

Implementation report

November 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.

An update report was last presented in March. This report is an update from that position and will be presented to Performance Committee and Trust Board in November 2022.

A note on the report

Some of the commitments outlined in this report have been updated to ensure that they accurately reflect 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

- CCC rated one of best hospitals in England for inpatient care again in the CCQ's National Inpatient Survey 2021, published in October 2022
- Successful programme delivered to support the opening of the New Royal Hospital, ensuring readiness of our services and maintaining high quality, safe and effective patient care

Be collaborative

- CCC continues to lead the C&M urgent cancer care programme, working with system partners to deliver improvements for patients requiring urgent cancer care and gaining national recognition for this work
- Continued CCC leadership of the C&M Community Diagnostic Centre (CDC) programme and the wider diagnostic programme

Be a great place to work

- The first Staff Excellence Awards took place in October 2022 with attendance from over 300 staff - feedback has been extremely positive
- Further leadership development through Springboard programme and dedicated development for Band 5&6 staff, and OD support for Divisions
- Good staff engagement through listening events and staff networks

Challenges since last report

- Staff turnover and vacancies in key corporate services have resulted in limited capacity to deliver the strategy in these areas
- Elective recovery, increasing referrals, higher patient complexity and mutual aid for New Royal have had an impact on management capacity to support the delivery of the strategy
- The need to focus on the programme to prepare for the opening of the New Royal has impacted on the ability to make rapid progress in other estates development (e.g. CCC-W and Halton)

Be research leaders

- Biomedical Research Centre (BRC) bid with the Royal Marsden Hospital successful, announced October 2022
- Experimental Cancer Medicine Centre (ECMC) renewal bid successfully submitted in June 2022
- Clatterbridge Research Funding Scheme 2022 launched November 2022

Be digital

- Themes agreed for the developing digital strategy
- Good progress made on telemedicine pilot of remote monitoring immunotherapy and advanced lung cancer patients
- A number of digital themes are now well embedded as part of the Trust's business as usual, with appropriate governance processes in place

Be innovative

- New innovation strategy developed for approval through Trust governance structures by the end of 2022
- Bright Ideas scheme has had 125 submissions, including 1 from a patient
- Proposals in development for a Big Ideas scheme to encourage innovation on a larger scale

Key activities in next 6 months

- The development of new clinical quality strategy and an agreed trust-wide approach to quality improvement
- The deliver the remainder of the programme surrounding the opening of the New Royal and the link bridges and shared areas with CCC-L
- The establishment of a CAR-T therapy service for the people of Cheshire and Merseyside
- The development of clear proposals for the redevelopment of CCC-Wirral to allow the launch of a charitable appeal and an associated business case

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

Theme	Commitment	March 2022	November 2022	Next	
Quality and safety	Clinical quality strategy	Implement clinical quality strategy	<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"> > Quality Strategy development was paused due to limited capacity in team and to wait for the launch of the Patient Safety Incident Response Framework (PSIRF) from NHSE > PSIRF was launched in August 2022 and implementation will be led by the new Associate Director of Clinical Governance and Patient Safety 	<ul style="list-style-type: none"> > A working group for the implementation of PSIRF is under development > The PSIRF implementation plan will inform the Quality Strategy > Target for new Quality Strategy is quarter 4 of 2022/23 > Broad engagement across the trust to allow development of meaningful clinical quality strategy
Quality and safety	Patient safety	Empower staff to report near misses and incidents	<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"> > Patient Safety Committee is now embedded and is led and chaired by a Consultant clinician > The Patient Safety page within the intranet remains under development > Work has commenced in Datix IQ in readiness for the transition from the National Reporting and Learning System (NRLS) and the Strategic Executive Information System (StEIS) to the new Learn From Patient Safety Events (LFPSE) system launched by NHSE. NRLS and StEIS systems will be switched off in early 2023 > The change will require staff training and education around the importance of incident reporting 	<ul style="list-style-type: none"> > The Patient Safety intranet page will be refreshed in Q4 of 2022/23 > Continue the work within Datix IQ to map and test the new system prior to the go live date > Roll out Trust-wide training and 'how to' guidance documents prior to the go live date

Theme		Commitment	March 2022	November 2022	Next
Quality and safety	Patient experience and involvement	Implement our dementia and learning disability strategies	<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 undertaken and awaiting approval in November 2022 by relevant Committees > Report on NHS Learning Disability Improvement Standards has informed the revision of the strategy > Registered for next benchmark exercise of NHS Learning Disability Improvement Standards in October 2022. > External recruitment of a new Practitioner for Additional Needs was not successful > Review and refresh of the champions undertaken in October 2022 by the Safeguarding Practitioner 	<ul style="list-style-type: none"> > Once approved in November 2022, implementation of the dementia and learning disability and autism strategies to commence > Engagement with the benchmarking exercise of NHS Learning Disability Improvement Standards which begins in January 2023 > A development opportunity to be advertised internally to recruit a new Practitioner for Additional Needs > Recruitment of new champions underway as part of the work plans
Quality and safety	Patient experience and involvement	Implement our patient involvement and engagement strategy	<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 (PEEII) 'Commitment' by Q4 2021/22 	<ul style="list-style-type: none"> > New Head of Patient Experience and Inclusion now in post > New Deputy Chief Nurse starts in December 2022 > 2021-2026 Patient Experience, Engagement, Inclusion & Involvement Commitment presented to Board in Q4 2021/22 and launched in March 2022 > CCC rated one of the best hospitals in England for inpatient care for the third year running in the CCQ's National Inpatient Survey 2021, published in October 2022 > First patient-led assessment of the care environment (PLACE) of CCC-L took place in October with results expected in February 	<ul style="list-style-type: none"> > Thematic assessment of the detailed results of CQC inpatient survey and national cancer patient experience survey with Patient Experience and Inclusion Group (PEIG) > Awareness raising in November 2022 of next adult inpatient survey as patients in hospital this month will be surveyed in January 2023 > Trust-wide review of key items for patient experience (food, patient information, signage etc.) to be undertaken in line with conclusions of PLACE assessment

