

Implementation report

May 2023

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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 November 2022. This report is an update from that position and will be presented to Performance Committee and Trust Board in May 2023.

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

- Positive North West Pharmaceutical Quality Assurance (NWPQA) audit of aseptic pharmacy in January 2023 – unit rated as low risk
- Programme in place to develop cutting edge CAR-T cell therapy service for Cheshire & Merseyside with a target date of Sep 2023
- First annual report of Green Plan delivery showed positive progress

Be collaborative

- Programme in place with programme director overseeing multiple work streams to prepare for mobilisation of Paddington CDC
- CCC engaging in Joint Committee of Liverpool providers and site-specific subcommittee focused on joint working between CCC-L/RLUH
- Paediatric radiotherapy service transferred to Christie in March 2023

Be a great place to work

- 65% response rate achieved in 2022 NHS staff survey - results showed steady progress and listening events being held to inform action plans
- New 'My Appraisal' system designed and developed based on feedback from staff via listening events and staff survey - to launch June 2023
- Head of EDI began in post in Jan 2023 (joint resource with Alder Hey)

Challenges since last report

- Vacancies and competing priorities in key corporate services continue to mean limited capacity to deliver the strategy in these areas
- The development and opening of Paddington CDC is a high profile and complex programme of work – and is in addition to business as usual priorities and existing improvement projects

Be research leaders

- Success of Liverpool Experimental Cancer Medicine Centre (ECMC) renewal bid announced in Jan 2023 – investment over the next 5 years
- A BRC lead has been appointed, collaboration between partners is underway, and £150k donated by the Charity towards BRC research
- Seven successful bids for Clatterbridge Research Funding Scheme 2022

Be digital

- Digital strategy developed and approved through Trust's governance for presentation at Trust Board of Directors in May 2023
- Self-assessment made against the national Digital Maturity Assessment highlighting existing maturity and areas for improvement
- Trust achieved Cyber Essentials Plus status in Dec 2022

Be innovative

- Former Rutherford Cancer Centre purchased and will operate as CCC-Paddington with further opportunities to be explored after CDC opening
- Innovation strategy launched in Feb 2023 and includes a new Big Ideas scheme to encourage larger scale proposals than Bright Ideas scheme
- Bright Ideas scheme has now had 160+ submissions

Key activities in next 6 months

- The development of new clinical quality strategy through staff and public engagement to set out our ambitions for learning for improvement
- The successful opening of Paddington CDC and the exploration of the further opportunities that the acquisition of CCC-Paddington provides
- The successful approval and initial delivery of a cutting edge CAR-T cell therapy service for the people of Cheshire and Merseyside
- Deliver further proposals for refurbishment & development of CCC-Wirral
- Progress the work plan for collaboration between CCC-L and RLUH, including developments in interventional radiology, pharmacy, estates

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

Theme		Commitment	November 2022	May 2023	Next
Quality and safety	Clinical quality strategy	Implement clinical quality strategy	<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"> > Quality Strategy development has remained on hold due to limited capacity in team and competing priorities > Development of Quality Strategy to be in May 2023 with staff and public engagement sessions 	<ul style="list-style-type: none"> > Launch Quality Strategy development programme > Draft strategy to be developed by the end of quarter 1 of 2023/24
Quality and safety	Patient safety	Empower staff to report near misses and incidents	<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"> > Patient safety specialist recruited > Patient safety specialist will be lead officer of the Patient Safety Committee and will support its effective functioning > Work completed 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 	<ul style="list-style-type: none"> > Scope of new Quality Strategy to include learning for improvement and outline of tools to be used for education and training, including staff intranet

Theme		Commitment	November 2022	May 2023	Next
Quality and safety	Patient experience and involvement	Implement our dementia and learning disability strategies	<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"> > Revised dementia and learning disability strategies now approved and implementation ongoing > Progress in delivery of the strategies reported to Patient Experience and Inclusion Group (PEIG) and for Trust Board assurance to Quality Committee 	<ul style="list-style-type: none"> > Continue with implementation of dementia and learning disability strategies and report on progress and challenges as appropriate
Quality and safety	Patient experience and involvement	Implement our patient involvement and engagement strategy	<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"> > Head of Patient Experience and Inclusion and Deputy Chief Nurse now in post > Results of the first patient-led assessment of the care environment (PLACE) of CCC-L took place in October now received and action plan developed to address areas for improvement 	<ul style="list-style-type: none"> > Deliver PLACE assessment action plan, including through delivering planned improvements to wayfinding, signage and food

Theme		Commitment	November 2022	May 2023	Next
Quality and safety	Quality improvement	Review and refresh our quality improvement methodology	<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"> > Review and refresh of our approach to quality improvement to take place within context of refreshed Quality Strategy 	<ul style="list-style-type: none"> > Reporting line to be closed and commitment to be incorporated into quality strategy commitment above
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"> > Review of completed AQuA masterclass programme > No further coordinated external quality improvement training in the last period 	<ul style="list-style-type: none"> > Provision of training and skills in quality improvement to take place within context of refreshed Quality Strategy 	<ul style="list-style-type: none"> > Reporting line to be closed and commitment to be incorporated into quality strategy commitment above
Quality and safety	Clinical governance	Embed new clinical governance structure	<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"> > Revised committee structure embedded > Frequency of key governance meetings to be reviewed with support of new substantive Associate Director of Corporate Governance > Key leadership posts in Quality and Safety Division now appointed to and in post 	<ul style="list-style-type: none"> > Complete review of frequency of key governance meetings > Continue to strengthen and fill vacancies in Quality and Safety Division

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Quality and safety	Regulation and accreditation	Maintain good CQC rating while striving for outstanding	<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"> > Items on action plan to meet recommendations of GGI developmental well-led review completed or moved to business as usual > Work commenced to ensure ongoing readiness for CQC inspection 	<ul style="list-style-type: none"> > Deliver work programme to ensure ongoing readiness of the organisation for CQC inspection
Quality and safety	Regulation and accreditation	Maintain key clinical accreditations and compliance with regulatory standards	<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 monthly reporting of regulatory register to Risk and Quality Governance Committee > Positive North West Pharmaceutical Quality Assurance (NWPQA) audit of aseptic pharmacy took place in January 2023 	<ul style="list-style-type: none"> > Ongoing maintenance of and reporting on regulatory register > JACIE inspection for stem cell transplant and CAR-T cell therapy development expected in July and preparations underway
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"> > 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"> > Update as last report 	<ul style="list-style-type: none"> > Continue to support appropriate applications to Small Grants Fund > Ensure Trust and Charity strategies aligned in context of Charity independence > Develop shared understanding of key priorities for investment and routes to apply for Charity funding

