



### Report Cover Sheet

Report to:	CCC Trust Board	
Date of the Meeting:	29 <sup>th</sup> April 2020	
Agenda Item:	P1-075-20	
Title:	Opening CCC Liverpool – progress 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:	CCCL Programme Board
Date & Decision:	20 <sup>th</sup> April

Purpose of the Paper/Key Points for Discussion:	<p>This paper provides a report on the progress of the programme to the opening of CCC Liverpool. It is the latest version of a weekly report that is compiled to update the weekly virtual meeting of the CCCL Programme Board.</p> <p>It outlines:</p> <ul style="list-style-type: none"> <li>• The progress being made in the wide range of work streams</li> <li>• The issues that are faced, and</li> <li>• The actions that are being undertaken</li> </ul>
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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>	
<b>Retain and develop outstanding staff</b>	✓	<b>Be enterprising</b>	
<b>Invest in 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.

# Opening CCCL: Progress report

23<sup>rd</sup> April 2020 version 1



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Work stream	Lead	Update	RAG	Actions
<b>CCC Liverpool</b>				
<b>Build programme</b> Completion of the building	LOR/PropCare	<ul style="list-style-type: none"> <li>Practical completion date of 30/04 aimed for</li> <li>Trust have taken over level 7 to allow pharmacy PQ to begin</li> <li>Planned sequence of area completion &amp; close downs in place</li> </ul>	Amber - red	<ul style="list-style-type: none"> <li>Ongoing daily management of programme - client review meetings now weekly</li> <li>Consideration being given to work that can be continued post hospital opening</li> <li>Programme activities to north of building to determine how to accommodate installation of medical gas store, bike store, coordinated with LOR programme to remove Aurora and site cabins, whilst providing transfer route link between buildings and facility to install more 'permanent' link between the two.</li> <li>Continue to facilitate access to building for Trust and their subcontractors alongside LOR's own works</li> </ul>
<b>Programme structure</b>	Tom Pharaoh	<ul style="list-style-type: none"> <li>Revised programme structure agreed at PB on 06/04</li> <li>Structure instituted</li> <li>Named leads for the opening of CCCL for each area identified</li> </ul>	Green	

Work stream	Lead	Update	RAG	Actions
<b>Clinical model</b> Describing the clinical model, approach to admissions and deteriorating patients	Joan Spencer/ Sheena Khanduri	<ul style="list-style-type: none"> <li>Draft summary of clinical model presented to PB on 06/04</li> <li>Policies for non-elective admission and deteriorating patients agreed as part of unscheduled care project</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Review policies/approaches in proposed Clinical &amp; Operational Group line with interim clinical model</li> </ul>
<b>Communications</b> Plans to communicate the above	Emer Scott	<ul style="list-style-type: none"> <li>Revised communications strategy &amp; detailed plan has been shared for internal approval</li> <li>Working with PMO re comms materials to support staff training &amp; orientation</li> <li>Weekly open forums and Q&amp;A taking place for staff</li> </ul>	Amber	<ul style="list-style-type: none"> <li>Send draft comms strategy &amp; press release to NHSE-I for approval and key partners for input (LOR)</li> <li>Implementation of comms activity plan</li> </ul>
<b>Commissioning the building</b>				
<b>Major medical equipment</b>	Radiation Services Directorate, PropCare	<ul style="list-style-type: none"> <li>CT and X-ray will be available</li> </ul>	Amber	<ul style="list-style-type: none"> <li>MME commissioning programme to be reviewed</li> </ul>
<b>Licences and registrations</b>	Varies with subject	<ul style="list-style-type: none"> <li>CQC registration paperwork submitted – site visit required before registration granted</li> <li>MHRA and Home Office licences granted</li> <li>Arrangement needs to be made for MHRA and Home Office personnel to attend CCC-L after opening</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Arrange CQC site visit for week commencing 04/05 – list of information received from CQC on what they require</li> </ul>
<b>Logistics and deliveries</b>	Finance, PropCare	<ul style="list-style-type: none"> <li>Specialist trust procurement work postponed due to COVID</li> <li>WUTH confirmed willingness to carry on with provision of procurement service during COVID</li> </ul>	Amber - red	<ul style="list-style-type: none"> <li>Determine stock holding levels for all areas within CCCL</li> </ul>
<b>Telephony and switchboard</b>	Jim Dalton, Simon Turner	<ul style="list-style-type: none"> <li>Updated telephone call flow discussed at PB on 06/04 and amendments agreed – now ready for configuration</li> </ul>	Amber - red	<ul style="list-style-type: none"> <li>Configure call flow &amp; record voice commands on call manager once call flow is agreed</li> <li>Communicate new telephone list out to organisation</li> <li>Configure new handsets where needed</li> </ul>
<b>Training and orientation</b>	Mike Varey, Steph Thomas	<ul style="list-style-type: none"> <li>Proposal agreed at last TCC Programme Board</li> <li>Orientation tours to take place</li> </ul>	Amber	<ul style="list-style-type: none"> <li>Develop priority lists for training and orientation</li> <li>Streamline required training and orientation</li> </ul>