Theme		Commitment	March 2022	November 2022	Next
Quality and safety	Quality improvement	Review and refresh our quality improvement methodology	<ul style="list-style-type: none"> > No further work in this period – pending commencement in post of Chief Nurse 	<ul style="list-style-type: none"> > Existing external quality improvement support utilised in shared decision making program for TYA and CCC involvement in pressure ulcer improvement collaborative > Review and refresh of our approach to quality improvement to take place within context of refreshed Quality Strategy (Q4 22/23) 	<ul style="list-style-type: none"> > Development of a quality improvement approach through new quality strategy > Review external support for quality improvement
Quality and safety	Quality improvement	Provide training for staff in quality improvement skills to equip staff to lead change and improvement	<ul style="list-style-type: none"> > AQuA masterclasses have taken place, others to come > Review of programme to take place once complete 	<ul style="list-style-type: none"> > Review of completed AQuA masterclass programme > No further coordinated external quality improvement training in the last period 	<ul style="list-style-type: none"> > Development of new quality strategy and direction on quality improvement approach will drive future training needs
Quality and safety	Clinical governance	Embed new clinical governance structure	<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"> > Committee structures reviewed and went live in April 2022 > Structures scheduled for further review after six months > New Associate Director of Clinical Governance and Patient Safety commenced in November 2022 following departure of post holder in July 2022 > New Deputy Chief Nurse will commence in post in December 2022 > Work is continuing to review the structure of the clinical governance and patient experience teams as a number of vacancies remain 	<ul style="list-style-type: none"> > Review of team structures has begun and will be finalised with the commencement of the Deputy Chief Nurse > Active recruitment is underway within the patient safety and patient experience teams

Theme		Commitment	March 2022	November 2022	Next
Quality and safety	Regulation and accreditation	Maintain good CQC rating while striving for outstanding	<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"> > Action plan developed to meet recommendations of GGI developmental well-led review > Well-led action plan monitored through Trust Board and now largely complete > Unannounced inspection of the Private Clinic in Liverpool took place in August 2022 with no concerns raised or recommendations for improvement made > Preparations being made by Chief Nurse for unannounced CQC inspection of CCC-L 	<ul style="list-style-type: none"> > Completion and monitoring of action plan following developmental well-led review > Develop Trust-wide programme to prepare for CQC inspection
Quality and safety	Regulation and accreditation	Maintain key clinical accreditations and compliance with regulatory standards	<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"> > Monthly reporting of regulatory register to Risk and Quality Governance Committee (having replaced 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 continue to fund services that are over and above those commissioned by the NHS **	<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"> > Charity and Trust strategies aligned > Trust strategy commitment reworded to remove reference to 'quality of care grant' > Charitable requests of up to £10k considered monthly as part of 'Small Grants Fund' > Larger requests considered at other committees 	<ul style="list-style-type: none"> > Continue to support appropriate applications to Small Grants Fund
Operational performance	Clinical structure	Reorganise clinical divisions to underpin SRG model	<ul style="list-style-type: none"> > New clinical structure now embedded 	<ul style="list-style-type: none"> > New clinical structure now embedded > Comprehensive round of SRG reviews underway – first round of reports presented to Transformation and Improvement Committee (TIC) and Exec Team 	<ul style="list-style-type: none"> > Continue with process of presenting SRG reviews to TIC and Exec Team

Theme		Commitment	March 2022	November 2022	Next
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"> > Oversight group and work streams established > Prioritisation of work streams identified > Brachytherapy work stream complete 	<ul style="list-style-type: none"> > A review of current procedures scheduled for day ward has taken place with a view to continuing to integrate services and optimise treatment capacity > Blood transfusion pathway revised and actions underway to embed this process 	<ul style="list-style-type: none"> > Review of current activity taking place within day ward to be compared against agreed assessment of optimal location for all services > Action plan to be developed to bring about necessary changes to optimise services
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"> > 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"> > Lessons learnt review underway > Interviews taken place with key internal and external staff involved in the transfer, and the staff transferred > Report being drafted by Director of Strategy and Head of Transformation 	<ul style="list-style-type: none"> > Finalise and share report
Operational performance	Maximising the benefits of CCC-Liverpool	Support the opening of the New Royal and develop the working relationship with LUHFT, including the review and management of the SLA for services between RLUH and CCC-L **	<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"> > Appropriate preparations made through CCC Programme Board for the opening of the new Royal Liverpool University Hospital > Operational support provided for the opening > Joint CCC & LUHFT Partnership Board meetings re-launched in November 2022 (following opening of the New Royal) > Monthly joint finance meetings established 	<ul style="list-style-type: none"> > Agree terms of reference of Joint Partnership Board with LUHFT and ensure that it continues to meet > Partnership Board to oversee work on operational relationship (SLA review) and future strategic developments between Trusts
Operational performance	Maximising the benefits of CCC-Liverpool	Report on delivery of benefits of CCC-L	<ul style="list-style-type: none"> > Work to be scheduled into PMO programme for Q2 of 2022/23 	<ul style="list-style-type: none"> > Work deferred to Q3 of 2022/23 and to be led by Director of Strategy 	<ul style="list-style-type: none"> > Establish outline scope and programme for post-project evaluation and present to Trust Executive Group

Theme		Commitment	March 2022	November 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"> > 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"> > TYA inpatients continued to be accommodated on Ward 5 bed base > Assessment against national TYA service specification underway as part of work of TYA ODN 	<ul style="list-style-type: none"> > Work with TYA ODN to complete self-assessment of service against agreed and published service specification > Action plans developed and delivered to address any gaps in provision
Operational performance	Developing our services	Develop an interventional radiology service	<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"> > Work undertaken to establish current and potential future interventional radiology procedures > Theatre nursing support secured to deliver current service > Agreement reached with LUHFT to recruit to a joint CCC/LUHFT consultant radiologist position to work collaboratively across both organisations 	<ul style="list-style-type: none"> > Reconvene joint discussions with LUHFT radiology team (November 22) > Review existing joint working arrangements and ensure these are aligned to future requirements across both trusts
Operational performance	Developing our services	Upgrade the National Centre for Eye Proton Therapy	<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"> > Low Energy Proton Upgrade Group continues to meet monthly to formally discuss and monitor locally developed component level upgrades > Externally procured upgrade of the control system by Cosylab continues to develop with regular meetings between CCC staff and Cosylab monitoring progress 	<ul style="list-style-type: none"> > Full replacement programme will be delivered by the end of 2023

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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 > Service model developed of remote care with face-to-face consultation on mainland > Regular joint operational and strategic meetings developed to continue collaboration and integration 	<ul style="list-style-type: none"> > New service model established > Regular joint operational and strategic meetings developed to continue collaboration and integration > Focus now is on integration of IoM MDT meetings 	<ul style="list-style-type: none"> > Continue with ongoing work to integrate IoM MDT meetings – progress to be reported in early 2023
Operational performance	Developing our services	Fully open aseptic pharmacy production unit in CCC-L ^{◇◇}	<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"> > New Director of Pharmacy now in post > CCC-L aseptic unit open and production has increased > Long-term action plan to address NWPQA audit findings being delivered > Aseptic Pharmacy Board stood down with ongoing developments monitored through Pharmacy Performance Reviews 	<ul style="list-style-type: none"> > Ongoing work to develop services and repatriate appropriate production > Preparations continue for MHRA inspection expected in Spring 2023

