

Five-year strategic plan 2021-2025

Implementation report

November 2023

Contents

Introduction	2
Summary	3
Be outstanding	4
Be collaborative	7
Be a great place to work	9
Be research leaders	12
Be digital	14
Be innovative	17
List of acronyms	19

Introduction

Our five-year strategic plan (2021-2025) sets out our aims and ambitions years against six strategic themes. The strategic plan sets out a number of commitments for each theme.

As part of our commitment to deliver the strategic plan we have provided a strategy implementation report – giving an update against each of these commitments – every six months since June 2021.

This report was intended to provide a high-level update on the progress and challenges with the implementation of the strategic plan. As we have progressed through the lifespan of the five-year strategic plan this implementation report has become less useful for a number of reasons:

- Many of the commitments have now been delivered and the work on others is part of a continuous process that will not have a clear date of completion.
- It has been necessary to change our position on, or approach to, some of the original commitments meaning that it was necessary to reword them in the report.
- New work streams and initiatives (not mentioned in the five-year strategic plan) have now become priorities for the Trust.
- A number of supporting strategies have now been developed. These outline the ongoing work to deliver specific elements of the five-year strategic plan and there is now separate reporting in place on the delivery of these supporting strategies.

As such, a new and shorter strategy implementation report will be prepared for the remainder of the lifespan of the current five-year strategic plan. This is the first version of this new report.

This report

This report contains a section on each of the six themes in the five-year strategic plan. Each section outlines:

- The key highlights for the theme in the latest reporting period
- The supporting strategies that are now in place to support the theme and where the Trust Board of Directors receives assurance on the delivery of these strategies
- A brief summary of the status of the main work areas outlined in the five-year strategic plan, outlining for each whether they are original commitments, have been reworded, or are additional commitments
- A brief narrative update for each commitment, and
- A description of the status of the commitment, with each being identified as being either:
 - i) Complete
 - ii) In progress
 - iii) Continuous, or
 - iv) Under review

Summary of highlights

Be outstanding

- Development of CAR-T cell therapy service progressing well, positive JACIE inspection of clinical programme and target date of spring 24
- New Quality Improvement & Learning Strategy 2023-25 developed through engagement
- Comprehensive maintenance/refurbishment programme at CCC-Wirral and architects engaged on long term redevelopment

Be collaborative

- The Paddington CDC in CCC-Paddington opened in July 2023 following a rapid mobilisation programme
- CCC continues to engage with Joint Committee of Liverpool providers and site sub-committee
- Health Inequalities Steering Group now formed to coordinate CCC's 'anchor institution' work

Be a great place to work

- Second annual Staff Excellence Awards took place in October 2023 celebrating the dedication of colleagues across the Trust
- Significant staff engagement through 'Big Conversation' events, 'A Day in Your Shoes' programme and 'Pop-up Sessions' with CEO
- Network of Wellbeing and Engagement Champions from across Trust in development

Be research leaders

- Additional research PAs have been allocated to clinical staff and will demonstrate enhanced support for research within the Divisions
- Two new Early Phase Clinical Research Fellows started in August 2023
- Chair of Oncology jointly appointed with the University of Liverpool and started in November 2023

Be digital

- Our new Digital Strategy 2023-2025 launched in June 2023
- Self-assessment made against the national Digital Maturity Assessment highlighting existing maturity and areas for improvement
- New Outpatient Transformation Programme will drive increased telehealth consultations

Be innovative

- Options appraisal in development for second phase of development of CCC-Paddington site now that Paddington CDC is operational
- Outpatient Transformation Programme established to increase telemedicine and innovative patient-initiated follow-up (PIFU)
- New Innovation Manager starting in early 2024 and Innovation Committee to be formed

Key strategic activities in the next 6 months

- Initial delivery of a cutting edge CAR-T cell therapy service for the people of Cheshire and Merseyside
- Continue to deliver Outpatient Transformation Programme
- Proposals for the further use of CCC-Paddington following the exploration of the further opportunities that the acquisition provides
- Deliver further proposals for refurbishment & development of CCC-Wirral and Halton sites
- Continue to work with partner provider trusts to increase opportunities for improvements and efficiencies through collaboration

