



PATIENT EXPERIENCE & INCLUSION ANNUAL REPORT 2020/21



CHIEF NURSE'S STATEMENT ON PATIENT EXPERIENCE

On behalf of the Trust Board and staff working at The Clatterbridge Cancer Centre NHS Foundation Trust (CCC), I am delighted to present our Patient Experience & Inclusion Annual Report for 2020/21.

The world changed fundamentally while we were getting ready to open the new cancer hospital in Liverpool (CCC-L) in June 2020. The response of our teams to the challenges posed by the COVID-19 pandemic has been unprecedented. I am very proud that the commitment and dedication of our staff ensured the provision of non-surgical oncology services for our patients continued during this difficult time. We quickly adopted new innovative ways of working and collaborated across the Cheshire and Merseyside system to make the changes necessary to keep our patients, staff and visitors safe, involved and informed.

Despite the pandemic we have continued to develop our services and make improvements to patient experience throughout 2020/21. Excellent examples of this include the integration of solid tumour and haemato-oncology services, the recruitment of an additional 100 volunteers to support service expansion into the new cancer hospital situated in Liverpool city centre and the continuation of the delivery of innovative treatments to patients in their own homes or place of work.

The Trust was shortlisted for a number of HSJ awards for the Enhanced Supportive Care service (ESC) and cardiovascular implantable

electronic device (CIED) monitoring in Radiotherapy. In addition, we were highly commended in the 'Changing Culture' category of the HSJ Patient Safety Awards 2020 in recognition of our work to learn from deaths to ensure continued improvement of the quality and safety of care we provide. We were also finalists in the RCNi Excellence in Cancer Research Award.

Our services and Patient Experience team continue to lead the way nationally, delivering new innovative solutions to improve the quality of care and patient experience.

Our new hospital has become the hub of our Arts strategy, with a number of beautiful artworks commissioned by regional artists decorating the building and providing a welcome distraction to our patients, staff and visitors.

I would like to take this opportunity to thank our patients, patient/carer representatives, volunteers, governors and staff for the professionalism, expertise and commitment that has resulted in the many achievements during challenging times, evidenced in this report.



Joan Spencer
Chief Operating Officer/Interim Chief Nurse



THE CLATTERBRIDGE CANCER CENTRE (CCC) AT A GLANCE

We are a tertiary cancer centre, providing non-surgical cancer care to patients across Cheshire and Merseyside. Our reputation and specialist services attract national and international cancer patients. Our three specialist cancer centres are in Aintree, Liverpool and Wirral.

We also provide specialist systemic anti-cancer treatment clinics in four of Merseyside's district hospitals - St Helens & Knowsley, Warrington & Halton, Southport & Ormskirk, and Countess of Chester - making us one of the largest NHS providers of non-surgical cancer treatment for solid tumours and blood cancers. Our

clinical model also includes the provision of chemotherapy in the home and workplace.

Together, this enables us to provide a comprehensive range of inpatient care, acute oncology, radiology, advanced radiotherapy, chemotherapy and other systemic anti-cancer therapies including gene therapies and immunotherapies. We treat blood cancers and are host to the regional bone marrow transplant unit. We are also the only facility in the UK providing low-energy proton beam therapy to treat rare eye cancers.

What we do:

Tertiary non-surgical cancer care for the 2.4m people of Cheshire and Merseyside, including;

- We manage in excess of 250,000 patient contacts per year
- We care for over 35,000 patients per year
- We deliver over 65,000 Systemic Anti-Cancer Treatments (SACT) per year
- We deliver SACT at 7 geographical locations
- We deliver radiotherapy at our 3 centres
- We employ over 1,500 specialist staff
- We deliver outpatient care at 15 sites

Having delivered our previous five-year strategic plan, opening CCC-Liverpool and embedding our unique networked model of care, our attention for the next five years needs to be on maximising the benefits of these developments for patient outcomes and experience. To this end we have developed a new Five Year Strategic Plan 2021-2025 that will support our mission to drive improved outcomes and experiences for patients through our unique network of specialist cancer care across Cheshire and Merseyside.

NATIONAL SURVEYS

CQC Adult Inpatient Survey 2020

The National CQC Adult Inpatient Survey looks at the experiences of adults that have been an inpatient at an NHS hospital and involved 137 NHS acute and specialist trusts in England. The survey has been running since 2002 and is published annually. All eligible organisations in England are required to conduct the survey.

The Clatterbridge Cancer Centre was rated one of the six top hospitals in England by patients who took part in the survey and achieved an overall score of 9 out of 10.

Survey results for 2020 highlighted that The Clatterbridge Cancer Centre was one of just six hospitals nationally - and the only hospital in Cheshire & Merseyside - to achieve the 'Much better than expected' ranking. The 2020 survey

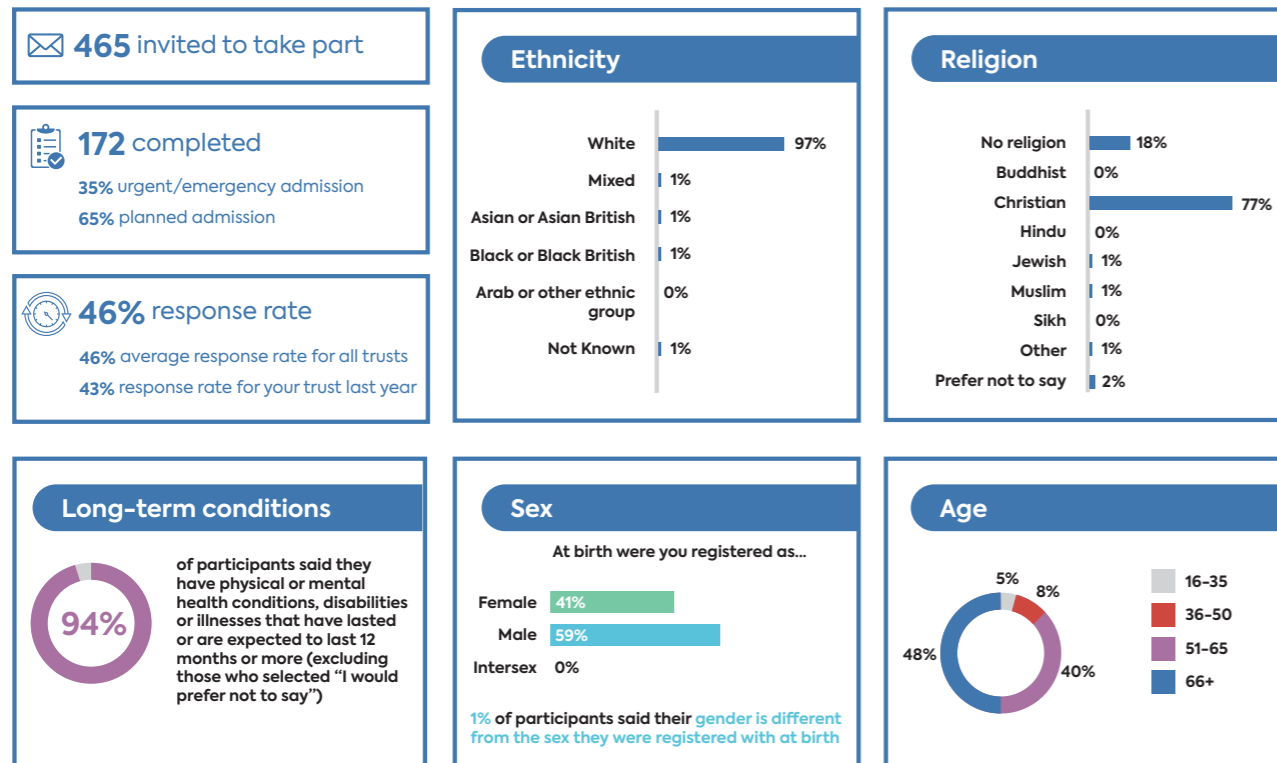
covered inpatient services at both Liverpool and Wirral sites.

The CQC use the results from the survey in the regulation, monitoring and inspection of NHS trusts in England. Survey data is used in the CQC's monitoring tools that provide inspectors with an assessment of performance in areas of care within an NHS trust that require attention. Survey data is also used to support CQC inspections. NHS England and Improvement also use the results to check progress and improvement against the objectives set out in the NHS mandate. These outcomes are then monitored by the Department of Health and Social Care.

Adult Inpatient Experience Survey 2020/2021 Key Summary Highlights

The Trust was identified as performing 'Much better than expected' with the proportion of respondents who answered positively to questions about their care across the entire survey significantly above the Trust average.

Patients not being disturbed by noise at night from other patients, patients being able to discuss their condition without being overheard and hospital staff discussing if any equipment or home adaptations were needed when patients were leaving hospital scored highly.



A small number of areas have been identified for improvement; for example, patients being able to take their own medication they brought to hospital when needed and patients being given written/printed information about what they should or should not do after leaving hospital.

An action plan to support these improvements in 2021/2022 has been developed and will be monitored via Divisional Quality & Safety Meetings with delivery assurance presented to the Trust Patient Experience and Inclusion Group (PEIG).

