

ANTHONY NOLAN

STRATEGY 2019-2022



saving the lives
of people with
blood cancer



**TOGETHER,
WE CAN
SAVE LIVES**



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WELCOME

You've opened Anthony Nolan's 2019-2022 Organisational Strategy because you care about saving and improving the lives of everyone who needs a stem cell transplant. Which is fantastic news for the growing number of patients who need our help. Because by working **together, we can** do more.

This strategy sets out what we want to achieve in these three years and beyond, as we lead the way into a future of new treatments, new ways of working, and new opportunities to save and improve more lives.



Henny Braund, Chief Executive

TOGETHER, WE CAN SAVE AND IMPROVE THE LIVES OF EVERYONE WHO NEEDS A STEM CELL TRANSPLANT

This is our fundamental vision and, if you've known us a while, you'll notice it hasn't changed. That's because our cause is as relevant now as it was 45 years ago when Shirley Nolan first started the charity to find a matching stem cell donor for her son, Anthony.

WE NEED TO DO MORE

Every year in the UK, another 2,000 patients with blood cancer and blood disorders start their search to find a matching donor – a stem cell transplant is often their last chance of survival. With your help, we give patients and their families hope.

We have now given over 18,000 people a second chance of life, thanks to generous financial support and over 725,000 incredible potential donors on our stem cell register.

But we urgently need to do more, because:

There are still people, particularly those from ethnic minority backgrounds, who struggle to find the best possible match.

Patients and their families don't always receive the level of physical and emotional support they need throughout their transplant journey.

And patients are still dying after a stem cell transplant – with long-term survival rates remaining unacceptably low.



Patients, staff and volunteers together at the British Transplant Games

WE MAKE A DIFFERENCE

At Anthony Nolan, we uniquely bring together a donor registry and patient services that are supported by our research, influencing work, as well as patient and clinician engagement – all in one organisation. We owe it to future patients to use this strength to be the leader and catalyst in improving stem cell transplant outcomes and exploring the potential of innovative treatments.

We've never been afraid of innovating in pursuit of our vision, and this strategy marks a renewed determination to shape and contribute to scientific and technological advancements that will ultimately broaden our focus for the benefit of patients.

WE NEED TO WORK TOGETHER

To achieve this, we need to collaborate. Underpinning this strategy, Together, We Can, is the aim to strengthen connections between all our internal functions to ensure we are working together as 'One Anthony Nolan' in pursuit of our shared vision.

We also want everyone we work with, and for, to have a meaningful stake and share in our vision. This means we need to involve patients, expand our clinical and research partnerships, deepen our supporter relationships and inspire more people to join our lifesaving movement.

With the help of a diverse community of staff, volunteers, funders, supporters, Marrow students, patients, donors, researchers, the clinical community and international registries, we can save and improve the lives of more patients.

Because together, we can.

TOGETHER, WE CAN
HAVE THE BIGGEST POSSIBLE
IMPACT ON PATIENTS' LIVES

THE BEST TREATMENT

Together, we can deliver the best possible treatment by finding better matches for more patients in urgent need, understanding what influences the success of a transplant, as well as investing in clinical trials and supporting the development of innovative treatments.



'I want to raise awareness of stem cell donation among people from ethnic minority backgrounds, because no person should be faced with the prospect of being told they have no match on the register.'

Poonam Shah, whose husband Rakesh died after struggling to find a matching donor

THE BEST CARE

Together, we can provide the best possible care to ensure all patients are able to live the life they want to, before, during and after a transplant, and that they have the support they need throughout.



'Anthony Nolan nurses are the difference between a patient surviving after a stem cell transplant, and living after a stem cell transplant.'

Georgi Haynes, who received a transplant in 2015 to treat acute lymphoblastic leukaemia (ALL)

WHY THIS CAN'T WAIT

The world is moving fast, and we need to act now in order to keep up.

This strategy is about preparing ourselves to be fit for the future; making sure we have the culture, ways of working, resources and infrastructure to ensure *every* patient can benefit from research findings, innovative treatments and the very best care that can be offered.

