

Five-year strategic plan 2021-2025

Implementation report

March 2022

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Introduction

Our five-year strategic plan sets out our aims and ambitions for the coming years against six strategic themes.

The strategic plan sets out a number of commitments for each strategic theme. This report draws out these commitments and provides an update on each of them.

This report is intended to be a working document that provides a high-level update on the progress and challenges with the implementation of the strategic plan.

The first iteration of this report was developed in June 2021. At that time the Trust Board requested 6-monthly updates on the implementation of the strategy.

The update scheduled in January 2022 was delayed because of the Covid-19 pressures in the Trust at the time. This report will be presented to Performance Committee and Trust Board in March 2022.

A note on the report

Some of the commitments outlined in this report have been updated to ensure that they accurately reflects a change in position from the wording used in the strategic plan. Where commitments have been reworded they are marked **. In addition, some commitments have been added since the publication of the strategy as key new areas of work have emerged. These additional commitments are marked ◇◇.

Highlights since last report

Be outstanding

- Production began in CCC-Liverpool aseptic pharmacy unit on 6th December 2021
- Successful transfer of the Aintree University Hospital haemato-oncology service into CCC on 1st February 2022

Be collaborative

- Community Diagnostic Centre (CDC) on Clatterbridge Health Campus site in partnership with Wirral University Hospital opened in July 2021
- CEO now senior responsible officer for C&M diagnostic programme and Diagnostic Delivery Board established

Be a great place to work

- Leadership development through Team at the Top programme for Divisional leadership teams and Shadow Board programme
- Refresh of trust values through staff engagement complete and communicated across Trust

Be research leaders

- New Director of Clinical Research appointed in January 2022
- Clinical Research Facility (CRF) bid successful in partnership with Liverpool University Hospitals and Liverpool Heart and Chest - £5.3m awarded

Be digital

- Electronic patient record upgrade successfully deployed 2021
- Successful bid for funding to enhance the use of the hotline and provide remote monitoring of symptoms and side effects for patients
- Multiple business intelligence dashboards rolled out

Be innovative

- Clinical Lead for Innovation and Innovation Manager appointed and in post
- Bright Ideas scheme launched: 40+ ideas submitted and reviewed to-date – first projects awarded funding from charity

Challenges since last report

- Continued impact of Covid-19 and elective recovery on management capacity to support delivery of the commitments in the strategic plan
- Requirement of clinical and operational teams to focus on high priority projects – aseptic pharmacy and H-O integration
- Impact of PMO transition on central capacity to support projects to deliver the commitments of the strategic plan
- The Good Governance Institute (GGI) developmental well-led review, while largely positive, has highlighted areas for continued action and further development

Key activities in next 6 months

- Agreement of divisional business plans and setting priorities for divisional and PMO support through the new Transformation and Improvement sub-Committee
- Develop and deliver an action plan to address the recommendations of the GGI developmental well-led review
- Establish a programme to prepare the Trust for the upcoming opening of the new Royal Liverpool University Hospital
- Establish an electronic patient record (EPR) optimisation programme following the recommendations of the Health Care International (HCI) review
- Share the estates masterplan for the Clatterbridge Health Campus and develop a medium-term development plan for CCC-Wirral

Be outstanding | deliver safe high quality care and outstanding operational and financial performance

| Theme | | Commitment | June 2021 | March 2022 | Next |
|--------------------|------------------------------------|---|--|---|---|
| Quality and safety | Clinical quality strategy | Implement clinical quality strategy | <ul style="list-style-type: none"> > Current clinical quality strategy expires 2021 | <ul style="list-style-type: none"> > New strategy to be developed > Initial priority of New Chief Nurse to review governance and committee structures | <ul style="list-style-type: none"> > Clinical Strategy to be developed in Quarter 1 2022/23 linking in with National Patient Safety Strategy |
| Quality and safety | Patient safety | Empower staff to report near misses and incidents | <ul style="list-style-type: none"> > Following a review of the Trust's clinical governance structures a Patient Safety Group will be formed and led by new Associate Director of Clinical Governance > Group will lead the delivery of the national patient safety agenda in the Trust and report to Integrated Governance Committee | <ul style="list-style-type: none"> > Patient Safety Group has been established and is currently being embedded > Work has been completed to establish a Patient Safety staff intranet page which is managed by the governance team | <ul style="list-style-type: none"> > A review of the gap analysis of the National Patient Safety Strategy has been undertaken > This will assist in developing a plan - this is also linked into the clinical governance business plan |
| Quality and safety | Patient experience and involvement | Implement our dementia and learning disability strategies | <ul style="list-style-type: none"> > Implementation of the dementia strategy (2019-2021) remains on track as it enters its third year > The Trust has over 45 Dementia/Learning Disability and Autism Champions who support the delivery of the strategy ensuring robust provision and monitoring of work plans | <ul style="list-style-type: none"> > Implementation of the dementia and learning disability and autism strategy remains on track > Reduction in the number of Dementia/Learning Disability and Autism Champions due to the effects of Covid-19 > Departure of Trust Lead for Dementia/Learning Disability and Autism in November 2021 > NHS Improvement report on NHS Learning Disability Improvement Standards not received by the Trust | <ul style="list-style-type: none"> > Revision of both strategies to be undertaken by April 2022 > Await receipt of report on NHS Learning Disability Improvement Standards to inform the revision of the strategy > Recruitment of a new Practitioner for Additional Needs is underway > Once the new practitioner in post, a review of the champions will be undertaken and recruitment of new champions as part of the work plans |

| Theme | | Commitment | June 2021 | March 2022 | Next |
|--------------------|------------------------------------|--|--|---|---|
| Quality and safety | Patient experience and involvement | Implement our patient involvement and engagement strategy | <ul style="list-style-type: none"> > The Trust is engaged in the NHS Improvement Learning Disability Standards to measure the quality of service provision to those with a Learning Disability and/or autism > We also contribute to the LeDeR programme and have a Safeguarding Practitioner who is the Lead for this work plan | <ul style="list-style-type: none"> > Trust has continued to work with national, regional and local peers, stakeholders and networks to complete delivery of the Patient and Public Involvement and Engagement Strategy 2019-21 > All eight pledges and associated action plans tracked, actioned and implemented via the Patient Experience and Inclusion Group (PEIG) > In early 2021 work commenced at CCC to implement the NHS England & Improvement Patient Experience Improvement Framework > Co-production of new Patient Experience, Engagement, Inclusion and Involvement (PEEI) 'Commitment' by Q4 2021/22 | <ul style="list-style-type: none"> > 2021-2026 Patient Experience, Engagement, Inclusion & Involvement Commitment to be presented to Board in Q4 2021/22 and launched in March 2022 > Work with L&OD and partners on a staff educational/training package in improving for patient experience > Establish reportable metrics in the form of a PREMs dashboard (including FFT, national surveys) for staff to access |
| Quality and safety | Quality improvement | Review and refresh our quality improvement methodology | > Work undertaken with Advancing Quality Alliance (AQuA) to refresh our approach to quality improvement and build a culture and system for improvement | > No further work in this period - pending commencement in post of Chief Nurse | <ul style="list-style-type: none"> > Review external support for quality improvement > Development of a quality improvement approach and strategy |
| | | Provide training for staff in quality improvement skills to equip staff to lead change and improvement | > Work with AQuA also includes the building of QI capacity across the Trust, initially through the development of a programme of masterclasses to take place during the rest of 2021/22 | <ul style="list-style-type: none"> > Masterclasses have taken place, others to come > Review of programme to take place once complete | > Establish a structured training programme once quality improvement methodology is agreed and strategy in place |

