

# THE GUSTAVE ROUSSY DEVELOPMENT PROJECT 2015-2020

SUMMARY

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**GUSTAVE ROUSSY IS THE LEADING COMPREHENSIVE CANCER CENTRE (CCC) IN EUROPE IN TERMS OF VOLUME OF CLINICAL ACTIVITY. AS A COMPREHENSIVE CANCER CENTRE IT HAS THREE KEY MISSIONS: CARE, RESEARCH AND EDUCATION/TRAINING.**

Delivering top-notch care requires ongoing investment in first-class high-tech infrastructures in diagnostics, imaging, robotic surgery, radiation therapy, hemato-oncology and digital information systems.

The Development Project is very ambitious in this regard. Gustave Roussy has a key mission in terms of bringing innovation to cancer patients by offering a first-rank programme in developing new cancer treatments. Developing a first-rank immunotherapy programme will be a key focus as will refine the currently advanced precision medicine programme.

This key mission requires integrated structures securing a continuum from basic research to translational research to clinical research and back again to basic. Major investments will be made to secure these links. The construction of the preclinical cancer research building (PRECAN) is of pre-eminent strategic importance.

Moreover a cancer research centre structure will be created and special programmes for clinician-researchers. These investments also prepare and secure the basic infrastructure for the development of a Cancer Campus, the ideal environment to attract biotech and high-tech companies and to create a biopark dedicated primarily to oncology.

Regarding the third core task as a CCC: education and training programmes are closely integrated thanks to close liaisons with leading establishments such as University Paris-Sud, the French Alternative Energies and Atomic Energy Commission (CEA) and the ENS (French Ivy League school). Gustave Roussy will be delivering the best curriculum in oncology and cancer sciences in France with specialty programmes in French and English designed with an international audience in mind.

Gustave Roussy has a regional, national and international role to play. It is founding member of the Cancer Core Europe consortium federating six leading CCCs in Europe creating an e-institute structure that will require much investment, both financially and intellectually, over the next 5 years.

To resume therefore, our ambition is to position Gustave Roussy as a leader in cancer care, research, and training in Europe and to bring innovation to cancer patients by embracing the principles of collaborative integrated research programmes at national and international level.

**The future is now. The future is us!**

**Professor Alexander Eggermont**  
**General Director**  
**Gustave Roussy**

# 1. INVEST TO INNOVATE IN RESEARCH AND HEALTHCARE

## THE CHALLENGE

Therapeutic innovations based on cutting-edge research and constantly evolving technology which require major investment.

## PROJECTS

- ▲ **Acquire and / or expand high-tech equipment** for robotic surgery, interventional radiology, and high-precision radiotherapy.
- ▲ **Invest in research:** create a fully integrated research centre, build an international pre-clinic unit with close connections to translational and clinical research; expand sequencing capabilities.
- ▲ **Embrace the digital revolution:** leverage the power of information systems to share health data with patients and professionals, and ensure top-quality management and analysis of research data, at an international level.

## COMMITMENTS

- **Five new radiotherapy devices, and a proton-therapy facility by 2020.**
- **A new MRI room for interventional radiology.**
- **A 2nd MRI unit; a 2nd PET Scan.**
- **A tagging platform.**
- **A data-management and information system to share and use research data, at the international level.**
- **Training and support mechanisms with high potential, and incentives to encourage research and quality.**

# 2. FIVE KEY PROJECTS TO INNOVATE CARE

## THE CHALLENGE

**Delivering a higher level of integration between research and healthcare will give over 33% of patients access to clinical research protocols. Immunotherapy will be added to the therapeutic range as a new and decisive weapon in fighting cancer. Molecular medicine developed further by implementing new tests and broadband technology.**

## PROJECTS

- ▲ **Promote a high-technology model for cancer surgery:** by making surgery an axis of clinical research incorporating new indications and thanks to the perspectives offered by robotics; by setting up an extensive, complete and integrated surgery department; by enhancing the infrastructure in interventional and diagnostic radiology.
- ▲ **More radiotherapy:** by modernising equipment; by introducing to hypo-fractionated radiotherapy approaches; by developing proton-therapy, in particular for cancers in children and adolescents.

