

Council of Governors Item 8

Subject: Chief Executive's Report
Date of Meeting: Tuesday 5th December 2023
Presented by: Jane Tomkinson, Chief Executive
Purpose of Report: To Note

BAF Reference	Impact on BAF
All	The report updates on a range of issues.

Level of assurance (<i>please tick one</i>)					
<i>To be used when the content of the report provides evidence of assurance</i>					
<input checked="" type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. CMAST

The Cheshire and Merseyside Acute and Specialist Trust provider collaborative won the 'Provider Collaborative of the Year' award at the recent Health Service Journal (HSJ) Awards.

LHCH continues to play an important role in the system as part of CMAST. This includes the Leadership Board, pathway programmes, efficiency at scale workstreams and the range of professional networks that support this work.

The latest CMAST briefing is appended to this report.

2. Liverpool Place

Each Place within the ICB undertakes a review of progress to provide assurance to ICB Executives on our Place Partnership progress and maturity journey. The latest Liverpool review took place in September and the key topics covered included:

- Financial Update: detailing our system financial position at month 4 and the Financial Recovery Plan.
- Primary Care Networks and Care Communities: how primary and community care are collaborating to improve outcomes for our communities. Challenges regarding Continuing Healthcare (CHC) budgets, delivery of savings plans and prescribing pressures are evident in the most significant budget pressures.
- Winter Planning: how the system is working together to prepare for winter. Work to reduce the number of P3 discharges was acknowledged, along with work on market

stabilisation of the acre sector. The Optica discharge system is now in place which will support better management of discharges and addressing Liverpool's high numbers of patients with Non criteria to discharge (NC2R). Feedback was that the winter plan is robust

Stroke

The new Stroke Emergency Assessment Centre (SEAC) has opened at Aintree University Hospital, the first of its kind in the UK. The £1.5 million purpose-built assessment centre sits alongside Aintree's Emergency Department and will provide specialist care for stroke patients, aiming to minimise the impact of strokes and improve the chances of a good outcome

Mental Health

Mersey Care is moving the city centre walk in from its current location at the 'Beat' to a new site at the Linda McCartney Centre, located on the Royal Liverpool Hospital campus.

3. One Liverpool Strategy

One Liverpool is a whole-system strategy setting out what health and care partners will do together for better population health and wellbeing in Liverpool.

The One Liverpool Strategy, published in January 2020, covering the period to 2023, set out a clear vision for **a healthier, happier, fairer Liverpool** for all and four themes that shaped the critical actions to be taken:

- Targeted action on inequalities
- Empowerment and support for wellbeing
- Radical upgrade in prevention and early intervention
- Integrated and sustainable health and care services

The work to refresh the One Liverpool Strategy is due to commence, with the intention for all Liverpool Place Partners to be involved in co-producing the strategy.

The Liverpool Place team will facilitate a co-production approach, involving senior representatives from all partners. The team will co-ordinate however many workshops are required to develop the strategy.

Membership of the working group to include:

- Strategy leads from NHS Trusts
- Place team Associate Directors
- Liverpool City Council – senior representatives from adults, children's and public health teams
- Police and Fire Service representatives
- Housing representative
- VCSE representation
- Healthwatch
- Business Intelligence – Place and LCC

The strategy will be approved by the One Liverpool Partnership Board and endorsed by the boards/governance of all partners by March 2024.

4. Broadgreen Site Committee

The Broadgreen Hospital Site Committee continues to meet bi-monthly in support of increasing collaboration and site based improvement. Four themes have been identified by the committee with actions driven by the Exec leads across providers. The four themes are site equity for patients, site support for staff, site enablement and site utilisation.

The Liverpool Joint Committee oversees governance and planning across all site based groups.

5. EPRR Core Standards Feedback

Each year, NHS England request that healthcare organisations self-assess their emergency preparedness against a core set of emergency preparedness and resilience response (EPRR) standards. The purpose of this is to highlight any weaknesses in systems and develop action plans to mitigate these. An assurance deep dive is undertaken each year, and for 2023, the emphasis was EPRR training.

For the 2023 Core Standards EPRR self-assessment, LHCH declared substantial assurance based on the submissions in previous years and the evidence collated. This was reported to the Board of Directors in September 2023, noting that for the 2023 submission evidence was being submitted for NHS England (NHSE) review.