| Theme | | Commitment | June 2021 | March 2022 | Next |
|--------------------|------------------------------|---|--|---|---|
| Quality and safety | Clinical governance | Embed new clinical governance structure | <ul style="list-style-type: none"> > Staff turnover in clinical governance leadership positions has prompted a further review of the Trust's clinical governance structures | <ul style="list-style-type: none"> > New Chief Nurse and Associate Director of Clinical Governance and Patient Safety > Ongoing review of governance structures > New governance managers have been appointed and commenced in 2022 | <ul style="list-style-type: none"> > Implementation and embedding of reviewed governance structures, roles and responsibilities |
| Quality and safety | Regulation and accreditation | Maintain good CQC rating while striving for outstanding | <ul style="list-style-type: none"> > CQC now using 'transitional monitoring approach' (TMA) that sees inspection targeted when monitoring of risks and key lines of enquiry raises concerns | <ul style="list-style-type: none"> > CQC has developed a new strategy for monitoring trusts over next five years > As part of this new standards of care are being developed which will be launched in spring 2022 > Developmental well-led review by Good Governance Institute (GGI) largely positive with some recommendations for action | <ul style="list-style-type: none"> > Once new standards released a review will be completed to establish Trust base line position and any improvement required > New process for internal monitoring of standard and KLOEs to be established to provide assurance to the Board > Develop and implement action plan from GGI review, to include review of Board Assurance Framework and how it is used |
| | | Maintain key clinical accreditations and compliance with regulatory standards | <ul style="list-style-type: none"> > Register of regulatory and advisory relationships developed following recent clinical governance review > Includes dates of upcoming visits, inspections, accreditations and submissions > Also details who lead contacts are and current status of relationships | <ul style="list-style-type: none"> > Role of Governance Managers to ensure all regulatory visits and inspections are registered and reported on > Monthly reporting of regulatory register to Integrated Governance Committee | <ul style="list-style-type: none"> > Ongoing maintenance of and reporting on regulatory register > Focus on renewal of key accreditations, e.g. JACIE accreditation for stem cell transplant |
| Quality and safety | Supporting quality of care | Work with the charity to develop a quality of care grant to continue to fund services that are over and above those commissioned by the NHS | <ul style="list-style-type: none"> > General plans in development to align fundraising plans with the implementation of the five-year strategy | <ul style="list-style-type: none"> > Ongoing work with Charity to align fundraising plans with Trust strategy > Charity continues to fund elements of care beyond NHS standard | <ul style="list-style-type: none"> > Continue to align charity and Trust strategies > Review relevance of commitment to develop 'quality of care grant' and reword in future reports as necessary |

| Theme | | Commitment | June 2021 | March 2022 | Next |
|-------------------------|--|---|---|--|--|
| Operational performance | Clinical structure | Reorganise clinical divisions to underpin SRG model | <ul style="list-style-type: none"> > Reorganisation undertaken and now complete > New clinical structure in place and communicated across the Trust | <ul style="list-style-type: none"> > New clinical structure now embedded | |
| Operational performance | Maximising the benefits of CCC-Liverpool | Fully integrate services for haemato-oncology and solid tumour patients in the chemotherapy unit and non-chemotherapy day case area | <ul style="list-style-type: none"> > Project group forming to progress > Work to be based on an assessment of activity following move plus changes to patient pathways | <ul style="list-style-type: none"> > Oversight group and work streams established > Prioritisation of work streams identified > Brachytherapy work stream complete | <ul style="list-style-type: none"> > Blood transfusion and phlebotomy pathway reviews underway > Some elements of strategy for day case area are dependent on other developments |
| Operational performance | Maximising the benefits of CCC-Liverpool | Further integrate our haemato-oncology services with those in the North Mersey area | <ul style="list-style-type: none"> > Programme underway to integrate Aintree University Hospital haemato-oncology service into CCC > Steering group in place with representation of CCC, LUHFT, commissioners > Business case drafted > Comprehensive program of public engagement led by CCC | <ul style="list-style-type: none"> > Public engagement successfully concluded > Business case finalised and agreed at Trust Board 15.12.21 > Financial model agreed with a plan to mitigate stranded costs > Formal TUPE consultation commenced 16.12.21 > Due diligence process completed > Service transfer took place successfully on 1st February 2022 | <ul style="list-style-type: none"> > Agree service specifications > Lessons learnt review to be undertaken |
| | | Manage the comprehensive service level agreement | <ul style="list-style-type: none"> > Regular oversight group in place between LUHFT and CCC > Suggested changes to clinical services in SLA to be developed through Clinical and Operational Group and Trust Executive Group before discussion at joint oversight group with LUHFT | <ul style="list-style-type: none"> > Following the Joint Oversight Group meeting held in June, it was agreed that this would be re-purposed to an operational group for the ongoing review and management of the SLA and operational issues > A further meeting date has yet to be arranged due to operational pressures and a management restructure at LUHFT | <ul style="list-style-type: none"> > Discussions underway with the LUHFT Senior Management & Divisional Management teams to set regular meeting dates in 2022 |
| | | Report on delivery of benefits of CCC-L | <ul style="list-style-type: none"> > Work not yet begun | <ul style="list-style-type: none"> > Work to be scheduled into PMO programme for Q2 of 2022/23 | |

| Theme | | Commitment | June 2021 | March 2022 | Next |
|-------------------------|-------------------------|--|---|--|---|
| Operational performance | Developing our services | Fully open our teenage and young adult (TYA) unit in CCC-L | <ul style="list-style-type: none"> > The TYA day case unit opened in February 2021 providing chemotherapy and other supportive cancer care in a dedicated day case facility > The TYA in-patient unit opened in April 2021 with four beds staffed with a mix of Haemato-oncology and Solid Tumour nursing staff trained in the delivery of SACT | <ul style="list-style-type: none"> > Fluctuation in demand has led to challenges in staffing TYA inpatient unit > TYA inpatients now accommodated on Ward 5 bed base > Review of inpatient capacity and demand underway | <ul style="list-style-type: none"> > Conclude review of inpatient capacity and demand > Gap analysis against national TYA service specification |
| Operational performance | Developing our services | Develop an interventional radiology service | <ul style="list-style-type: none"> > Project group formed to lead the development of the service in CCC-L > Service will support service delivery and research > Joint working needed with interventional radiology service at Royal Liverpool | <ul style="list-style-type: none"> > Business case for additional equipment (pump injector) approved > Review of current activity and forecast of future growth complete > Meetings regarding nursing support and recovery underway > Regular progress updates submitted to TEG | <ul style="list-style-type: none"> > SRG Chairs Forum to be approached (Jan 22) to identify IR procedures clinicians want to be undertaken at CCC > Develop optimal model of procedures to be offered at CCC-L vs provided in LUHFT > Ongoing discussions regarding nursing support and recovery |
| Operational performance | Developing our services | Upgrade the National Centre for Eye Proton Therapy | <ul style="list-style-type: none"> > Contract with external contractor agreed to upgrade safety critical control system > Commercial treatment planning system procured > Engineering programme manager recruited and in post | <ul style="list-style-type: none"> > Upgrade to safety critical control system with external contractor progressing well > Additional revenue costs agreed with NHS England specialised commissioning team > CCC proton upgrade committee established to provide oversight and documentation of internal component upgrades > First group of upgrades approved | <ul style="list-style-type: none"> > Evaluation of commercial quality assurance devices for low energy proton use > Implementation of first group of component level upgrades > Development of second group of component upgrades > Recruitment of additional engineer to support internal component upgrades |

| Theme | | Commitment | June 2021 | March 2022 | Next |
|-------------------------|------------------------------|---|---|---|---|
| Operational performance | Developing our services | Develop a sustainable and high quality model of care for referrals from the Isle of Man | <ul style="list-style-type: none"> > CCC clinicians formerly provided an element of service on island > Covid-19 expedited an ongoing review of the service > New service model developed of remote care with face-to-face consultation on mainland > Supported by digital team and electronic prescribing | <ul style="list-style-type: none"> > Regular joint operational and strategic meetings developed to continue collaboration and integration | <ul style="list-style-type: none"> > Mitigate IT operational issues for efficient remote telehealth consultations (escalated to CEO Manx Care Nov 21) > Integrate IOM MDTs (Breast/CRC) into merged LUFHT MDTs (Q1 2022/23) |
| Operational performance | Developing our services | Fully open aseptic pharmacy production unit in CCC-L ^{◇◇} | <ul style="list-style-type: none"> > Preparations for opening unit continue > New Aseptic Pharmacy Move Programme Board created with executive leadership to oversee and scrutinise preparations > Plans in place or in development for both facility readiness (including estate readiness and unit cleanliness) and service mobilisation (transition plan and workforce/training plans) | <ul style="list-style-type: none"> > NWPQA completed audit of Aseptic Unit on 29.11.21 – no concerns highlighted > Aseptic Pharmacy Move Programme Board approved move on 30.11.21 > Production started on 06.12.21 | <ul style="list-style-type: none"> > Plans in development for increasing activity on South side at CCCL, starting process validation on north side and development of batch production > These will facilitate the transfer of HO products from LUHFT and repatriation of outsourced products > Aseptic Pharmacy Board will continue to maintain oversight of activity – working with new Director of Pharmacy > Gain MHRA licence for CCC-L unit > Deliver recommendations from national aseptics implementation board |
| Operational performance | Embedding our clinical model | Continue to work with our partners on the development of the CCC eastern sector hub | <ul style="list-style-type: none"> > Progress delayed by covid-19 pandemic > Ongoing engagement with commissioners > Recent positive correspondence received | <ul style="list-style-type: none"> > Exec Team representatives joined commissioners at 4 Local Authority Health Overviews and Scrutiny Committees (OSCs) in late 2021 > All 4 OSCs (Knowsley, St Helens, Warrington, Halton) concluded that the proposals constituted a 'significant variation' to services and that a joint OSC should be formed to scrutinise further | <ul style="list-style-type: none"> > Knowsley CCG continue to lead process and liaise with Local Authorities to arrange joint OSC > CCC team to be closely involved in preparations for joint OSC to ensure clinical case is clear and limited impact on populations is understood |