There is also inevitable uncertainty ahead. We want to be ready to react to change, as well as play a leading role in shaping it. This means bolstering our influence and remaining agile so we can always protect and promote the interests of our patients.

There are four key areas of change that are the drivers of this strategy:



Doug, who donated his stem cells in 2017

FINDING THE 'BEST MATCH'

As we continue to learn more about what influences the success of a transplant, our understanding of what constitutes the 'best match' for patients becomes ever more complex. Our research needs to help us better understand the role of genetics, as well as extend into exploring other factors such as the characteristics of the patient and their disease.

Additionally, when it comes to searching for the best possible match, there is great inequality. Patients from black, Asian and minority ethnic backgrounds have a significantly reduced chance of finding one: just 20%, compared to a 69% chance for patients from a white European background. To continue addressing this, we will target our donor recruitment; increase the availability of stem cells from cord blood; and support development of registries internationally.

INNOVATIVE TREATMENTS

Research and development is showing that novel cellular therapies – such as CAR-T cells – can be used to successfully treat a wide range of conditions, including blood cancer and blood disorders. This potentially heralds a paradigm-shift in the treatment of cancer, and also offers potential to treat post-transplant infection and relapse.

We want to understand how we can use our expertise and infrastructure to support the delivery of innovative treatments that save more lives and improve patients' quality of life, as well as ensure that every patient who can benefit has access to them.

IMPROVING PATIENT CARE

Driven by the acknowledgement that every patient is different, there are now more complex options and personalised treatments available, and a renewed focus on patients' quality of life as well as survival.

However, we know not all patients have access to consistent levels of care across the UK, and that their care is often not tailored to their specific needs. We need to continue to fund high-impact patient services, and combine this with campaigning and advocacy to maximise the sustainable impact we can have on patient care.

FUNDING

Our lifesaving work would be impossible without the generous support of our funders. We are committed to making every pound we spend work even harder to achieve demonstrable impact, as well as continue to hold a resolute focus on value for money in all aspects of our work. We are constantly searching for ways to do more and to do better for patients.

We also know it's a challenging time for NHS funding, and we need to be powerful patient advocates in the commissioning process, so that everyone has access to the best possible treatment and care. Maximising our impact also means being open to partnerships with others who share our goals, including other charities, the government or companies.

HOW WE WILL WORK

The science that drives us, and the people we work with and for, are the foundations of our charity. This strategy will see us build on our successful ways of working in four key areas to help us achieve more, together.



WITH OUR PATIENTS

Patients have always been, and continue to be, at the heart of our work. And we are determined to build on this to make their priorities, our priorities. We want to harness their voice in a more meaningful way, understand their needs, and then work together to find the solutions.

Over these three years we will become a more patient-centred organisation, involving them in every aspect of our work. From designing patient services to determining our brand messaging and research agenda – our patients will be involved.



AS ONE ANTHONY NOLAN

When we work together, we can achieve a lot: our research has been crucial in informing donor recruitment strategies, and our direct patient services means we are generating evidence and insight that can be used to influence healthcare policy.

‘One Anthony Nolan’ is about harnessing the collective power of our diverse capabilities and expertise to give us the authority and credibility to promote the interests of our patients. To do this, we need to invest in strengthening our infrastructure, capabilities and capacity, so that we have firm foundations to work from and are fit for the future.



TO BUILD A MOVEMENT

We know we can't achieve our ambition alone, and we're delighted that so many other individuals and organisations across the UK and internationally share our commitment to saving and improving lives. Anthony Nolan is proud to be a leader within a wide community, and this strategy will see our boundaries become more porous so we can collaborate, share insight and pool resources in order to achieve more.

We want to continue to build this lifesaving movement and say ‘yes’ to all those who want to support our work by offering exciting and impactful ways to get involved, as we work together to make a real difference to patients' lives.



LED BY OUR SCIENCE

We will keep ground-breaking scientific work and medical research at the centre of our decision making to help us achieve our vision. For example, our research has demonstrated that younger donors are associated with better survival rates for patients. That's why, in 2012, we became the first register to extend its joining age to 16 and introduced an upper age limit of 30 to focus our efforts and resources on recruiting the best possible donors for patients.