Theme		Commitment	November 2022	May 2023	Next
Operational performance	Clinical structure	Reorganise clinical divisions to underpin SRG model	<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"> > All SRG reviews now complete and presented to the Transformation & Improvement Committee > Key priorities and recommendations identified which will inform SRG work plans for the next 12 months > Summary of key findings presented to TEG May 2023 	<ul style="list-style-type: none"> > Monitor progress against actions via SRG meetings. > Refine and embed SRG review process over the next 6 months.
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"> > A review of current procedures scheduled for day ward has taken place with a view to continuing to integrate services and optimise treatment capacity > Brachytherapy work stream complete > Blood transfusion pathway revised and actions underway to embed this process 	<ul style="list-style-type: none"> > On hold pending re-scope of all affected services to ensure activity can be moved and accommodated safely 	
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"> > 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"> > Service transfer took place successfully on 1st February 2022 > Lessons learnt review for the transfer of Aintree H-O services completed and report presented to TEG Mar 2023 > Review looked at the service transfer as a whole, noted the successes and made a number findings for improving large scale projects in future 	<ul style="list-style-type: none"> > Ensure that findings of lessons learnt review are taken into account during future service transfers and large scale strategic projects > Reporting line to be closed in future reports

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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"> > 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"> > Programme to support the opening of the New Royal Hospital and adjoining link-bridges now complete > New governance with LUHFT in place following external review of Liverpool's clinical services > CCC now engaging actively in development of Joint Committee of all Liverpool providers and site-specific subcommittee (with LUHFT) focused on joint working across the CCC-L/RLUH site 	<ul style="list-style-type: none"> > Reporting line to be closed in future reports > Detail of ongoing operational and strategic partnership with LUHFT to be set out in 'Be collaborative' section
Operational performance	Maximising the benefits of CCC-Liverpool	Report on delivery of benefits of CCC-L	<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"> > Proposal for post project evaluation for the entire Transforming Cancer Care (TCC) programme (including the opening of CCC-L) presented to TEG > Working group formed to deliver proposal as presented to TEG, including review and simplification of the benefits in the original business case 	<ul style="list-style-type: none"> > Work further deferred due to management capacity > New target date of Sept 2023 agreed by TEG
Operational performance	Developing our services	Fully open our teenage and young adult (TYA) unit in CCC-L	<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"> > TYA inpatients continued to be accommodated on Ward 5 bed base > Work with TYA ODN on self-assessment of service against agreed and published service specification complete > Action plan developed to address areas for improvement 	<ul style="list-style-type: none"> > Deliver TYA service specification action plan, working with ODN partners > Business case to develop CAR-T cell therapy service includes requirement to create CAR-T inpatient capacity by relocating TYA inpatient beds to area originally designated as TYA unit > CAR-T business case includes staffing to allow this move to take place

Theme		Commitment	November 2022	May 2023	Next
Operational performance	Developing our services	Develop an interventional radiology service	<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"> > Recruitment underway for interventional radiology consultants > Formalisation of joint working with LUHFT through site-specific subcommittee of Liverpool Joint Committee (see Be collaborative) > Ongoing support from theatre nursing staff to standardise processes > Full review of current procedures and pathways complete 	<ul style="list-style-type: none"> > Business case in development for further development of the service, increasing capacity and providing a 5-day service
Operational performance	Developing our services	Upgrade the National Centre for Eye Proton Therapy	<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"> > Low Energy Proton Upgrade Group continues to meet monthly to formally discuss and monitor locally developed component level upgrades > Significant progress made in upgrading low energy proton equipment in past 6 months > Referrals to clinical service have returned to pre-pandemic levels with number of patients treated in 2022/23 exceeding number treated in 2019/20 	<ul style="list-style-type: none"> > Full replacement programme will be delivered by the end of 2023/24
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"> > 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"> > Regular joint operational and strategic meetings developed to continue collaboration and integration > Ongoing work streams around digital optimisation and a review of the model of care > Continued focus on integration of MDT meetings 	<ul style="list-style-type: none"> > Continue with ongoing work to optimise service and integrate IoM MDT meetings

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Operational performance	Developing our services	Fully open aseptic pharmacy production unit in CCC-L [◇]	<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"> > Standard isolators operating at close to maximum capacity, maximising unit productivity whilst allowing for agile response to emergency items > North West Pharmaceutical Quality Assurance (NWPQA) audit took place in January 2023 > Overall the unit was rated as low risk, an improvement on previous risk ratings > Positive feedback on the leadership of the senior aseptic team and the increased oversight and additional support and investment provided by the Trust > Some areas for further improvement identified and action plan developed > The unit has alerted MHRA that they are now inspection ready 	<ul style="list-style-type: none"> > Deliver action plan following NWPQA audit > Preparations continue for MHRA inspection > Commission VHP gassing isolators for use > Develop strategic plan to enable manufacturing at site for CCC and neighbouring Trusts, reducing reliance on external compounding companies

Theme	Commitment	November 2022	May 2023	Next	
Operational performance	Developing our services	<p>Develop a CAR-T cell therapy service for Cheshire & Merseyside ◇◇</p>	<ul style="list-style-type: none"> > Chimeric Antigen Receptor T-cell (CAR-T) cell 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"> > Monthly Programme Board with Exec sponsor ongoing > Business Case completed and progressing through CCC governance process > Regular meetings with regional and national NHSE Commissioning teams ongoing > Regular liaison with pharma companies, including workforce training underway > Internal and external Work streams work progressing > Peer review of JACIE evidence by The Christie completed successfully 	<ul style="list-style-type: none"> > Oversight of programme through Programme Board > Seek final business case approval in May 2023 > JACIE accreditation visit scheduled for mid-July > Provisional CAR-T cell therapy start date of Sept 2023 following JACIE accreditation and NHSE sign-off process
Operational performance	Embedding our clinical model	<p>Continue to work with our partners on the development of the CCC eastern sector hub</p>	<ul style="list-style-type: none"> > Delays to process following Health Overviews and Scrutiny Committee (OSC) meetings in 2021, linked to transition of commissioning arrangements > ICB picking up through Place Directors 	<ul style="list-style-type: none"> > Warrington Place Director leading review of eastern sector hub work > CCC Chief Operating Officer and Director of Strategy have submitted a paper outlining the changes that have taken place since the sector hub proposal was made > NHS Cheshire & Merseyside team reviewing information with a view to developing next steps 	<ul style="list-style-type: none"> > Await outcome of NHS C&M review and engage as appropriate when next steps are clear

