



### Report Cover Sheet

Report to:	Board of Directors	
Date of the Meeting:	25 September 2019	
Agenda Item:	P1/175/19	
Title:	Transforming Cancer Care – programme summary report	
Report prepared by:	Fiona Jones, Managing Director, PropCare Tom Pharaoh, Associate Director of Strategy	
Executive Lead:	Liz Bishop, Chief Executive Officer	
Status of the Report:	Public	Private
	X	

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

Purpose of the Paper/Key Points for Discussion:	<p>This paper provides a summary report on the progress of the Transforming Cancer Care programme. It includes an executive summary of progress across the programme and a high-level milestone plan through to the opening of CCC-Liverpool in Spring 2020.</p> <p>The report contains a new page this month, outlining the top five key messages from the work to get ready to open CCC Liverpool.</p>
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Action Required:	Discuss	✓
	Approve	
	For Information/Noting	✓

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

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

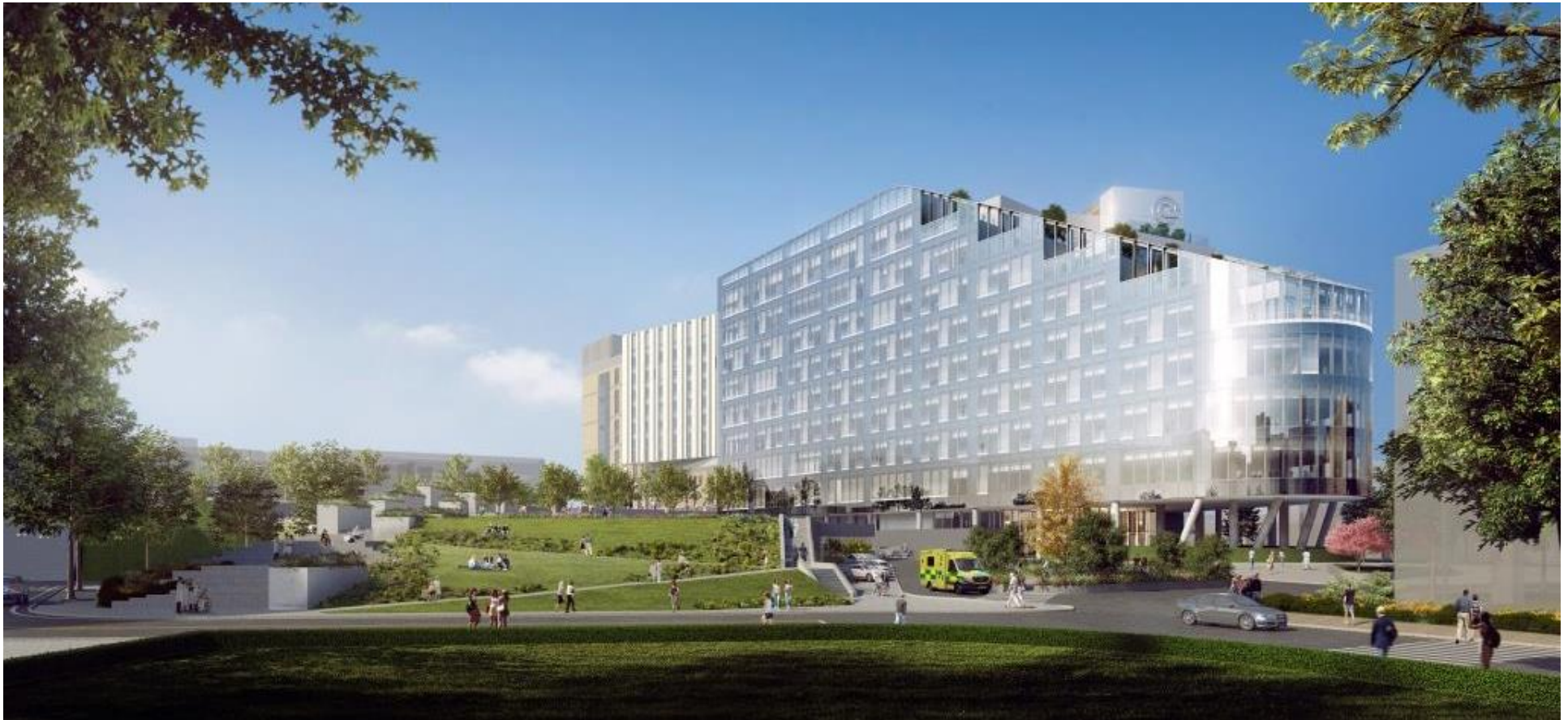
*The paper relates to the following Board Assurance Framework (BAF) Risks*