A. HIGHLIGHTS IN THE LATEST REPORTING PERIOD

- The programme to develop a cutting edge CAR-T cell therapy service for Cheshire & Merseyside is progressing well, with positive JACIE inspection of the clinical programme and a revised target date of spring 2024 to allow completion of the stem cell lab (LCL) JACIE action plan
- Our new Quality Improvement & Learning Strategy 2023-25 has been developed through staff and public engagement and sets out our ambitions for learning for improvement
- Comprehensive maintenance and refurbishment programme taking place at CCC-Wirral, with architects engaged to begin developing proposals for long term redevelopment

B. SUPPORTING STRATEGIES

There are various supporting strategies in place with relevance to this strategy priority:

- Quality Improvement & Learning Strategy 2023-25
- Patient Experience Commitment 2022-2025
- Creating a Greener CCC 2022-2027

The Trust Board of Directors gains assurance on the delivery of these supporting strategies through Quality, People and Performance Committees.

C. SUMMARY OF COMMITMENTS IN STRATEGIC PLAN

The commitments set out in the five-year strategic plan are against four broad themes:

- Operational performance
- Quality, standards and experience
- High quality environments
- Financial and environmental sustainability

Operational performance			
Commitment	Type	Status	Update
Reorganise clinical divisions to underpin SRG model	Original	Complete	Completed in year one of five-year strategic plan
Further integrate our haemato-oncology services with those in the North Mersey area	Original	Complete	Service transfer took place successfully on 1st February 2022
Support the opening of the New Royal	Additional	Complete	New Royal open and link bridges in place
Develop a sustainable and high quality model of care for referrals from the Isle of Man	Original	Complete	Service model in place with ongoing work to optimise MDT working
Report on delivery of benefits of CCC-L	Original	In progress	Work underway, data collection ongoing, draft report target Jan 24

Upgrade the National Centre for Eye Proton Therapy	Original	In progress	Full replacement programme will be delivered by the end of 2023/24
Fully open aseptic pharmacy production unit in CCC-L	Additional	In progress	Awaiting date for MHRA inspection – ongoing work to develop service and commission VHP isolators
Develop a CAR-T cell therapy service for Cheshire & Merseyside	Additional	In progress	Positive JACIE inspection of clinical programme. JACIE action plan developed for LCL stem cell lab. Target start date revised to spring 24.
Develop the working relationship with LUHFT, including the review and management of the SLA for services between RLUH and CCC-L	Reworded	Continuous	SLA review and development one of key work stream of Joint CCC/LUHFT Partnership Group.
Fully open our teenage and young adult (TYA) unit in CCC-L	Original	In progress	CAR-T cell therapy business case includes changes to Ward 5 allowing the opening of the TYA unit.
Develop an interventional radiology service	Original	In progress	Ongoing work with partners in C&M on a coordinated approach to interventional radiology
Continue to work with our partners on the development of the CCC eastern sector hub	Original	Under review	Proposal under review following submission of CCC paper to NHS C&M outlining changes since eastern hub originally proposed
Develop a comprehensive and coordinated approach to urgent cancer care	Original	Continuous	Urgent Cancer Care Programme Board in place bringing together partners from the region under CCC leadership

Quality, standards and experience			
Commitment	Type	Status	Update
Develop new clinical quality strategy	Reworded	Complete	Quality Improvement & Learning Strategy 2023-2025 developed and launched July 2023
Review and refresh our quality improvement methodology	Original	Complete	As above
Implement our dementia and learning disability strategies	Original	In progress	New Dementia Strategy 2022-2026 in place. New Learning Disability and Autism Strategy 2023-2025 in place.
Implement our patient involvement and engagement strategy	Original	In progress	Our Commitment: Patient experience, engagement, inclusion & involvement 2022-2025
Empower staff to report near misses and incidents	Original	Continuous	Ongoing work to achieve this outlined in Quality Improvement & Learning Strategy
Maintain good CQC rating while striving for outstanding	Original	Continuous	Deliver work programme to ensure ongoing readiness of the organisation for CQC inspection
Maintain key clinical accreditations and compliance with regulatory standards - ongoing	Original	Continuous	Managed through Risk and Quality Governance Committee

High quality environments			
Commitment	Type	Status	Update
Optimise our accommodation in The Spine to increase utilisation and bring corporate teams together	Reworded	Complete	Work complete
Redevelop the CCC-Wirral site	Original	In progress	Full maintenance and refurbishment programme for 2023/24. Architect-led process work up redevelopment plans will commence Nov 23.
Work with the charity to develop plans for refurbishing the Halton unit	Reworded	In progress	Architect plans drawn up with division and Halton team. Plans to be finalised in Nov 23 to allow engagement with Charity on fundraising