Theme		Commitment	November 2022	May 2023	Next
Operational performance	Improving urgent and unplanned care	Develop a comprehensive and coordinated approach to urgent cancer care	<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"> > Work continues with LUHFT to establish Acute / General Medical support with a number of options being explored. > MSCC service now included within the Urgent Cancer Care Programme with reporting on service developments via the Urgent Care Board. 	<ul style="list-style-type: none"> > Continue to monitor UCCP through Programme Board (bi-monthly) and TIC (quarterly). > To continue to work in collaboration with CMCA & the UEC Transformation team to deliver the objectives of the programme
Operational performance	Improving urgent and unplanned care	Support coordinated expansion of acute oncology services across the region	<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"> > The Acute Oncology (AO) programme continues to work regionally and nationally with several projects underway in workforce, service contracts, education, key performance indicators, dashboards and data, and patient experience. > Regional Nursing Workforce gap analysis completed and shared with the UCCP board. It is currently being presented at various regional forums, alongside the regional AO service specification, to help with local implementation. > Regional AO and NSRDS advice and guidance pilot due to go live in June 23 (4 sites). > Proof of concept dashboard with COCH currently with CIPHA ready for design and build. 	<ul style="list-style-type: none"> > Continue to deliver each AO project within the programme reporting to UCCPB bi-monthly. > Continue to roll out the regional AO dashboard as planned.

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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"> > 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"> > Commencement of Hotline Attend Anywhere virtual clinic Nov 2023 > Hotline to SDEC & Urgent Community Response (UCR) streaming commenced in some parts of the region > HO integration into hotline fully completed and evaluated with key learnings and opportunities addressed > Development of new Hotline call system with call streaming options now completed and commenced user acceptance testing. On course for delivery by the end of May. 	<ul style="list-style-type: none"> > Implement new calling system > Begin to send triage log information via E-Xchange to external UCR organisations > Evaluate the impact of all business change work streams that have been implemented as part of the Hotline project
High quality environments		Redevelop the CCC-Wirral site	<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"> > Programme of maintenance and refurbishment for 2022/23 complete > Medium-term office moves complete, including Cancer Alliance office creation > Capital plan agreed with significant investment in CCC-W agreed for 2023/24 > Images from high-level redevelopment design process shared with Trust Board and Charity > Health Procurement Liverpool supporting launch of process to engage architects to work up longer term redevelopment plans > CCC-W Development Group formed to oversee refurbishment and redevelopment work programme 	<ul style="list-style-type: none"> > Developed detailed plan for capital investment in CCC-W site in 2023/24 > Engage with architects to support in year refurbishment plans and longer term redevelopment plan > Continue to communicate with staff on investments, improvements and future plans, involving teams directly affected by proposals in user groups

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High quality environments	Work with the charity to develop plans for refurbishing the 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"> > Architects engaged to begin to develop proposals for refurbishment of the unit > Architect site visits taken place to understand brief > Further engagement with Halton estates team to support eventual refurbishment works 	<ul style="list-style-type: none"> > Continue to develop and refine plans through engagement with Halton unit team, Networked Services team, and Charity > Present proposals to Trust Executive Group and charity trustees when available
High quality environments	Optimise our accommodation in The Spine to increase utilisation and bring corporate teams together**	<ul style="list-style-type: none"> > Final design of revised 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 	<ul style="list-style-type: none"> > Works subject to delay but completed in spring 2023 > More desking installed and additional team-specific 'zones' created to allow close working 	<ul style="list-style-type: none"> > Continue to work with Spine working group on new layout and zoning of areas > Reporting line to be closed in future reports
Financial performance	Deliver a productivity improvement programme	<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"> > 2022/23 cost improvement programme target of £6.7m delivered > Focus is now on 2023/24 and the Divisions continue to work on developing a number of recurrent opportunities that are currently being worked through 	<ul style="list-style-type: none"> > Develop and deliver challenging 2023/24 cost improvement programme target > Monitoring of development and delivery of cost improvement programme schemes through Finance Committee
Financial performance	Deliver an effective capital programme	<ul style="list-style-type: none"> > Ongoing process delivered through TEG, Finance Committee and Capital Investment Group > Capital programme for 22/23 includes equipment replacement and £1m+ on lifecycle and maintenance at CCC-W 	<ul style="list-style-type: none"> > Ongoing process delivered through TEG, Finance Committee and Capital Investment Group > Capital programme for 22/23 delivered > 2022/23 programme included equipment replacement, digital schemes and lifecycle and maintenance at CCC-W > Outline 2023/24 capital plan developed, including significant investment in CCC-W 	<ul style="list-style-type: none"> > Deliver 2023/24 capital programme > Ongoing process delivered through TEG, Finance Committee and Capital Investment Group

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Financial performance	Deliver our partner programme, increasing charitable income and continuing to grow the private clinic	<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 	<ul style="list-style-type: none"> > Charity continuing to work towards independence and Board of Trustees in development > PropCare strategy development continues to be led by Managing Director with PropCare Board > New CPL Chair in place and Board exploring future strategic opportunities > New lead in place for private patient joint venture 	<ul style="list-style-type: none"> > Partners to continue to develop and implement their respective work programmes
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"> > 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"> > Positive annual report of the first year of the Green Plan presented to Performance Committee and Trust Board in February > Substantive sustainability manager appointed with a June start date > Delivery of Green Plan actions continues to be through Sustainability Action Group > Sustainability Action Group to prepare quarterly progress reports to TEG and Performance Committee 	<ul style="list-style-type: none"> > Substantive programme manager to drive sustainability programme with increased pace and act as lead officer for Sustainability Action Group > First quarterly progress report for TEG and Performance Committee to focus on waste, travel and green spaces > Green travel plan to be completed and published in June 2023