## COMMITMENTS

- **Consolidation of all surgical disciplines within within an umbrella “pôle de chirurgie” structure.**
- **An innovative robotic surgery programme dedicated to develop new indications in cancer surgery, thanks to the surgical robot purchased at the end of 2014.**
- **An additional MRI room dedicated to interventional radiology.**

- ▲ **Create a hematology department:** integrating clinical activities and translational research, as well as pharmacology activities dedicated to phase-2 clinical trials; double the institute's bone marrow transplant capacity.
- ▲ **Develop the reference immunotherapy programme in Europe:** by drawing on results obtained in the first clinical trials of anti-CTLA-4 and anti-PD-1/PD-L1; by bolstering the action capacity of the Drug Development Department in order to anticipate the abundance of future molecules, and the numerous combinatorial early trials arising from immunotherapeutic strategies.
- ▲ **Deploy personalised medicine:** by facilitating access to early trials so as to pass on its benefits to as many patients as possible, over a broader spectrum of cancer types; by developing and offering, in the routine setting of daily practice, molecularly targeted therapies.

■ **The development of an outpatient surgery unit.**

■ **Opening day-hospital surgical beds.**

■ **Enhanced technical facilities with 5 radiotherapy machines over the next 3 years, as well as renewal of brachytherapy equipment, and a tagging platform.**

# 3. A COMPREHENSIVE CARE MODEL WITH THE PATIENT AT THE CENTER

## THE CHALLENGE

**Deliver personalised care focused on the individual, and improve patient care in all respects and at all stages of the disease.**

## PROJECTS

- ▲ **Improve the care pathways with Chevilly-Larue Hospital**, now a Gustave Roussy establishment.
- ▲ **Anticipate the development of new professions** by developing the role played by nursing and paramedical staff.
- ▲ **Formalise the clinical pathways** and structure the geriatric oncology units.
- ▲ **Enhanced end-of-life care** models by creating a unit specialised in acute palliative care.

## COMMITMENTS

- **The CAPRI experimental programme** for remote monitoring of a group of up to 1,000 patients via an Internet platform managed by 2 coordinating nurses responsible for managing the interface between patients at home and private practices.
- **The creation of 10 positions** for clinical nurses.
- **The setting up of multi-disciplinary consultation meetings** to provide support throughout the treatment.
- **The integration of Chevilly-Larue Hospital**, to make it an integral part of Gustave Roussy with 50 beds for oncology treatments, and 50 bed for follow-up care associated with the DISSPO (Interdisciplinary Department for Supportive Care for Oncology Patients).

▲ **Create new quality models**

by proposals to improve the organisation of the pathways and by healthcare coordination actions; by supporting internal Quality actions by taking part in the “IFAQ” funding-for-quality programme; by acquiring the information systems and traceability tools required to monitor the quality of care delivered throughout the entire acute phase and chronic phase.

▲ **Attain the most precise international standards.**

▲ **Span the spectrum from “providing care” to “taking care”**: by ensuring a top-quality relationship with patients based on constant identification of their requirements and a well-structured services programme.

■ **The creation of a personalised prevention pilot unit by means of genetic high-risk programmes as well as translational research programmes already active.**

■ **Patient implication in decisions and greater participation in Gustave Roussy Committees.**

■ **Useful and innovative services for patients and their entourage in order to provide tailored information to the patients in real time; improve the reception of new patient, create a friendlier, more caring environment; develop cultural and wellness activities for as many patients as possible.**

# 4. ESTABLISH SCIENTIFIC STRATEGY, BASED ON MULTI-DISCIPLINARITY

## THE CHALLENGE

In order to play a leading and driving role in the Paris-Saclay University project, as well as in the Cancer Core Europe network, Gustave Roussy has committed to four headline themes: structuring a research centre; creating a pre-clinical (PRECAN) research building; developing the Ecole des Sciences du Cancer; strengthening the research groups. The overall goal is to attract the best researchers and contribute to the excellence of Gustave Roussy in cancer research.