By ensuring every aspect of our work is informed and led by our continually evolving science and research, we can save and improve even more lives, both today and in future generations.

TOGETHER,
WE CAN
SAVE LIVES

STRATEGIC AIMS 12345



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ANTHONY NOLAN
STRATEGY 2019-2022

AIM 1

TOGETHER, WE CAN
PROVIDE OUTSTANDING
SERVICES FOR PATIENTS AND
THE CLINICAL COMMUNITY



BECAUSE:

I have been particularly impressed by the Anthony Nolan team who have put so much thought into how they can collaborate with the trusts hosting the new Clinical Psychology posts. At St Barts, we can already see the benefits of having broadened the Multidisciplinary Team, ensuring that the care we offer is truly holistic.'

Dr Mark Barrington, Consultant Clinical Psychologist at St Barts Hospital

Anthony Nolan's services add great value to the work of the UK clinical community as they strive to deliver optimal transplant outcomes. This visionary charity's investment is transforming our ability to support patients and deliver practice informing clinical trials.'

Professor Charles Craddock, Director of the Blood and Marrow Transplant Unit, Queen Elizabeth Hospital, and Professor of Haemato-oncology, at the University of Birmingham

AIM 1

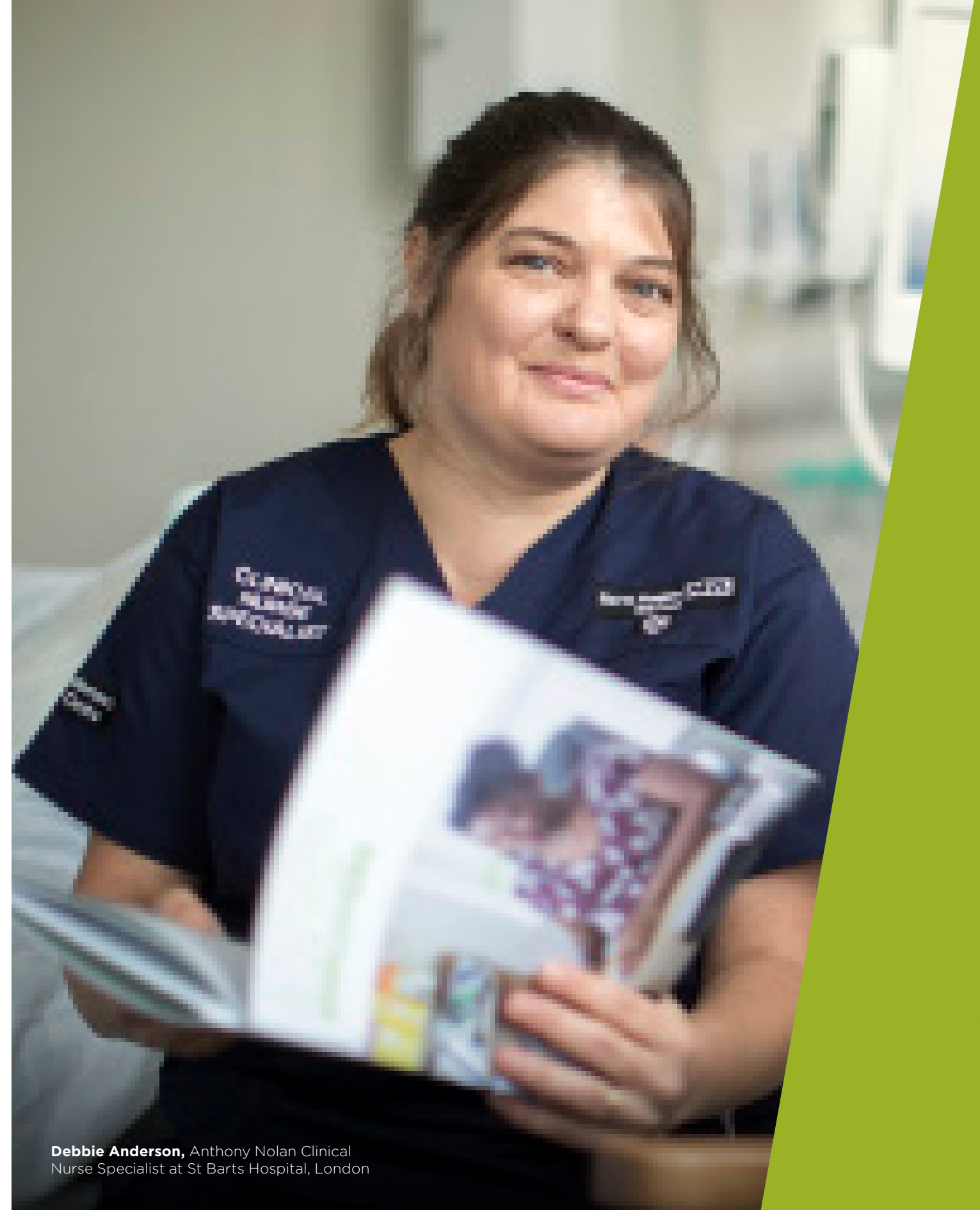
We will listen closely to the needs of patients and the clinical community, and then work as One Anthony Nolan in order to fund and deliver outstanding services. As well as our existing work, we are also going to explore and support the development of innovative treatments, and campaign and advocate so that all patients have access to them.