Theme	Commitment	November 2022	May 2023	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 continues to represent Trust on cancer alliance prevention steering group > 	<ul style="list-style-type: none"> > Cancer Prevention Steering Group under review for 2023/24 > CCC continues to be involved in wider prevention work through the adoption of the C&M Prevention Pledge > New reporting line around developing CCC's role as an 'anchor institution' to added in the C&M HCP section of this report 	<ul style="list-style-type: none"> > Reporting line to be closed in 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"> > Close collaboration continues with CMCA on delivery of the programme with a focus on plans to ensure future sustainability linking into the newly formed ICB. > Links re-established with Urgent & Emergency Care (UEC) Transformation Lead at NHSE to ensure urgent cancer care is fully engaged within the wider UEC system, governance & reporting mechanisms. 	<ul style="list-style-type: none"> > To continue to work in collaboration with CMCA, UEC Transformation team to deliver the objectives of the programme.

Theme	Commitment	November 2022	May 2023	Next
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"> > 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"> > Evaluation of Lymphoma RDS service completed and presented to TIC in April 2023. Continuous improvements seen across the pathway and specifically in achieving the 28 day FDS. > Investment agreed at Divisional level to continue with the Lymphoma RDS service. > Roll out of the key principles extended to Myeloma pathway. > Proposal and options appraisal developed based upon CCC / LUHFT joint Lymphoma RDS model for roll-out across Haemato-oncology services in C&M. 	<ul style="list-style-type: none"> > Project formally closed. Trust to continue to apply key principles of the RDS to other applicable diagnostic pathways. > To continue to pursue increased access for core biopsies in conjunction with the future development of the CCC Interventional Radiology service.
Cheshire & Merseyside Cancer Alliance	Work with the Cancer Alliance, Macmillan and Health Education England to develop an integrated specialist cancer speech and language therapy service for C&M ◇◇	-	<ul style="list-style-type: none"> > SLT provision within head and neck cancer is highly specialised, requiring specific skills that can take several years to acquire > Recent years have seen workforce challenges for both CCC and LUHFT – mirroring the national picture > Providing a specialised service with in smaller units is unsustainable > Developing an integrated system-wide approach will ensure SLT provision for head and neck cancer is more sustainable and equitable for patients across Cheshire and Merseyside > Project taking place as a partnership between CCC, LUHFT, Cancer Alliance, Macmillan and HEE 	<ul style="list-style-type: none"> > Continue to report on progress and challenges within CCC and other partner organisations > Ongoing discussions with partners regarding extension to funding timescales to be concluded

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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 > 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"> > Continued active role in Health & Care Partnership and with Provider Collaborative (CMAST) > Trust engaged in the development of the Joint Forward Plan for C&M > CEO continues to lead Community Diagnostic Centre (CDC) programme > CEO also SRO for wider HCP diagnostic programme > Review of clinical services in Liverpool complete – CCC engaged in delivering the recommendations (see later reporting line on Liverpool collaboration) 	<ul style="list-style-type: none"> > Continue to play a full and active role in the partnership – including in the proposed development of a clinical strategy for C&M
Cheshire & Merseyside Health & Care Partnership	Work with WUTH to develop a Community Diagnostic Centre on the Clatterbridge Health Campus ^{◇◇}	<ul style="list-style-type: none"> > Clatterbridge 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"> > Clatterbridge Diagnostics on the Clatterbridge health campus has now delivered >50,000 additional diagnostic tests since opening in July 2021 > Capital development of additional CT and MRI units on WUTH estate now in construction > Clatterbridge Diagnostics CDC is now formally classed as the hub for a number of spoke sites, including Paddington CDC 	<ul style="list-style-type: none"> > Continue to work in partnership with WUTH to further develop Clatterbridge Diagnostics service

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Cheshire & Merseyside Health & Care Partnership	Work with partners to develop Paddington Community Diagnostic Centre within CCC-Paddington ◇◇	-	<ul style="list-style-type: none"> > Central CDC funding secured to purchase former Rutherford Cancer Centre in Mar 2023 > Paddington CDC to be first service to operate out of building now known as CCC-Paddington > Full programme in place with programme director overseeing multiple work streams to prepare for mobilisation > Recruitment of additional workforce has taken place > Central capital funding also received to upgrade CT scanner > All work streams reporting to monthly Programme Board 	<ul style="list-style-type: none"> > Continue to deliver mobilisation programme for Paddington CDC > Target opening date of July for first diagnostic modalities – phlebotomy, ultrasound, MRI > CT start date dependent on delivery of new machine
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"> > 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"> > Operational support plan remains in place to actively transfer / repatriate appropriate patients. > Work continues with Acute medical colleagues and Acute Oncology teams (CCC & LUHFT) to formalise pathways to facilitate care in the most appropriate setting. 	<ul style="list-style-type: none"> > Continue work with Acute medical colleagues and Acute Oncology teams (CCC & LUHFT) to formalise pathways

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Cheshire & Merseyside Health & Care Partnership	Further develop CCC's credentials as an 'anchor institution' that positively contributes to our local areas in ways beyond providing healthcare ◇◇	-	<ul style="list-style-type: none"> > Anchor institutions act to reduce environmental impact, widen access to quality work, purchase for social benefit, and support their communities > Further development of trusts as anchor institutions actively encouraged by C&M HCP > Trust has signed C&M anchor institution charter > Work on environmental sustainability and access to work feature elsewhere in this report > CCC has signed up to the C&M Prevention Pledge, with an action plan to increase our positive impact on the general health and wellbeing of staff and patients > Health Procurement Liverpool working to include social value considerations in significant procurement and CCC signed up to social value portal 	<ul style="list-style-type: none"> > Join C&M anchor institution assembly when developed > Sustainability manager to take wider anchor institution brief when in post > Develop anchor institution programme and ensure appropriate governance is in place > Deliver prevention pledge plan > Work to achieve C&M social value award
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 > 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"> > Paediatric radiotherapy service transfer from CCC to Christie took place on 31st March 2023 > ODN work plan also includes themes such as further rollout of stereotactic ablative radiotherapy (SABR), equipment utilisation, shared protocols, patient experience, workforce, and clinical trials 	<ul style="list-style-type: none"> > Continue to actively participate in ODN and its work programme > Work through ODN to complete further proposed service changes for low volume services

