

BOARD OF DIRECTORS MEETING

Agenda Item	P1/090/18	Date: 25th July 2018						
Subject /title	Chief Executive Report – 25th July 2018							
Author	Ann Farrar – Interim Chief Executive							
Responsible Director	Ann Farrar – Interim Chief Executive							
Executive summary and key issues for discussion								
Strategic context and background papers (if relevant)								
Recommended Resolution								
<p>The Board resolves:</p> <ul style="list-style-type: none"> • 								
Risk and assurance								
No changes to the current risk rating in the BAF								
Link to CQC Regulations								
Contributes significantly								
Resource Implications								
The resource implications to the forthcoming well-led review are contained within the Financial Plan 18/19.								
Key communication points (internal and external)								
Our values, strategic & operational priorities are agreed and will be promoted to all staff by the end of May.								
Freedom of Information Status								
<p>FOI exemptions must be applied to specific information within documents, rather than documents as a whole. Only if the redaction renders the rest of the document non-sensical should the document itself be redacted.</p> <p>Application Exemptions:</p> <ul style="list-style-type: none"> • Prejudice to effective conduct of public affairs • Personal Information 	<p>Please tick the appropriate box below:</p> <table border="1"> <tr> <td><input checked="checked" type="checkbox"/></td><td>A. This document is for full publication</td></tr> <tr> <td><input type="checkbox"/></td><td>B. This document includes FOI exempt information</td></tr> <tr> <td><input type="checkbox"/></td><td>C. This whole document is exempt under FOI</td></tr> </table> <p>IMPORTANT:</p>		<input checked="checked" type="checkbox"/>	A. This document is for full publication	<input type="checkbox"/>	B. This document includes FOI exempt information	<input type="checkbox"/>	C. This whole document is exempt under FOI
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<ul style="list-style-type: none"> • Info provided in confidence • Commercial interests • Info intended for future publication 	<p>If you have chosen B above, highlight the information that is to be redacted within the document, for subsequent removal.</p> <p>Confirm to the Trust Secretary, which applicable exemption(s) apply to the whole document or highlighted sections.</p>
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Equality & Diversity impact assessment

Are there concerns that the policy/service could have an adverse impact because of:	Yes	No
Age		X
Disability		X
Sex (gender)		X
Race		X
Sexual Orientation		X
Gender reassignment		X
Religion / Belief		X
Pregnancy and maternity		x

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

Next steps

Appendices

Strategic Objectives supported by this report

Improving Quality	x	Maintaining financial sustainability	
Transforming how cancer care is provided across the Network		Continuous improvement and innovation	x
Research		Generating Intelligence	x

Link to the NHS Constitution

Patients		Staff	
Access to health care		<i>Working environment</i> Flexible opportunities, healthy and safe working conditions, staff support	x
Quality of care and environment	x	<i>Being heard:</i> <ul style="list-style-type: none"> • Involved and represented • Able to raise grievances • Able to make suggestions • Able to raise concerns and complaints 	x
Nationally approved treatments, drugs and programmes			
Respect, consent and confidentiality			
Informed choice		Fair pay and contracts, clear roles and responsibilities	x
Involvement in your healthcare and in the NHS		Personal and professional development	

Complaint and redress		Treated fairly and equally	
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THE CLATTERBRIDGE CANCER CENTRE TRUST BOARD

TITLE: CHIEF EXECUTIVE REPORT – JULY 2018

AUTHOR: ANN FARRAR, INTERIM CHIEF EXECUTIVE

FOR: DISCUSSION / INFORMATION

1. NATIONAL ISSUES

1.1 70th Anniversary of the NHS

The Chair and the Interim Chief Executive were proud and delighted to represent the Trust at each of national celebrations for the 70th anniversary of the NHS. The Chief Executive attended Westminster Abbey together with two members of staff and the Chair attended York Cathedral together with two members of staff. The emphasis of the service was to celebrate the values of the NHS, listening to personal stories from 1948 and recent personal stories by staff and patients.

Staff and patients at The Clatterbridge Cancer Centre also took part in the NHS Big7Tea at our centres in Wirral and Aintree, people drank tea with friends, family and colleagues to mark the occasion and support the vital work of NHS charities.

1.2 New Secretary of State for Health & Social Care

Jeremy Hunt, who recently became the longest serving Secretary of State for Health & Social Care was recently promoted to the Foreign Secretary role and Mike Hancock is now the new Secretary of State for Health & Social Care.

1.3 NHS Plan & Long-term Funding

The NHS England Chief Executive has confirmed that a 5-10 year NHS Plan will be produced by November which will set out the longer term better outcomes expected following the recent government announcement to invest £20 billion over the next 5 years; the equivalent of 3.4% p.a. There is a strong indication that better cancer outcomes are expected following the Commonwealth Fund report, 2017 reported that the NHS outcomes were not as favourable as comparable nations.

2. SYSTEM WIDE COLLABORATION

- 2.1** We are commissioning a comprehensive baseline of the effectiveness of our leadership and relationship networks across the system to ensure they are appropriately effective to deliver on the system-wide strategy for better cancer outcomes and experience. This will build on the public opinion overview completed in the recent past. This work will take place over the summer and by early 2019 the Board aims to have fully considered the feedback and agreed an appropriate action plan and a revised strategy communication plan.