WHAT WE'RE GOING TO DO

1. Work with patients, and healthcare professionals, to understand patients' needs before co-designing and funding services that fill gaps in patient care and reflect best practice. The evidence of impact generated by these services will be used to influence healthcare policy so all patients can benefit.
2. Contribute to the development of innovative treatments, using our expertise, products and services, that will ultimately provide patients with better options and outcomes.
3. Work with the clinical community to understand their needs and identify opportunities to speed up the delivery of donated cells to waiting patients.
4. Use digital technology to give our customers and donors a smoother, more responsive and efficient experience.
5. Support the development of international registries to meet current and future needs of patients in the UK and globally.

WHAT WE WANT THE FUTURE TO LOOK LIKE

- More patients will be receiving the care they need throughout their transplant journey, thanks to our innovative services and advocacy.
- We'll be using our expertise and infrastructure to support the development of innovative treatments for patients.
- The 'time to transplant' will have been reduced, meaning patients receive the treatment they need in the fastest time possible, which is shown to improve survival outcomes.



Debbie Anderson, Anthony Nolan Clinical Nurse Specialist at St Barts Hospital, London

AIM 2
TOGETHER, WE CAN
DRIVE LIFESAVING RESEARCH
AND TURN IT INTO ACTION
FOR PATIENTS



BECAUSE:

“There is a real urgency to improve survival rates for transplant patients. We need to continue to define what makes the best match as well as looking ‘beyond the match’ if we are to fully understand the multiple determinants of survival outcome.”

Dr Neema Mayor, Head of Immunogenetics Research

“Clinical Trials are essential to determine the role of new treatments and will ultimately improve survival and quality of life for our patients.”

Chloe Anthias, Medical Director

AIM 2

We're proud of the impact our pioneering research has had on patients' lives. But we know there's still so much more to learn. We will be leaders in discovering the many factors that influence the success of a stem cell transplant, and be catalysts for change by ensuring patients see the benefits of research sooner.

WHAT WE'RE GOING TO DO

1. Continue to uncover the role of genetic factors in the outcome of transplants, so that better matches are made for more patients.
2. Broaden our research agenda 'beyond the match' to understand the range of factors that influence the success of a transplant.
3. Give patients and clinicians a greater role in determining our research agenda, so that our investment and efforts reflect what's most important to them.
4. Build relationships and provide tools and practical support to translate research into both clinical and our internal practice, including informing our donor recruitment and typing strategies.
5. Strengthen the infrastructure for high-impact research by investing to expand clinical trials capacity and data management capability, and by influencing research policy.
6. Demonstrate the lifesaving impact of our research, and develop compelling cases for support to secure more research funding.