Financial performance and sustainability			
Commitment	Type	Status	Update
Deliver a productivity improvement programme	Original	Continuous	Challenging cost improvement programme for 2023/24 is on track. 2024/25 programme in development
Deliver an effective capital programme	Original	Continuous	2023/24 capital programme on track with planning underway for 2024/25
Deliver our partner programme, increasing charitable income and continuing to grow the private clinic	Original	Continuous	Charity now independent to seek to maximise income. Strategies in place to grow private joint venture and wholly-owned subsidiaries.
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	Original	Continuous	Green plan in place since Jan 2022. Sustainability Manager in place with governance and reporting, including annual report.

Be collaborative

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

A. HIGHLIGHTS IN THE LATEST REPORTING PERIOD

- The Paddington Community Diagnostic Centre in CCC-Paddington opened in July 2023 following a rapid mobilisation programme after the acquisition of the former Rutherford Cancer Centre: North West earlier in the year
- CCC continues to engage with Joint Committee of Liverpool providers and site-specific sub-committee focused on joint working between CCC-Liverpool and the Royal Liverpool Hospital
- Health Inequalities Steering Group now formed to coordinate CCC's contribution as an 'anchor institution', including through initiative aimed at preventing ill health and lessening health inequalities

B. SUPPORTING STRATEGIES

- There are no dedicated supporting strategies for this strategic objective

C. SUMMARY OF COMMITMENTS IN STRATEGIC PLAN

The commitments to further this strategic objective were set out in four areas:

- NHS Cheshire & Merseyside
- Cheshire & Merseyside Cancer Alliance
- Operational Delivery Networks
- Other partnerships

NHS Cheshire & Merseyside			
Commitment	Type	Status	Update
Work with WUTH to develop a Community Diagnostic Centre on the Clatterbridge Health Campus	Additional	Complete	Clatterbridge Diagnostics opened in July 2021 with some services operating out of CCC-W
Work with partners to develop Paddington Community Diagnostic Centre within CCC-Paddington	Additional	Complete	Opened in July 2023 following a rapid mobilisation programme involving multiple work streams
Play a full and active role in the partnership	Original	Continuous	CEO continues to lead Community CDC programme and wider diagnostic programme
Further develop CCC's credentials as an 'anchor institution' that positively contributes to our local areas in ways beyond providing healthcare	Additional	Continuous	Health Inequalities Steering Group now formed to understand CCC's existing contribution and oversee development of new initiatives

Cheshire & Merseyside Cancer Alliance			
Commitment	Type	Status	Update
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	Reworded	Complete	Lymphoma RDS piloted successfully and implemented with improvements seen in waiting times
Work with the Cancer Alliance, Macmillan and Health Education England to develop an integrated specialist cancer speech and language therapy service for C&M	Additional	In progress	Service model in place and development underway. Discussions with key partners on ongoing project funding concluded.
Work with cancer alliance colleagues on the delivery of our comprehensive and coordinated approach to urgent cancer care	Original	Continuous	Urgent Cancer Care Programme Board in place bringing together partners across the region with strong Cancer Alliance involvement

Operational Delivery Networks (ODNs)			
Commitment	Type	Status	Update
Play a full and active role in the North West Radiotherapy ODN	Reworded	Continuous	CCC CEO chairs Radiotherapy ODN with engagement from clinical team
Play a full and active role in the North West Teenage and Young Adult ODN	Additional	Continuous	CCC COO chairs TYA ODN with engagement from clinical team

Other partnerships			
Commitment	Type	Status	Update
Work together with Liverpool provider trusts to increase opportunities for improvements and efficiencies through collaboration	Additional	Continuous	CCC playing active role in work put in place following Liverpool Clinical Services Review. Other collaboration taking place through CMAST.
Ensure molecular diagnostic testing is available and access to molecular testing is embedded into pathways	Original	Continuous	Internal work underway to streamline processes for receiving and recording genomic results. External engagement taking place with partners on turnaround times and impact on cancer waits.