National Cancer Patient Experience Survey (NCPES)

The Trust also participates in the National Cancer Patient Experience Survey (NCPES) as this is an important part of the national NHS Cancer Programme that places patient experience on a par with clinical effectiveness and safety as a key strategic priority. It has been designed to monitor national progress on cancer care and drive local quality improvements. It is commissioned by NHS England and Improvement (NHSEI).

The 2020 survey was offered to trusts on a voluntary basis, with The Clatterbridge Cancer Centre opting to take part.

NCPES 2020 Key Highlights

At the time of writing this annual report the results for the NCPES 2020 were not available. However, an improvement plan will be produced to support any areas for development to ensure continuous improvement of CCC services.

Patient Experience and Public Involvement and Engagement Strategy 2019/21

The Patient Experience and Public Involvement and Engagement Strategy (PPI&ES) 2019-2021 was ratified by the Trust Board in January 2019. The strategy contained eight pledges to improve the experience of our patients, their carers and families. The Patient Experience & Inclusion Group (PEIG) receives monthly updates from the pledge leads on progress against each of the eight pledges.

Patient Experience Improvement Framework Workshop

This was facilitated by the National Patient Experience Lead at NHS England & Improvement (NHSEI). Six workshops conducted in Quarter 4 2020/21 have taken place and have supported CCC to conduct an in-depth review and diagnostic of where we are as a Trust regarding patient experience. This will facilitate the development and implementation of a plan that will ensure our patients, their families and carers have an "outstanding" experience when using CCC services.

Volunteer Workforce for Clatterbridge Cancer Centre Liverpool (CCC-L)

Background

Volunteers play a vital role in delivering services to the NHS and this is particularly so at CCC. The Trust recognises the huge role that our volunteers have in supporting patients, enriching patient experience and bringing communities together. We highly value the contribution they make, enhancing services and supporting staff. They are part of the hospital team that delivers an outstanding patient experience across all our sites.



Key Achievements

As we prepared to open the new hospital in Liverpool and in response to COVID-19, we undertook an active volunteer recruitment campaign that included:

- Request to local universities for volunteer support during COVID-19 pandemic
- Collaborative working with both Liverpool and Everton Football Club volunteers
- Managers to support the recruitment campaign
- Support from Healthwatch Liverpool in communicating volunteer recruitment to the third-sector community. Liverpool Community Voluntary Service (LCVS) picked up the advert via Healthwatch Liverpool and advertised for volunteers in the LCVS Bulletin
- Volunteer recruitment advert on social media and in Liverpool Echo in April 2020
- Recruitment of over 104 volunteers during the COVID-19 pandemic
- Recruitment of a full-time volunteer coordinator
- Development and delivery of a programme of recruitment and induction/education/development for the volunteer workforce at Liverpool
- Supported the operationalisation of CCC-L various departments and wards prior to the hospital opening
- Support for patients at self-check-in kiosks, meeting and greeting at the main entrance, ensuring hand gel and mask-wearing guidance is adhered to & signposting patients to their appointments
- Acting as a vital link between the wards and main reception for visitors dropping off items
- Providing free beverages to patients on Chemotherapy and Day units
- Access to and completion of the e-Learning for Healthcare (e-LfH) volunteer core skills training framework. This ensures that all volunteers undertake the training and development required for their role and successfully complete a transferable volunteer passport.

Aims and Next Steps

- Continue to build the CCC-L volunteer workforce and replace the students who volunteered during the pandemic but must now return to their full-time educational programmes
- Continue to recruit in readiness for a full volunteering service to commence across all sites and to achieve 100% mandatory training compliance for all CCC volunteers
- Further develop Family Volunteer Service, to include 'Chatter Buddies' – Always Events improvement initiative and inpatient TV non-clinical call triage and response 'Helping Hand' to reduce loneliness for inpatients

Always Events Programme



Background

This quality improvement programme supports CCC to ensure we are modelling the behaviours that make a positive difference to our patients first time, every time.

Always Events (AE) are defined as the aspects of the patient and family experience that should always occur when patients interact with healthcare professionals and the healthcare delivery system. NHSEI have been leading the

initiative to integrate AE into routine frontline services.

As AE are based on coproduction quality improvement, these fit perfectly with CCC's ambition to seek understanding as to what really matters to patients, people who use our services, their families and carers – and then co-design changes to improve experiences of care.

Key Achievements

We undertook an extensive review of key patient feedback received where patients told us what matters to them. The feedback was received during patient experience 'rounds' along with written feedback from various national and local surveys.

Examples of the patient feedback received included:

"The hospital was far better than any other hospital I have stayed in. It feels like a five star hotel and the staff are all 10/10."

"It is really lonely in hospital without visits from friends and family, I really miss someone to talk to."

"I don't mind waiting past my scheduled appointment time to see my Consultant, however communication regarding waiting times in the Outpatient Department and reasons for delays would improve my experience."

"I loved the scouse, it was almost as good as mine at home. I'm very happy with the food service and all the staff are amazing."

This resulted in:

- Development of Always Event project methodology i.e. Set up & Oversight, Co-design and Testing, implementing and sustaining and spreading learning
- Establishment of an oversight team (PEIG) and Point of Care improvement project team(s) to co-create a Vision and Aims statement i.e. what are we trying to accomplish and what are the aims associated with the Always Events that matter to our patients
- Always Events awareness campaign communicated widely across CCC to both patients and staff
- Areas to celebrate were highlighted and areas for development identified which will be the focus of improvement projects in 2021/2022: for example, family volunteers to support patient isolation and improved communication in the Outpatient Department

PROGRESS AGAINST PATIENT EXPERIENCE AND PUBLIC INVOLVEMENT PLEDGES

To support the patient experience ambition, a number of key planned initiatives were delivered in 2020/21 (detailed below), with further pledge completion expected in 2021.

Mental Health and Wellbeing

Background

In 2019 we set a number of recommendations and actions to improve the mental health and wellbeing support to staff and patients.

Key Achievements

We worked with patients and providers of mental health services to further develop mental health awareness at CCC and improve patients' experiences and satisfaction with care:

- Provision of support to patients from mental health educated and skilled staff
- Signposting patients and carers to the support mechanisms available to them within and outside of the Trust
- Trained 18 staff in Mental Health First Aid to support colleagues and patients
- Introduced e-learning module on ESR for staff on Mental Health Awareness
- Two staff members underwent additional training to become Mental Health instructors
- Created an open and honest environment where mental health is supported.

Aims and Next Steps

We will incorporate mental health awareness in everything we do and continue to build on the 2019/2020 pledge foundations.

Digital Patient

Background

The Digital programme focused on enabling the digital patient and the agile clinician. Throughout 2020/2021 the digital team has continued to work with the Patient Participation Group (PPG), embracing digital technologies and innovation at CCC and across the wider Cheshire & Merseyside region.

Key Achievements

Along with the preparation for opening CCC-Liverpool and rapid digital enablement in response to the COVID pandemic, 2020/21 saw the introduction of:

- SMS Text Reminder for appointments and Friends and Family Test
- e-Consent to support written patient consent to treatment
- Video conference appointments for all new and some follow-up appointments where clinically appropriate via (Attend Anywhere app)
- Personal Health Record (PHR patient portal)
- Microsoft Teams supported the PPG sessions to continue to meet virtually
- Companion Wave 'Helping Hand' initiative to support non-clinical inpatient call bells

Aims and Next Steps

CCC engaged in the development of a regional shared data platform to support the COVID-19 response, providing Combined Intelligence for Population Health (CIPHA).

For all organisations, including The Clatterbridge Cancer Centre, this will support long term recovery, identify regional capacity issues and support mutual aid by linking NHS, social care and care homes.

The Trust's new Five Year Strategic Plan 2021-2025 will include a Digital strategic priority and outcomes, to deliver digitally transformed services, empowering patients and staff and enabling service transformation. CCC will continue to expand the use of Artificial Intelligence (AI), genomics and robotics to develop and enhance current treatments and services our patients receive.

Research and Clinical Trials

Move to Clatterbridge Cancer Centre - Liverpool (CCC-L)

The new hospital site in Liverpool has brought a huge opportunity to expand our research portfolio. As CCC-L is in the heart of the Knowledge Quarter this has helped foster links with researchers at the University of Liverpool and closer links with Liverpool University Hospitals NHS Foundation Trust (LUHFT). Since opening CCC-L, Research & Innovation (R&I) have:

- Established the trials clinical delivery service at CCC-L including an early phase trials clinic
- Embedded the new trials and biobank with expanded capacity to support complex clinical trials and prospective sample collection for research. This has enabled us to foster new collaborations with the Haemato-Oncology Diagnostics Service, the University of Liverpool and Liverpool Heart and Chest Hospital

- The new trials laboratory equipment and infrastructure can also now better support the Experimental Cancer Medicine Centres (ECMC) agenda and the prospective biomarker sample collection initiatives led by the Liverpool ECMC
- Established an Interventional Radiology service to support clinical trials. This would not have been possible without the move to the Liverpool site
- Co-localisation and integration of the delivery teams as the Haemato-Oncology Team moved from LUHFT into the CCC-L building, fostering strengthened team working
- Agile and flexible working across our R&I administrative base in Clatterbridge Cancer Centre - Wirral (CCC-W) and our clinical trials delivery at CCC-L

The year 2020 will long be remembered for the COVID-19 pandemic and the contribution of the NHS in the care of patients and delivery of the vaccine programme. This more than any other time has brought the essential nature of clinical research to the forefront. In the face of many challenges, R&I have delivered clinical trials to our patient population giving access to the most novel agents and therapies, access to research and choice of treatment pathway.

