

## Board of Directors (in Public)

### Item 4.2

**Subject:** 2019/20 Quarter One Strategic Objectives Progress  
**Date of meeting:** Tuesday 30<sup>th</sup> July 2019  
**Prepared by:** Hayley Kendall, Chief Operating Officer  
**Presented by:** Hayley Kendall, Chief Operating Officer  
**Purpose of Report:** To note

BAF Ref	Impact on BAF
1 - 5	The quarter one review against the 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 2019/20 quarter one. 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 2019/20 the Board of Directors agreed that performance against strategic objectives should be monitored quarterly alongside its quarterly review of the BAF.

## 3. Performance against Strategic Objectives 2019/20

The Board of Directors have agreed the following strategic objectives for 2019/20:

### i) Quality, Patient and Family Centred Care

- 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 the improvement plan in response to GIRFT reports.
- Develop a system leadership role in setting and raising standards and ensuring patient and family experience is embedded into new models of care.

### ii) Research and Innovation

- Develop expand and evaluate robotics clinical and research programme.

- Raise the Trust's academic profile and increase the number of academic appointments.
- Deliver research and innovation strategy milestones including attraction of research grants.
- Deliver actions set out in the Good Corporate Citizenship Strategy.
- Develop Liverpool Centre for Cardiovascular Science with research partners.
- Develop core digital systems to support delivery of objectives set out in the data quality strategy.

### **iii) Finance Value and Productivity**

- Retain Segmentation 1 under NHS Improvement's Single Oversight Framework.
- Embed the business partner model and complete implementation of the business intelligence and patient administration system transformation plans.
- Operate Use of Resources Framework in shadow form.
- Deliver targets as set out in the Private Patient Strategy.
- Expand international business activities and levels of income generation.
- Increase focus on productivity improvement through embedded benchmarking and performance metrics.
- Develop a marketing strategy to maximise opportunities for business development.

### **iv) Best NHS Employer**

- Listen, involve and develop Team LHCH through the delivery of an effective staff engagement plan.
- Build capability for outstanding leadership at all levels.
- Equip our workforce for delivering new models of care.
- Implement objectives set out in the Retention Strategy.
- Embed continuous improvement through a programme of staff engagement.
- Promote diversity through an all-inclusive workforce.

### **v) Partnerships**

- Facilitate, lead and deliver the development of a new LHCH Strategic Plan.
- Lead and deliver the CVD Programme progressing the single cardiology pathway and enhancing stakeholder engagement across the health and care partnership and beyond.
- Play a substantial role in bringing specialist trusts together.
- Develop a Single Respiratory Service.
- Improve the visibility and external promotion of surgical work.
- Embed Congenital Heart Disease Services.
- Expand the Cardio-oncology Service.

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

## **4. Recommendation**

The Board of Directors are asked to note the reported performance against its strategic objectives for 2019/20 as set out in Appendix One.

## Strategic Objectives 2019/20 Quarter 1 Progress

Strategic Objective	Executive Lead	Deliverables	Delivered in Quarter One
<b>[1] Quality, Patient and Family Centred Care</b>			
Improve safety culture and reduce harm	Director of Nursing / Director of Corporate Affairs	<ul style="list-style-type: none"> <li>Continued focus on Safety Seven</li> <li>Improve incident reporting across the Trust and focus on areas with lower rates</li> <li>Continue to reduce harms and sustain improvements made</li> <li>Embed FTSU Summit; deliver Board Action Plan and establish an FTSU Charter</li> <li>Implement Improvement Framework and Plan</li> </ul>	<ul style="list-style-type: none"> <li>Safety Surveillance meeting commenced by the DNS. This has allowed for operational overview of all harms each month and support targeted approach improvements covering all aspects of the safety seven.</li> <li>FTSU charter has been developed.</li> <li>FTSU summit process embedded.</li> </ul>
Embed organisational learning such that there is clear evidence of observable changes in practice	Medical Director	<ul style="list-style-type: none"> <li>Maintain / embed Organisational Learning processes</li> <li>Quarterly Learning From Deaths (LFD) report to BoD</li> <li>Focus on evidence to support LFD in 2019/20 – divisions and Operational Board</li> <li>Triumvirates to review and refine process for review of learning</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Safety Surveillance Group established to centralise incidents, LFD and Divisional Learning.</li> <li>Report for July BoD in progress.</li> </ul>
Retain CQC rating of outstanding	Director of Nursing and Operations	<ul style="list-style-type: none"> <li>Focus on triangulation of learning and embedding in to practice</li> <li>On-going programme of mock inspections</li> <li>Continue sharing &amp; learning</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Sharing and Learning now covers all learnings from the Divisions and Corporate teams to enable rapid spread and sharing.</li> <li>Programme of mock inspections now devised and will be reviewed by the Executive team on</li> </ul>