## PROJECTS

- ▲ **Create an international cancer research centre:** operational in 2020, in partnership with Paris-Saclay University, Inserm and the CNRS, comprising basic, translational and clinical research.
- ▲ **Strengthen the partnership with Paris-Saclay University.**

## COMITMENTS

- **Promote academic clinical trials, carried out in partnership with Unicancer and dedicated associations (multi-centric groups).**
- **Conduct research at European level.**
- **Source additional funding from the European Union.**

- ▲ **Create the leading pre-clinical research** platform in Europe, in liaison with the Curie Institute.
- ▲ **Participate in the Cancer Core Europe network**, a consortium federating the 6 leading cancer care centres in Europe: Gustave Roussy, Cambridge Cancer Centre (England), Karolinska Institutet (Sweden), Netherlands Cancer Institute (Netherlands), Vall d'Hebron Institute of Oncology (Spain), DKFZ-NCT Heidelberg (Germany).
- ▲ **Set up, as from 2015, a platform integrating all the data from the patient's electronic record.** Shared with the Cancer Core Europe consortium, these data sets (imaging, biology, bio-pathology, genomics, radiotherapy, therapeutic trial results) will be used to carry out research.

■ **Welcome researchers from all disciplines to facilitate coordination between the hard sciences and life sciences.**

■ **Provide financial-incentive mechanisms to support young researchers.**

■ **Create positions for doctors and medical researchers to reinforce the integration between healthcare and research.**

# 5. PROVIDE TOP-LEVEL TRAINING IN ONCOLOGY AND CANCER SCIENCES

## THE CHALLENGE

Leader in the field of cancer research and treatment, Gustave Roussy created the “*École des Sciences du Cancer*”, the future Department of oncology and cancer sciences of the Paris-Saclay University, part of the Faculty of Medicine. As a leader in designing and providing-level courses, the Institute wants teaching in oncology and cancer sciences to play a key role in its development strategy.

## PROJECTS

- ▲ **Structure the future Paris-Saclay University** by establishing important links with the 4 training and research units (i.e., medicine, pharmacy, sciences, economics/management) and with the 4 leading Engineering Schools (Polytechnique, Centrale, Supélec, École Normale Supérieure de Cachan).
- ▲ **Become a referral site for cancer research** and training within the Paris-Saclay University.
- ▲ **Develop innovative digital teaching** tools (e-learning, simulation, etc.).

## COMMITMENTS

- **Create a Graduate School of oncology and cancer sciences** in the *École des Sciences du Cancer*.
- **Establish a network of professionals** to develop a top-level talent recruitment pool.
- **Design medical training courses to be used for international projects.**

# 6. ORGANISE CANCER CARE IN THE REGION WITH HEALTHCARE NETWORKS

## THE CHALLENGE

Thanks to the quality of its research teams and the high volume of patient throughput, Gustave Roussy has become a magnet for scientific skills and development in the south Paris region. Over the next five years, the challenge will be to organise cancer care within the territorial network of integrated care based around Gustave Roussy, in order to improve the quality, disability and relevancy of the care provided.

## PROJECTS

- ▲ **Continue building** healthcare networks comprising partnerships, drawing on synergies and complementarities, in particular with the Paris Public Hospitals (“AP - HP”), as well as the Sainte-Anne Hospital and the Marie-Lannelongue Medico-Surgical Centre.
- ▲ **Structure access to primary health care**, as well as the operation of top-level technology platforms.
- ▲ **Provide support to the Cancer Campus project.**

## COMMITMENTS

- **Organise territorial multi-disciplinary consultation meetings.**
- **Organise cancer care pathways, drawing on the Digital Health Territory of which Gustave Roussy is an experimentation site.**
- **Encourage the development of the “Campus Grand Parc” Biopark, set up to encourage interactions between industrialists and clinicians.**

# 7. REINFORCE INTERNATIONAL PARTNERSHIPS

## THE CHALLENGE

**Gustave Roussy confirms its international dimension, exporting its expertise beyond France to take care of cancer patients and train cancer professionals, in order to facilitate access to all.**

**The financial revenue generated by this activity is invested in in-house projects.**

## PROJECTS

- ▲ ***Consolidate and manage a leading-level partnership,*** built around international academic research.
- ▲ ***Develop the reception of international patients.***
- ▲ ***Initiate and foster hospital projects*** outside of France, spanning several years or once-off, with partner countries such as Kazakhstan, Kuwait and the United Arab Emirates.