WHAT WE WANT THE FUTURE TO LOOK LIKE

- We will know more about the genetic and other factors that influence the success of a transplant, and this knowledge will be reflected in clinical practice.
- More transplant patients, including children and young adults, will be participating in clinical trials, and the findings from these studies will be improving treatment and care.
- The Anthony Nolan Research Institute will be a platform for the clinical community, leading an action-focused research community working together to achieve shared goals.



Holly, our R&D Supervisor retrieving a cord blood unit from a cryotank at the Anthony Nolan Cord Blood Bank and Cell Therapy Centre, Nottingham

AIM 3

TOGETHER, WE CAN
HARNESS THE COLLECTIVE
POWER OF OUR SUPPORTERS
TO CHAMPION AND ENABLE OUR
LIFESAVING WORK



BECAUSE:

Our ten year partnership with Anthony Nolan has seen us able to make a lifesaving offer to tens of thousands of young people. Not only has this partnership allowed us to increase our ability to save lives, it has also brought huge benefits to us as an organisation. We are proud of the partnership – it's a magnificent example of what can be achieved and we would encourage others to consider working with Anthony Nolan. Like us, they are an organisation that is truly committed to saving lives.'

Ally Boyle and Andy Watt, founder and Chair of the award winning Scottish Fire and Rescue (SFRS) Anthony Nolan Partnership

We've closely followed the work of the Anthony Nolan Research Institute and we're highly impressed with their dedication. The whole team are passionate about their lifesaving work and we are proud to be offering our support.'

Sue Sollis, Founder of The Tracy Sollis Leukaemia Trust, which has been generously funding our research since 1995

AIM 3

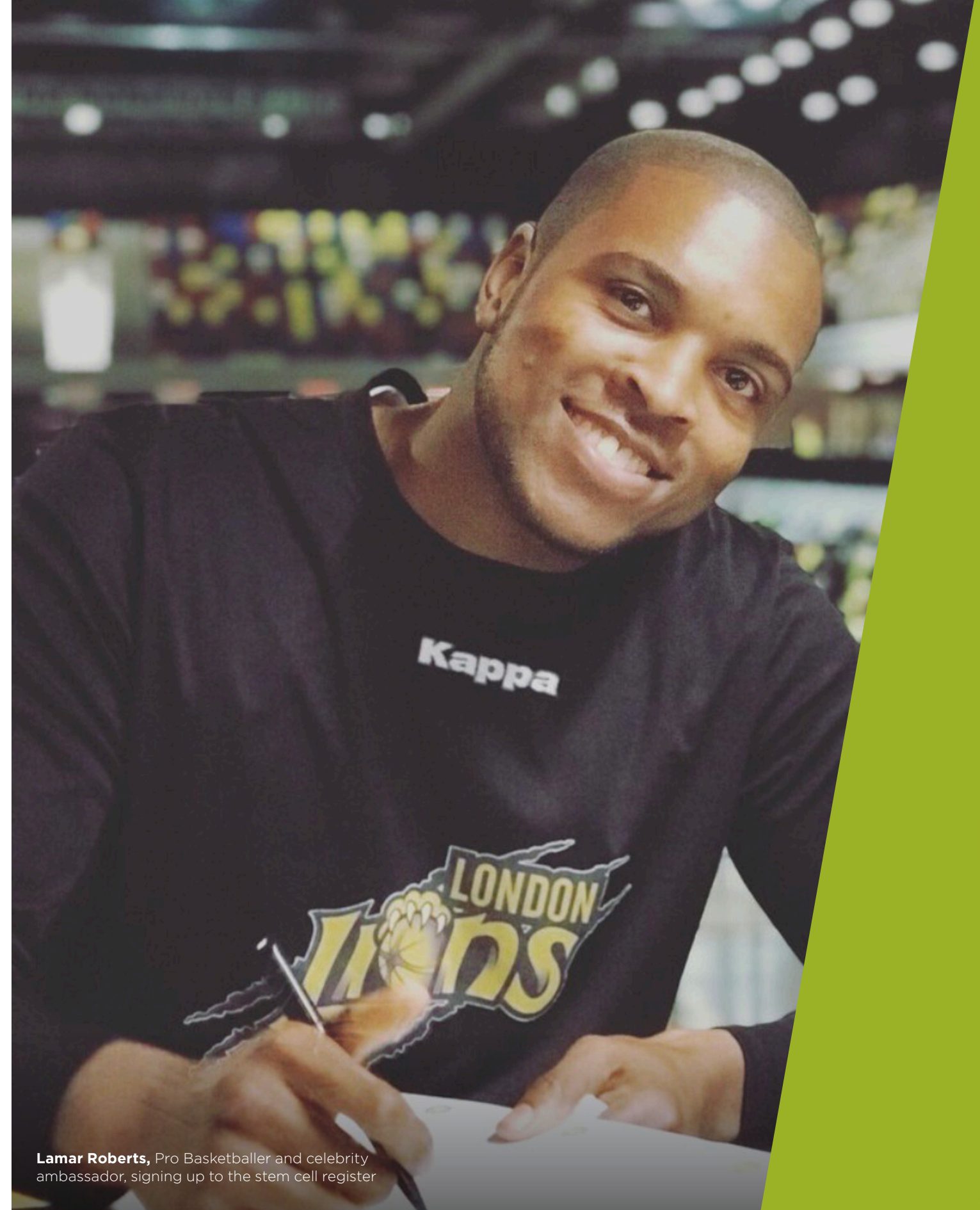
Together, we can achieve far more than we could alone. We want more people to hear about Anthony Nolan and to be able to say 'yes' to everyone who wants to take action and get involved. From incredible mums donating their cord to Marrow student volunteers passionately promoting our work, tireless fundraisers and generous funders, to selfless stem cell donors – there's a place for everyone to proudly be part of our lifesaving community.