			3 <sup>rd</sup> July to commence in September 2019.
Deliver the improvement plan in response to GIRFT Report	Medical Director	<ul style="list-style-type: none"> <li>GIRFT action plan delivered from national and local reports</li> </ul>	<ul style="list-style-type: none"> <li>Update being prepared for July BoD.</li> <li>Action plan near completion.</li> </ul>
Develop system leadership role in setting and raising standards and ensuring patient and family experience is embedded into new models of care.	Director of Strategic Partnerships	<ul style="list-style-type: none"> <li>Demonstrable progress against the Single Cardiorespiratory programme with the roll out the approach to other parts of Cheshire &amp; Merseyside</li> <li>Develop LHCH models of care in all parts of Cheshire and Merseyside</li> </ul>	<ul style="list-style-type: none"> <li>Single services approach is still being embedded within Liverpool with good progress being made with the release of prescribing budgets from the CCG to LHCH for CVD and Respiratory care. This resource (circa £1.2m) is being managed by LHCH on the systems behalf and is being used to redesign services in line with Single Service Strategy.</li> </ul>
<b>[2] Research and Innovation</b>			
Develop, expand and evaluate robotics clinical and research programme	Director of Nursing and Operations	<ul style="list-style-type: none"> <li>To demonstrate delivery against business case objectives relating to: <ul style="list-style-type: none"> <li>Research programme</li> <li>Outcomes</li> <li>Affordability and value for money</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Research programme although in its infancy has clear structure and timescales. Thoracic programme will be delivered before cardiac due to other UK site availability.</li> <li>Monthly review of robotic activity and costs in place through Divisional Performance forum.</li> <li>Paper being presented to Board in July 2019 relating to the wider economic benefits of the programme.</li> </ul>
Raise the Trust's academic profile and increase the number of academic appointments	Director of Research and Innovation	<ul style="list-style-type: none"> <li>Increase number of staff with academic appointments. Includes honorary, or University person working predominantly from our site. Applies to both research and educational appointments. Target 5 for 2019/20.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with the University to promote academic appointments. Developing business cases for Lung Cancer Senior Clinical Lecturer and Aorto-Vascular Senior Clinical Lecturer in collaboration with UoL.</li> </ul>