| Theme | | Commitment | June 2021 | March 2022 | Next |
|-------------------------|-------------------------------------|---|--|---|--|
| Operational performance | Improving urgent and unplanned care | Develop a comprehensive and coordinated approach to urgent cancer care | <ul style="list-style-type: none"> > Programme Board developed by CCC with partners from across the system > Clinical, executive and programme leadership for programme board come from CCC > Aim of board is to draw together relatively disparate activity into coherent programme | <ul style="list-style-type: none"> > Urgent cancer care programme continues with excellent engagement and support from across the system > Specific work underway (with dedicated funding) on acute Oncology and same day emergency care > Further funding proposal submitted to CMCA to continue work for the next 2 years and support CCC hotline infrastructure to deliver more efficient coordination of emergency cancer care across C&M | <ul style="list-style-type: none"> > Confirm the urgent cancer care programme work programme for 2022/23 and associated funding stream/s > Review of consultant of the week/consultant of the day and exploration of new medical model |
| Operational performance | Improving urgent and unplanned care | Support coordinated expansion of acute oncology services across the region | <ul style="list-style-type: none"> > Project manager in place and funded by Cheshire and Merseyside Cancer Alliance > Recent extension of project manager term | <ul style="list-style-type: none"> > Acute oncology project is now in the implementation phase with roll out of a number of initiatives including the AO/urgent care dashboard across 3 trust sites in C&M | <ul style="list-style-type: none"> > Work plan developed for 2022 with clear milestones for delivery |
| Operational performance | Improving urgent and unplanned care | Consider whether the operating hours of CDU should be extended to cover the weekend | <ul style="list-style-type: none"> > Reviews of Hotline service and CDU in early 2021 resulted in service improvements and further action plans > Consideration of extended hours now in context of wider service review and entire urgent cancer care system | <ul style="list-style-type: none"> > Following the move into CCCL, further work is required within CDU to ensure efficient pathways both in and out of the department > Proposal for a specific programme of work relating to CDU is in development with a view to commencing in early 2022 > Further work will be required to agree pathways with LUHFT and other ambulatory units | <ul style="list-style-type: none"> > To finalise the proposal for CDU and develop a work plan for 2022 > Focus on virtual wards and remote monitoring > Provide dedicated project support from March 2022 |

| Theme | Commitment | June 2021 | March 2022 | Next |
|---------------------------|---|---|--|--|
| High quality environments | Redevelop the CCC-Wirral site | <ul style="list-style-type: none"> > First phase of refurbishment and consolidation of office accommodation to allow removal of portakabins now complete > Joint estates masterplanning process underway with WUTH for Clatterbridge campus | <ul style="list-style-type: none"> > Joint estates masterplanning process concluded and output presented to Board > Joint expression of interest submitted to new hospitals programme for investment > High volume of competing bids for limited pot > R&I Building (leased from WUTH) vacated and staff accommodated elsewhere on site > Initial discussions between Trust and new PropCare Managing Director regarding development of plans for CCC-W in short, medium and long term | <ul style="list-style-type: none"> > Await final outcome of new hospital programme expression of interest > Develop plan for further short to medium term site redevelopment with PropCare > Develop clear communications with staff on short/medium term plans, masterplanning outcome, and longer term vision for the site |
| High quality environments | Work with the charity to develop a plan for the upgrade if priority patient environments across our sites | <ul style="list-style-type: none"> > General plans in development to align fundraising plans with the implementation of the five-year strategy | <ul style="list-style-type: none"> > Ongoing development of aligned plans > Initial discussions regarding potential to fundraise for refurbishment of Halton unit | <ul style="list-style-type: none"> > Continue to develop and refine plans through Trust Executive Group > Further site visit to Halton unit to understand future clinical flows and potential principles for refurbishment |
| High quality environments | Move relevant staff into The Spine and develop the our relationship with RCP | <ul style="list-style-type: none"> > Spine opened in 05/2021 > Corporate departments, charity team and divisional management now located in building > Meet and greet with senior RCP team in May 2021 > Site visits have taken place for key staff to RCP event and education floors | <ul style="list-style-type: none"> > Review of use of accommodation has taken place > Proposals developed to adapt space to increase utilisation and bring corporate teams together | <ul style="list-style-type: none"> > Variation request to be submitted to PropCare for necessary changes > Communication of proposed changes to affected teams and others accommodated in Spine |
| Financial performance | Deliver a productivity improvement programme | <ul style="list-style-type: none"> > Cost improvement programme launched in May 2021 with a focus on recurrent savings to support critical investments | <ul style="list-style-type: none"> > Monitoring of development and delivery of cost improvement programme schemes through Finance Committee | <ul style="list-style-type: none"> > Ongoing monitoring |

| Theme | Commitment | June 2021 | March 2022 | Next |
|-----------------------|---|--|---|--|
| Financial performance | Deliver an effective capital programme | <ul style="list-style-type: none"> > Five-year capital programme in place > Business case process to ensure investment in the areas that deliver sustainable services and the latest care for patients | <ul style="list-style-type: none"> > Ongoing process delivered through TEG, Finance Committee and Capital Committee > In the process of replacing a linac in Aintree, planning CT at Wirral and planning for a linac replacement at Wirral early 2022 | <ul style="list-style-type: none"> > Ongoing process delivered through TEG, Finance Committee and Capital Committee |
| Financial performance | Deliver our partner programme, increasing charitable income and continuing to grow the private clinic | <ul style="list-style-type: none"> > Building charitable programme to recover following impact of Covid > Linking fundraising plan with strategy implementation > Strong focus on research & innovation and patient environments > Private clinic growth focused on new services (like interventional radiology) and new markets (Liverpool following the move to CCCOL, and haemato-oncology) | <ul style="list-style-type: none"> > Continuing to build charitable programme and develop new opportunities > Exploring potential benefits of charity independence from Trust > New PropCare Managing Director and new lead for private patient joint venture to lead future plans and growth | <ul style="list-style-type: none"> > Continue to explore charity independence and conclude with a clear recommendation > New leads to develop future plans in PropCare and PPJV |
| Sustainability | Develop plans to continue to create social value in our local communities and reduce our waste, water consumption and carbon footprint in line with the ambitions set out in the NHS Long Term Plan | <ul style="list-style-type: none"> > Sustainability group in formation to lead the development of a Green Plan for the Trust > Led by Director of Strategy with representatives from PropCare, Workforce, Procurement and Communications initially | <ul style="list-style-type: none"> > External expertise engaged to support development of Green Plan by January 2022 and submission to HCP > Staff communication and engagement around Green Plan development > Board approval of Green Plan > Sustainability Group has continued to progress interim work plan while longer term Green Plan in development | <ul style="list-style-type: none"> > Development of detailed action plan to support Green Plan delivery > Delivery will be through Sustainability Action Group > Explore recruitment of dedicated Sustainability Programme Manager to drive implementation |

Be collaborative | Drive better outcomes for cancer patients, working with our partners across our unique network of care