Research and Clinical Trials in 2020/21

Background

The COVID-19 pandemic presented the NHS with its greatest challenge across all healthcare sectors since its inception. The need for scientific and clinical research had never been stronger.

The Research and Innovation (R&I) Directorate confronted this head on, managing the research portfolio as understanding and knowledge increased on the virus and its action, providing system support through

the city region, acting both as Sponsor and Participating site for COVID-19 specific research, with the continued opening of critically important cancer trials and then recovery as rapidly and safely as possible. The clear focus was on both our patient and staff safety and wellbeing throughout all our activity and the welcome re-location to our new Centre of Excellence at CCC-L.

Key Achievements

- Opened 46 research trials and studies (52 given capacity and capability)
- 1,047 participants in research
- 12 trials and studies involving COVID-19 research
- Increased the number of clinician-led studies for which CCC acts as Sponsor with 8 trials and studies open and 10 in set-up
- 85% of clinical trials unpaused as part of COVID-19 recovery which has exceeded the national target
- Worked with Radiation Services and set up CCC's first ever Interventional Radiology
- Service based at CCC-L to support clinical trials
- Implemented a new PPI group to ensure patient voices and opinions are heard and acted upon in research
- Implemented the 'Research Rounds', a fortnightly set of presentations by CCC researchers and university scientists to foster and re-invigorate a wider research community at CCC
- R&I were finalists at the RCNi Nursing Awards 2020. Two teams were shortlisted for the 'Excellence in Cancer Research Nursing' category: Early Phase Trials Team and Research & Innovation Nursing Team.

Aims and Next Steps

We look forward to the implementation of the new 5-year research strategy and more successful outcomes for our patients in the coming year.

Arts and Health & Wellbeing

Background

Aim: To utilise the arts to benefit patients and staff health and wellbeing

Public art was one of a number of key elements integrated into the new Clatterbridge Cancer Centre - Liverpool (CCC-L) build to enhance the profile and raise awareness of the life-enhancing qualities of CCC-L. The architecture, interior design and public art for this iconic new building combine to add value, engage the public, and help instil confidence for patients in this dramatic new initiative. Public art supports wider wellbeing, distraction, and reassurance for patients from many different generations and backgrounds. Patients, their families and staff benefit from an enhanced environment that is uplifted by good design and a variety of engaging artwork.

As part of the arts and health strategy, an Arts Coordinator was recruited and commenced work in September 2020. The part-time role supports the design, implementation and review

of the Arts and Health programme at CCC, including artwork to enhance the environment across all CCC sites and arts activity and interventions for patients, staff and visitors.

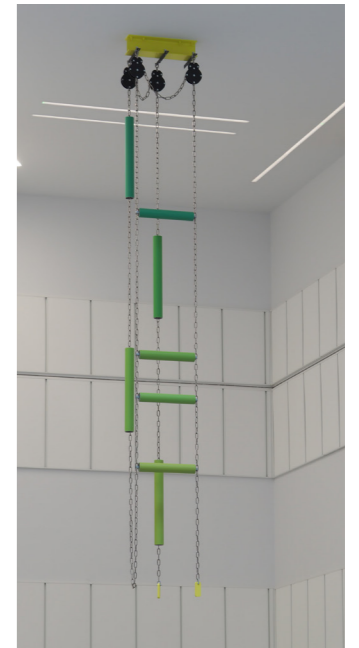
The Arts Steering Group (ASG) provides continuity to art commissioning throughout the Trust, and helps steer the wider arts and health programme.

The commissioned artworks were installed at CCC-L between Summer 2020 and Summer 2021. However, the original installation and production of the artwork was impacted by the COVID-19 pandemic.

Each floor at CCC-L has a tree motif and the **'Tree Levels'** aid wayfinding for patients and visitors around the building. Artist **Rachael Howard** created the motifs and explained: "I began with the strong and dependable oak tree focusing on its fruit, the acorn as a motif for the entrance level of the new Cancer Centre."



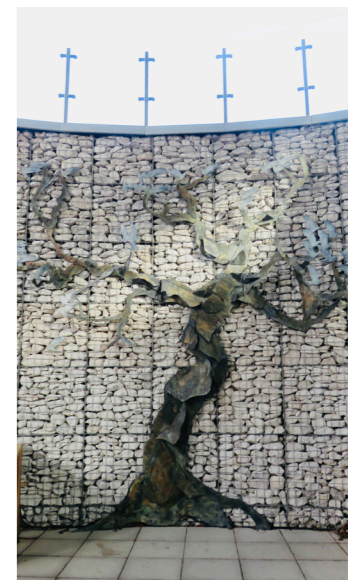
LIFT by Leo Fitzmaurice: Leo explained that his recent work has taken language as its focus and the way words are presented in the public spaces we visit. His commission was inspired by the light and architecture of the atrium space, and the wayfinding colours that denote each floor. This experience of light, space and colour are things that visitors and patients alike naturally respond to. His approach was to give people the opportunity to enjoy their environment in a new and uplifting way.



Our Melody Unwound by Liz West aims to create a new space within the building for exploration and discovery. It depicts and symbolises a physical and metaphorical meeting point of both colours and people within the space. Covering all the walls of atrium on Level M1 Outpatients, this immersive installation helps join together the different paths across the space. The visually rich multi-coloured stripes collectively become softer and gentler creating a mesmerizing mass when viewed from all angles. Our Melody Unwound appears to change and morph as you move around the space, encouraging you to follow the work around, with different perspectives offering intriguing colour ways and kaleidoscopic visuals.



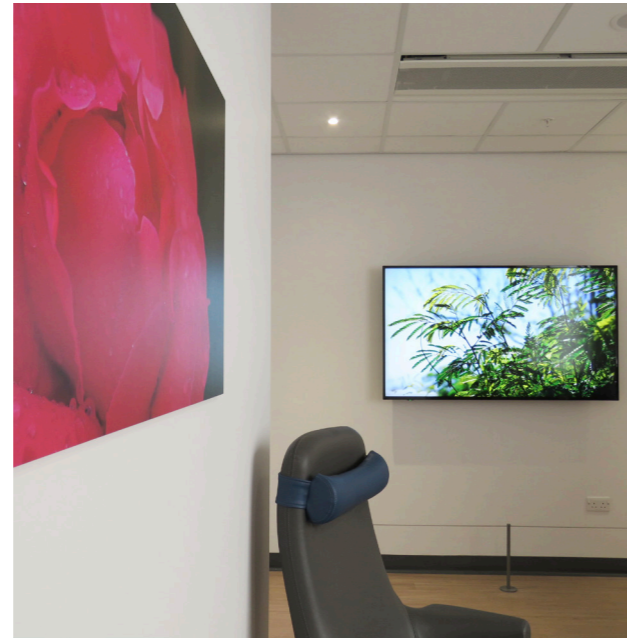
Primavera by Emma Rodgers is situated in the Winter Garden, Level M3 at CCC-L. The tree is hand sculpted and fabricated from stainless steel, painted with highlights of gold leaf. Details of the silhouettes of the leaves are layered to give the impression of light breaking through on a sunny day. Emma stated: "This piece denotes the season of early spring and the inspiration for the sculpture is from a phrase 'After the winter must come the spring'. I think this describes all life and nature simply but beautifully - growth, renewal, hope, love and also links to the Winter Gardens where it is sited."



Professor Sun Myint worked in collaboration with artists **Emma Rodgers** and **Gillian Kirby** to create **Timeline** on Level 0 Radiology imaging outpatients at CCC-L. Timeline reminds us of the events that took place along the journey of Clatterbridge from its inception as the first cancer hospital in Liverpool in the early 1860s. One of the most intriguing panels in Timeline is of a small blue medicine bottle found on the site when the contractors were digging the foundations for the new centre. Professor Sun Myint - a Consultant in Clinical Oncology with Clatterbridge - has been painting for over 50 years. He is a well established artist and exhibits regularly locally, nationally and internationally.



The multi-disciplinary artwork Blossom was made for the Reflection Room on Level 4 at CCC-L. Blossom was created by **Lin Holland, Jane Poulton and Stephen Heaton**. It includes a film-collage with soundtrack, a window screen and a suite of seven large photographs. The making of the work began in spring when the blossom trees were in full bloom, and continued throughout the coming months as the centre was nearing completion.



Our Space on the Teenage & Young Adults ward social space, Level 5 at CCC-L, **Rachael Howard** worked with patients, their families and staff to create a variety of artworks developed throughout a series of workshops. The workshops were delivered at the Teenage & Young Adults lunch club over a number of weeks. Participants tried techniques such as stencil screen printing and carbon printing low-tech approaches.



They also took part in a fun poetry workshop with renowned poet, John Hegley, to add a handwritten element to the design outcomes. Their work has been developed into designs for the social space. The wallpaper is a result of tree-themed acrostic poems made with John. This forms a backdrop to a series of framed posters and a variety of artworks made by patients in the workshops, some of which have been digitally reworked into repeat patterns. The intention is that the art will be refreshed and ever changing.