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Operational performance	Developing our services	Develop a CAR-T therapy service for Cheshire & Merseyside ◇◇	-	<ul style="list-style-type: none"> > Chimeric Antigen Receptor T-cell (CAR-T) therapy is a form of innovative adoptive T-cell therapy which targets antigen of interest using a genetically engineered receptor on T-cells > Included in the last strategy implementation report as an 'opportunity to be explored' – now CCC part of further rollout by NHSE > Programme Board established to lead CCC's work to introduce this service for patients in Cheshire & Merseyside > Pharmaceutical company meetings have taken place > Project plan and timeline agreed with provisional implementation date of spring 2023 > Project work streams established and work underway 	<ul style="list-style-type: none"> > Continue programme to develop service and gain all necessary approvals > Develop business case for service introduction for ultimate approval by Trust Board > Oversight of programme through Programme Board with
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"> > 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"> > Delays to process following OSC meetings, linked to transition of commissioning arrangements > ICB picking up through Place Directors 	<ul style="list-style-type: none"> > Continue to work with ICB Place Directors on eastern sector hub as required

Theme		Commitment	March 2022	November 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"> > 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"> > New oncology consultant model for inpatient care developed and revised rota for the Duty Consultant implemented in October 2022 > Acute medical model agreed with LUHFT and recruitment underway > Proposal for a further 12 months of CMCA funding for the urgent cancer care programme approved > CCC Hotline infrastructure project commenced and pathways into same day emergency care (SDEC) services in development 	<ul style="list-style-type: none"> > Continue to deliver urgent cancer care programme > Continue to monitor programme through programme board, TIC and TEG
Operational performance	Improving urgent and unplanned care	Support coordinated expansion of acute oncology services across the region	<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"> > Development of acute oncology (AO) service specification agreed by AO Clinical Quality Group > AO dashboard "proof of concept" underway with a refined dataset agreed > AO nursing workforce review in progress > Patient experience pilot commenced in September 	<ul style="list-style-type: none"> > Continue to roll-out AO dashboard > Present gap analysis and key recommendations following the AO nursing workforce review > Analyse and evaluate regional patient experience data and identify areas for improvement

Theme		Commitment	March 2022	November 2022	Next
Operational performance	Improving urgent and unplanned care	Review the operating model of Hotline and the Clinical Decision Unit (CDU) **	<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"> > The Hotline infrastructure & CDU improvement project is underway with a detailed project plan including clear milestones for delivery > Key work streams include introducing virtual reviews, redefining triage criteria and streaming of patients into SDEC services where appropriate > Integration of H-O patients into hotline & attendance at CDU commenced utilising a phased approach 	<ul style="list-style-type: none"> > Continue to deliver project plan > Fully integrate H-O patients into Hotline and CDU
High quality environments		Redevelop the CCC-Wirral site	<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"> > Regular staff communications on lifecycle estate improvements, masterplanning, partnership working and longer term developments > New hospital programme expression of interest for full masterplan not successful > Architects engaged to produce high-level designs for potential long-term redevelopment > Series of medium-term office moves nearing completion > Assessment of current uses of space and potential energy-saving interventions underway 	<ul style="list-style-type: none"> > Complete medium-term office moves > Use images from high-level design process to launch charitable appeal for CCC-W redevelopment > Begin detailed design process for long-term redevelopment > Continue with lifecycle works totalling £1m+ in 2022/23
High quality environments		Work with the charity to develop plans for refurbishing the Halton unit **	<ul style="list-style-type: none"> > Ongoing development of aligned plans with charity > Initial discussions regarding potential to fundraise for refurbishment of Halton unit 	<ul style="list-style-type: none"> > Further discussions with Halton and Networked Services teams to understand operational realities and priorities opportunities for refurbishment > PropCare project division now in place to drive progress 	<ul style="list-style-type: none"> > Engage with Estates team at Warrington and Halton trust to agreed how to proceed with plans > Engage with design agency to develop high level options and estimate of costs to allow charity to launch fundraising appeal

Theme	Commitment	March 2022	November 2022	Next
				> Continue to develop and refine plans through Trust Executive Group
High quality environments	Move relevant staff into The Spine and develop the our relationship with RCP	<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"> > Final design of revise Spine floor plan agreed > Additional desking to allow colocation of corporate teams > Creation of desking zones to increase utilisation > Works to take place in late 2022 	> Work with Spine working group on communication of new layout and proposed zoning of areas
Financial performance	Deliver a productivity improvement programme	> Monitoring of development and delivery of cost improvement programme schemes through Finance Committee	<ul style="list-style-type: none"> > Significant progress towards 2022/23 cost improvement programme > Monitoring of development and delivery of cost improvement programme schemes through Finance Committee 	<ul style="list-style-type: none"> > Develop further recurrent opportunities with clinical divisions > Ongoing monitoring of cost improvement programme
Financial performance	Deliver an effective capital programme	<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 > Capital programme for 22/23 includes equipment replacement and £1m+ on lifecycle and maintenance at CCC-W 	> 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"> > 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"> > Proposal for charity to become independent of the Trust approved by Trust Board > Work underway in process for charity to become independent > PropCare strategy review following restructure led by Managing Director > New lead for private patient joint venture 	> Partners to continue to develop and implement their respective work programmes

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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"> > 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"> > Unsuccessful attempts to recruit substantive Sustainability Programme Manager > Interim support put in place from July to December 2022 > Inclusion of sustainability risk on Board Assurance Framework > Green travel plan in development – informed by results of successful staff green travel survey > Sustainability Action Group in place to drive engagement and delivery of action plan 	<ul style="list-style-type: none"> > Appoint substantive programme manager > Continue to drive delivery of Green Plan actions through Sustainability Action Group > First annual report on Green Plan delivery due in March 2023 > Quarterly update reporting following first annual report – in line with Board Assurance Framework