The Trust along with other providers in Cheshire and Merseyside has received a letter from NHS England significantly downgrading the self-assessment following their assurance process. All provider organisations in Cheshire and Merseyside have received a non-compliance rating. Whilst the Trust recognises there are some areas of improvement to be made, there are some areas which are less relevant to a specialist trust and the Broadgreen site more generally (e.g. Hazmat and CBRN), as well as some areas where we feel the evidence sufficiently covers the standard (e.g. we have a statement of intent within the major incident plan but they want to see this as a separate document; and the Accountable Emergency Officer has attended the Strategic Local Health Resilience Partnership meetings but NHSE only provided one set of minutes and they wanted more).

Whilst some organisations are continuing to challenge the outcomes, we are keen to focus on the learning and opportunity for improvement. We are also keen to work with the system and NHSE to see how they can use the exercise to strengthen the system EPRR and in turn support individual organisations to improve compliance with the standards. For note we have seen an increase in training opportunities being offered via the C&M EPRR team in the past couple of weeks following this assessment which is a positive start.

An action plan has been prepared and a task and finish group that will report to the Emergency Planning Resilience Response Group will be established in order to ensure the actions are complete prior to the EPRR core standard process being undertaken in 2024. The Risk Management Committee will oversee progress against the action plan.

6. Industrial Action Update

The NHS alongside other sectors continues to face the challenges of planning for industrial action from a number of unions. LHCH has ensured a strong focus on preparedness for strike action, as well as the implications for cancelled activity and delays in patient care. The Trust is working through the backlog arising from the Q1 and Q2 industrial action.

On the 6th November, the British Medical Association (BMA) opened a further statutory ballot of specialist, associate specialist and speciality doctors. This ballot will close on the 18th December and if successful will give SAS doctors and consultants the mandate for industrial action until June 2024.

We have not been notified of further strike dates at the time of writing this report.

7. Sexual Violence

On 23rd June, the Trust received a request from Mr. Steve Russell, Chief Delivery Officer, NHS/E to ensure the Trust has systems and processes in place to keep staff safe from sexual assault, harassment, and abuse by taking a systematic zero-tolerance approach in tackling

these issues. A robust review has been done at LHCH - a paper has been through the Safeguarding Committee, outlining the trust's response to the letter and the commitment that LHCH is fully signed up to supporting the new work being undertaken across the NHS to tackle sexual safety of NHS staff and patients.

8. SAR for Placement Providers

LHCH is required to perform a self-assessment of whether the Trust meets the quality standards, outlined by NHS England for student/trainee placements. The Trust meets the standards in all areas and there are no noted exceptions.

9. PLACE visit

The formal Patient-Led Assessments of the Care Environment (PLACE) took place across the Trust on Monday 13th December 2023. The assessment was performed by substantive staff/our Patient Safety Partners, volunteers and Trust Governors. All clinical and outside areas were assessment using a national criteria scoring system. The closing date for submission of the scores is Friday 15th December 2023. The Trust should receive the outcome of its assessment early 2024.

10. LHCH Grand Awards

Congratulations to our shortlisted and winning teams at this year's LHCH Grand Awards, that was held at the Crowne Plaza, Liverpool City Centre, on 17th November 2023. The winning teams announced on the evening were as follows:

- Compassion in Care Award - Palliative Care Team
- Quality Improvement Award – Delirium Steering Group
- Outstanding Service Delivery Award – Knowsley Community Respiratory Service & Rapid Response Team
- Outstanding Contribution Award - Cardio-Oncology Team
- Significant Impact to Patient Safety Award – CCU
- Non Clinical Team of the Year Award – Communications & I-Digital
- Unsung Heroes Award – Medical Examiners & Bereavement Team
- IMPACT Award – Security
- Enhancing Patient Experience Award – Outpatients
- Team of the Year Award – Advanced Nurse Practitioners (Cardiology & Surgery)
- Employee of the Year Award – Kathy Watterson, Sister, Birch Ward
- Patient Choice Award – Holly Suite
- CEO Special Appreciation Award – Anna York, Peter Cook and the Retention Team

11. Recommendations

The Council of Governors is asked to note the content of this report.