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Operational Delivery Networks	Play a full and active role in the North West Teenage and Young Adult ODN ^{◇◇}	<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"> > Assessment undertaken of the ODN's primary treatment centres and designated hospitals against draft national service specifications > Network oversight group overseeing delivery of action plans formed following service specification gap analysis > Work programme also includes genomics, clinical trials and tumour banking 	<ul style="list-style-type: none"> > Continue to play a full and active part in the NW TYA ODN > Deliver action plan developed for CCC primary treatment centre following national service specification gap analysis
Genomics	Ensure molecular diagnostic testing is available and access to molecular testing is embedded into pathways	<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"> > The Trust's nominated genomics nursing champion has begun to deliver a genomics education session for nursing colleagues. > Genomics results have been included in the minimum data set for E-Referral pilot (Lung SRG) > Work ongoing to develop a digital dataflow directly from LCL into Meditech > Work ongoing to streamline the recording of genomics results in Meditech and to support the development of a genomics tracking dashboard 	<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 > Continue to raise awareness of genomics agenda through steering group

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Other partnerships	Work together with Liverpool provider trusts to increase opportunities for improvements and efficiencies through collaboration ◇◇	-	<ul style="list-style-type: none"> > New governance forums in place following external review of Liverpool's clinical services > CCC now engaging actively in development of Joint Committee of all Liverpool providers and site-specific subcommittee (with LUHFT) focused on joint working across the CCC-L/RLUH site > Site subcommittee an opportunity to improve engagement with teams across LUHFT and CCC presented proposed work plan to first site subcommittee > Governance structure in development beneath site subcommittee to ensure delivery against agreed work streams 	<ul style="list-style-type: none"> > Continue to engage in site subcommittee and develop governance to deliver work plan > Explore new strategic opportunities for site subcommittee as they develop > Actively engage in the Joint Committee of all Liverpool providers as this becomes established
Other partnerships	Explore where there will be benefits to working together with partner trusts in areas like estates, innovation and research **	<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 Be Innovative section) > CEO vice chair of the national Federation of Specialist Hospitals (FoSH) 	<ul style="list-style-type: none"> > Update as at last report 	<ul style="list-style-type: none"> > 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"> > 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"> > Leadership and OD Prospectus for 2023/2024 published > Annual review of Leadership and OD reported to People Committee > Pilot of new band 5/6 leadership foundation programme completed and a further 2 cohorts commissioned for 2023 > Leadership and Management Passport for 2023/24 launched > Leadership Masterclasses for 2023/24 commissioned 	<ul style="list-style-type: none"> > Commissioning of senior leadership development programme (subject to funding) > Scoping of collaboration with LUHFT on development pathways > Managers induction programme to lunched
Leadership	Reorganise the directorate structures to ensure the SRGs are embedded	<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"> > Continued engagement with divisions to support team development and integration > Staff listening events have taken place during April – June to review staff survey results and develop divisional improvement plans > Pilot of new band 5/6 leadership foundation programme completed and a further 2 cohorts commissioned for 2023 	<ul style="list-style-type: none"> > Embedding of staff survey improvements > Continued OD support as required
Leadership	Develop an AHP strategy to harness the potential and enhance the value of AHPs	> On hold – Joint Nursing and AHP strategy to be developed	> On hold – Joint Nursing and AHP strategy to be developed	> On hold – Joint Nursing and AHP strategy to be developed

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Recruitment	Promote a compelling employer proposition placing emphasis on the harder to recruit groups	<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"> > Review of recruitment process completed to ensure inclusive and accessible to all > Increased engagement with community groups to encourage diverse recruitment > Review of recruitment training underway, including a focus on inclusive recruitment practices and values based recruitment > A further 2 recruitment evening has been hold to support the recruitment of admin and clerical roles 	<ul style="list-style-type: none"> > Develop a programme work with more targeted and diverse approach to Community Engagement > Develop processes and training for a more inclusive panel for interviews > Redesign of the trust recruitment website and branding
Recruitment	Focus on the recruitment of a research workforce for the future, including academic clinicians and clinician scientists	> Ongoing implementation of research strategy (see <i>Be Research Leaders</i> section for progress update)	> Ongoing implementation of research strategy (see <i>Be Research Leaders</i> section for progress update)	> Ongoing implementation of research strategy

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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 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"> > Revised work experience processes launched > Successful careers insight day held for radiography students > Attendance at 4 school/university careers evenings 	<ul style="list-style-type: none"> > Further establish links within local communities and further education providers to ensure a more inclusive and diverse reach > Work with the Princes Trust to run a step in Health programme in September 2023 > Continue to develop and roll out career insight days to raise the profile of working within the NHS > Establish a collaborative approach with LUFT for promoting the NHS as a Great Place to Work and a Collaborative Bank
Workforce transformation	Continue to develop our innovative approach to workforce planning, creating new roles and new career pathways	<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"> > NHSE/I Workforce Plan submitted > Scoping of CSW level 2 and 3 apprenticeship pathway completed, with pilot cohort commencing in September 2023 > KPIs for roster developed and included in workforce dashboards > 3 new apprenticeship pathways implemented 	<ul style="list-style-type: none"> > Further refinement of roster KPIs > Review and refresh of clinical pathway to support development and retention, as part of the development of the clinical education strategy > Scoping of collaborative working with LUHFT
Workforce transformation	Sustain agile ways of working in support of our multi-site clinical model beyond Covid-19	<ul style="list-style-type: none"> > Ongoing delivery of hybrid working training for managers 	<ul style="list-style-type: none"> > Recording of flexible working arrangements now in place within ESR to support with reporting and monitoring 	<ul style="list-style-type: none"> > Implement workforce reports on flexible working as part of divisional data sets

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Retention	Provide a comprehensive reward and recognition package	<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"> > Career development conversations and programme of work developed > Monthly staff recognition scheme refreshed > Retention deep dives completed within clinical areas 	<ul style="list-style-type: none"> > Roll out of career development and stay and grow conversations > Launch of 2023 Staff Excellence Awards > On-going deep dives into retention > Collaborative approach established with LUFT to explore retention
Retention	Continue and refine the e-PADR process	<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"> > New My Appraisal system designed and developed based on feedback from staff via listening events and staff survey. Revised system will be launched w/c 05th June > Revised training programme and supported materials developed 	<ul style="list-style-type: none"> > Launch of My Appraisal system with 3 month review of effectiveness > Launch of new appraisal training programme and toolkits > Finalise BI dashboards for analysis of appraisal data

