

Board of Directors (in Public)

Item 4.2

Subject: Strategic Objectives KPIs 2018/19 Q4
Date of meeting: Tuesday 30th April 2019
Prepared by: Claire Wilson, Chief Finance Officer
Presented by: Claire Wilson, Chief Finance Officer
Purpose of Report: To note

BAF Ref	Impact on BAF
1 - 5	The quarter 4 review against strategic objectives has been undertaken alongside the quarterly review of the BAF. Any changes to risks and/or gaps in controls and assurance have been reflected in the BAF and this is considered separately on the agenda.

1. Executive Summary

This paper provides an update on delivery of the Trust's strategic objectives for 2018/19 during quarter 4. Any changes to risks and/or gaps in controls and assurance have been reflected in the Board Assurance Framework (BAF) and this is considered separately on the agenda.

2. Background

The Board of Directors is responsible for setting the overall strategic direction of the Trust and to monitor performance against its objectives. For 2018/19, the Board agreed that performance against strategic objectives should be monitored quarterly alongside its quarterly review of the Board Assurance Framework (BAF).

3. Performance against Strategic Objectives 2018/19

The Board of Directors have agreed the following strategic objectives for 2018/19.

i) Quality and Patient Experience

- Improve safety culture and reduce harm;
- Embed organisational learning such that there is clear evidence of observable changes in practice;
- Retain CQC rating of 'outstanding'
- Deliver an improvement plan in response to GIRFT Report.

ii) Research and Innovation

- Implement robotics programme
- Deliver transition plan for Congenital Heart Disease

- Deliver informatics review action plan and establish assurance mechanism for data quality;
- Raise the Trust's academic profile and increase the number of academic appointments
- Deliver Research and innovation Strategy milestones including attraction of research grants
- Develop a strategy for good corporate citizenship

iii) Finance and Value

- Retain Segmentation 1 under NHS Improvement's Single Oversight Framework
- Develop business partner model and improve business intelligence
- Operate Use of Resources Framework in shadow form
- Embed Accountability Framework
- Deliver 2018/19 targets set out in private patient strategy
- Develop 10 new international business models for future exploration with at least one contract signed in 2018/19

iv) Best NHS Employer

- Listen, involve and develop Team LHCH through delivery of an effective staff engagement plan
- Build capability for outstanding leadership at all levels

v) Partnerships

- Lead and deliver the CVD programme and specifically
- Implement single cardiology pathway
- Improve the visibility and external promotion of surgical work
- Maintain stakeholder engagement across the wider health and care partnership

Appendix 1 sets out the deliverables for each objective agreed by the Board together with the progress made in quarter 4.

4. Recommendation

The Board of Directors are asked to note the reported performance against its strategic objectives for 2018/19 as set out in Appendix 1.

Strategic Objective	Executive Lead	Deliverables	Delivered in Quarter 4
[1] Quality and Patient Experience			
Improve safety culture	Director of Nursing/ Director of Corporate Affairs	<ul style="list-style-type: none"> Develop vision and strategy for Freedom to Speak Up (FTSU) and implement new guidance including self- review tool Further embed Safety Seven Improve incident reporting Harms monitoring To review and develop mechanisms in place to develop, promote, learn from and monitor FTSU activity in the wider context of patient safety and staff experience Listening in Action (LIA) / improvement work – quarterly pulse check 	<p>Quarterly FTSU Summit</p> <p>Review and identification of learning following recent FTSU investigation.</p> <p>Good progress with reducing harms overall. Falls are within target and are less than the same time last year – 21% reduction. Pressure ulcers –six grade 2 with lapses of care identified, all learning's shared with the relevant clinical teams.</p> <p>LIA improvement wall and project launches with Exec team for Q4 and progress against Q1-3 projects.</p> <p>Trust Improvement Pass it On celebration held.</p> <p>Trust attended LIA Showcase event in Birmingham with a team of Improvement Champions.</p> <p>Raw data of staff survey results for 2018 show improvement in staff raising concerns and involved in improvements.</p>
Embed organisational learning such that	Medical Director	<ul style="list-style-type: none"> Maintain / embed Organisational Learning processes Quarterly Learning from Deaths 	Organisational learning part of divisional governance and ops board. Trust wide sharing and learning fortnightly. Quarterly LFD report to