Be a great place to work

Attract, develop and retain a highly skilled, motivated and inclusive workforce to deliver the best care

A. HIGHLIGHTS IN THE LATEST REPORTING PERIOD

- Second annual Staff Excellence Awards took place in October 2023 to celebrate the outstanding commitment, dedication and achievement of colleagues across the Trust. A total of 220 nominations were received in the 12 award categories.
- Significant staff engagement activity through 'Big Conversation' events, 'A Day in Your Shoes' programme and 'Pop-up Sessions' with the CEO
- Network of Wellbeing and Engagement Champions in development, drawn from teams across the Trust

B. SUPPORTING STRATEGIES

Work towards this strategic aim is set out in **Our People Commitment 2021-2026**. The Trust Board of Directors gains assurance on the delivery of this work through People Committee.

C. SUMMARY OF COMMITMENTS IN STRATEGIC PLAN

The commitments to further support this strategic objective were set out in seven areas in the five-year strategic plan. These areas have been reviewed and updated, especially through the launch of the People Commitment, to five key themes:

- Developing our People
- Workforce for the Future
- Valuing our People Recruitment
- Looking after our People
- Education and Training

Developing our People			
Commitment	Type	Status	Update
Reorganise the directorate structures to ensure the SRGs are embedded	Original	Complete	Reorganisation took place in year one of the strategic plan
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	Original	Continuous	Leadership and Management Skills Passport in place. Leadership training offer continually developing. New 3 day leadership programme and 2 day management programme launched.
Identify and develop talent and leaders of the future to maximise the potential of all staff and develop the Trusts approach to succession planning	New	Continuous	Funding secured for new Shadow Board Cohort. Work underway to define and educate leaders on succession planning and links to workforce planning. New BI dashboard developed to enable reporting of career conversations from My Appraisal System.
Continue and refine the e-PADR process	Original	Complete	My Appraisal system rolled out to replace e-PADR and processes in place to record and report on appraisals

Develop an allied health professional (AHP) strategy to harness the potential and enhance the value of AHPs	Original	Under review	Joint Nursing and AHP strategy to be developed
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Workforce of the Future			
Commitment	Type	Status	Update
Further develop our employer brand to attract and retain the best talent and promote CCC as an employer of choice	Reworded	Continuous	Review of website recruitment pages underway. Refreshed recruitment training and values-based recruitment toolkit in development.
Focus on the recruitment of a research workforce for the future, including academic clinicians and clinician scientists	Original	Continuous	Ongoing in support of the Research Strategy
Work with schools, colleges, universities and community groups to improve access routes for local people into Trust jobs	Original	Continuous	Work with the Princes Trust to run a step in Health programme. Continue to develop and roll out career insight days to raise the profile of working within the NHS.
Continue to develop our innovative approach to workforce planning, creating new roles and new career pathways	Original	Continuous	Ongoing work linked to ICB workforce planning and workforce growth. New AHP and Nursing Lead reviewing carer pathways and career conversations.
Sustain agile ways of working in support of our multi-site clinical model beyond Covid-19	Original	Continuous	Hybrid and flexible working policies and guidance in place to support managers and staff. Recording of flexible working in ESR in development, alongside the development of reportable metric for flexible working.
Embed digital workforce solutions that will enable our people to work to their full potential through the automation of systems and processes	New	Continuous	Completed establishment control project to enhance reporting. Robotic process automation (RPA) process launched for appraisal and inter-authority transfer process. RPA implemented for ongoing work to digitalise key HR forms and workforce data.
Implement systems and process to enable the expansion of the Undergraduate Placement Programme	New	Continuous	Positive feedback received in Annual Medical Student Report. Increased student capacity from September 23. New collaboration with Edge Hill in place for medical students.

Valuing our People			
Commitment	Type	Status	Update
Review our trust values	Original	Complete	New Trust Values co-produced with staff and launched in 2022 alongside People Commitment
Provide a comprehensive reward and recognition package	Original	Continuous	2 nd Staff Excellence Awards took place in Oct 2023. Recognition toolkit in development. Planning for CCC Festival in June 24 underway.