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Culture and engagement	Foster an open, transparent and high performing culture, where staff feel valued and recognised, actively participate and feel empowered to raise concerns	<ul style="list-style-type: none"> > Divisional 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"> > Encourage managers to attend training around inclusive leadership > Results of the NHS staff survey shared across the organisation > Staff listening events have taken place to share the results of the staff survey and Q1 pulse data. Divisional improvement plans currently being developed for submission by end of May 	<ul style="list-style-type: none"> > Develop a programme of learning to promote inclusive leadership > Continue to work with staff networks to understand lived experience > Implement 'Big Conversation' events and 'a day in your Shoes' > Continue to run Quarterly Culture and Engagement Pulse checks > Collaborate with LUFT on sharing resources including Wellbeing days / events
Culture and engagement	Develop an inclusive and healthy environment where everyone is treated with respect and dignity	<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"> > Review of staff networks completed > Review of EDI programmes underway > Review of staff survey and associated actions completed 	<ul style="list-style-type: none"> > Implementation of new EDI suite of learning > Develop and implement structured work plans for staff networks

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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"> > 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"> > Reverse mentoring programme has commenced > Head of EDI commenced employment in January 2023 (shared resource with Alder Hey) > Gender Pay Gap Report and EDS2 report produced 	<ul style="list-style-type: none"> > Designing an overarching EDI strategy and plan of action 23 onwards > Participation PRIDE in collaboration with Alder Hey > Work with local community group based leaders, for example the Imam at Liverpool mosque
Culture and engagement	Work proactively to increase the diversity of our workforce	<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"> > Head of EDI commenced employment in January 2023 (shared resource with Alder Hey) > Increased engagement with local school and community group across the LRC > Springboard programme completed with positive evaluation data 	<ul style="list-style-type: none"> > Review and redesign our overall attraction, recruitment, retention practices. Ensure we review advertising practices and involve our staff networks at all stages to utilise their lived experience > Implementation of new EDI suite of learning
Culture and engagement	Review our trust values	<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 	<ul style="list-style-type: none"> > Ongoing communication and embedding of values

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Health and wellbeing	Implement our health and wellbeing plan	<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"> > Wellbeing and engagement activities continued to be rolled out > Positive increases across wellbeing scores in Staff Survey > 2023/24 Live Well Work Well interventions and priorities developed and approved at People Committee 	<ul style="list-style-type: none"> > Collaborate with LUHFT and establish a system wide approach support staff wellbeing > Roll out programmes including health and wellbeing training and workshop > Implement Wellbeing and Engagement Champions across all areas > Launch of Staff Wellbeing and Engagement Champions
Education and training	Achieve teaching hospital status	<ul style="list-style-type: none"> > No further work towards Teaching Hospital status in last period 	<ul style="list-style-type: none"> > Achievement of teaching hospital status includes assessment against both research and education criteria > Following initial trust self-assessment against teaching hospital criteria the focus of research programme has been embedding new leadership and achieving CRF, BRC and ECMC as routes to increase research capability funding 	<ul style="list-style-type: none"> > Further work to achieve commitment to be focussed on years 4 and 5 of the 5-year strategic plan
Education and training	Implement our education strategy	<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"> > New co-produced multi-professional education strategy in development with associated implementation plan 	<ul style="list-style-type: none"> > Planned launch Q3 2023 as per Business Plan, with oversight of delivery by Education Governance Committee and People Committee of the Board

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

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Research strategy	Implement our research strategy	<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"> > Operationalising the research strategy has continued via the Research Strategy Business Plan and quarterly updates to Performance Committee 	<ul style="list-style-type: none"> > Operationalising the research strategy has continued via the Research Strategy Business Plan and quarterly updates to 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 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"> > In addition to the posts recruited at the 11/2022 update, the following posts have been appointed to: <ul style="list-style-type: none"> > Clinical Research Fellow aligned to Haemato-Oncology > 2 x Early Phase Clinical Research Fellows > Biomedical Research Centre Lead > Research Nursing staff 	<ul style="list-style-type: none"> > Appointment of National Funding bid Manager, Research Nursing staff, Research Governance Manager, Biobank & Genomics technician and Senior Lecturer posts.
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"> > Deputy Director of Clinical Research determining a fair and transparent process for PA allocation across the SRGs 	<ul style="list-style-type: none"> > PA allocation criteria determined for additional Research PA time. 	<ul style="list-style-type: none"> > Assign Research PAs to appropriate clinical staff.
Clinical trials delivery and infrastructure	Submit our renewal bid for the ECMC in 2022	<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"> > Successful ECMC bid announced 19/01/2023 > 	<ul style="list-style-type: none"> > Operationalise agreed objectives included in ECMC funding bid and highlight progress against plan through appropriate Research meetings.
Clinical trials delivery and infrastructure	Support the Liverpool Clinical Research Facility bid as a collaborator in 2021 ^{◇◇}	<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"> > CRF Strategic and operational meetings now taking place between the three Partners. 	<ul style="list-style-type: none"> > Operationalise agreed objectives included in CRF funding bid and highlight progress against plan through appropriate Research meetings.