The arts activity programme has been impacted by the continuing COVID-19 pandemic. It has not been possible to have artist and musicians on site for performances, talks and workshops. We have implemented solutions by embracing digital capabilities and COVID-safe onsite activity including:

- A Christmas committee was formed to coordinate CCC Christmas 2020, organising Christmas trees, lighting and decorations for all sites and lighting for CCC-L, a 12 Days of Christmas calendar, 11 exclusive Christmas music videos available on demand on inpatient TV screens and shown across the '12 Days calendar' in public waiting area TV screens at CCC-L, Aintree and Wirral sites.

The videos included performances by **Kathryn Rudge, Allerton Brass, Mandi Fisher** and the CCC Staff band. **The Wandering Minstrels** (four staff musicians) performed live on 16th December at CCC-L and we had very positive feedback from patients and staff including one patient who said "it had made his day" and one patient who asked for a musical request which the band performed.



- Music in Hospitals and Care (MiHC) provided two exclusive CCC live streamed performances in December 2020 across all CCC sites. The virtual concerts have continued in 2021 with a virtual musical performance taking place on the last Wednesday of each month. A CCC staff member stated: "I'd like to say a huge thank you to the team who organise the monthly music concerts. To be able to take half an hour out of a busy working day and listen to some music was wonderful. The piece she played for me is very special. I was in floods of tears, but they were tears of joy! Thank you and keep up the good work."

Artist **Emma Rodgers** donated Christmas and Easter art activity packs for inpatients to decorate.



A digital baby grand piano was donated by **The Marina Dalglish Appeal**. The piano, the piano was installed in the foyer on Level M2 Main Entrance. The piano has pre-loaded instrumental music which plays during the day. Once COVID restrictions are lifted the piano will be utilised for music performances. One patient commented: "I noticed it when I came in. It's very serene, very relaxing. I love music like this." Another patient added: "I noticed it right away - I think it's lovely. It will soothe people."



LOOK BACK ON KEY PATIENT EXPERIENCE AND INVOLVEMENT INITIATIVES 2020/21

The response of our teams to the challenges posed by the COVID-19 pandemic has been remarkable. The commitment and dedication of our staff ensured the provision of non-surgical oncology services for our vulnerable cancer patients continued during extremely challenging times experienced by all.

The opening of our new flagship hospital in Liverpool was made even more special by a video message from HRH The Prince of Wales. The Prince's address was broadcast in the atrium of the new hospital and also to staff via Microsoft Teams. This was a special moment for

all our staff, celebrating the hard work achieved under unparalleled circumstances.

We have continued to develop oncology services and clinical pathways throughout 2020/21. Integration of solid tumour and haemato-oncology service provision was achieved in collaboration with Liverpool University Hospitals NHS Foundation Trust (LUHFT). It was also possible to expand our Clatterbridge in the Community service, allowing more patients to receive treatment in the comfort and safety of their own homes.

Learning Disability (LD) and Autism Strategy

In June 2018, the Learning Disability Improvement Standards for NHS trusts were developed. The standards, the first of their kind aimed solely at NHS trusts, are intended to help the NHS measure the quality of service provided to people with learning disabilities and/or autism.

These patients, along with their families and carers, should expect high-quality care

across all NHS services. However, numerous investigations and inquiries have found that all too often, this vulnerable group of people has a much poorer experience than the general population when accessing NHS care.

These standards provide a necessary benchmark against which all NHS trusts, be they universal or specialist, and will be able to measure the level and quality of their services.

There are three standards which apply to CCC each aimed at improving the care people receive. These include:

1. Respecting and Protecting Rights,
2. Inclusion and Engagement,
3. Workforce

In July 2020, a report was produced by NHS Improvement (NHSI) providing a baseline for the quality of care CCC is delivering to patients with a learning disability, autism or both. This report facilitated the creation of a Learning Disability (LD) improvement plan that has been fully implemented. The monitoring of this plan is undertaken by CCC's Safeguarding Committee on a quarterly basis.

In November 2020, the Trust submitted data to the NHSI Learning Disability Improvement Standards project. It included information

on policies, activity, the impact of the care delivered by the Safeguarding Team, service quality, outcomes and staff and patient surveys in relation to CCC patients with a learning disability and/or autism.

There has been great progress and achievements associated with the measures within the Learning Disability Improvement Standards since receiving our report in July 2020. The summary of these achievements/progress are detailed below.

Standard 1 Respecting and Protecting Rights

- a) The Trust is routinely offering the autism or LD Health passport to all patients identified to assist with reasonable adjustment care plans.
- b) The Trust has developed a short film detailing the radiotherapy journey of a person with a learning disability and/or autism. The aim is to develop a short film of a person's journey receiving chemotherapy next, as the outcome was so positive.
- c) The Trust employs a Safeguarding Practitioner who will support and advise staff that care for patients with a learningdisabled in receiving the correct treatment for their disease.

Standard 2 Inclusion and Engagement

- a) Cheshire & Merseyside Confirm and Challenge Group continues to support our ongoing work plan for LD/Autism. This involves members of the group engaging in the co-production of a chemotherapy journey which is utilised to support part of the reasonable adjustments we offer to our patients.
- b) An Easy Read version of a patient appointment letter has been co-produced with Cheshire and Merseyside Confirm & Challenge Group and approved for use within Trust.
- c) The Trust has not received any complaints, been involved in any investigations or mortality reviews within 2020-2021 involving patients with a Learning Disability or Autism.

Standard 3 Workforce

- a) The Trust has over 45 members of staff who have become Learning Disability Champions.
- b) The Trust's Learning and Organisational Development department uploaded the Cheshire and Merseyside wide approved 'LD/Autism Training' onto Electronic Staff Record. Compliance is currently above target compliance of 90%.
- c) The Trust has supported 4 LD student nurses on placement.
- d) CCC has recruited a safeguarding practitioner in September 2020. The postholder will support patients and staff concerning the needs of patients with LD/autism.



Key Priorities 2021/22

The following key priorities have been highlighted for the focus of learning disability and autism work in 2021/22:

- The Trust Safeguarding Committee will continue to drive and monitor the progress of the Learning Disability Improvements Standards.
- The Safeguarding team will review the recommendations from the NHSI Learning Disability Improvements when they are published later in 2021 and facilitate an action plan based on the recommendations of the report.
- The Safeguarding Committee will continue to monitor the compliance of LD training.

Dementia Strategy and additional needs

The Trust Dementia Strategy was ratified in April 2019 and sets out a three-year strategic plan for The Clatterbridge Cancer Centre NHS Foundation Trust (CCC).

2020/2021 was the second year of work undertaken to improve care for those people living with cancer and dementia and to improve the support for their carers and families.

Delivery of the strategy has made good progress with key achievements including:

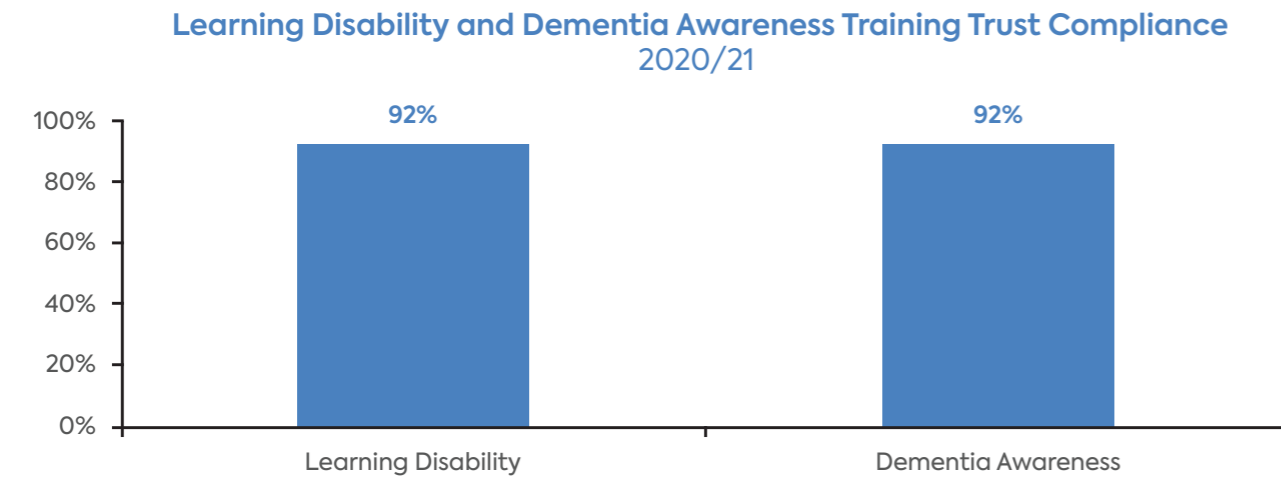
- The Dementia/Learning Disability and Autism Collaborative Group continues to make progress on delivering actions within the Strategy. Work is led by the Dementia Champions throughout the Trust.
- Dementia Awareness training compliance achieved above 90% target for all CCC patient-facing staff.
- Dementia Action Alliance benchmarking work completed across the Trust including all hubs.

The main focus of the current work plan has been improving the experience for patients with cancer and dementia and their carers/families whilst also facing ongoing challenges due to the COVID-19 pandemic.