## COMMITMENTS

- **Set up a centralised production unit for chemotherapy at the Astana hospital (Kazakhstan) as well as overall development of skills and the set up of programmes in surgery, radiotherapy and medical oncology.**
- **Receive foreign patients with pathologies where Gustave Roussy's expertise can contribute significantly.**

# 8. IMPLEMENT THE DIGITAL REVOLUTION

## THE CHALLENGE

The development of digital technology in all hospital activities is shaping a new type of healthcare performance, based on continuously updated data. The current digital revolution will enrich the relationship with patients, empowering them, and allowing the healthcare professional to remain in contact with the patient after leaving the hospital, and thus achieve better management of the chronic phase of the disease. The digital revolution also entails correlating key data as regards patients and pathologies, in order to improve monitoring and caregiving at all levels.

The impressive increase in data processing and storage is impacting significantly on the future of hospital research, care and organisation.

## PROJECTS

- ▲ **Enable real-time access to information**, and trace the processes.
- ▲ **Improve the care pathways** by providing the patient with the requested information and communications tools.
- ▲ **Supplement the patient's file with certain types of data** previously used only for research, and in particular genomic data.
- ▲ **Set up a Health Big Data platform** to use and consolidate all types of data (clinical, biological, genomic and imaging) concerning the patient.
- ▲ **Build the e-hospital of tomorrow.**

## COMMITMENTS

- I The creation of a portal for health professionals, to be used as a patient-monitoring tool with comprehensive access to medical information and enabling interaction with health care professionals outside Gustave Roussy.
- I The creation of a MetaBase containing clinical, biological, genomic, and imaging data.

# 9. CONSOLIDATE THE LEVEL OF PERFORMANCE

## THE CHALLENGE

Gustave Roussy is aiming for an overall performance, reflecting its ambitions in terms of health care, teaching and research.

Improving the quality of work life, enhancing actions carried out by personnel, and embracing the digital revolution to support internal reorganisation will all be crucial factors to ensure employee loyalty and belief in the Institute

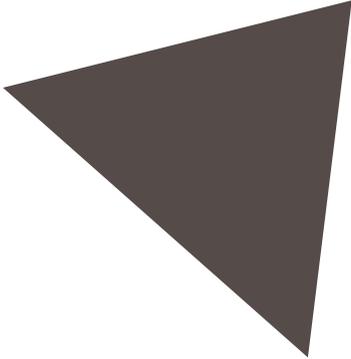
Drawing on its maturity in terms of internal contractual agreements, Gustave Roussy will continue to enhance its level of performance and consolidate its medico-economic model in order to ensure its future development.

## PROJETS

- ▲ *Guarantee Gustave Roussy's financial independence* by professional management, supported by systematic medico-economic assessments.
- ▲ *Promote managerial innovation*, to recruit leading talents and ensure their loyalty.
- ▲ *Strengthen the Social and Environmental Responsibility process.*

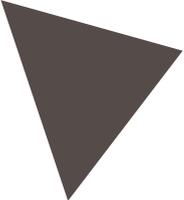
## ENGAGEMENTS

- Build international partnerships which are key elements to ensuring the Institute's financial equilibrium.
- Pursue internal contracting which involves delegation of management powers and duties to departments.
- Embrace innovative personnel-training programme, involving new technologies, e-learning and coaching to provide support to managers.
- Provide a high-potential support mechanism.
- Engage in inventive campaigns to collect donations, run at national and international level.
- Deploy an active strategy aimed at major donors and civil society in general.



**THE GUSTAVE ROUSSY 2015-2020  
DEVELOPMENT PROJECT COMPRISES  
7 COMPONENTS:**

- Medical and nursing;
- Research and teaching;
- Healthcare pathway and quality;
- Digital revolution;
- Managerial innovation;
- Partnerships.



The digital versions  
of the development project  
and of its synthesis are available  
on Gustave Roussy website [gustaveroussy.fr](http://gustaveroussy.fr)

**THIS DEVELOPMENT PROJECT IS THE  
RESULT OF A COLLECTIVE EFFORT:**

- 400 internal and external interviews;
- 200 participants;
- 6 work groups;
- 6 information letters sent to 3,000 people;
- 1 internal seminar;
- 2 meetings with employees;
- 7 components;
- 70 implementation action sheets;
- 1 year of preparation.



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