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

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

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

# Transforming Cancer Care Programme Summary Report



September 2019

# Key messages – September 2019

1

The focus of the programme is now the completion of deliverables. This will include clear direction on what projects across the trust will be put on hold until after May 2020. The programme governance will be reviewed to ensure that key decisions can be made and that we make use of the trust's existing forums.

2

These deliverables are in large part either operational policies for individual services, trust-wide policies, or service specifications for inclusion in our new service level agreement (SLA) with the Royal. The first of these deliverables, the policy for unplanned admissions into CCCL, will be approved this month.

3

Clinicians from the Northern England Clinical Senate will visit the trust on 2<sup>nd</sup> October as part of the review of the timing of the move of haematology inpatients into CCCL. Their report is expected later in October for presentation to the trust board in November.

4

Sessions were held with each directorate on 27<sup>th</sup> August to review their workforce plans. A small number of important changes were highlighted and the case for these will be presented to the Finance Committee next month.

5

A plan is in place to bring the haemato-oncology service fully onto the CCC electronic patient record (Meditech) in advance of the opening of CCC Liverpool. In addition work is underway to ensure the interoperability of the clinical systems in use in CCC and the Royal to support patient care.

## Programme

- The focus of the TCC programme is now shifting to deliverables. This will also include clear direction on what projects and service developments will be put on hold until after May 2020.
- Programme governance will be reviewed to support this and make use of existing forums, like Performance Reviews & Trust Executive Group

## Build

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

## Haemato-oncology inpatient move

- External review in October of the timing of the transfer of the H-O inpatient service from within the RLH to its future location in CCCL
- Review to be carried out by a panel of clinicians from Northern England Clinical Senate
- Review will consider the views of key stakeholders, use objective data where this is available, and consider options for the timing of the move and the wider risks and benefits associated with each of these
- A paper setting out the recommendation of the external review will be presented to the Boards of CCC and RLBUHT in November 2019

## Service readiness

- The focus of service readiness work with operational and clinical teams continues to be the development operational policies outlining how all parts of CCCL will operate from day one
- The first operational policies, in an agreed trust template, will be presented to the TCC programme board for approval in September, with others following in October and November

## Unscheduled Care

- Previously known as Safe Hospital the project deals with how CCCL will work with the Royal to ensure that the needs of patients requiring unplanned and urgent care are met
- A new admissions policy for non-elective admissions in CCCL has been agreed through the unscheduled care steering group and will be

ratified by the TCC Programme Board in September

- The focus for next month will be the drafting of policies and processes that relate to the care of patients that are deteriorating

## SLA development

- A single contract will be drawn up with the Royal with multiple specifications that outline the services the CCCL will need from them Our solicitors have shared the draft front-end to the SLA with RLBUHT
- Work continues on the detailed service specifications that will underpin the SLA
- The first service specifications, in an agreed trust template, will be presented to the TCC programme board for approval in September, with others following in October and November

## Workforce

- Recruitment in progress for over 50% of workforce investment vacancies
- Workforce plan review panel met with all directorates in August to look at recruitment phasing and identify any gaps in the workforce plan
- A small number of gaps and changes to investment timings were identified and these will be presented to the Finance Committee and Trust Executive Group in October for approval

## Connect

- A plan is in place to bring the haemato-oncology service fully onto the CCC electronic patient record (Meditech) in advance of the opening of CCC Liverpool
- The Finance Committee has approved the funding requested by Liverpool Clinical Laboratories to support our integration with their labs

## Communications

- A new TCC communications and marketing plan will be presented to TCC programme board in September
- The new plan outlines the proposed escalation in the volume of internal communications and external marketing around CCCL over the coming months