| Theme | Commitment | June 2021 | March 2022 | Next |
|---|---|---|--|---|
| Cheshire & Merseyside Cancer Alliance | Play a full part in the work of the Cancer Prevention Steering Group | <ul style="list-style-type: none"> > Cancer alliance prevention steering group has been affected by covid-19 pandemic - due to restart in summer 2021 | <ul style="list-style-type: none"> > Director of Strategy now represents Trust on cancer alliance prevention steering group > Work underway with HCP team to sign up to C&M prevention pledge | <ul style="list-style-type: none"> > Continue developing the Trust's action plan for the C&M prevention pledge |
| | Work through the alliance to explore whether any of our services could develop the rapid diagnostic service (RDS) model to support the delivery of the 28-Faster Diagnosis Standard** | <ul style="list-style-type: none"> > Cancer alliance programme focuses on Rapid Diagnostic Services (rather than 'Centres') to emphasise pathways rather than buildings > CCC teams currently involved in development of two RDSs - one for primary liver cancer patients (with LUHFT colleagues) and one for haemato-oncology patients | <ul style="list-style-type: none"> > Development of H-O Rapid Diagnostic Service for Lymphoma has been driven by CCC > First section of this pathway piloted at AUH site (in service that has now transferred to CCC) > CCC team also involved in liver RDS with LUHFT and cancer alliance team - optimal liver timed pathway developed | <ul style="list-style-type: none"> > Confirmation of funding from CMCA to implement the whole of this pathway expected > Includes a collaborative working between CCC & LUHFT to deliver a partial "same day" diagnostic service for suspected lymphoma patients, followed by additional "rapid access" to CT and core biopsy |
| Cheshire & Merseyside Health & Care Partnership | Play a full and active role in the partnership | <ul style="list-style-type: none"> > CCC CEO is SRO for Cancer Alliance (the cancer vehicle for the HCP) and endoscopy network > CEO has also led the development of the Community Diagnostic Hub (CDH) programme for Cheshire and Merseyside with input from others at CCC | <ul style="list-style-type: none"> > Continued active role in Health & Care Partnership and with Provider Collaborative (CMAST) > CEO continues to lead Community Diagnostic Centre (CDC) programme - CCC successful in bid to be added to procurement framework as prime provider for CDCs in C&M > CEO now also SRO for wider HCP diagnostic programme > HCP Diagnostic Delivery Board established in January 2022 | <ul style="list-style-type: none"> > Continue to develop role within the HCP > Continue to lead CDC programme and develop prime provider role |

| Theme | Commitment | June 2021 | March 2022 | Next |
|---|--|--|---|---|
| Cheshire & Merseyside Health & Care Partnership | Work with WUTH to develop a Community Diagnostic Centre on the Clatterbridge Health Campus ^{◇◇} | <ul style="list-style-type: none"> > Clatterbridge health campus (which includes CCC-W) has been agreed as an early adopter CDH site > Trust teams now working with WUTH to implement CDH by July | <ul style="list-style-type: none"> > CDC on Clatterbridge Health Campus site ("Clatterbridge Diagnostics") opened in July 2021 in partnership with WUTH > Makes use of CCC imaging capacity and previously vacant estate (Papillon Suite) | <ul style="list-style-type: none"> > Continue to work in partnership with WUTH to further develop Clatterbridge Diagnostics service |
| Cheshire & Merseyside Health & Care Partnership | Work collaboratively with our partners in C&M and offer mutual aid where appropriate | <ul style="list-style-type: none"> > Trust has undertaken significant amounts of mutual aid in imaging for partners in the system during Covid pandemic (WUTH and LUHFT) | <ul style="list-style-type: none"> > Continuation of imaging mutual aid > Trust has accepted appropriate inpatient transfers from acute providers across C&M during pandemic > Wirral Community Trust has operated intermediate care facility in wards on the CCC-Wirral site since January 2021 | <ul style="list-style-type: none"> > Continue to collaborate and offer mutual aid to system partners as appropriate > Transition into a sustainable part of the C&M radiology network |
| Operational Delivery Networks | Play a full and active role in the North West Radiotherapy ODN ^{**} | <ul style="list-style-type: none"> > CCC CEO is chair of the ODN and members of the team are actively involved in its work programme > Work to date has focused on clinical sustainability of low volume services > CCC has been allocated 3 stereotactic ablative radiotherapy (SABR) centres to mentor | <ul style="list-style-type: none"> > Ongoing work on low volume services, including service change for sarcoma and transfer of CCC paediatric radiotherapy to Manchester > Mutual aid has been provided to one of the centres in the ODN in gynae and this will continue > Ongoing work to mentor 3 allocated stereotactic ablative radiotherapy (SABR) centres | <ul style="list-style-type: none"> > Continue to actively participate in ODN and its work programme > Work through ODN to complete proposed service changes for low volume services |
| Operational Delivery Networks | Play a full and active role in the North West Teenage and Young Adult ODN ^{◇◇} | - | <ul style="list-style-type: none"> > NW TYA ODN formed with Christie as other primary treatment centre > ODN hosted by Christie and chaired by CCC Chief Operating Officer > Programme Manager recruited and outline work programme agreed | <ul style="list-style-type: none"> > Programme Manager in post > Regular ODN Board meetings scheduled > Work programme to be formalised and delivered with support of Programme Manager |

| Theme | Commitment | June 2021 | March 2022 | Next |
|--------------------|--|--|---|---|
| Genomics | Ensure molecular diagnostic testing is available and access to molecular testing is embedded into pathways | <ul style="list-style-type: none"> > Ongoing engagement with nascent North West Genomic Medicine Service Alliance hosted in Manchester > Creation of Genomics Steering Group to lead the genomics agenda within the Trust > Also liaison with cancer alliance as whole system approach necessary | <ul style="list-style-type: none"> > Genomics Steering Group continues to meet and deliver work plan > Genomics Operational Group now formed to map detail of current genomic testing pathways and opportunities for improvement > Bids submitted with cancer alliance for regional genomic funding through Genomic Medicine Service Alliance | <ul style="list-style-type: none"> > Operational group to map priority pathways and identify potential to improve, including through digitisation > Await outcome of regional funding bids and develop project structures to deliver as appropriate |
| Other partnerships | Explore where there will be benefits to working together with specialist trusts in areas like estates, innovation and research | <ul style="list-style-type: none"> > Ongoing collaborative working with Liverpool's other specialist trusts | <ul style="list-style-type: none"> > CEO now also vice chair of the national Federation of Specialist Hospitals (FoSH) > Continued collaborative working through Liverpool Specialist Provider Alliance > Early discussions about increased collaboration across all Liverpool provider trusts | <ul style="list-style-type: none"> > Continue to engage in the work of FoSH > Continue to work with Liverpool specialist trusts > Engage with future discussions around collaboration across Liverpool |

Be a great place to work | Attract, develop and retain a highly skilled, motivated and inclusive workforce to deliver the best care

| Theme | Commitment | June 2021 | March 2022 | Next |
|-------------|--|--|---|---|
| Leadership | Enhance leadership skills and capacity across all levels of the trust, with an increased focus on supporting middle managers and developing a pipeline of talent | <ul style="list-style-type: none"> > Launch of the Trust Leadership and management passport and coaching framework > Leadership and management apprentice programmes | <ul style="list-style-type: none"> > Team at the Top programme launched in November 2021 for Divisional leadership teams > Shadow Board Development programme was completed from September 2021 – December 2021 > Prospectus of in-house Leadership and Management courses for 2022 developed > Talent mapping report developed from PADR and used to support effective engagement onto 2022 leadership and coaching programmes > Identified as a pilot trust for the NHS Scope for Growth Talent Model | <ul style="list-style-type: none"> > Development of peer support for Shadow Board members and coaching support for all participants > Launch leadership and management course in January 2022 > Implement of Leaders induction programme by April 2022 > Implement Scope for Growth Model (awaiting timescales from NHSE/I) > Work with C&M specialist trusts to explore the possibility of developing a collaborative leadership/talent management programme |
| Leadership | Reorganise the directorate structures to ensure the SRGs are embedded | <ul style="list-style-type: none"> > Reorganisation complete > Implementation of new structure onto all workforce systems | <ul style="list-style-type: none"> > Increased engagement/OD work with divisions to strengthen and support team integration and ways of working | <ul style="list-style-type: none"> > Continue to support divisions with bespoke OD interventions, including the further roll out of the Core Strength Team Development Programme |
| Leadership | Develop an AHP strategy to harness the potential and enhance the value of AHPs | <ul style="list-style-type: none"> > Linda Williams (Lead AHP) leading on development > Draft developed and engagement with AHP staff taking place | <ul style="list-style-type: none"> > On hold – Joint Nursing and AHP strategy to be developed > Three AHP OD events have taken place to support identify key APH priorities > Engaged and supporting the HEE AHP Workforce Priorities project | <ul style="list-style-type: none"> > Support with future engagement/OD work in developing the joint Nursing and AHP strategy |
| Recruitment | Promote a compelling employer proposition placing emphasis on the harder to recruit groups | | <ul style="list-style-type: none"> > Recruitment offer being reviewed and development of corporate recruitment branding framework for all roles | <ul style="list-style-type: none"> > Overhaul of the recruitment strategy in line with the national People Plan and EDI agenda > Hold regular recruitment fairs for all professional groups |

