublin
<b>TDA</b>	Trinity Development and Alumni
<b>TSBN</b>	Trinity St James's Biobank Network
<b>TSJCI</b>	Trinity St James's Cancer Institute