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

Theme	Commitment	March 2022	November 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"> > 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"> > Director of Strategy continues to represent Trust on cancer alliance prevention steering group > Work continues with C&M HCP team on CCC adoption of prevention pledge 	<ul style="list-style-type: none"> > Preparation of a report for TEG and Trust Board on C&M prevention pledge and related ICB initiatives > Move updates to C&M HCP section of future reports
Cheshire & Merseyside Cancer Alliance	Work with cancer alliance colleagues on the delivery of our comprehensive and coordinated approach to urgent cancer care ^{◇◇}	-	<ul style="list-style-type: none"> > Urgent cancer care programme was instigated by CCC but delivery is in close collaboration with CMCA and other partners > Progress on programme summarised in <i>Be Outstanding</i> section > Programme highlighted by NHS Providers as an exemplar of how organisations and partners can work collaboratively to improve care across the system. Case study presented at NHS Providers conference in November 	<ul style="list-style-type: none"> > Continue to work in collaboration with cancer alliance colleagues to deliver against the joint objectives of the programme
Cheshire & Merseyside Cancer Alliance	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"> > 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"> > H-O Lymphoma RDS pilot commenced in March (CMCA funded) and evaluation of the service is currently underway > Early indications are positive with improvements seen in achieving the 28-day faster diagnosis standard and overall patient experience > CCC pivotal in the development of a proposal for a region-wide H-O RDS model as part of the CMCA RDS programme 	<ul style="list-style-type: none"> > Include evaluation of Lymphoma RDS service in divisional investment priorities to embed as business as usual > Explore opportunity to roll out rapid diagnostic services across other H-O specialities (e.g. Myeloma) and more broadly (e.g. TYA service)

Theme	Commitment	March 2022	November 2022	Next
Cheshire & Merseyside Health & Care Partnership	Play a full and active role in the partnership	<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"> > Continued active role in Health & Care Partnership and with Provider Collaborative (CMAST) > CEO continues to lead Community Diagnostic Centre (CDC) programme > CEO also SRO for wider HCP diagnostic programme > Review of acute clinical services in Liverpool commissioned by ICB - running July to December 2022 	<ul style="list-style-type: none"> > Continue to play a full and active role in the partnership > Continue to engage in Liverpool clinical services review and act on conclusions as appropriate
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"> > 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"> > Clatterbridge Diagnostics on the Clatterbridge health campus has now delivered >35,000 additional diagnostic tests since opening in July 2021 > Successful business case to develop into full CDC from 'early adopter' > Business case includes capital for CT and MRI on WUTH estate 	<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"> > 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"> > CCC has developed and implemented an operational support plan for LUHFT (AUH & New Royal sites) to actively transfer/repatriate appropriate patients > Operational support plan to remain in place until March 2023 	<ul style="list-style-type: none"> > Continue to work with partners across the system to offer mutual aid as appropriate

Theme	Commitment	March 2022	November 2022	Next
Operational Delivery Networks	Play a full and active role in the North West Radiotherapy ODN **	<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"> > Ongoing work on low volume services, including service change for sarcoma and transfer of CCC paediatric radiotherapy to Manchester > Sarcoma service transfer from Lancashire Teaching Hospitals to CCC took place on 1st November 2022 > Paediatric service transfer progressing – transfer date not confirmed but likely to be complete by April 2023 	<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 and work programme formalised > Regular ODN Board meetings taking place – chaired by Chief Operating Officer > Work programme includes site visits, assessment of current services against national service specifications and genomics/tumour banking proposals 	<ul style="list-style-type: none"> > Continue to play a full and active part in the NW TYA ODN
Genomics	Ensure molecular diagnostic testing is available and access to molecular testing is embedded into pathways	<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"> > Mapping of key CCC genomic pathways completed (Lung, Gynae, UGI/LGI) and areas identified for improvements > Stocktake of work completed and position paper presented to Genomics Steering Group to determine next steps 	<ul style="list-style-type: none"> > Continue to engage with partners (CMCA, Genomic Lab Hub, Genomic Medicine Service Alliance) to support and influence their genomic work programmes > Use mapping of internal CCC genomics processes to drive improvements through Genomics Operational Group > Continue to raise awareness of genomics agenda through steering group

Theme	Commitment	March 2022	November 2022	Next
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"> > 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"> > Liverpool specialist provider alliance work superseded by advent of provider collaboratives > Joint procurement service with other specialist trusts (Health Procurement Liverpool) a good example of collaboration where useful > Innovation collaborations being developed (see <i>Be Innovative</i> section) > Opportunities for increased collaboration between Liverpool providers being explored by ICB-commissioned Liverpool clinical services review 	<ul style="list-style-type: none"> > Continue to engage in Liverpool clinical services review > Continue to engage in the work of FoSH > Continue to explore collaborative opportunities where appropriate

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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"> > 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 PADRs 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"> > Organisation development (OD) diagnostic undertaken as part of medical leadership and engagement review > 22 staff commenced on the new Springboard Programme, which launched in October 2022 and is due for completion in January 2023 > New leadership programme targeted at band 5/6 co-designed > Review of leadership provision and revision of priorities as outlined in the Trust's People Commitment to ensure alignment with the Messenger Review > Continued roll out of Masterclasses with sessions taking place in July and October with attendance of over 70 colleagues at each 	<ul style="list-style-type: none"> > Implementation of 12-month Medical Leadership and Engagement action plan > Develop and launch the 2023 Leadership and Personal Development Prospectus > Refresh and re-launch 2023 Leadership and Management Passport > Roll-out of new 3-day Effective Leader programme from January 2023 (3 cohorts per year) > Develop and implement an induction programme for new leaders/managers from April 2023 > Implement a series of bite size development programmes for band 8 and above as part of 2023 leadership offer
Leadership	Reorganise the directorate structures to ensure the SRGs are embedded	<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"> > Continued engagement with divisions, with an increase in facilitated OD sessions > Increased participation and access of coaching across divisions > Co-design with senior nursing team of a leadership programme to support ward managers 	<ul style="list-style-type: none"> > Continue to support divisions with bespoke OD interventions and development opportunities > Roll out the new Effective Leader 3-day programme from January 2023 (3 cohorts per year)

Theme	Commitment	March 2022	November 2022	Next
Leadership	Develop an AHP strategy to harness the potential and enhance the value of AHPs	<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"> > On hold – Joint Nursing and AHP strategy to be developed 	<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"> > Attendance at university career fairs to promote CCC as an employer of choice > Implemented internal career events – successful nursing career events and admin and clerical events have taken place > Working in partnership with Digital Team to implement (robotic process automation) RPA processes to streamline recruitment pathway > Rebranding of Consultant recruitment packs completed > Divisional resourcing model developed and implemented to support continuity of service delivery and provide dedicated point of contact improving the overall customer experience 	<ul style="list-style-type: none"> > Develop and implement a recruitment improvement plan and establish a stakeholder task and finish group > Increase engagement with community groups to encourage diverse recruitment > Review of recruitment training, including a focus on inclusive recruitment practices and values based recruitment
Recruitment	Focus on the recruitment of a research workforce for the future, including academic clinicians and clinician scientists	<ul style="list-style-type: none"> > Research Strategy development and approved in November 2021 	<ul style="list-style-type: none"> > Ongoing implementation of research strategy (see <i>Be Research Leaders</i> section for progress update) 	<ul style="list-style-type: none"> > Ongoing implementation of Research Strategy