| Theme | Commitment | June 2021 | March 2022 | Next |
|--------------------------|--|--|--|---|
| Recruitment | Focus on the recruitment of a research workforce for the future, including academic clinicians and clinician scientists | | > Research Strategy development and approved in November 2021 | > Implementation of Research strategy |
| Recruitment | Work with schools, colleges, universities and community groups to improve access routes for local people into Trust jobs | <ul style="list-style-type: none"> > Links developed across Liverpool city region with schools, colleges and employability programmes to support Together for Children (TfC) agenda > Work paused due to Covid | <ul style="list-style-type: none"> > Work continues to be paused due to COVID-19 > Plans being developed to participate in school career events from February 2022 and to launch a Step into Health Programme in Feb / March > Working in partnership with Liverpool City Region to promote roles and opportunities to local community groups – including new LCR site for advertising jobs > Partnership developed with Liverpool Compact | <ul style="list-style-type: none"> > Developing Work Experience coordinator role as part of the L&OD team to support access to opportunities to local schools and colleges > New Work Placement policy in development > Working in partnership with Liverpool City Region Employment and Skills Team to promote roles and opportunities to local community groups |
| Workforce transformation | Continue to develop our innovative approach to workforce planning, creating new roles and new career pathways | | <ul style="list-style-type: none"> > Report to Workforce Transformation Committee in November, highlighted opportunities to increase engagement with apprenticeships, especially clinical pathways > Commitment for divisions to feature apprenticeships in next round of business planning | > Increase manager awareness of the apprenticeship opportunities available for both new roles and as a means of developing current staff |
| Workforce transformation | Sustain agile ways of working in support of our multi-site clinical model beyond Covid-19 | | > Development and launch of Hybrid Working guidance in December 2021 | > Delivery of Hybrid Working sessions for managers |
| Retention | Provide a comprehensive reward and recognition package | > Trust will be gifting all staff with a 'wellbeing pass' and a £25 gift voucher in recognition of hard work and support during the pandemic | > Review of reward and recognition offer across the Trust including staff benefits and recognition programmes | > Host staff awards ceremony to recognise the achievements of individuals across the organisation |

| Theme | Commitment | June 2021 | March 2022 | Next |
|------------------------|--|--|--|--|
| Retention | Continue and refine the e-PADR process | <ul style="list-style-type: none"> > Health and Wellbeing conversation aligned to 2021/22 PADR (in line with People Plan) > Draft specification sent to Informatics Merseyside for enhancements to talent management process and reporting | <ul style="list-style-type: none"> > Significant enhancements made to the system which included: <ul style="list-style-type: none"> > Health and Wellbeing section developed and implemented > New Trust objectives added to the system > New starter pathway developed and implementation > A set of trust wide objectives at an individual and manager level developed and implemented > Talent Report developed and shared with HRBP Team bi-annually to support succession planning | <ul style="list-style-type: none"> > Continue to refine e-PADR process including utilisation of the new ESR platform > E-PADR data to be used to inform Learning a Development and Leadership Development plan over the next 12 months > Develop reporting capabilities around wellbeing conversation data |
| Culture and engagement | Foster an open, transparent and high performing culture, where staff feel valued and recognised, actively participate and feel empowered to raise concerns | <ul style="list-style-type: none"> > Divisional Culture and Engagements Groups implemented to support increased staff engagement > AQuA QI programme delivery scoped for September 21-March 22 > Review of values and behaviours work commencing in June | <ul style="list-style-type: none"> > Culture and Engagement groups embedded into Divisional structures > Values refresh completed and signed off by Board > New in-house quarterly Culture and Engagement Pulse survey developed and implement in July 2021 | <ul style="list-style-type: none"> > Relaunch Freedom to Speak Up (FTSU) to support staff to raise concerns > Launch new values and staff charter, which has a focus on staff been empowered to raise concerns > Quarterly Culture and Engagement Pulse survey |
| Culture and engagement | Develop an inclusive and healthy environment where everyone is treated with respect and dignity | | <ul style="list-style-type: none"> > Values refresh completed and signed off by Board > Recruitment of EDI lead in collaboration with Specialist Trusts across C&M > Appointment of Health and Wellbeing Guardian role | <ul style="list-style-type: none"> > Health and Wellbeing Group to be established chaired by Health and Wellbeing Guardian > Implement/recruitment Health and Wellbeing Champions from across all divisions - January / February 2021 > Launch new values and staff charter > Develop action plan from the 2021 staff survey (results expected March 2021) |

| Theme | Commitment | June 2021 | March 2022 | Next |
|------------------------|---|---|--|--|
| Culture and engagement | Actively engage with and involve our diverse communities, ensuring that seldom-heard groups are included from a patient and staff perspective | > Staff network implemented | > EDI lead recruited and LGBT+ and Disability Networks established | > EDI KPIs to be established and refresh of workforce EDI strategy and support plan |
| Culture and engagement | Work proactively to increase the diversity of our workforce | | > EDI lead recruited | > Overhaul of the recruitment strategy in line with the national People Plan and EDI agenda > Refresh of EDI strategy to support |
| Culture and engagement | Review our trust values | > Review taking place during June and July > This will include open staff sessions, SmartSurvey, targeted engagement sessions and floor walking | > Values refresh completed and signed off by Board > Draft Staff Charter developed > Values implementation group established and implementation plan developed | > Sign off of Staff Charter > Delivery of actions within the values implementation plan |
| Health and wellbeing | Implement our health and wellbeing plan | > Work continues on embedding and enhancing our health and wellbeing support for staff > Significant improvement in the theme of health and wellbeing was seen in 2020 national staff survey | > Appointment of Health and Wellbeing Guardian role > Health and wellbeing continues to be discussed as part of Culture and Engagement Groups > Northwest Wellbeing Pledge signed > Findings from COVID Wellbeing Research Study presented > Draft wellbeing plan produced, but awaiting the publication of the national NHS Wellbeing Framework to ensure alignment | > Health and Wellbeing Group to be established chaired by Health and Wellbeing Guardian > Implement/recruitment Health and Wellbeing Champions from across all divisions - January / February 2021 > Manager wellbeing conversation training to be rolled out - February > Continue developing the trusts action plan for the C&M Prevention Pledge > Wellbeing Plan and Staff offer for 2022 to be launched - April |

| Theme | Commitment | June 2021 | March 2022 | Next |
|------------------------|----------------------------------|--|--|--|
| Education and training | Achieve teaching hospital status | <ul style="list-style-type: none"> > Initial working group formed to complete self-assessment against teaching hospital criteria > Assessment revealed that requirements are largely met > The further developments required in research (some dependent on University of Liverpool) will be addressed through the implementation of the new research strategy | <ul style="list-style-type: none"> > New Library and Knowledge Service SLA in place with LUHFT > No further work towards Teaching Hospital status in last period | <ul style="list-style-type: none"> > Options for future applications for Teaching Hospital status to be set out in 2022/23, to include possible interim status while research strategy is delivered |
| Education and training | Implement our education strategy | <ul style="list-style-type: none"> > Delivery of the implementation plan led by Associate Director of Clinical Education on behalf of the Trust | <ul style="list-style-type: none"> > Education Governance Committee continues to have oversight of delivery of the Education Strategy implementation plan > All associated actions are now completed, with exception of finalising review and standardisation of CNS/ANP job descriptions and job plans > Completion date for this action revised due to pause as a result of clinical pressures due to Covid-19 > Work now being progressed to completion by newly created Advanced Nurse Project Group | <ul style="list-style-type: none"> > Current CCC Education Strategy ends in 2022 > New multi-professional Education Strategy to be developed by Q3 2022, led by Associate Director of Clinical Education, reflecting Trust, national and regional strategic priorities |

Be research leaders | Be leaders in cancer research to improve outcomes for patients now and in the future

| Theme | Commitment | June 2021 | March 2022 | Next |
|---|--|---|---|---|
| Research strategy | Implement our research strategy | <ul style="list-style-type: none"> > Strategy endorsed by Trust Board 10/2020 > Associated operational Business Plan approved 01/2021 > Research Strategy started 04/2021 | <ul style="list-style-type: none"> > Research strategy designed and uploaded onto CCC website 12/2021 > New Director of Clinical Research, Prof Christian Ottensmeier, appointed in 01/2022 | <ul style="list-style-type: none"> > Operationalise research strategy via research strategy business plan and update quarterly at Performance Committee |
| Clinical trials delivery and infrastructure | Strengthen key aspects of the research and innovation staffing infrastructure and the core team, such as additional research nurses and biobanking staff | <ul style="list-style-type: none"> > Appointed: <ul style="list-style-type: none"> > 1 x Senior Research Practitioner > 2 x Research Practitioner > 1 x R&I Communications Lead > Contributed to: <ul style="list-style-type: none"> > 1 x Chair post > Maintained: <ul style="list-style-type: none"> > 14 x SRG Research Leads posts | <ul style="list-style-type: none"> > In addition to the posts recruited at the 06/2021 update, the following posts have been appointed to: <ul style="list-style-type: none"> > Clinical Research Fellow > 3 x Clinical Trials Assistants > Research Educator > Research Radiotherapy Practitioner > Observational Research Lead > Research Commercial Costing post > Innovation Manager > These posts have either started or we are awaiting a start date | <ul style="list-style-type: none"> > Research governance posts are in progress |
| Clinical trials delivery and infrastructure | Develop clinical job plans with protected time for research activities and recruit research active clinicians | <ul style="list-style-type: none"> > 8 x Research PAs available during 2021/22 | <ul style="list-style-type: none"> > Research PA allocation discussed at the Consultants Away Day, November 2021 > Working Group to be established to progress | <ul style="list-style-type: none"> > Update on next steps requested at March 2021 Clatterbridge Committee for Research Strategy |