there is clear evidence of observable changes in practice		(LFD) report to BoD <ul style="list-style-type: none"> • Focus on evidence to support LFD in 2018/19 – divisions and Operational Board • Triumvirates to review and refine process for review of learning 	BoD and increasing detail of deaths and learning
Retain Care Quality Commission (CQC) outstanding	Director of Nursing	<ul style="list-style-type: none"> • Sharpen process for communicating Mortality Review Group (MRG) outcomes • On-going programme of mock inspections • Continue sharing & learning 	Final report from the CQC expected April 2019.
Deliver an improvement plan in response to GIRFT Report	Medical Director	<ul style="list-style-type: none"> • Getting It Right First Time (GIRFT) action plan delivered from national and local reports 	GIRFT action plan for Cardio-Thoracic Surgery established. A deep dive into stroke rate has been carried out and will be presented to BoD in March 2019 and Quality Committee in April 2019.
[2] Research and Innovation			
Implement robotics programme	Chief Operating Officer	To demonstrate delivery against business case objectives relating to: <ul style="list-style-type: none"> • Research programme • Length of Stay savings • Outcomes • Plan for development of hybrid procedures 	Research The Surgical division are committed to progressing the research element of the robotics programme. For cardiac surgery research will commence in Q1 2019 in the form of a draft scientific protocol written by the cardiac robotics lead with support from Dr Mark Jackson and Prof Gregory Lip. Similarly Thoracic research will also commence later in 2019. Length of stay savings Length of stay savings have yet to be costed

			<p>due to the low activity levels seen thus far. The plan will be to review savings for cardiac and thoracic robotic surgery in Q4 2019/20 when activity levels have increased.</p> <p>Outcomes Outcomes have been positive for all patients who have undergone robotic surgery. Thoracic surgery have also completed the clinical effectiveness audit to support successful clinical outcomes. Cardiac will be completed in Q1 19/20.</p> <p>Plan for development of hybrid procedure Training was arranged for early January for three cardiac surgeons to be proctored by Frank Van Praet in Brussels, however the date was cancelled due to patient illness. This has resulted in a delay to starting the hybrid procedures. Further training has been organised for July 2019.</p>
Deliver transition plan for Adult Congenital Heart Disease (ACHD)	Chief Operating Officer	Implement safe transfer of services in line with NHS England timescales	<p>Activity has commenced with the medical admissions as projected, although there has been more medical admissions at LHCH than anticipated. There were 87 unplanned medical emergencies of which 22 cases came to LHCH.</p> <p>Surgery and interventions are on track with the transfer over.</p>

			<p>Assumptions in original business case were based on 120 closure devices. LHCH Has undertaken further procedures outside of the original assumptions including pacing, ICDs, EP and right and left heart catheters</p> <p>A vision and work programme for the “new” all age CHD network has been submitted to NHSE for consideration.</p>
Deliver informatics review action plan and establish assurance mechanism for data quality;	Chief Finance Officer	<p>Develop digital strategy</p> <p>Deliver milestones in action plan including work in relation to data warehouse, reporting, staffing, governance.</p> <p>Establish Data Quality Assurance Framework</p>	Data Quality Group now in place and in-house software developed to track error correction at source, this is being rolled out to wards and departments. Presentation delivered to Audit Committee by Chief Information Officer (CIO) and Data Quality (DQ) manager. New Head of Data started 1 April 2019 to increase capacity and expertise in data warehousing function.
Raise the Trust's academic profile and increase the number of academic appointments	Director of Research and Innovation	<p>No. staff with academic appointment. Includes honorary, or University person working predominantly from our site. Applies to both research and educational appointments. Target 5 for 2018/19.</p>	<p>Liverpool Centre for Cardiovascular Science (LCCS) launched 28/9.</p> <p>Composition of the Lip academic team now clarified. Six new members of staff operating out of LCCS.</p>
Deliver Research and innovation Strategy milestones including attraction of research grants	Director of Research and Innovation	Achieve CRN recruitment. Target 900 for 2018/19	Performance remains above plan but the headroom is reducing as a consequence of closure of some large studies recently.
Develop a strategy for good corporate	Chief Operating Officer/Director of	Plan to be considered by Board of Directors in Q2 2018/19	Approved by BoD in Quarter 1

citizenship	Workforce	Implementation in line with agreed plan	
[3] Finance and Value			
Retain Segmentation 1 for under NHS Improvement's Single Oversight Framework	Executive lead in line with Single Oversight Framework (SOF) theme.	<ul style="list-style-type: none"> SOF indicators monitored monthly. 	Trust remains at segment 1 and is on track to deliver financial plan in line with control total.
Develop business partner model and improve business intelligence	Chief Finance Officer	<ul style="list-style-type: none"> Define role and operating model across finance, digital and HR functions. Identify skills, capability and capacity gaps Develop and deliver training plan. Divisional reviews to ensure evidence of and reinforce BP model. Deliver BI strategy and divisional dashboards 	Finance business partners now all in post. BPs attend divisional reviews and governance meetings and have supported 2019/20 planning process. BI strategy and reporting improvements being addressed through Informatics action plan.
Operate Use of Resources Framework in shadow form	Chief Finance Officer	Shadow in place by Q2 in readiness for implementation Q3 & Q4	Divisions have each developed benchmarking plan for improving productivity which was approved at Operational Board in March 2019.
Embed Accountability Framework	Chief Finance Officer	Simplify framework for 2018/19 and link to key deliverables	Reporting against performance oversight framework on a quarterly basis to Operational Board.