Deliver Research and innovation Strategy milestones including attraction of research grants	Director of Research and Innovation	<ul style="list-style-type: none"> <li>• Achieve CRN recruitment. Target 900 for 2019/20</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment on target as planned at this time of year. KPIs are reviewed at the R&amp;I committee monthly.</li> </ul>
Deliver actions set out in good corporate citizenship strategy	Director of Workforce	<ul style="list-style-type: none"> <li>• Implementation of milestones in line with agreed plan. This has now been merged with the Sustainability Strategy JD took paper to Board 30/4 it's not a separate strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Apprenticeship Strategy out for consultation with stakeholders and increase of apprentices in Q1.</li> <li>• Continued support with rolling programme of cohorts of pre-employment/traineeship schemes supporting work experience opportunities too hard to reach groups supporting more inclusive workforce.</li> </ul>
Develop Liverpool Center for Cardiovascular Science with research partners	Director of Research and Innovation	<ul style="list-style-type: none"> <li>• Develop a research strategy for LCCS</li> <li>• Attract phase II clinical trials to LHCH</li> </ul>	<ul style="list-style-type: none"> <li>• Working with Professor Gregg Lip to develop the LCCS strategy.</li> <li>• Director of R&amp;I attending LCCS steering groups monthly and influencing strategy.</li> </ul>
Develop core digital systems to support delivery of objectives set out in the Data Quality Strategy	Chief Finance Officer	<ul style="list-style-type: none"> <li>• Develop digital strategy aligned to development of organisational strategy</li> <li>• Deliver 2019/20 digital systems work programme</li> <li>• Operationalise Data Quality Assurance Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Draft strategy shared with Digital Team and to be shared with Board of Directors in July 2019.</li> <li>• Digital Systems work programme progressing well and overseen by Digital Healthcare Committee. Key programmes in Q1 include EPR upgrade, Smartview &amp; Theatre scheduling system.</li> <li>• Data Quality Framework (DQ) in place and DQ monitoring system developed. Work being managed by DQ Steering Group.</li> </ul>
Replace the Trusts Cath Lab facilities with a modern,	Chief Finance Officer / Chief Operating	<ul style="list-style-type: none"> <li>• Develop Business Case for consideration by the Board of Directors</li> <li>• Explore commercial partnerships to</li> </ul>	<ul style="list-style-type: none"> <li>• Outline Business Case being progressed for presentation to Board of Directors in July 2019.</li> <li>• Project governance strengthened and signed off at</li> </ul>

innovative facility which enhances patient experience.	Officer	support development <ul style="list-style-type: none"> <li>• Deliver milestones agreed set out within Business Case</li> </ul>	Operational Board.
<b>[3] Finance, Value and Productivity</b>			
Retain Segmentation 1 under NHS Improvement's Single Oversight Framework	Executive lead in line with Single Oversight Framework (SOF) theme.	<ul style="list-style-type: none"> <li>• SOF indicators monitored monthly.</li> <li>• Deliver Trust Control Total</li> </ul>	<ul style="list-style-type: none"> <li>• Financial position delivered in line with plan for Quarter 1 and forecasting to deliver Control Total by the end of the year.</li> <li>• Trust remains in segment 1.</li> </ul>
Embed business partner model and complete implementation of Business Intelligence and Patient Administration System transformation plans	Chief Finance Officer	<ul style="list-style-type: none"> <li>• Strengthen business partnership model in Informatics function</li> <li>• Deliver milestones set out in PAS transformation plan</li> <li>• Deliver Business Intelligence improvement work through data warehousing and enhanced reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Revised informatics structure consultation now concluded. Next phase of HR process being carried out which will include recruitment to vacant roles. Temporary staff in place provide strengthened BP role in interim.</li> <li>• Data Warehouse project progressing alongside EPR upgrade. Pipeline plan in place for development of reporting. Enhanced weekly Executive reporting, ward dashboards and early work on Performance Oversight Framework have been key areas of focus in Quarter 1.</li> </ul>
Operate Use of Resources Framework in shadow form	Chief Finance Officer	<ul style="list-style-type: none"> <li>• Delivery of milestones as agreed within divisional benchmarking plans</li> <li>• Develop process for mock inspections</li> </ul>	<ul style="list-style-type: none"> <li>• Divisional benchmarking work being led by divisional teams in support of 3-year CIP development.</li> <li>• UoR updated being provided to BTSG in July 2019.</li> </ul>
Deliver targets as set out in the Private Patient Strategy	Director of Strategic Partnerships	<ul style="list-style-type: none"> <li>• Deliver 2019/20 targets set out in private patient strategy</li> </ul>	<ul style="list-style-type: none"> <li>• PPU opening 17<sup>th</sup> June 2019 – phased commencement of services. Branding work complete. Website on-going.</li> </ul>