Theme	Commitment	March 2022	November 2022	Next
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"> > 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"> > Work Experience re-commenced in April 2022 with placements provided for 16 students to date > Engagement with local school career events re-established 	<ul style="list-style-type: none"> > Launch of work experience policy and supporting documentation in January 2023 (including digital application process) > Develop and implement Career Insight Days, focusing on Nursing, AHP, Medical and Support Services Careers from April 2023 > Actively work alongside schools, colleges, universities and local communities to attract a more diverse workforce
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 	<ul style="list-style-type: none"> > Scoping of pilot AHP apprenticeship as part of HEE AHP Workforce Priorities project > Improvement plan developed to improve quality of workforce data held within ESR, e-roster and e-job planning systems to ensure strong foundations are in place for workforce planning > Apprenticeship Roadshows have taken place to increase understanding of apprenticeships and how they support workforce growth and transformation 	<ul style="list-style-type: none"> > Continue to support divisions to access apprenticeship opportunities for new staff and for existing staff as part of career development and succession planning > Continue to implement e-roster and introduce key performance indicators into Divisional performance dashboards > Commence AHP apprentice pilot > Work with clinical leaders to explore opportunities for a Clinical Support Worker apprenticeship pilot in 2023

Theme	Commitment	March 2022	November 2022	Next
Workforce transformation	Sustain agile ways of working in support of our multi-site clinical model beyond Covid-19	<ul style="list-style-type: none"> > Development and launch of Hybrid Working guidance in December 2021 	<ul style="list-style-type: none"> > Ongoing delivery of hybrid working training for managers 	<ul style="list-style-type: none"> > Continue to support managers and staff around hybrid working and flexible working principles > Develop effective process for reporting hybrid and flexible working across the organisation via ESR > Continue to deliver training as part of the 2023 Leadership and Manager Passport
Retention	Provide a comprehensive reward and recognition package	<ul style="list-style-type: none"> > Review of reward and recognition offer across the Trust including staff benefits and recognition programmes 	<ul style="list-style-type: none"> > The first Staff Excellence Awards took place in October 2022 with attendance from over 300 staff. Feedback from the event has been extremely positive > New staff benefits booklet implemented and embedded into recruitment and on-boarding processes > New staff travel pass scheme launched > Staff gifted with an additional days leave as a thank you from the trust for their continued hard work and support during 2022 (subject to date of hire and compliance with PADR and mandatory training) 	<ul style="list-style-type: none"> > Refresh of monthly staff awards process for relaunch in January 2023 > Implement a series of e-cards for staff celebrations (welcome to the team, Happy Birthday, Wedding Day, Retirement etc.) > Increase in engagement and recognition events during 2023 > Further promote career development opportunities as part of the Trusts recruitment and retention package

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Retention	Continue and refine the e-PADR process	<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"> > Diagnostic of PADR system functionality, involving internal and external stakeholder engagement, underway with a completion date of the end of November 2022 	<ul style="list-style-type: none"> > Implementation of findings from the PADR system review to ensure the system supports quality appraisal conversations and recording of key workforce information. Target date for implementation is April 2023 > Develop supporting guidance for managers and staff on effective appraisal conversations

Theme	Commitment	March 2022	November 2022	Next
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"> > 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"> > Divisional listen events have taken place, with divisional improvement plans co-created > Improvement in overall Trust scores in the quarterly Culture and Engagement Pulse Survey continues to be seen > Values continue to be embedded across the organisation as part of BAU activities > You said, We did, campaign rolled out in August 2022 to provide staff with an update on actions and commitments from the 2021/22 National Staff Survey > 2022/23 National Staff Survey launched in September with a focus on ensuring all staff have a voice that is heard > Engagement with Freedom to Speak Up month during October > Quarterly New Starter Forum introduced in September to gain insight and feedback from newly appointment staff 	<ul style="list-style-type: none"> > Review the findings from the results of the 2022/23 National Staff Survey and develop associated celebration and improvement plans > Run quarterly 'Your Voice' listening events across all staff groups and sites during 2023 > Continue to run Quarterly Culture and Engagement Pulse checks
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"> > Promotion of Freedom to Speak up processes as part of FTSU month > New Civility and Respect training programme launched > Staff networks continue to provide workforce intelligence to help further enhance inclusivity 	<ul style="list-style-type: none"> > Development of CCC Civility and Respect Toolkit > Run quarterly 'Your Voice' listening events across all staff groups and sites during 2023 > Review data from the 2022/23 Staff Survey to identify trends and areas for action

Theme	Commitment	March 2022	November 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	<ul style="list-style-type: none"> > EDI lead recruited and LGBT+ and Disability Networks established 	<ul style="list-style-type: none"> > Participation in Liverpool and Chester PRIDE events > Allyship training programme developed by the LGBTQ+ Network and delivery commenced > Reverse mentorship programme in development with the EDI Staff Network > New Menopause Staff Network established > New EDI lead recruited as part of collaboration with Alder Hey 	<ul style="list-style-type: none"> > EDI lead commences employment in January 2023. > Implementation of EDI work plan that triangulates data and actions from WRES, WDES, Gender Pay Gap report and Staff Survey > Launch Reverse Mentoring Programme
Culture and engagement	Work proactively to increase the diversity of our workforce	<ul style="list-style-type: none"> > EDI lead recruited 	<ul style="list-style-type: none"> > Continued to work with Staff Networks to gain insight and understanding of staff experience and co-design improvements > WRES and WDES returns completed and actions identified signed off by Trust Board > Springboard female development programme commenced in October 2022 	<ul style="list-style-type: none"> > EDI lead commences employment in January 2023 > Implementation of EDI work plan that triangulates data and actions from WRES, WDES, Gender Pay Gap report and Staff Survey > Review and refresh of EDI training programmes
Culture and engagement	Review our trust values	<ul style="list-style-type: none"> > Values refresh completed and signed off by Board > Draft Staff Charter developed > Values implementation group established and implementation plan developed 	<ul style="list-style-type: none"> > Staff Charter approved and implemented – incorporated into recruitment and on-boarding, and staff development programmes > All actions from the values implemented plan are now complete 	<ul style="list-style-type: none"> > Ongoing communication and embedding of values, with a key focus in 2023 on values based recruitment