Foster an open, transparent and high performing culture, where staff feel valued and recognised, actively participate and feel empowered to raise concerns	Original	Continuous	Freedom to Speak Up Guardian in post and awareness raising launched. Series of 'Big Conversation' events held across our sites in autumn 2023. 'A Day in your Shoes' programme launched. Pop up sessions with CEO.
Develop systems and process to enable regular opportunities for staff to share their views and experiences and future develop the trusts culture	New	Continuous	Q2 culture and engagement pulse survey completed, with the Trust highest ever response rate achieved. Improvements seen in 8 out of the 9 questions with 1 question remaining the same. 2023/24 Staff survey launched in September 23, with a closing date of 24 th November.
Develop an inclusive and healthy environment where everyone is treated with respect and dignity	Original	Continuous	EDI strategy in development. Range of staff networks in place. Range of leadership and development programmes launched to support developing a compassionate and inclusive culture.
Actively engage with and involve our diverse communities, ensuring that seldom-heard groups are included from a patient and staff perspective	Original	Continuous	As above plus Trust involvement in Pride events and reverse mentoring programme to begin.

Looking after our People

Commitment	Type	Status	Update
Continue to provide a targeted action on improving the health, wellbeing and engagement of our staff by ensuring staff have access to services and support that will help them manage their physical, mental and financial wellbeing.	Reworded	In progress	Establishing network of engagement and wellbeing champions. Development of Wellbeing and Engagement Trust Forum. Wellbeing and Engagement plan approved at People committee. New Intranet pages in place against the 4 pillars of Wellbeing and Engagement. Variety of wellbeing and engagement activities taking place including free Health MOTs for staff.

Education and training

Commitment	Type	Status	Update
Achieve teaching hospital status	Original	In progress	Association of University Hospitals has issued new guidance. Trust reviewing new criteria with a view to achieving status.
Implement our education strategy	Original	Continuous	New combined education strategy in development

Be research leaders

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

A. HIGHLIGHTS IN THE LATEST REPORTING PERIOD

- Significant work relating to research PA allocation is now complete. Additional research PAs have been allocated to clinical staff and will demonstrate enhanced support for research infrastructure within the Divisions.
- Two new Early Phase Clinical Research Fellows started in August 2023 and are embedded in the ECMC team.
- Chair of Oncology jointly appointed with the University of Liverpool and started in November 2023. This post will be a strategic leader for cancer research across the region.

B. SUPPORTING STRATEGIES

Work towards this strategic aim set out in our **Research Strategy 2021-2026**. The Trust Board of Directors gains assurance on the delivery of this work through Performance and Quality Committees.

C. SUMMARY OF COMMITMENTS IN STRATEGIC PLAN

The commitments to further this strategic objective set out in the five-year strategic plan are against four broad themes:

- Research strategy
- Clinical trials delivery and infrastructure
- Academic research
- Research awareness and education

Research strategy			
Commitment	Type	Status	Update
Implement our research strategy	Original	Continuous	Operationalising the research strategy continues via the Research Strategy Business Plan and quarterly updates to Performance Committee

Clinical trials delivery and infrastructure			
Commitment	Type	Status	Update
Submit our renewal bid for the ECMC in 2022	Original	Complete	Completed – successful ECMC bid announced 01/2023
Support the Liverpool Clinical Research Facility (CRF) bid as a collaborator in 2021	Additional	Complete	Completed – successful CRF bid with LUHFT and LHCH announced in 2022
Develop clinical job plans with protected time for research activities and recruit research active clinicians	Original	Complete	Research PAs allocated. To be awarded for 3-years to start December 2023 with annual review.

Strengthen key aspects of the research and innovation staffing infrastructure and the core team	Original	Continuous	Strengthening has taken place as part of implementation of Research Strategy. Further additions planned, e.g. National Funding Bid Manager, Research Industry Manager.
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Academic research

Commitment	Type	Status	Update
Increase the number of academic staff within the trust with the aim of securing a future BRC and CRUK Centre status	Original	Continuous/ complete	BRC bid with the Royal Marsden Hospital successful, announced October 2022. Work to further increase academic staff ongoing.
Expand the clinical research fellow programme	Original	In progress	Clinical Research Fellows appointed in 2021 and 2022 to support medical oncology and haemato-oncology respectively. Two Early Phase Clinical Research Fellows appointed and started in post in 2023 to support the academic team. Further expansion planned.