Key Achievements

The sections below provide key areas of progress on the main objectives of the Dementia Strategy:

Training and Education – Dementia Awareness training compliance achieved above target of 90% for all patient-facing staff in 2020/21. Dementia Champion training offered to staff wishing to become champions in their department. Members of the Dementia / Learning Disability and Autism Collaborative Group have accessed external training: the Oliver McGowan training in Learning Disability & Autism for NHS staff.



An Improved Patient Journey – The Additional Needs Policy was revised due to changes in role responsibility and ratified at the Trust Safeguarding Committee in April 2021. Reasonable Adjustments and Disability Distress Audit Tool (DisDAT) audits were presented in January 2021 and re-audits are planned in 6 months’ time. The De-Escalation: Principles and Guidance (including Restraint guidelines) were developed and ratified in August 2020.

Dementia Friendly Environment – Members of the Service Users Reference Forum (SURF) were to be invited to visit CCC-L and complete the Kings Fund Dementia Environment Tool; however, this remains on hold due to the current COVID-19 restrictions. The Trust is therefore looking at alternative ways of completing the Environmental Tool virtually through digital means. Members of the Dementia/Learning Disability and Autism Collaborative Group have completed Dementia Action Alliance benchmarking work across Halton, Wirral and Aintree. The subsequent action plans were developed, progressed by the Group and monitored by the Trust Safeguarding Committee. Patient-Led Assessments of the Care Environment (PLACE) were deferred due to the COVID-19 pandemic; however, the Trust completed a PLACE Lite in the interim as a self-assessment in December 2020 and produced an action plan for improvement which has been completed.

Partnership Working – The Safeguarding Practitioner continues to meet virtually with the Liverpool Dementia Action Alliance (DAA) to be updated about dementia friendly projects and local facilities available in Merseyside and also SURF meetings to liaise with patients, carers and families about the work being completed in CCC.

Caring for Carers – The Oncology Social Worker and Safeguarding Practitioner can support and address the needs of carers of patients with additional needs. The Trust is in the process of developing a Carers Policy and involved in the development and launch of a regional Carers Passport to deliver the NICE guidance on supporting Adult Carers. During the COVID-19 pandemic, the Trust visiting policy has been revised to meet national guidance; however patients identified with additional needs such as dementia have been offered visiting via reasonable adjustments if required.

Raising Standards and promoting activities – Helping Hands is a new inpatient support on the patient TVs. A pilot commenced on Ward 2 in March 2021 that allows patients to access snacks, newspapers and so on remotely during their stay. The CCC-L Familiarisation App is under development to be utilised for Chemotherapy and Radiotherapy patients and aims to reduce anxiety before arriving for their treatment at CCC-Liverpool.

Next Steps and Aims for Year 3 (2021/22) Dementia Strategy

The key areas of work to be undertaken in the final year of the strategy will be:

- The Dementia Collaborative Group will continue to drive and progress the objectives within the Trust Dementia Strategy
- The Trust will continue to engage with the Dementia Action Alliance (DAA) and adoption of the Dementia Friendly Hospital Charter
- The Trust will continue to develop and implement a Carers Policy and Cheshire & Merseyside regional Carers Passport that will reflect John’s Campaign, which honours Dr John Gerrard, a doctor diagnosed with Alzheimers, and encourages carer involvement in patient care
- An easy read leaflet about patients attending as an outpatient and easy read complaints leaflet is to be introduced within the Trust
- The Trust will review and revise the current Dementia Strategy in 2022

Veterans and Armed Forces Community

Background

The Clatterbridge Cancer Centre currently holds Bronze Employment Recognition Scheme status, following the signing of the Armed Forces Covenant in 2019.

The Trust’s veteran programme is led by two people who drive and have a passion to improve services and opportunities for the Armed Forces Community, not only within the organisation, but by collaboration across Cheshire & Merseyside with the Armed Forces network. CCC has embraced the Veterans Covenant Healthcare Alliance programme and has tirelessly invested into embedding it throughout the organisation.

Key Achievements

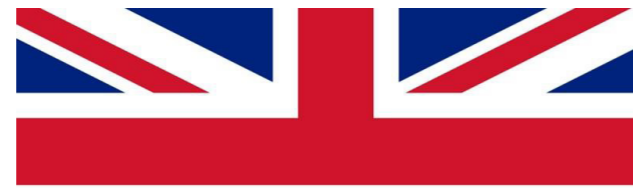
As a specialist service provider organisation, the patients and their families that use the services at The Clatterbridge Cancer Centre may not be geographically local to where their follow-up and rehabilitation treatment may be. In order to provide individualised support and signposting, the Trust has forged new links with the NW Transition, Intervention and Liaison (TILS) service, and a number of third sector charities, including The Royal British Legion, Walking with the Wounded (WWTW) and Help for Heroes.

The Trust has also collaborated with NHS England & Improvement Commitment for Carers programme, and is part of a working group within Cheshire & Merseyside that is developing a Carers Passport, with a focus on family carers of veterans, and veterans caring for family members who are living with a cancer diagnosis.

The Trust commemorates Remembrance Day annually, VE Celebrations in 2020 and Armed Forces Week.

Aims and Next Steps

The Trust will submit an application to VCHA next year to become a Veteran Aware Accredited Trust entitled to display the Veteran Aware logo to advertise to patients, families, carers and staff, and become the first VCHA Cancer Specialist NHS Trust in the Country.



ARMED FORCES DAY
SHOW YOUR SUPPORT



PLACE (PATIENT LED ASSESSMENTS OF THE CARE ENVIRONMENT)

PLACE is a system for assessing the quality of the patient environment. It is an organisational voluntary self-assessment which takes place annually, and applies to NHS trusts, voluntary, independent and private healthcare providers.

PLACE assessments involve local people (known as Patient Assessors) going into hospitals as part of teams alongside staff. Patient assessors make up at least 50 per cent of the teams assessing how the environment supports the provision of clinical care.

In 2020, the PLACE assessment underwent a national review resulting in a significantly refined and revised question set. As the changes have been extensive, it is important to note that 2019 scores established a new baseline and are not comparable to earlier assessments.

PLACE Assessment

The PLACE assessment was undertaken across Clatterbridge Cancer Centre - Liverpool's inpatient wards during December 2020 led by PropCare (estates), ISS (food and domestics supplier) and the Trust's Head of Patient Experience & Inclusion supported by ward clinical staff, a dietetics representative and volunteer (patient) assessors. Due to ongoing COVID restrictions it was not possible to have external visitors on inpatient wards.

Cleanliness, Condition and Appearance – Overall the assessment team assessed the level of cleanliness, condition and appearance as high. This was especially pleasing to note during a pandemic. An ISS Assurance Manager is now in post to ensure audits across the ISS contract are completed in line with agreed KPIs.

Food - The provision of organisational food service is currently delivered by Integrated Service Solutions (ISS). Protected meal times across the inpatient wards at CCC-L are in place, clearly advertised and monitored by matrons and ward managers.

The assessment team undertook a food mealtime assessment, with overall scores assessed as very good. A couple of exceptions for particular meal options were highlighted during the assessment and this feedback has been raised with ISS and will form part of a planned menu review.

The overall mealtime final impression was that the assessment team were extremely pleased with the meals, particularly the variety of main meal options and presentation. The menu planning process was placed 'on hold' during the move to the Liverpool site and will be conducted during 2020/2021.

Other areas included: Privacy, Dignity and Wellbeing, Dementia Friendly Environment,

Access to CCC, Hand Hygiene and Equipment and also Television and Telephone Access. Following the PLACE assessment across CCC-L inpatient wards, the assessment team unanimously reported that they were very confident that a good level of patient care and experience is and will be delivered within the CCC-L environment. Due to the national changes in the PLACE question set, however, it is not possible to compare results from previous PLACE assessments.

Whilst areas for improvement have been noted and actioned, delays in accessing some materials will mean some actions will be addressed into 2021/22.

Full details of previous PLACE reports can be found here:

<https://digital.nhs.uk/data-and-information/publications/statistical/patient-led-assessments-of-the-care-environment-place>

FRIENDS AND FAMILY TEST (FFT) 2020/21

The NHS FFT is designed to be a quick and simple mechanism for patients and other people who use NHS services to give feedback that can be used to identify what is working well and to help improve the quality of any aspect of patient experience.

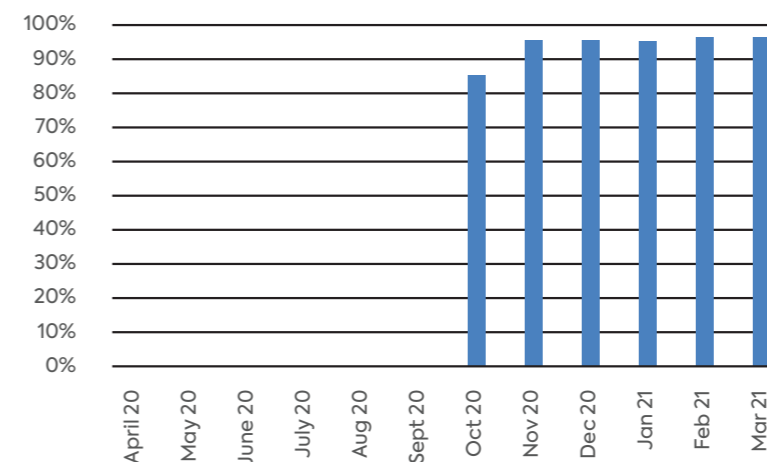
The NHS FFT is made up of a single mandatory question "Overall, how was your experience of our service?" followed by at least one open free-text question, so that people can tell us what they want us to know in their own words.