| Theme | Commitment | June 2021 | March 2022 | Next |
|---|---|--|--|---|
| Clinical trials delivery and infrastructure | Submit our renewal bid for the ECMC in 2022 | <ul style="list-style-type: none"> > Clinical Director of ECMC provided assurance at May 2021 Clatterbridge Committee for Research Strategy (CCRS) that the renewal is on track | <ul style="list-style-type: none"> > Research Study Prioritisation Committee formed and prioritised ECMC studies for opening > Monthly ECMC metrics meetings taking place to ensure on track > Renewal bid writing group set-up with clinical representation from CCC | <ul style="list-style-type: none"> > Support ECMC renewal bid |
| Clinical trials delivery and infrastructure | Support the Liverpool Clinical Research Facility bid as a collaborator in 2021 ^{◇◇} | - | <ul style="list-style-type: none"> > Application successfully submitted 29th September 2021 > LUHFT is the lead applicant and CCC co-applicant with Liverpool Heart and Chest Hospital > Bid successful - £5.3M awarded to Liverpool CRF | <ul style="list-style-type: none"> > Meeting with LUHFT, CCC and LHCH is being arranged to discuss successful bid and ways of working going forward as a partnership |
| Academic research | Increase the number of academic staff within the trust with the aim of securing a future BRC and CRUK Centre status | <ul style="list-style-type: none"> > 1 x Senior Lecturer to be appointed 09/2021 | <ul style="list-style-type: none"> > Scoping exercise carried out to determine strengths and opportunities for development of radiotherapy at CCC - clear need for academic leadership > BRC bid was submitted in October 2021 - CCC listed as a collaborator on five work streams | <ul style="list-style-type: none"> > Discussions between senior CCC and the UoL colleagues taking place > Invite to interview on 4th April 2022 received. Mock interviews taking place 17th and 30th March 2022. > Final decision expected in May 2022 |
| Academic research | Support and foster an environment for growth in academic oncology | <ul style="list-style-type: none"> > Research Rounds' fortnightly seminars by CCC researchers, and University scientists to foster and re-invigorate a research community at CCC | <ul style="list-style-type: none"> > 12-month anniversary of Research Rounds in 12/2021 | <ul style="list-style-type: none"> > Clatterbridge Research Funding Scheme 2021/22 to be launched postponed until mid-2022 > Research@Clatterbridge day postponed in light of new COVID-19 restrictions |
| Academic research | Expand the clinical research fellow programme | <ul style="list-style-type: none"> > 1 x Clinical Research Fellow to be appointed 09/2021 | <ul style="list-style-type: none"> > Clinical Research Fellow appointed and started in post 11/2021 | <ul style="list-style-type: none"> > Second Clinical Research Fellow post to be appointed 11/2022 |

| Theme | Commitment | June 2021 | March 2022 | Next |
|-------------------------------------|--|--|---|--|
| Academic research | Increase research in advanced radiotherapy techniques | > Radiotherapy research strategy under development | > Scoping exercise carried out to determine strengths and opportunities for development of radiotherapy at CCC > Clear need for academic leadership | > Discussions between senior CCC and UoL colleagues taking place |
| Academic research | Explore and develop research collaborations ^{◇◇} | > LCRI endorsed by Trust Board October 2021 > Continue to support LCRI activities through representation on the LCRI Partnership Board and Leadership Committee > Supporting the development of the Liverpool Health Partners (LHP) cancer programme | > LCRI Symposium held 11/2021 - CCC representatives presented at the event and attended > Discussions have taken place with The Crick Institute regarding potential opportunities for collaboration > Scoping meetings have taken place with Crick to determine areas of mutual benefit | > Continuing support for the development and refresh of the LHP cancer programme > Follow-up Crick meeting scheduled for early 2022 |
| Allied health professional research | Expand medical physics based research in line with development in imaging and radiotherapy techniques | > Increased trials using imaging and radiotherapy | > Increased trials using imaging and radiotherapy | > Initiate discussions through the Clatterbridge Committee for Research Strategy |
| Allied health professional research | Invest to promote research awareness and participation within other non-medical areas such as pharmacy, nursing, AHPs and IM&T | > Research Rounds' fortnightly seminars by CCC researchers, and University scientists to foster and re-invigorate a research community at CCC | > 12-month anniversary of Research Rounds in 12/2021 | > Clatterbridge Research Funding Scheme 2021/22 postponed until mid-2022 > Research@Clatterbridge day postponed in light of new COVID-19 restrictions |

Be digital | Deliver digitally transformed services, empowering patients and staff

| Theme | Commitment | June 2021 | March 2022 | Next |
|------------------|------------------------------|---|--|--|
| Digital strategy | Develop our digital strategy | <ul style="list-style-type: none"> > Be Digital sessions facilitated by Cube Creative November and December 2020 > "Day in your Life" sessions with Health Care International (HCI) with staff around systems and processes > HCI Group have spoken to over a hundred staff in the Trust covering clinical and administration roles in Meditech | <ul style="list-style-type: none"> > Health Care International review complete and an extensive findings document has been received > Digital Team, CCIO and CNIO to review the HCI recommendations > Findings and recommendations presented to Digital Board in December 21, highlighting a focus on six key areas within the Electronic Patient record > Executive Leads workshop held to understand the scale of the programme within the Trust > Work has commenced around ambitions within the 5 year plan, namely Robotic Process Automation (RPA) and Remote Monitoring work > Drafting of full strategy underway | <ul style="list-style-type: none"> > Review and agree programme of work developing a resource plan and supporting business case > Transformation programme of work to be established to support the HCI findings and EPR Optimisation > Pilots on RPA and Remote monitoring are underway > Full strategy to be presented |
| Digital strategy | Achieve HIMSS level 7 status | <ul style="list-style-type: none"> > Work commenced with HIMSS for self-assessment of level 7 requirements > The Digital Team have engaged with the Electronic Medical Record Adoption Model (ERAM) Team to undertake at level 6 and 7 HIMSS gap analysis | <ul style="list-style-type: none"> > To achieve HIMSS 6 & 7 the Trust was dependant on the latest software upgrade to its EPR, Priority Pack 42 (PP42) - PP42 was successfully deployed in December 2021 > Work continues in preparation with HIMSS self-assessment along with preparatory discussions with the external HIMSS assessment assessors | <ul style="list-style-type: none"> > Complete self-assessment for level 6 |

| Theme | Commitment | June 2021 | March 2022 | Next |
|---------------------------------|--|---|--|--|
| Delivering digital for patients | Engage with our patients to design solutions through co-production | <ul style="list-style-type: none"> > Co-production pre Covid taken place with our patients around Patient Held Records (PHR) to co-design solutions | <ul style="list-style-type: none"> > NHSX launched What Good Looks Like Framework 31/8/21, updated in October 21 > Framework builds on progress through the pandemic and ensures strong foundation in digital practice - one of the 7 success measures is around empowering citizens > Framework presented to Digital Board in September 21 > Self-assessment completed in November 21 with a wide range of key stakeholders in the Trust > Digital Team working with patient engagement lead and PIEG around ensuring patient engagement is aligned with national digital ambition > Self-assessment shared with Liverpool Place for alignment with ICS strategy > Work continues with Patient Held Records (PHR) testing within the live PHR environment commenced December 21 | <ul style="list-style-type: none"> > Set an action plan for the Trust on the seven factors of success within the "What Good Looks like Framework" > Pilot started in January 2022 with Teenage and Young Adult cohort. Successful pilot with patients receiving an email to inform them to log onto PHR and review clinical correspondence within the digital platform. The process of not reviewing the letters within the agreed timeframe was also tested and a paper copy was sent as planned. |