Research awareness and education

Commitment	Type	Status	Update
Invest to promote research awareness and participation within other non-medical areas	Reworded	Continuous	Work to promote research awareness ongoing through regular scheduled Research Rounds, for example

A. HIGHLIGHTS IN THE LATEST REPORTING PERIOD

- Our new Digital Strategy 2023-2025 launched in June 2023
- Work continues on remote monitoring pilot. New Outpatient Transformation Programme will drive increased telehealth and video consultations.
- Self-assessment made against the national Digital Maturity Assessment highlighting existing maturity and areas for improvement

B. SUPPORTING STRATEGIES

Work towards this strategic aim set out in our **Digital Strategy 2023-2025**. The Trust Board of Directors gains assurance on the delivery of this work through Quality and Audit Committees.

C. SUMMARY OF COMMITMENTS IN STRATEGIC PLAN

The commitments to further this strategic objective set out in the five-year strategic plan are against four broad themes:

- Digital strategy
- Delivering digital for patients
- Delivering digital for our people
- Be driven by intelligence
- Secure and robust digital infrastructure

Digital strategy			
Commitment	Type	Status	Update
Develop our digital strategy	Original	Complete	Digital strategy 2023-2025 launched in June 2023
Achieve HIMSS level 7 status	Original	In progress	Work to improve digital maturity ongoing. New national digital maturity assessment (DMA) process now in place and year 1 self-assessment completed. Digital Board tracking improvements for year 2.

Delivering digital for patients			
Commitment	Type	Status	Update
Engage with our patients to design solutions through co-production	Original	Continuous	Chief Information Officer is chair of the C&M Digital Inclusion Forum. "Empower Citizens" is a pillar of digital maturity assessment. Empowering cancer patients and carers is a key theme of the Digital Strategy.

Expand use of telehealth and other new technologies to keep individuals connected with health professionals and support the delivery of care closer to home	Original	Continuous	Work continues on remote monitoring pilot. New Outpatient Transformation Programme will drive increased telehealth and video consultations. This forms part of the national, regional and digital strategies to support patients to take control of their own health and is a key element of demonstrating increased organisational digital maturity.
Work with others to develop a single digital access point for patients across Cheshire and Merseyside that gives patients access to their electronic records	Original	In progress	Plans are in place to increase the scope of current systems to provide patient portal functionality for CCC patients via NHS app. Digital letters now in place for patients with further development planned.
Give patients access to assistive technology, including remote monitoring	Original	Continuous	Work continues on remote monitoring pilot working with Mersey Care's Clinical Telehealth Hub and access to Cheshire and Merseyside's "Share2Care" shared record platform

Delivering digital for our people

Commitment	Type	Status	Update
Embed strong clinical digital leadership	Original	Continuous	Strong medical, nursing and pharmacist digital leadership now in place
Empower and equip our workforce with digital skills to become fully agile and digitally connected to the wider health and social care environment	Original	Continuous	Ongoing work looking at use of virtual reality in training and education. Also development of 'Attensi' gamification platform to support EPR optimisation and wider training needs.

Be driven by intelligence

Commitment	Type	Status	Update
Establish a true business intelligence function	Original	Complete	BI team is fully embedded and continues to develop with the opportunity of collaborations to support artificial intelligence (AI) and data science
Deliver a new data warehouse and a single set of data visualisation tools	Original	Complete	Fully embedded Data Management Group reports into Digital Board
Share data across Cheshire & Merseyside as part of the CIPHA programme	Original	Continuous	Continue to engage with CIPHA work stream. Progress and opportunities shared with Data Management Group.

Secure and robust digital infrastructure

Commitment	Type	Status	Update
Achieve Cyber Essentials Plus status	Original	Complete	Cyber Essentials Plus achieved in December 2022. Annual

			reaccreditation in progress for Cyber Essentials and Cyber Essentials Plus.
Work with partners to deliver a 'cloud first' approach to our digital infrastructure	Original	In progress	Cloud first strategy continues within Digital Strategy and current work programmes
Embed collaboration tools to support better communication and collaboration across our sites	Original	Continuous	Continued development of collaboration tools through new national Microsoft deal. Work with Isle of Man to align PACs image sharing systems.

Be innovative

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

A. HIGHLIGHTS IN THE LATEST REPORTING PERIOD

- Options appraisal in development for second phase of development of CCC-Paddington site now Paddington CDC has been established: opportunities include CDC expansion, an MR-linac research programme, services for private patients, and additional outpatient capacity
- Outpatient Transformation Programme established with clear remit including increased use of telemedicine to relieve pressure on clinic room capacity and provide innovative models of patient-initiated follow-up (PIFU) where appropriate
- New Innovation Manager starting in early 2024 and new Innovation Committee to be formed

B. SUPPORTING STRATEGIES

Much of the work towards this strategic aim is set out in the Innovation Strategy 2023-2025. The Trust Board of Directors gains assurance on the delivery of this work through Quality Committee.