Hospitals should also make it as easy as possible for all patients and people using their services to use the NHS FFT to give feedback. It is important to hear from all patients, especially those who may need more help or support to give feedback. 2020 saw the introduction of FFT SMS text reminder, FFT available on inpatient TV screens, mobile tablet devices and an easy read online form is under development for the Trust website, ensuring FFT is digitally accessible for all.

During 2020/21* The Clatterbridge Cancer Centre received 10,473 (94%) responses from patients who rated their experience of care at CCC as being very good or good, with 9,317 free-text comments received. These were reviewed, monitored, celebrated and actioned by the Divisional Teams and Patient Experience & Inclusion Group (PEIG).

FFT responses are reviewed at a Divisional level by the operational teams and Trustwide level by the Patient Experience team on a monthly, quarterly and annual basis with areas of improvement highlighted and subsequent actions planned/taken. The information is also triangulated with complaints and PALS enquiries received.

2020/21 FFT Total Positive Rating (% positive)



*Please note that National FFT reporting closed in early March 2020 due to the COVID pandemic and recommenced January 2021; however CCC recommenced local FFT reporting from October 2020 onwards, capturing FFT responses for six months during 2020/21.

PATIENT ADVICE AND LIAISON SERVICE (PALS), COMPLIMENTS AND COMPLAINTS

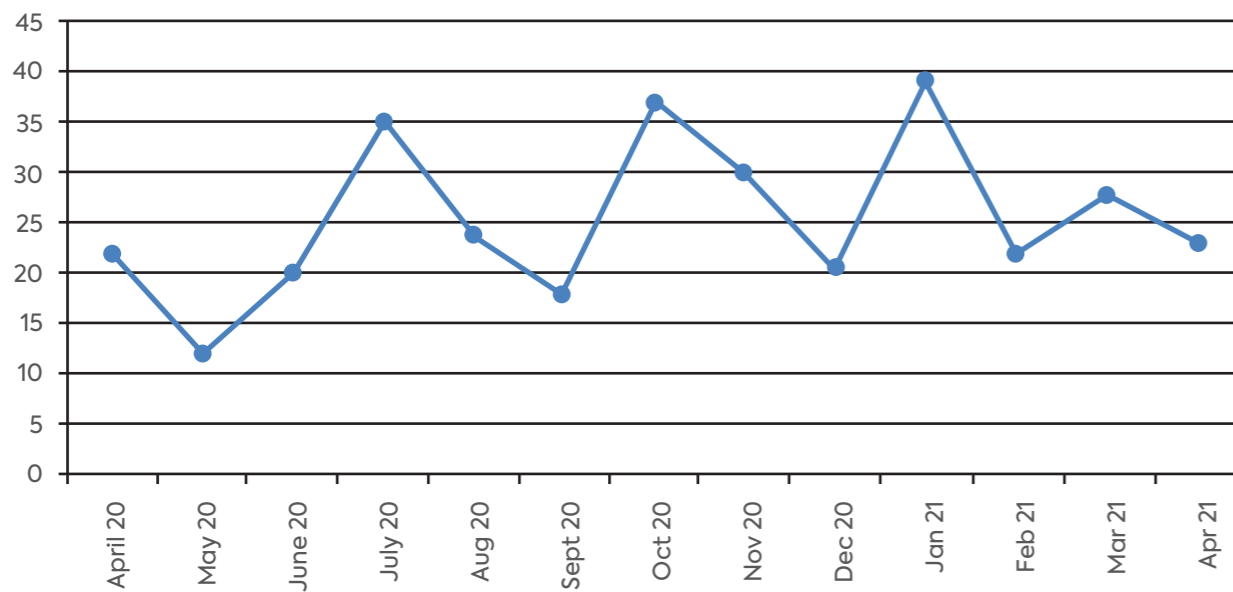
At The Clatterbridge Cancer Centre we triangulate PALS, Compliments and Complaints as well as other data sources, to understand and learn from identified themes and trends, to support consistent and continuous improvement.

PALS

In 2020/2021 a total of 337 PALS contacts were recorded, an increase from 315 in 2019/2020.

The number of PALS concerns received by month throughout 2020/2021 shows that there were spikes during July 2020 and October 2020. The move to CCC-Liverpool contributed to the higher numbers in July 2020 and the Haemato-Oncology inpatient move in September 2020 may have contributed to the spike evident in October 2020. However there were no trends identified in January 2021.

Total number of PALS concerns rolling year



Complaints

During 2020/21 a total of 33 formal complaints were received by the Trust; the number of formal complaints received/count of WTE staff (ratio) is 0.002.

By the end of 2020/21, 24 routine complaints and 2 complex complaints had been resolved. Despite having a refreshed process in place for complaints management, the Trust was not fully compliant with the internal target of responding to routine complaints within 25 working days and responding to complex complaints within 60 working days. However, all delays to complaint responses were discussed with the complainants and new response times agreed.

In February 2021 a full review of the complaints process was undertaken to understand the reasons for the delays. An action plan to strengthen the process was developed and agreed with all actions to be completed by June 2021.

Complaints by division 2020/21

	Acute Care	Integrated Care	Haemato-Oncology	Networked Services	Chemotherapy Services	Radiation Services	Corporate	Total
Apr 20	0	1	0	0	1	2	1	5
May 20	0	0	0	0	1	0	0	1
Jun 20	0	0	0	0	0	0	0	0
Jul 20	0	1	0	0	0	3	1	5
Aug 20	0	0	1	0	0	2	0	3
Sep 20	0	0	0	0	0	0	0	0
Oct 20	0	0	0	0	2	3	0	5
Nov 20	0	0	0	0	1	0	0	1
Dec 20	0	0	0	0	0	0	0	0
Jan 21	1	0	0	2	0	0	0	3
Feb 21	0	0	0	0	0	2	4	6
Mar 21	0	0	0	4	0	0	0	4
Total	1	2	1	6	5	12	6	33

Routine complaints resolved in 2020/21	Chemotherapy Services	Acute Care	Corporate	Networked Services	Radiation Services	Haemato-Oncology	Integrated Care
Apr 20	0	0	1	0	0	0	0
May 20	2	0	0	0	2	0	1
Jun 20	1	0	0	0	2	0	0
Jul 20	1	0	1	0	1	0	0
Aug 20	0	0	0	0	0	0	0
Sep 20	0	0	0	0	1	0	0
Sep 20	0	0	1	0	0	0	0
Nov 20	0	0	0	0	0	1	0
Nov 20	0	0	0	0	2	1	0
Jan 21	0	0	0	0	0	0	0
Feb 21	0	1	0	0	2	0	0
Mar 21	1	0	1	0	1	0	0

Lessons Learned from Complaints

Learning and actions taken as a result of the upheld and partially upheld complaints received in 2020/21 include:

- Cancer pathway delays are now escalated to the Divisional Clinical Director and Divisional Director for the service to ensure that any delays and issues with other organisations and services are addressed promptly
- There is now a daily report taken from the NHS Spine so patients' electronic health record can be updated contemporaneously
- A template to support the checking of all prescribed medicines has been developed to support ward rounds
- The clinic preparation Standard Operating Procedure (SOP) has been updated
- The 'lost to follow-up' report run by the admin team has been amended to ensure all non-consultant appointments are no longer taken into account when scheduling new or future follow-up appointments
- A review of the Acute Oncology service between CCC and Wirral University Teaching Hospital NHS Foundation Trust is planned



Compliments/Patient Testimonials

At The Clatterbridge Cancer Centre we continually strive for excellence within our services and are keen to know how we can improve. Below are just a few of the compliments (taken from the Trust website and from FFT) that we received in 2020/21:

March 2021 Inpatient Ward 2 CCC-L

From the time I arrived at the hospital I was impressed by the helpfulness of all the staff. The bright clean rooms, the feeling of being in safe knowledgeable hands was measuring.

February 2021 CCC-W Outpatients

As with all my contacts with the Clatterbridge Centre, I was given full and detailed explanations as to my condition and the possible way forward. This is always very reassuring.

February 2021 CCCW Outpatients

I had a beneficial telephone consultation. The person I spoke to was very helpful and listened to what I had to say.

Having finished chemotherapy at the end of November I wanted to leave a review to say how amazing Liverpool's Clatterbridge Cancer Centre and it's staff have been all the way through.

From my consultant, the specialist nurses, pharmacists and everyone on day ward, they have all been brilliant.

We are so lucky to have the Clatterbridge Centre and its staff in Liverpool.

Absolutely a centre of excellence. Every team member; from doctors to nursing staff to catering staff and cleaners, all go that extra mile to ensure you receive the best possible care.

Thank you for the support you've provided for my father. The service from all the staff at Delamere daycare unit is impeccable. Love care and attention.