WHAT WE'RE GOING TO DO

1. Offer a variety of ways that people can get involved in and support our work, and provide an excellent service and experience to those who do.
2. Grow our register of lifesaving donors, particularly those from black, Asian and minority ethnic backgrounds and young men, so that the needs of current and future patients are met.
3. Offer supporters the opportunity to donate their stem cells for use in pioneering research and innovative treatments that may save more lives.
4. Use digital technology to engage with supporters efficiently, purposefully and personally in a way that suits them.
5. Create compelling cases for support that demonstrate the urgent nature of our work and raise vital funds from a range of sources to maximise and sustain our work.

WHAT WE WANT THE FUTURE TO LOOK LIKE

- More people will know about the impact of Anthony Nolan and we will have exciting and compelling ways for people to get involved and stay involved in a meaningful way to help us save and improve more lives. We will be listening carefully to our supporters as we build relationships with them as vital partners in our lifesaving work.
- More potential lifesavers will have joined our register, particularly those from under-represented groups, so that we are better able to find patients the matching donors they need.
- We will have increased funding through more diverse channels that can sustainably support our ambitious and lifesaving goals.



Lamar Roberts, Pro Basketballer and celebrity ambassador, signing up to the stem cell register

AIM 4
TOGETHER, WE CAN
 BE A STRONGER VOICE FOR
 PATIENTS TO ENSURE THEY GET
 THE BEST POSSIBLE CARE



BECAUSE:

“The illness is easy, it’s visible, people see it and they care. The after effects, the emotional side-effects, the graft versus host disease (GvHD), the effects on the family – this is what people don’t see and that’s what’s so hard about this disease...I feel incredibly strongly and passionately that the whole person needs to be cared for and not just the illness.”

Ruth, who received a transplant to treat acute myeloid leukaemia (AML) in 2016

“Anthony Nolan helps patients and clinicians to come together and identify ways to improve the care and support that patients receive after their transplant. Working in collaboration with Anthony Nolan allows us to achieve positive change for patients.”