- 2.2 The timing of this high level engagement overview will contribute to the significant work and engagement with system-wide partners and staff over the past 12-18 months and bring to a conclusion the draft strategic implementation plan (2018-2022) which can now be formally considered by our staff, council of governors and system-wide partners within the Cheshire & Mersey Health & Care Partnership Board (C&MHCPB) and the Cancer Alliance.
- 2.3 This work will take place over the next few months and should be concluded by the October Board. At the same time, the request will be that on the appointment of the new Chief Executive, Dr.Liz Bishop, will lead the strategic planning process to consider a longer term strategic direction (5-10 years) for better cancer outcomes and experience through the Cancer Alliance and reports to the C&MHCPB.
- 2.4 Dr.S.Khanduri, Medical Director, will explain the very positive work done to date to conclude the draft clinical research strategy during today's meeting.
- 2.5 Heather Bebbington, Executive Director, HR&OD is making solid progress on enhancing the organisational development strategy and workforce and education strategies. These are important complementary strategies to support the clinical strategy and bring to a conclusion the draft strategic direction. These will continue to be developed over the summer and a draft brought to the Board for approval in October.
- 2.6 High levels of engagement with senior leaders continues to progress the strategies into a strategic implementation plan. An event was held on 9th July and progress via the Finance & Business Development Committee (F&BDC) is being enhanced each month into solid deliverable operational plans for 18/19 or highlighted for further detailed consideration via business cases for the forthcoming planning cycle. An item of significance that the F&BDC and the Board needs to approve is the final model for the hospital at night service going forward and the appropriate investment. This will be recommended to the Trust Board in October.
- 2.7 The C&M held a system leaders meeting in July and the emphasis was on progressing integrated models of care. A Board development session is being arranged to give full consideration to how best the Trust could further strengthen the principle of integration adding further value to better cancer outcomes and experience. A recent example is the decision by all Boards to a joint clinical research service across Liverpool, a decision taken in June. The next step is the plan to operationalise and the design steps are being led by Liverpool Health Partners.

3. OPERATIONS AND PERFORMANCE

- 3.1 The Board of Directors continues to make progress in the implementation of the well-led improvement plan. Two examples evident at today's Board are the enhanced reporting from the Committees of the Board, focusing on the strategic and operational quality improvements and associated strategic and operational risks. A second example is the enhanced draft Business Assurance Framework 18/19.
- 3.2 The senior leaders agreed a higher level of engagement between the executive director team and the senior clinical and managerial leaders. There are 70 senior leaders across the Trust and the new forum starts September and will meet every two months. The agenda will alternate between the trust-wide transformation of cancer services (a current forum) and horizon scanning & organisational development.

3.3 Executive Director Team & Operation Plan Priorities

Recruitment to the Executive Director of Human Resources & Organisational Development is a priority and interviews are expected in early September. The recruitment of the Executive Director of Finance will commence as soon as possible and interviews should be possible by October. In the meantime, the team is focused on a cohesive improvement plan and development sessions have been held recently. The team are delighted that there has been positive and encouraging feedback on the Operational Priorities Plan on a Page which has been cascaded through the Trust by the senior leaders.

4. NATIONAL AND LOCAL AWARDS

4.1 National Awards

Nursing Times shortlist success

The Clinical Procedure Team has been shortlisted for a Nursing Times Award for the new nurse led peripheral Totally Implanted Vascular Access Device TIVAD (Portacath) insertion service. We already have a successful PICC line insertion service but we wanted to develop services further to include centrally placed tunnelled lines and chest Portacaths.

The new patient focused service was developed to offer more choice for patients when it comes to managing IV therapies. It is already benefiting patients, doctors and the Trust. It has helped improve the patient experience and journey as we no longer have to refer to other district general hospitals. The new service is proving to be a huge success; since starting the service we have placed 165 Portacaths with a success rate of 99.2%.

NHS Leadership Award

Dr. John Archer, Head of Nuclear Medicine has been awarded an NHS Leadership Award in Senior Healthcare Leadership as part of the Elizabeth Garrett Anderson programme delivered via NHS Leadership.

4.3 Regional Awards: IM&T staff winners at iLinks18 Global Digital Exemplar (GDE)

The IM&T team participated in #ilinks2018 GDE Hackathon on 4-5th July. The Trust was represented by Richard Pilkington, Christian Forsey, Lee Brady and Scott Thompson. Lee and Scott's team were overall winners for Lee's idea for FitKid app. Also Richard and Chris's team were awarded highly commended for a Health@Home solution for chemotherapy care.

4.4 Local Awards: CCC Staff Achievement Award

Susan King was nominated by a number of colleagues for organising what has been described as 'the best staff party we've ever had'. The whole thing came together amazingly and staff have commented that the relaxed, festival theme created a wonderful atmosphere; giving staff the chance to party with colleagues from across the Trust.

5. RECOMMENDATIONS

To note the positive strategic and operational quality improvements being progressed within the Trust and with the continued support of system-wide partners. At a time of change it is acknowledged that the highly professional and passionate staff are making a fantastic contribution and this was best acknowledged in the recent inpatient staff survey results when the Trust was rated amongst the best performing for two consecutive years.