| Theme | Commitment | June 2021 | March 2022 | Next |
|---------------------------------|---|--|---|---|
| Delivering digital for patients | Expand use of telehealth and other new technologies to keep individuals connected with health professionals and support the delivery of care closer to home | <ul style="list-style-type: none"> > Attend Anywhere is fully rolled out and training complete with all clinicians and administration staff > Patient feedback in review along with clinician feedback - CCC early adaptor of Patient Held Record | <ul style="list-style-type: none"> > Attend Anywhere still being used > Successful bid made to the elective recovery fund to enhance the use of the hotline services and provide remote monitoring to support the tracking of symptoms and side effects > Planning work underway to review remote monitoring technologies already in use within C&M including virtual wards > Current available technologies for remote monitoring reviewed and evaluated for pilot | <ul style="list-style-type: none"> > Commence pilot March 22 and Q1 2022 > Work with divisions to review use of Attend Anywhere and increase usage where relevant |
| Delivering digital for patients | Work with other to develop a single digital access point for patients across Cheshire and Merseyside that gives patients access to their electronic records | <ul style="list-style-type: none"> > The Trust is feeding data into e-exchange, also known as share2Care, which contains patient level data for Trusts across Cheshire & Merseyside > CCC has been an early adopter of this platform > The Trust is also feeding data into CIPHA (Combined Intelligence for Public Health Action) > The Trust is also an early adopter of system wide Patient Held Record (PHR) initiative that will, in the future, utilise the data that is currently within Share2Care > The PHR will be accessed via a single NHS login, enabling patients to access their own health records, correspondence and appointments > It will also include an ecosystem of apps- so that the patient has one place to go to access all of the health care records | <ul style="list-style-type: none"> > Trust continues to work with colleagues across C&M and are utilising Patient held Record (Amity), Combined intelligence for Public Health Action (CIPHA) and eXchange > This now falls within the new ACE platform as part of the C&M Strategy which is moving to Full Business Case stage > The Patient Held Record has been tested in December 21 Pilot started in January 2022 with Teenage and Young Adult cohort. Successful pilot with patients receiving an email to inform them to log onto PHR and review clinical correspondence within the digital platform. The process of not reviewing the letters within the agreed timeframe was also tested and a paper copy was sent as planned. | <ul style="list-style-type: none"> > Continue to work on clinical use case within CIPHA for CCC > Continue to share data sets with CIPHA and eXchange > Continue to work with Regional team on PHR developments to roll the service out further |

| Theme | Commitment | June 2021 | March 2022 | Next |
|-----------------------------------|---|---|--|--|
| Delivering digital for patients | Give patients access to assistive technology, including remote monitoring | <ul style="list-style-type: none"> > CCC patients are linked into early adopter of the Patient Held Record (PHR) solution, giving patients access, through a single NHS log in, to an ecosystem of apps | <ul style="list-style-type: none"> > Successful bid for remote monitoring pilot > Current available technologies reviewed and evaluated with clinical teams | <ul style="list-style-type: none"> > Implement remote monitoring pilot |
| Delivering digital for our people | Empower and equip our workforce with digital skills to become fully agile and digitally connected to the wider health and social care environment | <ul style="list-style-type: none"> > Trust wide digital champions identified departmentally for MS Teams > Training plan with workforce and OD around Meditech in development ensuring clinical skills is aligning to clinical systems > Workforce & OD offer of digital skills passport to support basic generic competencies | <ul style="list-style-type: none"> > Full review underway with Digital and Organisational Development - programme of work managed through Digital Board > Digital skills literacy programme to be launched by HR & OD colleagues > "Support People" within the nationally launched "What Good Looks Like Framework" sets out standards around digital literacy | <ul style="list-style-type: none"> > Continue with Training review > Develop Action Plan for What Good Looks Like framework to be monitored through Digital Board > Ensuring the "Supporting People" element is developed across the Trust > Successful Health Education England bid in March 2022 for upskilling clinical workforce Fund. Enabling technologies successfully bid for. Procurement in progress |
| Delivering digital for our people | Enable our people to make intelligence-driven decisions and have access to the right digital tools | <ul style="list-style-type: none"> > Roll out of BI Tools/Dashboards in progress | <ul style="list-style-type: none"> > Dashboards rolled out and continue to be developed - dedicated awareness programme in development | <ul style="list-style-type: none"> > Awareness programme to be delivered > Statistical Process Control (SPC) to be embedded into Trust IPR in May (April Data) |
| Delivering digital for our people | Embed strong clinical digital leadership | <ul style="list-style-type: none"> > The Digital Team works closely with the Trusts Chief Clinical Information Officer (CCIO) and has recently recruited to a new post of Chief Nursing Information Officer (CNIO) role who will join the team in July 2021 > The team hosts a Digital Pharmacy team that is led by the Chief Medicines Information Officer | <ul style="list-style-type: none"> > Associate Chief Clinical Information Officer now in place to support CCIO role > Clinical Digital Leadership now comprises of CCIO, Associate CCIO, Chief Nursing Information Officer (CNIO), Clinical Safety Officer and Chief Medicines Information Officer (CMIO) | <ul style="list-style-type: none"> > Strong Digital Clinical Leadership in place supporting CIO and Digital team - continuous review |

| Theme | Commitment | June 2021 | March 2022 | Next |
|--|--|---|--|---|
| Be driven by intelligence | Establish a true business intelligence function | <ul style="list-style-type: none"> > The Business Intelligence (BI) function has now been created and all positions have been filled > Engagement is taking place to embed BI into all working day practices | <ul style="list-style-type: none"> > Work continues to integrate CET into BI function | <ul style="list-style-type: none"> > Review roles and responsibilities of CET with Quality function |
| Be driven by intelligence | Deliver a new data warehouse and a single set of data visualisation tools | <ul style="list-style-type: none"> > Single Data Warehouse delivered which currently includes data from ESR, Datix-Web, Meditech, IPM and CUR Systems > Power BI and SSRS are the chosen visualisation tool in place > The roll out and awareness and engagement of dashboards is in progress | <ul style="list-style-type: none"> > Work continues with development of dashboards and programme of work is managed through Digital Board > Further data sources continue to be added to the data warehouse which include PADR and Perfect ward data | <ul style="list-style-type: none"> > Work continues with awareness raising around use of data and utilisation of dashboards to inform decision making > Review of IPR work is underway including incorporation of statistical process control (SPC) |
| Be driven by intelligence | Share data across Cheshire & Merseyside as part of the CIPHA programme | <ul style="list-style-type: none"> > Feeds are going into CIPHA which include real time HL7 messages for Demographics, Inpatient ADT and Outpatient appointments > Vaccine workforce data also being included for vaccination programme | <ul style="list-style-type: none"> > Pilot for Clinical Use case for CCC has been agreed by the CIPHA programme Board > The new Associate CCIO along with Head of BI are leading this work | <ul style="list-style-type: none"> > Continue to share CIPHA data sets and progress the clinical use case for predictive analytics |
| Secure and robust digital infrastructure | Work with partners to deliver a 'cloud first' approach to our digital infrastructure | <ul style="list-style-type: none"> > A private cloud has been developed with Alder Hey and Liverpool Women's, is now live and serving the Meditech environment | <ul style="list-style-type: none"> > Continuing to migrate corporate assets to the hybrid cloud solution > Simultaneously working with 3rd party to build Azure landing platform for next phase of cloud adoption > This will enable the future alignment into public cloud for Clatterbridge assets | <ul style="list-style-type: none"> > Complete the migration into the hybrid cloud solution in a safe and coordinated way > Complete the build of the Azure landing platform, and begin transition planning for 23/24 > Train the technical team in the use of Azure services, to support the organisations assets |

| Theme | Commitment | June 2021 | March 2022 | Next |
|--|--|---|--|--|
| Secure and robust digital infrastructure | Achieve Cyber Essentials Plus status | <ul style="list-style-type: none"> > The Trust has renewed its cyber highway subscription and the Cyber team are undertaking a gap analysis of steps to achieve Cyber Essentials Plus (CE+) accreditation | <ul style="list-style-type: none"> > Preliminary gap analysis has been performed on ISO27001 > The team is currently evaluating this report to build a programme of works to facilitate IS27001 adoption and compliance > CE+ will be absorbed as part of this programme | <ul style="list-style-type: none"> > Agree programme of works, resourcing and funding to achieve ISO27001 |
| Secure and robust digital infrastructure | Embed collaboration tools to support better communication and collaboration across our sites | <ul style="list-style-type: none"> > Microsoft Teams deployed to all workstations in the organisation > CCC are leaders in the use of Microsoft Teams > All meeting rooms are now furnished with collaboration technology | <ul style="list-style-type: none"> > Clatterbridge leverage Microsoft teams heavily as standard processes since 2020 > This is now fully embedded within the organisation | <ul style="list-style-type: none"> > Collaborate with MDT coordinators to ensure they have Cloud Video Interoperability (CVI) enabled on their accounts, to enable other organisations who may not be harnessing Microsoft Teams to be able to connect into teams hosted MDTs > CCC Digital will working closely with CAMRIN to drive this forward |