Dr Fiona Dignan, Consultant Haematologist and Clinical Director for Haematology at Manchester University NHS Foundation Trust

AIM 4

Over the last 45 years of our lifesaving work, we have built the authority and credibility to influence and effect change. Through this strategy, we want to effect a step-change in our influencing to ensure we can have a wide-ranging and sustainable impact. As well as lobbying and campaigning to make patients' voices heard, we want to use the insight we generate through our work to change policy and practice so it benefits all patients, both now and in the future.

WHAT WE'RE GOING TO DO

1. Support and engage with patients and the clinical community to ensure their needs, ideas and experiences are reflected in our influencing priorities.
2. Use the evidence and insight generated by our research and service delivery to influence policy and practice in all the nations of the UK. This includes using patient services as a tool for change – evaluating their impact and using this insight to influence commissioning.
3. Reinforce our expertise and capacity to support the development and application of innovative treatments for patients.
4. Drive the transformation of the transplant data management landscape, so that the power of patient data is harnessed in research, clinical practice and service delivery.

WHAT WE WANT THE FUTURE TO LOOK LIKE

- Increased awareness and understanding of Anthony Nolan's work and impact amongst the general public, policy-makers, and the clinical and research communities.
- We will have secured demonstrable changes in policy and practice, ensuring more patients receive the best possible care and the best possible treatment across the UK.
- We'll be powerful patient advocates, using our expertise and voice to safeguard and promote the interests of patients – including in the development and application of innovative treatments.



Jo Kelly, sharing her story at our 2018 Christmas Carols. She had a stem cell transplant in 2012 after being diagnosed with Hodgkin lymphoma.

AIM 5

TOGETHER, WE CAN



BECAUSE:

With the right culture, skills and behaviours we can be even more effective at working collaboratively across the organisation and beyond in pursuit of our shared goals.'

Sharon Cain, Head of Human Resources

We need to invest in strengthening our 'enabling' infrastructure, capabilities and capacity so that we have firm foundations to deliver this strategy. Technology has the transformative power to help drive efficiency and effectiveness.'

Danny Attias, Chief Information Officer

Our funders and partners are critical in enabling us to deliver lifesaving work and make progress in research to improve the outcomes for patients who need our support. Working in partnership, we have the opportunity to further drive impact, together.'

Terence Lovell, Director of Engagement

AIM 5

This is an ambitious strategy, and it needs to be. Our work is vital and urgent, and we owe it to patients – now and in the future – to aim high. Just as important as what we want to achieve, is how we will achieve it. We all need to work smarter, with the right tools to do our jobs, informed by our behaviors and living our values of being accountable, passionate, patient-focused, innovative and improving every day.

WHAT WE'RE GOING TO DO

1. Become a more patient-centred organisation, embedding patient and public involvement in every aspect of our work.
2. Strengthen connections beyond the organisation, forging and brokering partnerships with and between those who can help us achieve our aims.
3. Diversify and grow our income streams and identify ways to do more - and better – for less, so we achieve value for money in all that we do.
4. Create and strengthen the culture, structures and capabilities necessary to achieve our ambition.
5. Provide the right technology and harness the opportunities of digital to improve efficiency, engagement and experiences in all aspects of our work.
6. Generate quality data and translate it into actionable insights that help strengthen the evidence-base for decision-making.

WHAT WE WANT THE FUTURE TO LOOK LIKE

- We'll be collaborating with patients and more diverse partners, across the nations of the UK and globally, in all aspects of our work to make sure we're having the biggest possible impact in the right areas.
- Our funding will be increased from more diverse funding channels, allowing us to do more for patients.
- A coherent organisation will be working collectively as One Anthony Nolan in pursuit of our aims, with the right skills, culture, behaviours and capabilities to achieve our ambitions.
- We'll be using modern technology and increased insight to improve efficiency, effectiveness and the experiences of staff, volunteers, supporters and customers.



Staff and patients representing TeamAN at the British Transplant Games

**TOGETHER,
WE CAN**
WITH YOUR SUPPORT

This strategy is ambitious but vital. There is uncertainty in the future, and we need to be agile in responding to opportunities and risks as they arise. We all have a part to play in its delivery – together, we are all lifesavers.