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Health and wellbeing	Implement our health and wellbeing plan	<ul style="list-style-type: none"> > 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 	<ul style="list-style-type: none"> > Staff Health and Wellbeing Extravaganza month was held in July, with over 400 staff taking part in Wellbeing activities > Health MOT sessions taking place across the Trust during November, in partnership with OH > Continued engagement with the Cheshire and Mersey Resilience Hub, with quarterly onsite drop in sessions established > Partner for the NHS Staff Games with strong engagement from staff in activities and events 	<ul style="list-style-type: none"> > Launch of 2023 Wellbeing and Engagement Calendar > Re-engagement with the C&M Prevention Pledge > Launch of Staff Wellbeing and Engagement Champions > Launch Trust Wellbeing and Engagement Group (April 2023) > Review of progress and new actions from the findings of the 2022/23 Staff Survey > Recommence Schwartz Rounds
Education and training	Achieve teaching hospital status	<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"> > 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, to include possible interim status while research strategy is delivered
Education and training	Implement our education strategy	<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"> > Development of new multi-professional education strategy in co-production stage to ensure inclusive approach > Review and standardisation of CNS/ANP job descriptions and job plans finalised and approved > Consultation completed with all specialist and advanced nurses > Phased approach to implementing conclusions of review of advanced nurse project 	<ul style="list-style-type: none"> > Completion of new multi-professional education strategy, led by Associate Director of Clinical Education, reflecting Trust, national and regional strategic priorities > Development of implementation plan to support new multi-professional education strategy > Development of Trainee Advanced Nurse Practitioner programme within the Trust

Theme	Commitment	March 2022	November 2022	Next
Research strategy	Implement our research strategy	<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"> > Operationalisation of the research strategy has continued via the research strategy business plan and updates presented quarterly at Performance Committee 	<ul style="list-style-type: none"> > Operationalise year 2 of 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"> > 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"> > In addition to the posts recruited at the 03/2022 update, the following posts have been appointed to: <ul style="list-style-type: none"> > 2 x Research Management & Governance Administration Support > Sponsorship Facilitator > Quality Manager > 14 x SRG Research Leads have ceased > New Deputy Director of Clinical Research appointed 	<ul style="list-style-type: none"> > Chair in Radiation Oncology progressing with UoL > Clinical Research Fellow post(s) approved as part of the Strategy to progress by UoL > Early Phase Clinical Research Fellow progressing
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"> > Research PA allocation discussed at the Consultants Away Day, November 2021 > Working Group to be established to progress 	<ul style="list-style-type: none"> > Deputy Director of Clinical Research determining a fair and transparent process for PA allocation across the SRGs 	<ul style="list-style-type: none"> > Agree PA allocation process with SRGs and implement and embed
Clinical trials delivery and infrastructure	Submit our renewal bid for the ECMC in 2022	<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"> > ECMC bid successfully submitted in June 2022 > Formal interview took place at the NIHR in September 2022 	<ul style="list-style-type: none"> > Outcome to be communicated mid-December 2022

Theme	Commitment	March 2022	November 2022	Next
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"> > CRF governance structure agreed > CRF operational meetings to discuss collaborative projects taken place 	<ul style="list-style-type: none"> > First formal CRF Strategic Oversight Committee to take place 15th November 2022
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"> > 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"> > Chair in Radiation Oncology progressing with UoL > BRC bid with the Royal Marsden Hospital successful, announced October 2022 	<ul style="list-style-type: none"> > BRC meetings between Theme leads at CCC and the Royal Marsden are taking place to determine forward plan > Internal meetings scheduled to discuss use of money awarded and consistent approach > Additional funding secured from The Clatterbridge Cancer Charity to support BRC infrastructure
Academic research	Support and foster an environment for growth in academic oncology	<ul style="list-style-type: none"> > 12-month anniversary of Research Rounds in 12/2021 	<ul style="list-style-type: none"> > Research Rounds – seminars by CCC researchers and University scientists – continue every 2 weeks and a wide range of speakers are approached > Clatterbridge Research Funding Scheme 2022 (CRFS22) launched 1st November 2022 	<ul style="list-style-type: none"> > Continue to present Research Rounds on a 2-weekly basis > CRFS22 deadline for submission 9th January 2023, outcome by 31st March 2022
Academic research	Expand the clinical research fellow programme	<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 now approved by UoL 	<ul style="list-style-type: none"> > Advertise post(s) and appoint to role(s)
Academic research	Increase research in advanced radiotherapy techniques	<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 	<ul style="list-style-type: none"> > Chair in Radiation Oncology progressing with UoL 	<ul style="list-style-type: none"> > Chair in Radiation Oncology progressing with UoL

Theme	Commitment	March 2022	November 2022	Next
Academic research	Explore and develop research collaborations ^{◇◇}	<ul style="list-style-type: none"> > 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 	<ul style="list-style-type: none"> > Following further discussions with The Crick the collaboration is not being taken forward at this time > CCC has continued to be involved in the review of LHP arrangements and will continue to support the wider Liverpool cancer research programme 	<ul style="list-style-type: none"> > Continue to develop CRF and BRC collaborations and explore other opportunities as they emerge
Allied health professional research	Invest to promote research awareness and participation within other non-medical areas such as medical physics, pharmacy, nursing, AHPs and IM&T ^{**}	<ul style="list-style-type: none"> > 12-month anniversary of Research Rounds in 12/2021 	<ul style="list-style-type: none"> > Research Rounds continuing > Clatterbridge Research Funding Scheme 2022 (CRFS22) launched 1st November 2022 	<ul style="list-style-type: none"> > Continue programme of Research Rounds > CRFS22 deadline for submission 9th January 2023, outcome by 31st March 2022

Theme	Commitment	March 2022	November 2022	Next
Digital strategy	Develop our digital strategy	<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"> > Digital strategy themes presented to Trust Board at Digital Development session in September 2022 > Key themes of new digital strategy agreed through iterative presentations to Digital Board in September and October 2022. > Good progress being made on full draft strategy. 	<ul style="list-style-type: none"> > Complete draft of Digital Strategy to be validated with Digital Senior Team, Medical Director and other Key Stakeholders. Draft to be ready by end November 22 > Engagements and socialisation sessions/workshops to be held early December > Consolidation of views and feedback to inform final version with launch for an engaging and meaningful Digital Strategy in January 2023

Theme	Commitment	March 2022	November 2022	Next
Digital strategy	Achieve HIMSS level 7 status	<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 HIMMS self-assessment along with preparatory discussions with the external HIMMS assessment assessors 	<ul style="list-style-type: none"> > Self-assessment for level 6 HIMSS has been completed. HIMSS, however, national changes have been announced 1/11/22 to National Digital Maturity approach > Nationally we have had the What Good Looks like Framework (WGLL) Launch (self-assessed via Digital Board) > Nationally, Trust been scored on EPR usability (level 3 =fully functional EPR product) > For National Digital Maturity Assessment (DMA) the National team have now partnered with a digital maturity assessment (DMA) partner and are currently in product refinement and stakeholder engagement in preparation for roll out in 2023 which may impact on CCC plans for HIMSS 6 > A national baseline DMA survey product for 42 ICS's and 219 Trusts is expected to be delivered and completed by end of November 22 	<ul style="list-style-type: none"> > National Digital Maturity Assessment update to be provided to Digital Board 1st December 22 > Cross section of Digital Board to be coalesced for National Digital Maturity Assessment. This will ensure a wide range of stakeholders provide the appropriate check and challenge within the self-assessment process.