PATIENT EXPERIENCE NARRATIVES

Emma's Story: 'Radio' Therapy

Emma Bond, 29, from Newton-Le-Willows, started hearing music in 2019 and couldn't understand why. At first clinicians thought it was down to stress, but further investigations found a neurological problem.

After attending A&E and speaking to her GP, Emma was sent for an MRI scan, which revealed she had a grade two tumour growing in her brain, causing her to hear music.

Emma said: "It was so bizarre: all of a sudden I started hearing music after my fiancé Edd and I had been celebrating our joint hen and stag do. I thought I was going mad. It felt like people were singing lyrics to me!"

"The care and support I've received from both hospitals has been incredible, I can't thank them enough. Even through all the changes because of the pandemic they have been attentive and helpful."

Dr Danielle Shaw, Consultant in Clinical Oncology at The Clatterbridge Cancer Centre NHS Foundation Trust, who treated Emma, said: "If you are experiencing unusual symptoms that you are concerned might be cancer, please seek medical advice, as Emma did."

"Cancer care remains a priority for the NHS and whilst COVID-19 continues to put pressure on hospitals, we are working hard to ensure that cancer treatment can continue safely."

Emma was immediately referred to The Walton Centre for neurosurgery, where 95% of the tumour was removed. The remaining tumour was treated with a combination of chemotherapy and radiotherapy, which she received at The Clatterbridge Cancer Centre.

Emma continued: "I had my surgery the week before I was due to get married. I was over the moon that my surgeon was able to take almost all of the tumour out, when at first they thought they would only be able to take out about 80%."

Emma had six weeks of radiotherapy at Clatterbridge Cancer Centre - Wirral in 2019. During her treatment, staff would play songs chosen by her friends and family. Emma said: "Each day my Dad gave me a piece of paper to give to my super kind treatment team with three songs on. I had no idea what these were, which meant I looked forward to each session - I started calling it 'Radio' therapy!"

"I have spoken to the lovely radiotherapy team a few times since finishing that and I know they sometimes now recommend this to other patients. They were so supportive through that treatment."



Emma and her fiancé Edd were so impressed with the two NHS trusts that they dedicated 2020 to fundraising.

Edd Blake said: "I was so grateful for all the support both The Walton Centre and Clatterbridge were giving Emma, I just had to do something. So we came up with the crazy idea of me running a mile a day for a year and fundraise as we go! I've been overwhelmed with the support we've had from friends, family, colleagues and beyond. It's been amazing."

Edd completed his challenge on New Year's Eve 2020, totalling 366 miles. So far they have raised over £8,500 and they're aiming for £10,000 before they close the appeal in March 2021.

Emma said: "It's certainly been an interesting couple of years with surgery and then the pandemic and cancer treatment. But it's shown me how much love and support is out there, and that the NHS has been working hard despite all the lockdowns! I'm so proud of Edd for his fundraising efforts and hopefully the money will make a difference for future patients."



Pat's Story

A great-grandmother who took part in a ground-breaking breast cancer study has received her 200th chemotherapy treatment more than a decade after being diagnosed.

Pat Bordley, 78, from Wallasey, was diagnosed with advanced breast cancer and took part in a clinical trial for a new therapy. It was such a success it is now a standard NHS treatment – saving thousands of lives – and the retired teacher is still receiving it.



Pat is pictured above in March 2021, receiving her 200th treatment

Pat was initially diagnosed with a pre-cancerous breast condition in 2005 (High Grade DCIS) for which, following surgery, she received radiotherapy treatment. Four years later, she developed a skin rash on her breast. Biopsies and CT images diagnosed advanced breast cancer and Pat was told her cancer was incurable.

“I remember thinking, ‘but what about Christmas?’, said Pat. “It was only March, but I went out and bought all my Christmas presents and had them wrapped and ready to go. I didn’t think I would live to watch my family open them.”

“I was told my cancer was incurable but this trial has allowed me to see another 12 years with my husband Alex, my children, grandchildren and great grandchildren,” she said.

However, through Dr Zaf Malik, Consultant Clinical Oncologist at The Clatterbridge Cancer Centre, Pat discovered she was eligible for a chemotherapy clinical trial, called CLEOPATRA. The trial involved using chemotherapy and two targeted treatments to kill cancer cells and to stop the messages that tell them to grow.

In 2014, following successful trials with thousands of women, CLEOPATRA was approved and offered as a standard NHS treatment. And Pat has now received her 200th dose, having had the treatment every three weeks for the past 12 years, both as part of the trial and continuing once it was approved.



Pat in 2015 when she marked her 100th treatment with The Clatterbridge Cancer Centre

“I’ve really got to know the team at The Clatterbridge Cancer Centre and the care they give me is outstanding,” said Pat. “Since the start of the pandemic, I haven’t left the house much, other than to have my treatment, so it’s been like a day out for me when I come here.”

Pat has been treated since her diagnosis at The Clatterbridge Cancer Centre’s Delamere clinic at its Wirral site.

Since April 2020, The Clatterbridge Cancer Centre has offered hope to 853 people through clinical trials. Researching new and innovative ways of treating cancer remains one of the Trust’s top priorities.

Pat’s consultant, Dr Malik, said: “Pat is a wonderful example of the effectiveness of clinical trials and the lifeline they can give to patients. The international CLEOPATRA trial has been extremely successful, and drugs investigated as part of the trial are now offered as standard treatment for breast cancer across the NHS.

“It is thanks to brave patients like Pat taking part in clinical trials that CLEOPATRA has now

been able to save thousands of lives across the world. The Clatterbridge Cancer Centre is committed to researching the latest and most innovative treatments for cancer through clinical trials.”

Dr Gillian Heap, Director of Research and Innovation Operations at The Clatterbridge Cancer Centre NHS Foundation Trust, added: “Through research, we aim to give patient hope. Pat is a shining example of the miracles of clinical trials and the lifeline that they can offer patients following a cancer diagnosis.

“We have continued to offer these opportunities to patients throughout the pandemic, opening many new cancer trials since the start of 2020. We will continue to work with local, national and international research partners to offer the very latest and most innovative treatments to our patients.”

Will's Story

A Liverpool man has thanked his brother for giving him his life back after saving him when he was diagnosed with a rare cancer.

Will McGookin, 49, from Huyton, was diagnosed with a rare form of blood cancer called Myelodysplasia (MDS) in February 2020. Will found out he had the illness after suffering from nose bleeds and headaches.



He visited his GP and they advised that he should get blood tests to check his symptoms.

Will said that he cried when he received the news that he had the rare form of blood cancer, he said: "When I met the haematologist and he told me I had a form of blood cancer, I began to cry."

"I'd never heard of MDS and had no idea what it was. I was told the only way to help stop my cancer was a stem cell transplant."

The Army veteran, who had served as part of the Irish Guards for 12 years, was told the only way he would survive was to have a stem cell transplant. This involves replacing damaged blood cells with healthy stem cells found in the bone marrow.

For the transplant to be a success, medical professionals need to find a close stem cell match in another healthy person. Thankfully, Will's brother Jim was a match. He said: "After testing, we worked out my brother Jim was a 100% match for my stem cells.

"He made the trip up from his home in Hampshire to Clatterbridge Cancer Centre – Liverpool to have his stem cells harvested so that I could receive them as part of my treatment." Will added: "In life, sometimes you get the chance to see the kind of person you'll be when things go wrong. I saw this in the Armed Forces as well but this has been different."



"I've focused on being positive, being nice to everyone, trusting my medical team and researching how the body works.

"I'm grateful for all the support I've received, but particularly to my brother Jim. He's given me my life back. I can't wait to meet up with him in person soon and he'll be getting the biggest bottle of brandy as a thank you gift."

Altogether, Will spent nine weeks at Clatterbridge Cancer Centre – Liverpool and he wanted to share his story to highlight the work done at the new centre that opened in June 2020.

Clatterbridge Cancer Centre – Liverpool opened in the middle of the pandemic and is the city's first dedicated cancer hospital. Since its opening, over 2,000 inpatients, including Will, have been treated in its 110 individual, en-suite inpatient rooms.

Will said: "I was excited to receive my transplant and thought of my new immune system as lots of little soldiers, going into battle. The process is about 40 minutes on a drip – it had been a lot of hard work to get to that point and then it was over really quickly.

"My nursing team were always on hand and ready for anything. I felt like a million dollars a few hours later! And when the doctors came in to tell me Jim's cells were starting to work for me, I was really emotional."

He added: "When I walked into the new hospital for the first time, I'd hugged my partner Lesley and our three daughters tightly as I knew it would be a long time before I could see them again.

"But the team on Ward 5 could not have given me a warmer welcome. The hospital is like a hotel and the care that I've been given is second to none."

Doctor Gabe Toth, Consultant Haematologist at The Clatterbridge Cancer Centre is leading Will's care. Dr Toth said: "One of the massive benefits of our new hospital in Liverpool has been that all of our services are under one roof, for the first time. This is especially beneficial during complicated cases like Will's.

"Will has received treatment to eradicate his own bone marrow and kill the cancer cells, followed by the transplant and the immunosuppressive treatment to negate any side effects. All the while, Will was receiving supportive treatment, including blood transfusions, antibiotics and support from our dietitians.

