



## Report Cover Sheet

Report to:	CCC Trust Board	
Date of the Meeting:	27 <sup>th</sup> May 2020	
Agenda Item:	P1-088-20	
Title:	Opening CCC Liverpool – summary 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 open CCC Liverpool. It is a summary 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</b> patient <b>care</b>
<b>Retain and develop outstanding staff</b>	✓	Be <b>enterprising</b>
<b>Invest in research &amp; innovation</b> to deliver <b>excellent</b> patient <b>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.

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>Trust have taken over level 7 to allow pharmacy PQ to begin</li> <li>Practical completion 1<sup>st</sup> June – Trust to take building for operational commissioning on 2<sup>nd</sup></li> <li>Planned sequence of area completion &amp; close downs in place</li> </ul>	Amber	<ul style="list-style-type: none"> <li>Ongoing daily management of programme - client review meetings now weekly</li> <li>Cabins to north of site to be removed 1<sup>st</sup> June, allowing installation of link corridor to begin.</li> <li>Location agreed for bike shelter; access to LUHFT bike shelter agreed if required in interim</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	
<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>Summary of clinical model presented to Programme Board</li> <li>Clinical model shared with LUHFT</li> <li>Policies for non-elective admission and deteriorating patients agreed as part of unscheduled care project</li> <li>Policies and approaches under review in light of new COVID response model</li> </ul>	Green	<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>Formal announcement of opening date has now taken place – staff announcement and media interest</li> <li>Whole Hospital Handbook ready for approval</li> <li>Patient leaflet has gone to PEIG – feedback expected in</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Information about shuttle bus</li> <li>Obtain staff testaments (video, images, quotes) about the new hospital</li> <li>Ongoing PR – further press releases etc</li> </ul>

Work stream	Lead	Update	RAG	Actions
		<ul style="list-style-type: none"> <li>time to ensure leaflet ready for approval on Monday</li> <li>Concertina guides have gone to print</li> <li>FM briefing ready to be issued once security phone number has been confirmed</li> <li>Weekly video updates and Q&amp;A taking place for staff</li> <li>Daily bulletin including CCC-L updates</li> </ul>		<ul style="list-style-type: none"> <li>Ongoing CCC-L content for intranet &amp; website</li> <li>Plans for opening day (staff &amp; public)</li> <li>Staff orientation video (when filming possible)</li> <li>Distribute comms materials following approval</li> <li>Decision needed on digital screens</li> <li>Ongoing implementation of comms activity plan, including Clatterbridge 2020 briefings</li> </ul>
<b>Commissioning the building</b>				
<b>Opening date</b>	Fiona Jones	<ul style="list-style-type: none"> <li>CCCL will open over the weekend of 27/28<sup>th</sup> June with the first outpatients and ambulatory patients on 29<sup>th</sup></li> <li>Haemato-oncology inpatients will remain in Royal until September due to dependency on LUHFT critical care recruitment</li> </ul>	Green	
<b>Major medical equipment</b>	Radiation Services Directorate, PropCare	<ul style="list-style-type: none"> <li>Required and in place for day 1 will be X-ray, mobile X-ray, CT, MRI and Fluoroscopy</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>MME commissioning programme to be delivered</li> <li>Apps training dates to be reviewed now opening date confirmed</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</li> <li>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>Progress made on modular building installation; proposed delivery date 2nd June</li> <li>ISS have recruited to R&amp;D staff, currently being trained in the Royal</li> <li>No materials management service until Specialist Trusts take over service – ordering will need to be done by Trust departmental staff</li> </ul>	Amber	<ul style="list-style-type: none"> <li>Permission from highways required for cabin.</li> <li>Installation of modular completion following building handover from LO and IT set-up</li> <li>NHS Supply chain to complete site survey</li> </ul>
<b>Telephony and switchboard</b>	Jim Dalton, Simon Turner	<ul style="list-style-type: none"> <li>Number allocation process in development, IM&amp;T and PMO finalising directory. Communication sent to all CCC staff to update contact details.</li> </ul>	Amber	<ul style="list-style-type: none"> <li>Finalise agreement with LOR to commence fibre/copper and Stanley pager installation.</li> <li>Update project plan and revise approach to</li> </ul>

Work stream	Lead	Update	RAG	Actions
		<ul style="list-style-type: none"> <li>• New paging numbers agreed - crash call number will remain as '2222'</li> <li>• Enabling works scheduled in with LOR</li> </ul>		<ul style="list-style-type: none"> <li>incorporate all switchboard functionality</li> <li>• Circulate current pager list to senior management team to determine who needs them and who does not</li> </ul>
<b>Training and orientation</b>	Mike Varey, Steph Thomas	<ul style="list-style-type: none"> <li>• Booking system in place - amend dates now opening date known</li> <li>• Videos of orientation in development (H+S, Whole hospital when access to hospital enabled)</li> <li>• Floor handbooks completed</li> <li>• Floor orientation plans completed</li> <li>• Charity application for beverages and support during orientation</li> <li>• Induction for non-clinical staff developed</li> </ul>	Amber	<ul style="list-style-type: none"> <li>• Confirm date to commence delivery of orientation and training</li> <li>• Develop priority lists for training and orientation</li> <li>• Communications to develop videos for whole hospital orientation and fire/evacuation training</li> <li>• Integrate training for external teams</li> </ul>
<b>Workforce</b>				
<b>Medical workforce</b>	Caroline Brammer, Arvind Arumainathan, Rosie Lord	<ul style="list-style-type: none"> <li>• Draft rota for CCCL/CCCW and haemato-oncology discussion paper presented to Clinical and Operational Group 22/04</li> </ul>	Amber	<ul style="list-style-type: none"> <li>• Develop and agree SpR &amp; junior doctor rotas</li> </ul>
<b>Wider clinical workforce</b>	Matrons	<ul style="list-style-type: none"> <li>• Teams tasked with reviewing workforce</li> </ul>	Amber	<ul style="list-style-type: none"> <li>• Workforce planning review shared at COG 6.5.20. Action to review vacancies and pipeline offers.</li> </ul>
<b>Move planning</b>				
<b>Patient moves</b>	Programme team	<ul style="list-style-type: none"> <li>• Positive discussion with NWAS with agreement to support the inpatient move for ST.</li> <li>• Follow-up meetings planned to finalise details.</li> <li>• Data is being collected with regards to the number and type of patients currently within the inpatient wards to provide initial indications of the type / level of transport required.</li> <li>• Indicative numbers &amp; types of patients requiring transfer provided to NWAS and commissioners.</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>• To continue to review and assess indicative numbers &amp; types of patients requiring transfer in the lead up to the move date.</li> <li>• Confirm funding arrangements with NWAS</li> </ul>