Theme	Commitment	March 2022	November 2022	Next
Delivering digital for patients	Engage with our patients to design solutions through co-production	<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"> > Work continues with the 7 factors of WGLL framework and the addition of the Nursing WGLL framework > Currently testing patient pre-assessment questions with the Lymphedema clinical team, further testing the Patient Held Record (PHR) concept CCC is piloting across the Integrated Care Board.(ICB) 	<ul style="list-style-type: none"> > Await publication of WGLL Digital Maturity Framework before commencing further with additional work. > Review pre-assessment questionnaires pilot within Patient Held Record Pilot. > Review ICB strategic direction for Patient Held Record approach to maximise efficiencies within clinical optimisation programme for CCC

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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 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"> > Pilot continues with remote monitoring- two cohorts of patients, lung cancer patient in Knowsley and Immunotherapy Oncology patients > Attend Anywhere taken to SRG leads to increase uptake > Administration services team to change processes from telephone to video > Introduced Attend Anywhere into CDU to support telehealth remotely > Attend Anywhere introduced into Marina Dalglish to support access to specialists to support care pathways. 	<ul style="list-style-type: none"> > Continue work and review pilot and support further opportunities for remote monitoring/virtual wards
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"> > 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"> > Work continues with data sharing for CIPHA records. (Reported into Data management Group and Digital Board) > Work continues at ICB level to support interoperability of the current 3 shared care records within Cheshire and Merseyside 	<ul style="list-style-type: none"> > Explore opportunities to support ICB with standardising interoperability with APIs (Application Programming Interface)

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Delivering digital for patients	Give patients access to assistive technology, including remote monitoring	<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"> > Remote monitoring pilot commenced in conjunction with Trust Project Management Office (PMO) > Pilot for remote monitoring of lung patients went live at the end of October 22. 	<ul style="list-style-type: none"> > Remote monitoring Immuno-Oncology (IO) Patients planned to commence early December 22
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"> > 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"> > Currently working through linking national "What Good Looks Like framework" with Nursing "What Good Looks like Framework" locally and regionally and in light of recent national digital maturity changes. > As a result of successful Health Education England funding bid, a Virtual Reality (VR) training project is underway to support sepsis training. The Sepsis VR module will be piloted as a proof of concept and evaluated. Once successful, Clinical Education Team will lead on this and subsequent developments. > A number of options to explore the gamification product Attensi have been explored at Digital Board. An initial plan for height and weight training is currently being developed across a wide Multi-disciplinary team 	<ul style="list-style-type: none"> > Review VR training outputs before handover to Clinical Education > Post evaluation of Attensi product for height and weight training > Clinical Education Team to promote opportunities of Topol digital fellowships, allowing allocation of £15k per placement for successful applicants > Clinical education team leading on clinical competencies

Theme	Commitment	March 2022	November 2022	Next
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"> > Dashboards rolled out and continue to be developed - dedicated awareness programme in development 	<ul style="list-style-type: none"> > Process now fully embedded through Trust clinical and operational governance processes. For example, Data Management Group, Chaired by Director of Finance, Digital Board chaired by Medical Director, Trust wide Site reference Groups, chaired by consultants, Performance review groups chaired by Chief Operating Officer 	<ul style="list-style-type: none"> > To be closed as a reporting line as managed though other reporting structures
Delivering digital for our people	Embed strong clinical digital leadership	<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 clinical leadership embedded 	<ul style="list-style-type: none"> > To be closed as a reporting line as managed though other reporting structures
Be driven by intelligence	Establish a true business intelligence function	<ul style="list-style-type: none"> > Work continues to integrate CET into BI function 	<ul style="list-style-type: none"> > Work remains with Quality Team for Clinical Effectiveness Team 	<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"> > 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"> > Fully embedded Data Management Group and reports into Digital Board 	<ul style="list-style-type: none"> > To be closed as a reporting line as managed though other reporting structures

Theme	Commitment	March 2022	November 2022	Next
Be driven by intelligence	Share data across Cheshire & Merseyside as part of the CIPHA 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 working on two cancer use cases within CIPHA, Acute Oncology and Lung cancer Outcomes. > Continue to share progress of the two cancer use cases through DMG. > Continue to engage with CIPHA work stream. And share with data management group > CIO supporting CIPHA Digital Exclusion heat map 	<ul style="list-style-type: none"> > Presentation of CIPHA work available for use now to be presented at Digital Board early 2023
Secure and robust digital infrastructure	Work with partners to deliver a 'cloud first' approach to our digital infrastructure	<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"> > Work on cloud and Azure continues along with 23/24 plan 	<ul style="list-style-type: none"> > Ongoing planning with Finance to support funding of capital
Secure and robust digital infrastructure	Achieve Cyber Essentials Plus status	<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"> > Plan and funding agreed for ISO27001 	<ul style="list-style-type: none"> > Preparation and maintenance of standards is wider than digital services. Work ongoing to embed the plan for maximum benefit and effect
Secure and robust digital infrastructure	Embed collaboration tools to support better communication and collaboration across our sites	<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"> > Work continues with clinical networks such as the C&M imaging network to deliver new ways of MDT and standardising video conferencing. 	<ul style="list-style-type: none"> > Continue with standardising videoconferencing