"It's a long journey and not a walk in the park. However, with our expertise and the support of Will's family and friends, I'm confident he'll do well."



STAFF EXPERIENCE

Employees are the true assets of any organisation. Our goal for The Clatterbridge Cancer Centre is to be a great place to work, where our people can thrive and reach their full potential and deliver outstanding care to our patients.

To help deliver this goal, our Workforce & Organisational Strategy 2018–2021 focuses on the following six priorities for action: Workforce Planning; Recruitment – Attraction and Selection; Retention; Education, Training and Development; Health and Wellbeing; and Equality and Diversity.

Equality, Diversity and Inclusion (EDI)

At The Clatterbridge Cancer Centre, we believe everyone has the right to be respected and valued as an individual. We care about empowering people and having a culture that promotes equality, inclusivity and human rights. We are determined to do all we can for all people at all times to meet their individual needs and provide the very best experience.

We are committed to ensuring:

- We treat everyone fairly, with dignity and respect
- Opportunities are open to all
- We provide a supportive and welcoming environment for everyone
- We reflect these values in everything we do, from strategic plans to everyday activities

The Trust has an equality and diversity policy, which sets out the framework through which it delivers its services and an Equality, Diversity and Inclusion (EDI) strategy that details how we will deliver the EDI objectives over the next three years.

The Trust set its 2020/21 Equality, Diversity and Inclusion Objectives against the following areas:

- Improved patient access and experience
- Better health outcomes for all
- A represented and supported workforce
- Inclusive leadership at all levels
- Culture change and mainstreaming equality

Key Highlights

- COVID-19 has shone a spotlight on the inequalities faced by our Black, Asian and Minority Ethnic (BAME) staff. Having previously collaborated with a local NHS trust to have a joint BAME Staff Network, in November 2020 the Trust established its own **Ethnic Diversity Staff Network**. Since this time there have been regular meetings which provides us with invaluable input into the actions we are undertaking as part of our WRES action plan and NHS People Plan commitments to address issues and improve the representation of ethnically diverse staff within the Trust at all levels.
- To coincide with Pride month (held virtually due to COVID-19 in June 2020), the Trust launched the NHS Rainbow Badge Initiative. Originating at the Evelina London Children’s Hospital, the rainbow badges are a way for staff to show that we offer open, non-judgemental and inclusive care for patients

and their families who identify as LGBT+.

- LGBT+ stands for lesbian, gay, bisexual, transgender and the + simply means that we are inclusive of all identities, regardless of how people define themselves. Following a positive uptake, we have now been able to establish an **LGBT+ Staff Network**. Its aim is to create a supportive working environment and policy framework for LGBT+ colleagues while also encouraging all staff within the Trust to understand the needs of LGBT+ individuals within the community.
- During the year the Trust received its Disability Confident Employer certificate (Level 2), which demonstrates our commitment to improving the opportunities open to staff and applicants with disabilities. We also launched a Reasonable Adjustment Procedure which will provide further support and guidance to staff to help maintain them in the workplace.



Engaging our staff

Effective employee involvement and engagement is crucial to effective service provision and the delivery of quality services through staff who are motivated, accountable, and engaged. We expect all managers to understand the importance of involving and engaging with all their staff as part of everyday leadership.

During 2020/21 we have continued to engage with colleagues to help shape the direction and priorities of the Trust and to ensure staff are heard.

It is important for us to recognise when our staff go above and beyond, demonstrate improvements in services and live the Trust values. We have a range of recognition schemes in place including:

- Monthly Staff Achievement Award – a scheme that enables staff to recognise the work of colleagues by nominating them for an award each month
- Thank You Card – designed to enable all staff to thank colleagues for their work
- Long Service Award – design to thank colleagues for their commitment to the Trust and wider NHS. In 2020 this scheme was expanded to recognise continuous NHS service and to include 5, 10, 20, 30 and 40 years service.

Staff Achievements

We were shortlisted for a number of Health Service Journal (HSJ) awards, including Enhanced Supportive Care (ESC) and Cardiac Implantable Electronic Devices Monitoring in Radiotherapy. In addition, we were highly commended in the 'Changing Culture' category of the HSJ Patient Safety Awards 2020 in

recognition of specific work to learning from deaths, to keep improving the quality and safety of the care we provide.

In addition, we were RCNi (Royal College of Nursing subsidiary) finalists in the RCNi Excellence in Cancer Research Award.

Staff Survey

The NHS National Staff Survey is the largest annual workforce survey in the world. The Survey results are categorised under 10 themes, which are scored on a scale of 0-10 where a higher score indicates a better result.

pleasing to see significant improvements in all four areas in the 2020 survey results.

The Trust response rate to the 2020 survey was 58% (862), which was less than in 2019 when the response rate was 66% (853).

We are committed to listening to the views of our staff and recognising their achievements on a regular basis. We believe that motivated and engaged staff deliver better outcomes for our patients and our ongoing aspiration is to improve levels of staff engagement on a year-on-year basis, as measured by the NHS National Staff Survey.

In 2020 we have improved our score in 9 out of the 10 themes, with two themes (Health and Wellbeing and Staff Environment – Bullying and Harassment) seeing a significant improvement. The Trust was the top performing specialist acute trust in 4 out of the 10 themes.

The results from the survey and action plans are closely monitored and discussed at the Board meetings. Since the 2019 survey, we have focused on making positive changes in the four areas highlighted in our 2020/21 improvement plans: Health and Wellbeing; Communication; Leadership; and Staff Recognition. It is therefore

The results of the staff survey were communicated to the Trust as a whole and were reported through the committee structures. Individual team scores were shared with the relevant manager with a request made for the manager and the team to discuss the results and develop a local improvement plan for their area.

Based on the pressures and climate in which the 2020 survey was undertaken the results are pleasing and show positive progress in our continuous culture and engagement journey.

Key focus areas in 2021/22 include:

- Continued engagement at team level to focus on how we can make CCC an even better place to work and receive care
- Continued focus on further improving staff wellbeing, staff engagement, morale and quality of care
- Implementation of Divisional Culture and Engagement Groups

Health and Wellbeing

We are committed to improving the health and wellbeing of staff by ensuring staff have access to services which support their overall wellbeing, encourage a healthy lifestyle, and help reduce absence.

We have invested and prioritised supporting the wellbeing of all staff in the last 12 months including:

As a result of feedback from staff in 2019 we developed a Health and Wellbeing Plan – CCC and Me – to further support staff in developing and maintaining their wellbeing.

- Increased the number of trained mental health first aiders
- Increased the number of wellbeing development programmes available to staff including mental health awareness, resilience, stress awareness and mindfulness
- Developed healthy lifestyle initiatives such as wellbeing walks, weight management programmes and exercise classes
- Implementation wellbeing conversations as part of staff appraisals

Staff have free access to our Employment Assistance Programme that provides 24/7 access to counselling services, self-help books, debt advice and a wellbeing app.

During the COVID-19 pandemic we further enhanced the wellbeing support available to all staff by engaging in local and national wellbeing initiatives as well as increasing internal wellbeing support and enhanced risk assessment processes.



LOOKING FORWARD – FIVE YEAR STRATEGIC PLAN

Summary Key Priorities for 2021/2022

Priority	Action
Patient Experience Improvement Framework (PEIF) Theme 1	Using patient feedback to drive quality improvement and learning
Patient Experience Improvement Framework (PEIF) Theme 2	Robust capacity & capability to effectively collect feedback
Patient Experience Improvement Framework (PEIF) Theme 3	Leadership for patient focus; to embed a culture across the organisation where patient experience is everyone's business from Board to Floor
The Trust communicates effectively with patients throughout their journey	To work proactively with patients, public and communities to improve communications with individuals receiving care at CCC
Supporting Carers	Building on the Partners in Care programme, we will implement a Carers Policy at the Trust and develop a Carers Passport with Cheshire & Merseyside partners
Shared decision making	To include patients, families and carers in a joint process in which a healthcare professional works together with a person to reach a decision about care.
Digital inclusion	Ensure the benefits of the internet and digital technologies are available to everyone
Co-produce a new Patient Experience & Involvement Commitment (Strategy) 2021-2025	Building on the Patient Experience Improvement Framework and all other forms of patient feedback to co-produce a new CCC commitment to our patients
Be an organisation who delivers outstanding Patient Experience, Engagement and Involvement	To align with the CQC's new five-year strategy and become an 'Outstanding' rated Trust in all five domains

CONCLUSION

Positive patient experience, treatment and support are an essential part of an excellent healthcare service alongside clinical effectiveness and safety. The Clatterbridge Cancer Centre is a learning trust and patient experience and public involvement & engagement is at the heart of everything we do.

Our Patient and Public Involvement and Engagement Annual Report 2020/21 aims to give an account of key elements and some examples of this ongoing work. It provides assurance that the patient experience and public involvement & engagement pledges are well established and helping to drive service development, positive change and research & innovation, alongside a number of future developments.

The overarching ambition of the Trust is to build on the fabulous progress and achievements made in 2020/21. We plan to be bolder and braver: driving service improvement and utilising the process of true co-production with greater frequency to take patient experience and public involvement & engagement at The Clatterbridge Cancer Centre to 'Outstanding'.





The Clatterbridge Cancer Centre NHS Foundation Trust

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