Be innovative | Be enterprising and innovative, exploring opportunities that improve or support patient care

| Theme | Commitment | June 2021 | March 2022 | Next |
|--|--|--|---|---|
| Build the capacity, capability and culture to support innovation | Develop an innovation strategy to encapsulate how we will build the capacity, capability and culture to support innovation | <ul style="list-style-type: none"> > Funding secured through the Research Strategy for an Innovation Manager and Clinical Director of Innovation > Intellectual Property Policy approved at May 2021 TEG | <ul style="list-style-type: none"> > Innovation Manager appointed 11/2021 > Clinical Lead for Innovation appointed 02/2022 | <ul style="list-style-type: none"> > Scope out areas of innovation already taking place > Develop relationships with external innovation agencies and peers > Develop Innovation Strategy for the Trust |
| Build the capacity, capability and culture to support innovation | Establish an Innovation Fund | <ul style="list-style-type: none"> > £150k secured through The Clatterbridge Cancer Charity | <ul style="list-style-type: none"> > Bright Ideas scheme launched 09/2021 ~ 50 ideas submitted and reviewed to date > Funding awarded to first projects > A communication is prepared monthly on a bright idea submitted | <ul style="list-style-type: none"> > Continue to review bright ideas monthly > Review process for bright ideas that may need significant resource |
| Improving patient care through innovation | Expand the Clatterbridge in the Community programme | <ul style="list-style-type: none"> > Expanding from 5wte up to 10wte nurses this year and opening additional hub at CCC-A | <ul style="list-style-type: none"> > Service has expanded beyond 10 WTE treating nurses > Currently nearly 60% of all eligible treatments approved for CIC use > Service promoted with SRG leads and interest shown from a range of other patient groups, including gynae and head and neck patients > Starting to treat HO patients at home in the near future > Aintree hub delayed due to issues with the delivery of our new lease cars | <ul style="list-style-type: none"> > Continue to expand range of service to other patient groups > Open Aintree hub once delivery taken of new lease cars |

| Theme | Commitment | June 2021 | March 2022 | Next |
|---|--|--|--|--|
| Improving patient care through innovation | Introduce model of stratified outpatient follow-up | <ul style="list-style-type: none"> > Patient-initiated follow-up based on risk stratification > Stratified outpatient follow-up in place for breast cancer – now extended to prostate | <ul style="list-style-type: none"> > Stratified outpatient follow-up in place for breast cancer Central, North, South, prospective not retrospective for East (400+ stratified) > Now extended to include prostate Central, South, North, East (800+ on tracker) > Extended stratified follow-up to haemato-oncology (150 patients stratified) | <ul style="list-style-type: none"> > Work with partners to translate broad national guidance and targets into appropriate clinical pathways for CCC patients > Identify further SRGs for PIFU as per CMCA guidance > Ensure that PIFU is in place for major outpatient specialties |
| Improving patient care through innovation | Sustain and embed the use of telemedicine in outpatient care beyond Covid-19 | > SRG recovery plans produced outlining return to activity and the proportion that will remain virtual | <ul style="list-style-type: none"> > SRGs have embedded a mixed model of telemedicine and face to face as required > Consistently achieve the target of 75%/25% remote telehealth target | > SRG Annual Reports to monitor KPIs including telemedicine |
| Improving patient care through innovation | Explore concept an 'innovation bunker' on the CCC-Liverpool site ** | > Work yet to begin | > Work yet to begin | > Review relevance of commitment to explore this idea and reword in future reports as necessary |
| Subsidiaries and joint venture | Develop and grow our subsidiaries and joint venture | <ul style="list-style-type: none"> > PropCare is developing a 3-5 year business plan to include succession planning and further explore opportunities to support partner trusts > CPL currently supported by project manager with scope to review internal processes and consider opportunities to optimise logistics and productivity | <ul style="list-style-type: none"> > New PropCare Managing Director in post > New lead for private patient joint venture (PPJV) appointed > Findings of CPL review presented to Trust and implementation of recommendations underway | <ul style="list-style-type: none"> > Plans to be developed by new leads for PropCare and PPJV > Continue implementation of recommendations from CPL review |

| Theme | Commitment | June 2021 | March 2022 | Next |
|-----------------------|---|-------------------|--|--|
| Explore opportunities | Explore commercial opportunities or opportunities to enhance and strengthen patient care or our national and international reputation and brand | > Ongoing process | <ul style="list-style-type: none"> > Approval received from NHS England for development of a CAR-T therapy service at CCC-L > Initial meetings with CAR-T partners underway > Initial discussions held with clinical team at STHK regarding possible collaboration in skin service for keloid scarring | <ul style="list-style-type: none"> > Establish project structure and governance for CAR-T therapy service development > Continue to work with STHK skin team on keloid development |

List of acronyms used

| | | | | | |
|--------|---|--------|---|-------|--|
| AHP | Allied Health Professional | FoSH | Federation of Specialist Hospitals | ODN | Operational delivery network |
| ANP | Advanced nurse practitioner | FFT | Friend and family test | OSC | Overview and scrutiny committee |
| AO | Acute oncology | FTSU | Freedom to speak up | PADR | Performance appraisal and development review |
| AQuA | Advancing Quality Alliance | HCI | Health Care International | PEIG | Patient Experience and Inclusion Group |
| BI | Business intelligence | HCP | (Cheshire & Merseyside) Health and Care Partnership | PHR | Patient held record |
| BRC | Biomedical Research Centre | HEE | Health Education England | PIFU | Patient initiated follow-up |
| C&M | Cheshire and Merseyside | HIMSS | Healthcare Information and Management Systems Society | PMO | Programme Management Office |
| CAMRIN | Cheshire and Merseyside Radiology and Imaging Network | HO | Haemato-oncology | PPJV | Private patient joint venture |
| CAR-T | Chimeric antigen receptor T-cell | IM&T | Information management and technology | PREMs | Patient reported experience measures |
| CCG | Clinical commissioning group | IoM | Isle of Man | QI | Quality improvement |
| CCIO | Chief Clinical Information Officer | IR | interventional radiology | RCP | Royal College of Physicians |
| CCRS | Clatterbridge Committee for Research Strategy | JACIE | Joint Accreditation Committee of the International Society for Cellular Therapy (ISCT) and the European Group for Blood and Marrow Transplantation (EBMT) | RDS | Rapid diagnostic service (was rapid diagnostic centre – RDC) |
| CDC | Community diagnostic centre (was community diagnostic hub – CDH) | KLOE | Key line of enquiry | R&I | Research and innovation |
| CDU | Clinical Decisions Unit | KPI | Key performance indicator | RPA | Robotic process automation |
| CE+ | Cyber essentials plus | L&OD | Learning and organisational development | SABR | Stereotactic ablative radiotherapy |
| CEO | Chief Executive Officer | LCR | Liverpool city region | SACT | Systemic anti-cancer therapy |
| CET | Clinical effectiveness team | LCRI | Liverpool Cancer Research Institute | SLA | Service level agreement |
| CIC | Clatterbridge in the Community | LeDeR | A service improvement programme for people with a learning disability and autistic people | SPC | Statistical process control |
| CIPHA | Combined Intelligence for Public Health Action | LHCH | Liverpool Heart and Chest Hospital NHS Foundation Trust | SRG | Site reference group |
| CIO | Chief Information Officer | LHP | Liverpool Health Partners | SRO | Senior responsible officer |
| CMAST | Cheshire & Merseyside Acute and Specialist Trust Provider Collaborative | LUHFT | Liverpool University Hospitals NHS Foundation Trust | STHK | St Helens and Knowsley Teaching Hospitals NHS Trust |
| CMCA | Cheshire and Merseyside Cancer Alliance | MDT | Multidisciplinary team | TEG | Trust Executive Group |
| CMIO | Chief Medicines Information Officer | NHSE/I | NHS England/Improvement | TfC | Together for Children |
| CNIO | Chief Nursing Information Officer | NWPQA | North West Pharmaceutical Quality Assurance | TMA | Transitional monitoring approach |
| CNS | Clinical nurse specialist | OD | Organisational development | TUPE | Transfer of Undertakings (Protection of Employment) |
| CPL | Clatterbridge Pharmacy Limited | | | TYA | Teenage and young adult |
| CQC | Care Quality Commission | | | UoL | University of Liverpool |
| EDI | Equality, diversity and inclusion | | | WTE | Whole time equivalent |
| EPR | Electronic patient record | | | WUTH | Wirral University Teaching Hospital NHS Foundation Trust |
| ESR | Electronic staff record | | | | |