



Report Cover Sheet

Report to:	CCC Trust Board	
Date of the Meeting:	29 th January 2020	
Agenda Item:	P1-012-20	
Title:	Transforming Cancer Care – programme summary report	
Report prepared by:	Fiona Jones – Managing Director, PropCare Tom Pharaoh – Associate Director of Strategy	
Executive Lead:	Liz Bishop – Chief Executive Officer	
Status of the Report:	Public	Private

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

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

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

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

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

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

Equality & Diversity Impact Assessment		
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



January 2020

Key messages – January 2020

- 1** The additional staffing LUHFT need to deliver critical care outreach to CCCL is now agreed. The need for LUHFT to recruit additional anaesthetic trainees means that the HO inpatients will move in September 2020.
- 2** The design of the patient transfer route and retractable walkway between CCCL and the Royal will be finalised by the end of January with a build programme outlined in February.
- 3** Good progress is being made on key IM&T projects like interoperability with LUHFT systems, the move of haemato-oncology on to Meditech, patient self check-in, LCL lab integration and agile working.
- 4** Work continues to develop the service specifications that will underpin the LUHFT SLA and confirm them with operational leads at the Royal before the financial negotiations can begin
- 5** Departmental leads presented their move plans and how their services will work in CCCL to a wide audience at a positive and productive day-long event on 15th January.

Build

- The building is due to be handed over in February 2020
- A 12-week commissioning period will follow handover
- CCCL will now open over the course of one weekend: 8-10th May 2020

Haemato-oncology inpatient move

- The HO inpatient move is conditional on the establishment of a route for patient transfers to the Royal and dedicated critical care support from the Royal team
- Agreement has now been reached on additional critical care staffing levels, with discussions ongoing on the level of investment required
- The need for the RLH team to recruit additional anaesthetic trainees means that the HO inpatients will move into CCCL in September 2020
- The design of the patient transfer route and walkway will be finalised by the end of January with a build programme outlined in February

Unscheduled Care

- This project deals with how CCCL will work with the Royal to ensure that the needs of patients requiring unplanned and urgent care are met
- We have worked with colleagues at the Royal to agree how we will work together in the care of deteriorating patients, including those that need to be transferred to the Royal for a higher level of care
- The focus now is to define how we will deal with patients who need an escalation of care at CCC Wirral from May 2020

SLA development

- A single contract will be drawn up with LUHFT with multiple specifications that outline the services that CCCL will need from them
- The draft front-end to the SLA has been discussed with LUHFT at a senior level with the support of our solicitors
- Work continues to develop the service specifications that will underpin the SLA and confirm them with operational leads at LUHFT so that we can allow LUHFT to recruit to any additional posts necessary
- A parallel process will see the analysis and negotiation of the overall costs of the single SLA and will include a thorough review of our existing contractual arrangements

Service readiness

- The focus of service readiness work with operational and clinical teams has been the development of documents (operational handbooks) outlining how all parts of CCCL will operate from day one
- The key points of these handbooks were presented by all department leads at a day-long event on 15th January, along with their move plans
- Plans will now be developed for the resolution of the outstanding issues raised at this event
- Beyond this the focus of service readiness work for the remaining time before May will be and the commissioning and mobilisation plans of each department, developed through new single relocation meetings

Workforce

- Formal staff consultation regarding changes to base location and working arrangements started in December and is ongoing
- Recruitment work continues to deliver the agreed workforce plan and appoint the additional staff necessary to open CCC Liverpool
- Due to the success of the first event a second travel engagement event with Merseytravel, Mersey Rail and Arriva will take place in February

Connect

- Agreement has been reached on high level IT interoperability requirements between LUHFT and CCC
- Haemato-oncology outpatients have been successfully moved on to CCC's electronic patient record (Meditech), with other areas to follow
- Work continues apace on other key IM&T projects like self check-in, LCL lab integration, telehealth and agile working

Communications

- The trust has launched the 'We'll Be Here' campaign to communicate the fact that CCCL is an additional site and that care will continue to be provided on the Aintree and Wirral sites
- The planned external marketing campaign has been relaunched following the purdah period surrounding the General Election
- Regular staff communication will continue up to and beyond May 2020