C. SUMMARY OF COMMITMENTS IN STRATEGIC PLAN

The commitments to further this strategic objective set out in the five-year strategic plan are against four broad themes:

- Build the capacity, capability and culture to support innovation
- Improving patient care through innovation
- Ventures and opportunities

Build the capacity, capability and culture to support innovation

Commitment	Type	Status	Update
Develop an innovation strategy	Original	Complete	Innovation Strategy 2023-2025 published in Feb 2023. New Innovation Manager starting in early 2024. Innovation Committee to be formed.
Establish an innovation fund	Original	Complete	Charity innovation funding channelled through Bright Ideas and Big Ideas programmes

Improving patient care through innovation

Commitment	Type	Status	Update
Introduce model of stratified outpatient follow-up	Original	Continuous	Work to establish patient-initiated follow-up ongoing through the newly-established Outpatient Transformation Programme
Expand the Clatterbridge in the Community programme	Original	Continuous	Second service hub opened in Aintree in March 2022 to give equity of service patients in North Merseyside. Continue to expand treatments offered.

Sustain and embed the use of telemedicine in outpatient care beyond Covid-19	Original	Continuous	Key work streams of newly-established Outpatient Transformation Programme
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Ventures and opportunities			
Commitment	Type	Status	Update
Explore commercial opportunities or opportunities to enhance and strengthen patient care or our national and international reputation and brand	Original	Continuous	Current focus is developing phase 2 options appraisal use of CCC- Paddington following successful opening of CDC (phase 1)
Develop and grow subsidiaries and joint venture	Original	Continuous	Ongoing – strategies in place for development/growth

List of acronyms used

AHP	Allied Health Professional	KPI	Key performance indicator
BI	Business intelligence	L&OD	Learning and organisational development
BRC	Biomedical Research Centre	LHCH	Liverpool Heart and Chest Hospital NHS Foundation Trust
C&M	Cheshire and Merseyside	LUHFT	Liverpool University Hospitals NHS Foundation Trust
CAR-T	Chimeric antigen receptor T-cell	MDT	Multidisciplinary team
CDC	Community diagnostic centre	NHSE/I	NHS England/Improvement
CEO	Chief Executive Officer	NIHR	National Institute for Health and Care Research
CIC	Clatterbridge in the Community	ODN	Operational delivery network
CIPHA	Combined Intelligence for Public Health Action	PA	Programmed activity (a block of time in a consultant job plan)
CMAST	Cheshire & Merseyside Acute and Specialist Trust Provider Collaborative	PADR	Performance appraisal and development review
CMCA	Cheshire and Merseyside Cancer Alliance	PEIG	Patient Experience and Inclusion Group
COO	Chief Operating Officer	PHR	Patient held record
CPL	Clatterbridge Pharmacy Limited	PIFU	Patient initiated follow-up
CQC	Care Quality Commission	PMO	Programme Management Office
CRF	Clinical Research Facility	PPJV	Private patient joint venture
ECMC	Experimental Cancer Research Centre	PSIRF	Patient Safety Incident Response Framework
EDI	Equality, diversity and inclusion	QI	Quality improvement
EPR	Electronic patient record	RDS	Rapid diagnostic service
ESR	Electronic staff record	RPA	Robotic process automation
FTSU	Freedom to speak up	R&I	Research and innovation
HCP	(Cheshire & Merseyside) Health and Care Partnership	SACT	Systemic anti-cancer therapy
HIMSS	Healthcare Information and Management Systems Society	SLA	Service level agreement
HO	Haemato-oncology	SRG	Site reference group
ICS	Integrated Care System	TYA	Teenage and young adult
ICB	Integrated Care Board	UoL	University of Liverpool
IoM	Isle of Man	WUTH	Wirral University Teaching Hospital NHS Foundation Trust
IR	interventional radiology		
JACIE	Joint Accreditation Committee of the International Society for Cellular Therapy (ISCT) and the European Group for Blood and Marrow Transplantation (EBMT)		