

## Board of Directors (in Public)

### Item 1.6

**Subject:** Liverpool Health Partners: Annual Report 2020/21, Forward Plan 2021/22 and Strategy Refresh

**Date of Meeting:** Tuesday 27<sup>th</sup> July 2021

**Prepared by:** Dr Mark Jackson, Director of Delivery & Performance, Liverpool Health Partners

**Presented by:** Dr Mark Jackson & Professor Eliot Forster, Chair Liverpool Health Partners

**Purpose of Report:** To Note

BAF Reference	Impact on BAF
N/A	N/A

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

### 1. Executive Summary

This paper presents the annual report from LHP for 2020/21, a high-level summary of the business plan for 2021/22, plans to refresh the current strategy and a brief summary of the hosted working arrangements and risks.

The 2020/21 annual report is attached. Our work in supporting the local response to COVID-19 was significant.

Our plans for the current year build upon our successes and the desire to work in a more integrated fashion.

Our current strategy is due a refresh, ands LHCH are invited to play a part in that.

LHP represents a very low risk as a hosted business.

## **2. Background**

Liverpool Health Partners (LHP) is the Academic Health Science System for Cheshire & Merseyside, comprising a total of twelve higher education institutions and NHS organisations; Liverpool Heart & Chest Hospital (LHCH) is a partner.

LHCH also provides key services to LHP as a hosted business.

This paper presents the annual report from LHP for 2020/21, a summary of the business plan for 2021/22, plans to refresh the current strategy and a brief summary of the hosted working arrangements and risks.

### **3a. LHP Annual Report 2020/21**

2020/21 was the first year of LHP activity to be covered by a formal strategy that was put in place by the new LHP management team.

During 2020/21 LHP played a major role in the region's response to COVID-19. We convened the system into a functioning and effective management structure, a key ingredient in significantly improving patient recruitment into the plethora of urgent public health studies prioritised by the Government as key trials of vaccine effectiveness and other targeted research was being undertaken nationally. This work enhanced our external reputation significantly.

Our joint research office SPARK (single point of access for research & knowledge) matured into a well-recognised and efficient vehicle for the rapid onboarding of research studies, further driving down study set up times in our system and improving our attractiveness as a safe and reliable home for research.

In the wake of the pandemic, LHP has had to remain agile, responding to the pandemics needs yet maintaining its commitment to its core strategy of improving population health. LHP has kept its principal programmes in cardiovascular disease, infection, cancer, child & adolescent health (Starting Well), neuroscience & mental health and innovation going throughout, although each has necessarily played its own role responding to the pandemic. LHP sought input mid-year from a newly established international Advisory Board to ensure this balance was optimally struck.

As an academic health science system, we are keen to be as inclusive as possible. Our programmes (above) provide breadth as we attempt to identify and begin to solve some of the main issues our population faces. Often these solutions require scientific depth in the development of new treatments or models of care. We have sought to harness this expertise from the adoption of specifically focused research centres, accredited by our higher education partners who have formally joined forces with our programmes, adding to their critical mass.

External presentation of our image is important, and as such we undertook a comprehensive overhaul of our brand. This included a website rebuild, a refresh of our look and feel and a refocused investment in our communications infrastructure.

2020/21 also saw a significant investment in LHP's organisational development with the undertaking of a diagnostic survey, coaching conversations and building of a improvement plan for the future aimed at ensuring LHP remains value adding for its partners.

Lastly, towards the end of 2020/21 LHP recruited our new Chair, Eliot Forster. Professor Forster is driven by the desire to address health inequalities and brings significant national connections who can support our collective mission.

Further detail of our activities during 2020/21 is provided in the annual report (attached). Please note, this is a working draft and there remains a few formatting issues to correct.

### **3b. LHP Forward Plan 2021/22**

In addition to continued maturity of SPARK and our health improvement facing programmes, specific development is planned to occur in:

1. The development of a new programme Living Well, our second life course focused programme. LHP have recently recruited Matt Ashton, Director of Public Health Liverpool City Council to lead this work.
2. Development of cross programme activity in key issues facing our system:
  - Complexity and unmet need – particularly multimorbidity, exploiting the rich integrated programme of intelligence (data, analytics, evidence) already established within our system.
  - Driving Equity - work on addressing health inequalities across the life course, drawn together in our developing cross partner Equality, Diversity and Inclusion (EDI) plan.
  - Prevention and health improvement - with a focus on social prescribing drawing on work from the LHP programmes and wider partnership working with the ARC and voluntary sector, joint work in development to support local authority research and evaluation activity with the CRN and ARC and the opportunities for population health management as an improvement tool working with the Civic Data Cooperative.
  - New Models of Care - LHP programme and Centre led service innovations (for example the pipeline of service and pathway development within the LHP Head and Neck Centre), the developing BRC integrated care pathways, the wider data enabled care agenda and work across C&M to support approaches to personalised care.
3. The growth of SPARK into supporting research delivery as well as set-up.

### **3c. The LHP Strategy Refresh**

By the end of March 2022, the revised management arrangements recommended in the KPMG report of December 2017 will have been in place for three years. The current strategy that guides our activity will then expire. As such, LHP is turning its attention during 2021/22 to a refresh of the current strategic direction.

As an organisation based upon collaboration, LHP have contracted the services of Mike Farrar to lead the engagement and consultation exercise with our partners. Mike will facilitate a number of workshops that:

1. Confirm (or modify) the LHP purpose of improving population health and economic productivity

2. Describe our alignment with partner strategy and how we articulate what we do (LHP core staff as facilitators, partners as the delivery engine)
3. Explore the future appetite for working in concert with the Integrated Care System
4. Help us strike the right balance between academic depth (excellence) and system wide s breadth (impact)
5. Secure the buy-in at all levels for the collaborative working model / whole systems approach (whole being greater than the sum of our collective parts)
6. What value / impact / benefits partners really want to see delivered by the partnership over the next three years

### **3d. LHP as a Hosted Business at LHCH**

LHP Limited has now been closed down and LHP has been hosted by LHCH for just over a full year.

Together we have a robust service level agreement in place and regular management team meetings with representation from both sides to ensure smooth operation.

The transition has gone well, with only some remaining IT challenges to resolve over the next month.

LHP follow LHCH core policy and has sufficient cash reserves in place to meet all its financial liabilities should LHP have to fold for whatever reason. As such, risks associated with hosting are minimal.

### **4. Conclusion**

LHP have delivered a programme of work for 2020/21 that necessarily blended a new focus on COVID-19 together with addressing other health challenges through its programme infrastructure.

The 2021/22 business plan builds upon this solid foundation, and moves us closer to true integrated working across our structures.

Our current strategy is set for a refresh ready for the 2022/23 business year.

LHP are aligned to LHCH management policy and have sufficient reserves to meet any future financial liabilities.

### **5. Recommendations**

The LHCH Board of Directors is asked to:

- Note the achievements of LHP in the last year
- The plans for the future
- Participate in the strategy refresh
- Note the management arrangements for LHP as a hosted business