For staff, this strategy is a tool to guide our new ways of working and serve as a framework for prioritisation and decision-making.

For our generous financial donors, this is a promise that with your help, we can achieve more impact for every single patient who needs us.

For our partners and all those we collaborate with, this is an invitation to deepen our relationship as we open our doors to working together in new and exciting ways.

For our selfless volunteers, those who give their time and are ready to donate their stem cells to save a stranger's life, this is a message of gratitude for your unwavering commitment to help.

And, most importantly, for our patients, this is a renewed pledge to work with you to understand what you need, and do everything in our power to help you and be there for you, both now and in the future.

BECAUSE:
**TOGETHER,
WE CAN
SAVE LIVES**

TOGETHER, WE CAN SAVE LIVES

OUR VISION

To save and improve the lives of everyone who needs a transplant.

This remains as relevant now as it was 45 years ago when the charity first began, and this strategy sets out what we will do in 2019-2022 to continue to work towards our ambitious goals.

HOW WE'LL WORK

The people we work with, and for, are the lifeblood of our charity. This strategy will see us build on our successful ways of working in three key areas to help us achieve more, together. We will work:



With our patients



As 'One Anthony Nolan'



By building a movement



Led by our science

To our values:

Accountable – Passionate – Patient focused –
Innovative – Improving everyday



saving the lives
of people with
blood cancer

ANTHONY NOLAN
STRATEGY 2019-2022

AIM 1

TOGETHER, WE CAN
PROVIDE OUTSTANDING
SERVICES FOR PATIENTS AND
THE CLINICAL COMMUNITY

AIM 2

TOGETHER, WE CAN
DRIVE LIFESAVING
RESEARCH AND TURN IT
INTO ACTION FOR PATIENTS

AIM 3

TOGETHER, WE CAN
HARNESS THE COLLECTIVE
POWER OF OUR SUPPORTERS
TO CHAMPION AND ENABLE
OUR LIFESAVING WORK

AIM 4

TOGETHER, WE CAN
BE A STRONGER VOICE FOR
PATIENTS TO ENSURE THEY
RECEIVE THE BEST POSSIBLE
CARE

AIM 5

**TOGETHER,
WE CAN**

WE WILL STRIVE TO:

Use our expertise and infrastructure to support the development of innovative treatments.

Pilot, demonstrate and advocate for new patient services; and reduce the critical 'time to transplant' for patients.

Increase the number of clinical trials and develop a research platform with the clinical community to work towards our shared goals.

Ensure more patients see the benefits of trials and research translated into faster treatment and care.

Build the profile of the organisation to increase support for the charity.

Collaborate with our lifesaving partners to increase our supporter base, growing and enriching the stem cell register, and diversifying our income so we can achieve our ambitious goals.

Increase awareness and understanding of our work and impact to help make demonstrable policy and practice changes.

Use our expertise and collective voice to promote patients' interests.

Improve efficiency and effectiveness using technology, data and insight.

Work more collaboratively in pursuit of shared aims with patients, clinicians, partners and across the organisation.

TOGETHER, WE CAN
HAVE THE BIGGEST POSSIBLE
IMPACT ON PATIENTS' LIVES



THE BEST TREATMENT

Together, we can deliver the best possible treatment by finding more matching donors for patients, understanding what influences the success of a transplant, as well as investing in clinical trials and supporting the development of innovative treatments.



THE BEST CARE

Together, we can provide the best possible care to ensure all patients are able to live the life they want to, before, during and after a transplant, and that they have the support they need throughout.

‘THANKS TO PEOPLE JUST LIKE YOU SUPPORTING ANTHONY NOLAN’S WORK, MY SON RUPERT IS NOT ONLY STILL HERE, HE’S THRIVING.’

Holly, mum to **Rupert**, pictured on the previous page in hospital post-transplant playing with his little brother

**TOGETHER,
WE CAN**



Find out more at
anthohnolan.org

Reg Charity no 803716/SC038827 1698CM/0319



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of people with
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