Work stream	Lead	Update	RAG	Actions
				<ul style="list-style-type: none"> <li>• Develop documentation and plan for delivery</li> <li>• Induction checklist development</li> <li>• Approach Charity for orientation support</li> <li>• Communications to develop videos for whole hospital orientation and fire/evacuation training</li> <li>• Understand volume of CCC staff needing training from LCL</li> </ul>
<b>Workforce</b>				
<b>Medical workforce</b>	Caroline Brammer, Arvind Arumainathan, Rosie Lord	<ul style="list-style-type: none"> <li>• CB has suggested that a joint HO/solid tumour resident on-call SpR rota could be put in place</li> <li>• Junior doctor rotas to be confirmed and communicated</li> </ul>	Amber	<ul style="list-style-type: none"> <li>• Develop and agree SpR and junior doctor rotas</li> </ul>
<b>Wider clinical workforce</b>	Matrons	<ul style="list-style-type: none"> <li>• Teams tasked with reviewing</li> <li>• National guidance expected on nursing ratios</li> </ul>	Amber	<ul style="list-style-type: none"> <li>• Complete workforce review Establish a workforce group to oversee</li> </ul>
<b>Digital Services</b>				
<b>Patient Education &amp; Experience</b> Implementation of TV entertainment and educational information.	Kirsteen Scowcroft	<ul style="list-style-type: none"> <li>• CCC-L site survey complete 06.04.20</li> <li>• UAT testing completed on software/content</li> <li>• Commissioning in CCC-L to commence 01.05.20</li> </ul>	Green	
<b>Corporate Meeting Room Booking</b> SharePoint room booking solution for all CCC-W and CCC-L corporate meeting rooms	Mark Evans	<ul style="list-style-type: none"> <li>• Work in progress with Informatics Merseyside to complete network configuration with SharePoint system (mitigated solution available if required)</li> </ul>	Amber	
<b>Corporate and support services</b>				
<b>Admin services</b>	Sue Fox/Lynne Benson	<ul style="list-style-type: none"> <li>• Plans in place. No identified issues at this time. This includes moving appointments on Meditech and issuing letters.</li> </ul>	Green	

Work stream	Lead	Update	RAG	Actions
<b>Health and Safety</b>	Derry Sinclair	<ul style="list-style-type: none"> <li>Confirmed fire and evacuation orientation will be via video</li> <li>Team working with SBS to confirm kit specification and sources to allow SBS to order</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Order evacuation and first aid kit – (Green/Amber rating due to kit not yet on order, though currently not flagged as an issue)</li> </ul>
<b>Research and Innovation</b>	Emma Whitby	<ul style="list-style-type: none"> <li>Move plans in place for Biobank and laboratory with named lead in team to manage</li> </ul>	Green	
<b>Volunteers</b>	Karen Kay	<ul style="list-style-type: none"> <li>Karen Kay presenting paper to Programme Board with update</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Develop plan to recruit volunteers or achieve appropriate level of staff redeployment to support opening of CCCL in volunteer-type roles</li> </ul>

#### Royal Liverpool Hospital

<b>Services required from Royal</b>	Tom Pharaoh	<ul style="list-style-type: none"> <li>Detailed work to-date to develop SLA with LUHFT</li> </ul>	Amber	<ul style="list-style-type: none"> <li>Engagement with LUHFT continues</li> </ul>
<b>Labs</b>	Mel Warwick	<ul style="list-style-type: none"> <li>Transfusion: establishment of blood fridge monitoring &amp; kiosks will not be in place within timeframe</li> <li>ICNET implementation on track but dependencies on availability of CCC IPC team for UAT &amp; system training</li> <li>Ordering of all lab tests and reporting of results (with the exception of HODS &amp; x-match / G&amp;S) will be via the new lab build in Meditech</li> <li>POCT equipment ordered but possible delays on creatinine/ketone monitors</li> </ul>	Amber	<ul style="list-style-type: none"> <li>All analytical tests to be sent straight to LCL Duncan building (TAT could be impacted).</li> <li>Collection of blood / blood products will be directly from Duncan building using the blood 360 system. Process for collection is currently being explored.</li> <li>User acceptance testing scheduled for w/c 20..04 and training on ICNET system w/c 27.04</li> <li>Check delivery dates for POCT equipment and explore the possibility of transfer of existing equipment from CCC-W / CCC-A sites</li> </ul>
<b>Infection control</b>	Karen Kay, Mel Warwick	<ul style="list-style-type: none"> <li>Microbiology analytical service will be provided by LCL for CCC-L &amp; CCC-W sites as planned.</li> <li>First IPC service handover meeting held</li> </ul>	Amber	<ul style="list-style-type: none"> <li>Take forward actions from first IPC service handover meeting held on 16.04.20. Arrange follow-up for w/c 27.04.20.</li> </ul>

Work stream	Lead	Update	RAG	Actions
		16.04.20.further meeting TBA for w/c 27.04.20.		
<b>CCC Wirral</b>				
<b>Clinical model</b> Services remaining at CCCW	Joan Spencer/ Sheena Khanduri	<ul style="list-style-type: none"> <li>Schedule of services/teams remaining at CCCW will issue from agreement of CCCL clinical model.</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Schedule to be reviewed then by proposed to Clinical &amp; Operational Group for confirmation</li> </ul>
<b>CCCW beds</b> Nature of beds on CCCW site and any services required from CCC to support them	Joan Spencer	<ul style="list-style-type: none"> <li>Further discussions planned with WCH regarding the possible use of inpatient beds for patients requiring intermediate care.</li> <li>Estate changes and service/staff moves may be necessary depending on WCH intentions</li> </ul>	Amber	<ul style="list-style-type: none"> <li>JS meeting with WCH Director of Ops to agree inpatient bed usage.</li> </ul>
<b>Escalation of care</b> Escalation on CCCW site post move	Working group	<ul style="list-style-type: none"> <li>Original proposal for the CCCW “response team” reviewed and revised based on the planned workforce availability – this now includes Registrar &amp; junior medical trainee cover alongside OTR &amp; ANP input.</li> <li>Example rota in development</li> </ul>	Amber – red	<ul style="list-style-type: none"> <li>Revised proposal and draft rota to be presented to the C&amp;O group scheduled for 22.04.20 for review and agreement.</li> </ul>