Theme	Commitment	March 2022	November 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"> > Innovation Manager appointed 11/2021 > Clinical Lead for Innovation appointed 02/2022 	<ul style="list-style-type: none"> > Visits to Alder Hey (07/2022) and University Hospitals Coventry & Warwickshire (10/2022) as trusts with established innovation programmes > Memorandum of understanding signed with UoL Digital Innovation Facility 10/2022 > Regular meetings established with Innovation Agency North West Coast and LyvaLabs > Regional innovation meeting established between CCC, LUHFT, LHCH and The Walton Centre > Membership on National Innovation Forum led by The Royal Free > Innovation strategy approved at Research Strategy Committee 10/2022 	<ul style="list-style-type: none"> > Innovation strategy to be presented to Trust Executive Group 11/2022 > Continue to engage with external partners and peer NHS trusts to remain aware of opportunities for shared learning and collaboration > Develop training and education package for staff to access learning and knowledge resources on innovation > Present at consultant away day to raise profile of innovation and offer of service
Build the capacity, capability and culture to support innovation	Establish an Innovation Fund	<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"> > Bright Ideas now at 125 ideas submitted and reviewed to date > First idea from a patient has been received and is currently in development > Big Ideas scheme in development to encourage larger scale ideas 	<ul style="list-style-type: none"> > Continue to review bright ideas monthly > Develop terms of funding to ensure clarity around roles and responsibilities when developing and implementing ideas

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Improving patient care through innovation	Expand the Clatterbridge in the Community programme	<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"> > Second service hub opened in Aintree in March 2022 to give equity of service patients in North Merseyside reaching patients as far as Southport > Service delivers 20 different types of treatment across Merseyside, Cheshire, Lancashire, and North Wales providing over 500 treatments a month 	<ul style="list-style-type: none"> > Develop plans to continue expansion both in treatments offered and areas covered
Improving patient care through innovation	Introduce model of stratified outpatient follow-up	<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"> > Outpatient transformation programme in development with remit to oversee work including the further expansion of patient initiated follow-up (PIFU) where clinically appropriate 	<ul style="list-style-type: none"> > Fully establish outpatient transformation programme and associated work streams, including PIFU expansion
Improving patient care through innovation	Sustain and embed the use of telemedicine in outpatient care beyond Covid-19	<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 	<ul style="list-style-type: none"> > CCC continues to consistently achieve the target of 75%/25% remote telehealth > 12-month pilot of Telehealth monitoring (in advanced lung cancer & immunotherapy) using remote monitoring commenced in collaboration with Merseycare & St Helens & Knowsley 	<ul style="list-style-type: none"> > Continue with telemedicine remote monitoring pilot and report on findings
Improving patient care through innovation	Explore concept an 'innovation bunker' on the CCC-Liverpool site **	<ul style="list-style-type: none"> > Work yet to begin 	<ul style="list-style-type: none"> > Discussions during innovation strategy development to explore a virtual 'innovation bunker' rather than a physical space 	<ul style="list-style-type: none"> > Gather feedback and input from staff groups to shape concept more fully based on needs in the organisation

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Subsidiaries and joint venture	Develop and grow our subsidiaries and joint venture	<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"> > New PropCare Managing Director has developed strategic direction and new management structure to support > Private patient joint venture strategy in development 	<ul style="list-style-type: none"> > Delivery of PropCare and private patient joint venture strategies > Continue to implement the recommendations of the CPL review
Explore opportunities	Explore commercial opportunities or opportunities to enhance and strengthen patient care or our national and international reputation and brand	<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"> > Programme in place to develop CAR-T therapy service at CCC-L (new line added in <i>Service developments</i> section above) > CCC exploring the opportunities presented by the liquidation of the Rutherford Cancer Centres 	<ul style="list-style-type: none"> > Continue to explore opportunities, including those associated with the Rutherford Cancer Centres

List of acronyms used

AHP	Allied Health Professional	FTSU	Freedom to speak up	PA	Programmed activity (a block of time in a consultant job plan)
ANP	Advanced nurse practitioner	HCI	Health Care International	PADR	Performance appraisal and development review
AO	Acute oncology	HCP	(Cheshire & Merseyside) Health and Care Partnership	PEIG	Patient Experience and Inclusion Group
AQuA	Advancing Quality Alliance	HEE	Health Education England	PHR	Patient held record
BI	Business intelligence	HIMSS	Healthcare Information and Management Systems Society	PIFU	Patient initiated follow-up
BRC	Biomedical Research Centre	HO	Haemato-oncology	PMO	Programme Management Office
C&M	Cheshire and Merseyside	ICS	Integrated Care System	PPJV	Private patient joint venture
CAMRIN	Cheshire and Merseyside Radiology and Imaging Network	ICB	Integrated Care Board	PREMs	Patient reported experience measures
CAR-T	Chimeric antigen receptor T-cell	IM&T	Information management and technology	PSIRF	Patient Safety Incident Response Framework
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
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	SDEC	Same day emergency care
CIC	Clatterbridge in the Community	LeDeR	A service improvement programme for people with a learning disability and autistic people	SLA	Service level agreement
CIPHA	Combined Intelligence for Public Health Action	LFPSE	Learn From Patient Safety Events	SPC	Statistical process control
CIO	Chief Information Officer	LHCH	Liverpool Heart and Chest Hospital NHS Foundation Trust	SRG	Site reference group
CMAST	Cheshire & Merseyside Acute and Specialist Trust Provider Collaborative	LHP	Liverpool Health Partners	SRO	Senior responsible officer
CMCA	Cheshire and Merseyside Cancer Alliance	LUHFT	Liverpool University Hospitals NHS Foundation Trust	StEIS	Strategic Executive Information System
CMIO	Chief Medicines Information Officer	MDT	Multidisciplinary team	STHK	St Helens and Knowsley Teaching Hospitals NHS Trust
CNIO	Chief Nursing Information Officer	NHSE/I	NHS England/Improvement	TEG	Trust Executive Group
CNS	Clinical nurse specialist	NIHR	National Institute for Health and Care Research	TfC	Together for Children
CPL	Clatterbridge Pharmacy Limited	NRLS	National Reporting and Learning System	TIC	Transformation and Improvement Committee
CQC	Care Quality Commission	NWPQA	North West Pharmaceutical Quality Assurance	TMA	Transitional monitoring approach
CRF	Clinical Research Facility	OD	Organisational development	TUPE	Transfer of Undertakings (Protection of Employment)
CRFS22	Clatterbridge Research Funding Scheme 2022	ODN	Operational delivery network	TYA	Teenage and young adult
ECMC	Experimental Cancer Research Centre	OSC	Overview and scrutiny committee	UoL	University of Liverpool
EDI	Equality, diversity and inclusion			WDES	Workforce Disability Equality Standard
EPR	Electronic patient record			WRES	Workforce Race Equality Standard
ESR	Electronic staff record			WTE	Whole time equivalent
FoSH	Federation of Specialist Hospitals			WUTH	Wirral University Teaching Hospital NHS Foundation Trust
FFT	Friend and family test				