Private patient strategy	Chief Finance Officer	Deliver 2018/19 targets set out in private patient strategy	Good progress against objectives set out in strategy. Facility on track to open on 4 th June 2019.
Develop new international business models	Director of Strategic Partnerships	Develop 10 new international business models for future exploration with at least one contract signed in 2018/19	Explored commercial opportunities with a number of international partners in China, Middle East, India and UK. Exploring long term partnership opportunity with Egypt.
[4] Best NHS Employer			
Listen, involve and develop Team LHCH through delivery of an effective staff engagement plan	Director of Workforce	<ul style="list-style-type: none"> • Implementation of LIA • Quarterly updates on delivery of 'Team LHCH' strategy • Improve engagement scores / LIA pulse checks • Measures and report on staff experience • NED & Exec walkabouts 	<p>Dashboard reported to People Committee against Team LHCH objectives</p> <p>Equality & Inclusion Strategy 2018-2021 and action plan approved and published</p> <p>Staff Carers Network established via a Big Conversation</p> <p>BAME Champion identified</p> <p>Positive Staff Survey Results 2018 received with the divisional action plans now being developed with the HR Business Partners</p> <p>Listening in Action (LiA) improvement wall and project launches with Executive team for Q4 and progress of Q1-3 projects</p> <p>Commenced consultation on staff Health & Well Being Strategy</p>

			Revision of Executive Walkabouts commenced
Build capability for outstanding leadership at all levels	Director of Workforce	<ul style="list-style-type: none"> Learning and development plan to be developed in Q1 2018/19 Succession planning / talent plan 	<p>Continuation of quarterly medical developmental sessions</p> <p>Continued Roll out of talent grids across the organisation</p> <p>Management development programme commenced for all new and emerging leaders</p> <p>Further applications and support for aspiring board leaders completed to NHS Leadership Academy</p> <p>Bespoke BAME leadership programmes promoted</p> <p>Draft Apprentice Strategy to Education Multi-Disciplinary Team Group</p> <p>Draft Nursing Pathway developed to be shared with wider Nursing Forum in Q1</p> <p>New multi professional preceptorship programme developed.</p>
[5] Partnerships			
Lead and deliver the CVD programme	Director of Strategic Partnerships	Next steps programme for each of the priority areas.	There are plans in place for the next steps for Primary Pacing, Acute Coronary Syndrome (ACS) and Stroke.

			<p>The ACS pilot started in November 2018; To date there has been 7 patients received an increase of 4 on previous report.</p> <p>Model of Care for Pacing between Southport and Aintree has been developed and is being reviewed for demand and capacity implications. LHCH is also part of this capacity planning</p>
Implement single cardiology pathway	Director of Strategic Partnerships	Produce proposals and implementation plans for the 6 priority areas	<p>The Liverpool Cardiology Single Service has now become The Liverpool Single Service Cardiorespiratory Operational Group which means we will now be looking to drive forward with plans for five respiratory work streams as well as the eight priority areas for cardiology.</p> <p>Tender evaluations for the single cardiology digital platform have been evaluated and a second round of technical evaluations to assess implementation risks is now being undertaken. LHCH have agreed to act as a host for the procurement.</p> <p>Director of Strategic Partnerships leading on a refresh of the Group with revised TOR and Governance. Financial planning in support of the single services strategy has been finalised. LHCH will hold the prescribing savings released by the CCG for reinvestment.</p>
Improve the visibility and external promotion of surgical work	Director of Strategic Partnerships	Engagement plan to be developed by June 18	<p>The surgical division have plans in place for a rolling programme of external site visits.</p> <p>Director of Strategic Partnerships will support site visits.</p> <p>Surgical order books to be an integral prioritised feature in developing strategy.</p>
Maintain active	Director of Strategic	Continue to participate in established	The Trust is actively engaged with the work of

stakeholder engagement across the wider health and care partnership	Partnerships	networks and meetings	<p>the Health and Care Partnership (HCP), local place development plans and also has an active plan to increase additional services i.e. LHCH @ model.</p> <p>Implementation plans for each element of the transformation plans have been developed and signed off by respective CVD and Prevention Boards.</p>
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