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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"> > Chair in Radiation Oncology progressing with UoL > BRC bid with the Royal Marsden Hospital successful, announced October 2022 	<ul style="list-style-type: none"> > Chair in Radiation Oncology is being progressed via external agency. > BRC strategic and operational meetings taking place between Partners. > £150k donated by The Clatterbridge Charity to BRC Research. > BRC Lead appointed. 	<ul style="list-style-type: none"> > Chair in Radiation Oncology is being progressed via external agency. > Operationalise agreed objectives included in BRC funding bid and highlight progress against plan through appropriate Research meetings > Sign-off BRC Associate Partnership Agreement.
Academic research	Support and foster an environment for growth in academic oncology	<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"> > Research Rounds continued to End December 2022 and will restart June 2023. > 18 applications submitted to the CRFS22. Seven successful applications. 	<ul style="list-style-type: none"> > Continue to present Research Rounds on a 2-weekly basis > Communicate outcome of CRFS22 across the Trust. Plan CFRS23 towards the end of 2023.
Academic research	Expand the clinical research fellow programme	<ul style="list-style-type: none"> > Second Clinical Research Fellow now approved by UoL 	<ul style="list-style-type: none"> > Second Clinical Research Fellow appointed and aligned to Haemato-Oncology > Two Early Phase Clinical Research Fellows appointed. Due to start in post August 2023. 	<ul style="list-style-type: none"> > Appoint third Clinical Research Fellow.
Academic research	Increase research in advanced radiotherapy techniques	<ul style="list-style-type: none"> > Chair in Radiation Oncology progressing with UoL 	<ul style="list-style-type: none"> > Chair in Radiation Oncology is being progressed via external agency. 	<ul style="list-style-type: none"> > Chair in Radiation Oncology is being progressed via external agency.
Academic research	Explore and develop research collaborations ^{◇◇}	<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 and ECMC collaborations and explore other opportunities as they emerge 	<ul style="list-style-type: none"> > Continue to develop CRF and BRC and ECMC collaborations and explore other opportunities as they emerge

Theme	Commitment	November 2022	May 2023	Next
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"> > Research Rounds continuing > Clatterbridge Research Funding Scheme 2022 (CRFS22) launched 1st November 2022 	<ul style="list-style-type: none"> > Research Rounds continuing > Clatterbridge Research Funding Scheme 2023 (CRFS23) to be launched towards the end of 2023. 	<ul style="list-style-type: none"> > Research Rounds continuing > Clatterbridge Research Funding Scheme 2023 (CRFS23) launched to be launched towards the end of 2023.

Theme	Commitment	November 2022	May 2023	Next
Digital strategy	Develop our digital strategy	<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"> > Digital Strategy has been endorsed by Digital Board January and March 23; Trust Executive Group March 23, and Quality Committee March 23. Due to pre-election activities, the Digital Strategy will be presented to May Trust Board for final endorsement. 	<ul style="list-style-type: none"> > Formal launch event will be planned post Trust Board sign off
Digital strategy	Achieve HIMSS level 7 status	<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 Nov 22 	<ul style="list-style-type: none"> > The new national Digital Maturity Assessment (DMA) was launched in February 2023. The assessment comprised of 3 parts: 1) 50 Self-assessment questions based on WGLL Framework, 2) 108 volumetric questions 3) bed management questionnaire. All submissions were managed through Digital Board and delivered on time by 19th March. ICB review took place in April and all resubmissions were required by 15th May 2023. > After ICB review and Digital Board review in early May, minor adjustments were made and final submission for CCC was submitted on time 	<ul style="list-style-type: none"> > Nationally, results are being analysed in preparation for National results and Insights workshops. > Focus on areas for potential increases in digital maturity within CCC, working in partnership with relevant departments.

Theme	Commitment	November 2022	May 2023	Next
Delivering digital for patients	Engage with our patients to design solutions through co-production	<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"> > The national Digital Maturity Assessment has been launched. Final submission has been made to NHSE on 15th May which includes level of digital maturity against all domains of the What Good Looks Like (WGLL) framework including empowering citizens. > CIO is chair of the C&M Digital inclusion forum. Digital Inclusion toolkit launched 28th April comprising of Digital Inclusion Impact Assessment, Barriers to Digital Inclusion in C&M Research Reports, and the Digital Exclusion Heatmap tool 	<ul style="list-style-type: none"> > The national digital maturity assessment has been launched and. final submission sent to NHSE on 15th May > Nationally, this data will be baselined and Digital Board will monitor improvements. > C&M Digital inclusion work to be shared at CCC Patient engagement group along with current digital maturity levels in the empower citizens domain
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"> > 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"> > Work continues with remote monitoring pilots which are now live, patient recruitment is lower than expected and evaluation continuing. > Admin services continue to lead on development of processes to support increase in video consultations where appropriate > Attend Anywhere has been introduced into CDU and Marina Dalglish and is under review with the division. 	<ul style="list-style-type: none"> > To be closed as a reporting as work is managed through Urgent Care Board and Digital Board

Theme	Commitment	November 2022	May 2023	Next
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"> > 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"> > Shared records are nationally being driven with patient portals with access via NHS APP > There are a number of cancer use cases in progress with the Trust and CIPHA records. These are clinician led and utilise data to improve patient care and outcomes. Current use cases include regional Acute Oncology dashboard, a risk stratification tool looking at the impact of frailty on lung cancer patients, project "Agatha" to support Metastatic Breast cancer patients and a risk stratification tool for unplanned cancer admissions. 	<ul style="list-style-type: none"> > A data scientist position is being introduced into Business Intelligence team to support the CIPHA work streams. > Plans are in place to increase the scope of current systems to provide patient portal functionality for CCC patients.
Delivering digital for patients	Give patients access to assistive technology, including remote monitoring	<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"> > Pilot has gone live 	<ul style="list-style-type: none"> > To close this reporting line as managed through urgent care board and digital board.

Theme	Commitment	November 2022	May 2023	Next
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"> > 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"> > The Virtual Reality Sepsis module is currently in User Acceptance Testing (UAT). > Due to the work of clinical systems optimisation, the scope of the gamification platform “Attensi” has moved to focus on the development of core modules to support the standard features of the current EPR. The first four modules have been developed and are in UAT with a launch date planned for July 23. 	<ul style="list-style-type: none"> > Continue to develop “Attensi” gamification platform to support EPR optimisation. > Work closely with new simulation lead within clinical education team to continue development of the virtual reality platform.
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"> > 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"> > Reporting line closed 	
Delivering digital for our people	Embed strong clinical digital leadership	<ul style="list-style-type: none"> > Strong clinical leadership embedded 	<ul style="list-style-type: none"> > Reporting line closed 	

