



Report Cover Sheet

Report to:	Trust Board	
Date of the Meeting:	24 July 2019	
Agenda Item:	P1/148/19	
Title:	Transforming Cancer Care – programme summary report	
Report prepared by:	Fiona Jones, Managing Director, PropCare Tom Pharaoh, Associate Director of Strategy	
Executive Lead:	Liz Bishop, Chief Executive Officer	
Status of the Report:	Public	Private

Paper previously considered by:	Not applicable
Date & Decision:	-

Purpose of the Paper/Key Points for Discussion:	This paper provides a summary report on the progress of the Transforming Cancer Care programme. It includes an executive summary of progress across the programme and a high-level milestone plan through to the opening of CCC-Liverpool in Spring 2020.
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Action Required:	Discuss	✓
	Approve	
	For Information/Noting	✓

Next steps required	
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally	✓	Collaborative system leadership to deliver better patient care	
Retain and develop outstanding staff	✓	Be enterprising	
Invest in research & innovation to deliver excellent patient care in the future		Maintain excellent quality, operational and financial performance	✓

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	✓
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	✓
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	✓
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	✓
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	✓
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	✓

Equality & Diversity Impact Assessment

Equality & Diversity Impact Assessment	YES	NO
Are there concerns that the policy/service could have an adverse impact on:		
Age		✓
Disability		✓
Gender		✓
Race		✓
Sexual Orientation		✓
Gender Reassignment		✓
Religion/Belief		✓
Pregnancy and Maternity		✓

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

Transforming Cancer Care Programme Summary Report



July 2019

Build

- The building is due to be handed over in February 2020
- A 12-week commissioning period will follow handover

Haemato-oncology inpatient move

- Proposal developed to review of the timing of the transfer of the H-O inpatient service from within the RLH to its future location in CCC-L
- Review to be carried out by an external reviewer with expertise in clinical service redesign and delivery
- Review will consider the views of key stakeholders, use objective data where this is available, and consider options for the timing of the move and the wider risks and benefits associated with each of these
- A paper setting out the recommendation of the external review will be presented to the Boards of CCC and RLBUHT in October 2019

Service readiness

- The focus of service readiness work with operational and clinical teams continues to be the development operational policies outlining how all parts of CCC-L will operate from day one
- The first tranche of operational policies will be ready for trust approval in September 2019

Safe Hospital

- The Safe Hospital project is concerned with how CCC-L will work with the Royal to ensure that patients are seen by the right staff in the right place at the right time
- The focus in the last month has been our proposed approach to unplanned admissions and the care of patients that are deteriorating –
- Engagement with the Royal on our proposed approach will begin in July and updated trust policies will be prepared by September

Agreements and contracts

- A single contract will be drawn up with the Royal with multiple specifications that outline the services the CCC-L will need from them
- Work continues with our solicitors on the proposed RLBUHT SLA and this is now in advanced draft

- A template is in production to allow nominated leads to develop detailed specifications for each service required by September 2019
- The Royal SLA will be presented to the Trust Board for approval by December 2019

Workforce

- Letters confirming their base locations from May 2020 had been sent to 425 staff as at 5th July 2019
- Attraction package implemented for new recruits to reimburse tunnel fees from 1st June - opening of the new hospital.
- In August a panel will meet to review the trust's workforce plans, look at recruitment phasing, and identify any gaps and business cases in development

Connect

- IM&T is working with CCC-W outpatients to test and embed new hospital technologies through a New Hospital 'Model Clinic'
- Ward drug ePrescribing went live as planned on 26th June 2019
- IT interoperability identified as one of the key issues to be resolved to support successful opening of new build (including migration of haem-onc to Meditech) – project plan developed

Communications

- The second of the new series of newsletters - *Clatterbridge 2020* - has been published focusing on addressing the travel and transport questions raised at the staff engagement event in June
- Upcoming design and production of various communications materials: marketing brochure for key stakeholders, patient postcard to update the public, and an animation to showcase our new clinical model

Programme

- Review of the governance of the Safe Hospital project to take place in July to better support delivery