Work stream	Lead	Update	RAG	Actions
<b>Departmental move planning</b>	Move leads	<ul style="list-style-type: none"> <li>Final review of move plans now move date confirmed</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Presentation of outline move plans at Clinical and Operational Group on 27/05</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>Installation to be scheduled following confirmation of building handover date</li> </ul>	Green	<ul style="list-style-type: none"> <li>Commence discussions with suppliers to agree installation commissioning dates</li> </ul>
<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>Testing delayed due to third party - due to re-commence w/c 18.5.20</li> <li>MDT and Exec to be provided with priority booking of rooms before release to all CCC staff</li> <li>Temporary UoL education and training facilities to be added to system</li> </ul>	Amber	<ul style="list-style-type: none"> <li>PMO to advise which CCC-L rooms will be available to book from new opening date</li> <li>Complete UAT testing</li> </ul>
<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> <li>Post Office redirection for CCCL in place</li> </ul>	Green	<ul style="list-style-type: none"> <li>Issue letters following formal decision of move date</li> </ul>
<b>Health and Safety</b>	Derry Sinclair	<ul style="list-style-type: none"> <li>Confirmed fire and evacuation orientation will be via video. Will be a video filmed by Vinci and edited by comms team.</li> <li>An additional 27 fire marshals trained and plans in place to train more in H-O by end of May</li> <li>Evacuation and first aid kit on order but not yet received</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Develop specification for fire and evacuation video to allow filming and production to take place</li> <li>Revised move plan underway to reflect new move date</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>Telephone interviews have commenced with volunteers as per plan shared with Programme Board 20.04.2020</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>Implementation of plan to recruit volunteers or achieve appropriate level of staff</li> </ul>

Work stream	Lead	Update	RAG	Actions
				redeployment to support opening of CCCL in volunteer-type roles remains ongoing.
<b>Royal Liverpool Hospital</b>				
<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>Ongoing twice-weekly calls with LUHFT team</li> <li>Development of detailed SOPs outlining how the trusts and services will work together</li> </ul>
<b>Labs</b>	Mel Warwick	<ul style="list-style-type: none"> <li>Revised offer for laboratory service provision reviewed and response sent to LUHFT / LCL. This will be an addendum to the agreed SLA &amp; service specifications for an interim period.</li> <li>Agreement from LUHFT to deliver Transfusion training for priority staff prior to move. Staff numbers for training sent to LUHFT.</li> <li>SOPs for ICNET IPC system &amp; Blood 360 transfusion system drafted and sent for clinical sign off.</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> </ul>	Amber	<ul style="list-style-type: none"> <li>Secure dates from LUHFT for the delivery of transfusion training for ST staff.</li> <li>Agree training sessions for POCT devices.</li> <li>Review SOPs for ICNET &amp; Blood 360 and ensure clinical sign off.</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>2<sup>nd</sup> Handover meeting completed on 30.04.20 with CCC, WUTH &amp; LCL representation. Key actions agreed and a further meeting will be arranged for 14<sup>th</sup> May.</li> </ul>	Amber	<ul style="list-style-type: none"> <li>To continue with the actions agreed as per IPC handover meetings.</li> <li>IPC commissioning / extra-ordinary Water safety meeting TBA for w/c 18.05.20.</li> <li>Liaise with LCL regarding recruitment of Consultant Microbiology post.</li> </ul>
<b>CCC Wirral</b>				
<b>Clinical model</b> Services remaining at CCCW	Joan Spencer/ Sheena Khanduri	<ul style="list-style-type: none"> <li>Teams have identified what remaining at Wirral and this is reflected in the Site Handbook. Project to redesign the site will commence after CCC-L has opened.</li> <li>Change of move date communicated to WUTH Exec team.</li> </ul>	Green	<ul style="list-style-type: none"> <li>Final version of Handbook to be presented at Programme Board for sign off</li> </ul>

Work stream	Lead	Update	RAG	Actions
<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>	Green - amber	<ul style="list-style-type: none"> <li>• Finalise plan for potential inpatient bed usage by WCH June</li> </ul>
<b>Escalation of care</b> Escalation on CCCW site post move	Working group	<ul style="list-style-type: none"> <li>• Proposal agreed at COG on 22.04.20 and at CCCL Programme board 27.04.20</li> <li>• Escalation model added to CCCW handbook for completeness</li> <li>• Escalation policy updated to reflect CCCW model.</li> </ul>	Green - amber	<ul style="list-style-type: none"> <li>• Management of response team rota to be agreed</li> <li>• Staff rota in development and to draft to be shared</li> </ul>