Theme	Commitment	November 2022	May 2023	Next
Be driven by intelligence	Establish a true business intelligence function	> Work remains with Quality Team for Clinical Effectiveness Team	> Business Intelligence (BI) Team is fully embedded and continues to develop with the opportunity of Liverpool University collaborations to support Artificial Intelligence (AI) and data science. > Clinical Effectiveness Team (CET) continues within the BI team within Digital services function and will be reviewed with Quality function	> Progress on local university of opportunities for collaboration and student placements to support AI and data science will be shared via Digital Board. Exploration site visit 17 th May. > Continue with C&M developments in CIPHA > 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	> Fully embedded Data Management Group and reports into Digital Board	> Reporting line closed	
Be driven by intelligence	Share data across Cheshire & Merseyside as part of the CIPHA programme	> 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	> CIPHA presentation to Digital Board in March 23 > Cancer use cases are continuing with CCC and the C&M CIPHA team. These are clinician led and are using data held by the CIPHA team to improve patient care and outcomes. Includes risk stratification tool looking at frailty for lung cancer patients and project "Agatha" to support a risk stratification tool for metastatic breast cancer patients and unplanned cancer admissions.	> CIPHA data workshops to view and utilise existing C&M data sets within CCC planned for end of May 23.
Secure and robust digital infrastructure	Work with partners to deliver a 'cloud first' approach to our digital infrastructure	> Work on cloud and Azure continues along with 23/24 plan	> Cloud first strategy continues within Digital strategy and current work programmes	> National digital finance sessions planned for late May 23 to understand cloud financial implications.

Theme	Commitment	November 2022	May 2023	Next
Secure and robust digital infrastructure	Achieve Cyber Essentials Plus status	> Plan and funding agreed for ISO27001	<ul style="list-style-type: none"> > Achieved Cyber Essentials Plus December 2022 > Significant work and developments in progress against ISO27001 > Completed all internal audits for ISO27001. Identified minor non-conformities and opportunities for improvement which are being worked on with relevant departments and will be monitored through Information Governance Board. 	> British Standards Institute (BSI) auditors will audit Aintree and Wirral on 1 st 2 nd and 5 th June. Liverpool site will be audited on Monday 24 th July.
Secure and robust digital infrastructure	Embed collaboration tools to support better communication and collaboration across our sites	> 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"> > New national Microsoft N365 deal is expected 22/5/23 with ability to transact from 9/6/23. This will enable continuation of development of national collaboration tools > CCC closely aligned to C&M Radiology Imaging network to plan the deployment of the new PACs cloud which will enable improved capabilities for image sharing and reporting supporting MDTs > Working with IOM to assess patient Video Conference capabilities between Nobles and CCC 	<ul style="list-style-type: none"> > Review new national Microsoft deal for CCC > Working with IOM to align PACs image sharing into C&M PACs

Theme	Commitment	November 2022	May 2023	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"> > 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 approved by Trust Executive Group and Trust Board, launched February 2023 > Meetings with LJMU to explore collaboration on Artificial Intelligence and digital > Clinical Lead for Innovation presented at Consultant Away Day to raise profile of innovation and offer of service > Presented Innovation and Bright Ideas to the Council of Governors April 2023 > Big Ideas Scheme inaugural funding call launched January 2023 and supported projects announced March 2023 > Intranet resources and innovation mind-set training launched 	<ul style="list-style-type: none"> > Big Ideas Scheme Autumn Funding call to be launched September 2023 > Continue to engage with external partners and peer NHS trusts to remain aware of opportunities for shared learning and collaboration > Review of Innovation Service and re-engagement with staff to clarify concept of innovation and ways the service can support their ideas

Theme	Commitment	November 2022	May 2023	Next
Build the capacity, capability and culture to support innovation	Establish an Innovation Fund	<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"> > Bright Ideas now at 163 ideas submitted and reviewed to date > Patient idea currently in prototyping stage in partnership with an external company > 8 month pilot for prehabilitation in immunotherapy patients in collaboration with LJMU supported as part of Big Ideas Scheme > Risk Stratification Tool to be developed after data analysis of ED attendance and admission data for cancer patients > Funding terms clarified in application form for Big Ideas Scheme to clarify eligibility criteria 	<ul style="list-style-type: none"> > Continue to review Bright Ideas monthly > Oversight to be maintained for supported Big Ideas to monitor progress and use of funding allocation
Improving patient care through innovation	Expand the Clatterbridge in the Community programme	<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"> > The second service hub in Aintree provides more efficiency with travel, therefore enabling the treatment of more patients in the North Merseyside region > Data available since opening of Aintree hub show increase in treatment numbers with decreased overall mileage 	<ul style="list-style-type: none"> > Continue expansion of CIC - 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"> > 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"> > Trust-wide focus groups undertaken to inform scope of the work required. > Dedicated resource identified to lead the programme of work > Programme structure (for governance & reporting) developed with first Programme Board to be held in June 2023. 	<ul style="list-style-type: none"> > Scope of programme to be formally agreed at Programme Board and will include PIFU.

Theme	Commitment	November 2022	May 2023	Next
Improving patient care through innovation	Sustain and embed the use of telemedicine in outpatient care beyond Covid-19	<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"> > CCC continues to consistently achieve the target of 75%/25% remote telehealth > The pilot of telehealth monitoring (in advanced lung cancer & immunotherapy) is ongoing > Recruitment lower than expected, factors include a 4 week temporary stop of recruitment during April due to operational pressures, low patient appetite for telehealth monitoring, and lower than usual number of eligible candidates. 	<ul style="list-style-type: none"> > Evaluation of the pilot of telehealth monitoring in collaboration with partners has commenced
Improving patient care through innovation	Explore concept an 'innovation bunker' on the CCC-Liverpool site **	<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"> > Update as at last report 	<ul style="list-style-type: none"> > Explore potential provided by CCC-Paddington to develop this idea further
Subsidiaries and joint venture	Develop and grow our subsidiaries and joint venture	<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"> > PropCare strategy development continues to be led by Managing Director with PropCare Board > New CPL Chair in place and Board exploring future strategic opportunities > New lead in place for private patient joint venture 	<ul style="list-style-type: none"> > Development and delivery of PropCare and private patient joint venture strategies
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"> > 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"> > CAR-T cell therapy update now in service developments update of <i>Be outstanding</i> section > Former Rutherford Cancer Centre now purchased by CCC and will operate as CCC-Paddington > First service to operate from the building will be Paddington CDC (see <i>Be collaborative</i> above) > Further opportunities provided by the acquisition of the site 	<ul style="list-style-type: none"> > Current focus of CCC-Paddington is the opening of the CDC but further opportunities to be explored in next reporting period

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				