Expand international business activities and levels of income generation.	Director of Strategic Partnerships	<ul style="list-style-type: none"> <li>Continued focus on securing contracts with international partners with at least 2 further contracts signed in 2019/20.</li> </ul>	<ul style="list-style-type: none"> <li>First meeting with THH held and Y1 priorities agreed. Contract signed.</li> <li>Further paid work on IUIH IT spec review secured. IUIH Board to Board meeting on 02/07. Rutherford follow-up meeting on 5/4/19.</li> </ul>
Increase focus on productivity improvement through embedded benchmarking and performance metrics	Chief Finance Officer	<ul style="list-style-type: none"> <li>Delivery of milestones as agreed within divisional benchmarking plans</li> <li>Continued focus on productivity improvement within clinical divisions and corporate departments in the development of a 3 year rolling CIP programme.</li> </ul>	<ul style="list-style-type: none"> <li>Divisional benchmarking work being led by divisional teams in support of 3-year CIP development.</li> </ul>
Develop marketing strategy to maximise opportunities for business development	Director of Strategic Partnerships	<ul style="list-style-type: none"> <li>Develop and approve marketing strategy</li> </ul>	<ul style="list-style-type: none"> <li>Aligned to the development of the Strategic Plan in Quarter 3.</li> <li>Draft media/video/community product to be taken to September Clinical Ops 2 Day strategic session for approval.</li> </ul>
<b>[4] Best NHS Employer</b>			
Listen, involve and develop Team LHCH through delivery of an effective staff engagement plan	Director of Workforce & Service Improvement	<ul style="list-style-type: none"> <li>Continued delivery of Improvement Framework and Plan programme</li> <li>Quarterly updates on delivery of 'Team LHCH' strategy</li> <li>Improve engagement scores</li> <li>Measures and report on staff experience</li> <li>NED &amp; Exec walkabouts</li> </ul>	<ul style="list-style-type: none"> <li>Staff engagement sessions planned for Quarter 2 with a focus on the outcomes of the staff survey.</li> <li>Maintained consistent Staff F&amp;F scores.</li> <li>Series of facilitated OD interventions in teams identified in staff survey.</li> </ul>
Build capability for outstanding leadership at all levels	Director of Workforce & Service Improvement	<ul style="list-style-type: none"> <li>Delivery of milestones set out in the Education Strategy and Plan building on "Team LHCH" Strategy</li> <li>Continued roll out succession planning / talent plan as part of the Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Number of high performing staff promoted and recognised internally.</li> <li>Secured further places on the Aspiring Directors leadership programme in line with our senior leadership pipeline.</li> </ul>

		Strategy	<ul style="list-style-type: none"> <li>Quarterly medical training development day.</li> <li>Delivery of internal management development programme and HR skills training.</li> <li>New cohort of Mary Seacole Leadership programme.</li> </ul>
Equip our workforce for delivering new models of care	Director of Workforce & Service Improvement	<ul style="list-style-type: none"> <li>Implementation of Workforce Plans ensuring educational and training needs are identified to deliver new ways of working and new workforce models</li> </ul>	<ul style="list-style-type: none"> <li>Initial first draft of Divisional WFPs being finalised by HRBPs to go to Operational Performance in Q2.</li> <li>Introduction of Physician Associates.</li> </ul>
Implement objectives set out in the retention strategy	Director of Workforce & Service Improvement	<ul style="list-style-type: none"> <li>Delivery of milestones as set out in the strategy</li> </ul>	<ul style="list-style-type: none"> <li>Development of H&amp;WB Strategy and draft action plan.</li> <li>Review of preceptorship programme.</li> <li>Review of rotas across the Surgery Division following LiA suggestions from staff.</li> <li>H&amp;WB Open Day and Nurses Day.</li> </ul>
Embed continuous service Improvement through programme of staff engagement	Director of Workforce & Service Improvement	<ul style="list-style-type: none"> <li>Further embed service improvement methodology as per Improvement Framework and Plan</li> <li>Deliver 2019/20 Service Improvement programme milestones</li> </ul>	<ul style="list-style-type: none"> <li>Agreed schedule of QI priorities with the Divisions and tracking in place to monitor all projects.</li> <li>Continuation of QI training.</li> </ul>
Promote diversity through an all-inclusive workforce	Director of Workforce & Service Improvement	<ul style="list-style-type: none"> <li>Develop plan which targets improvement in response to staff survey findings</li> <li>Deliver against milestones in the revised Equality and Inclusion Strategy 2019-2021 and Equality Action Plan</li> <li>Further develop programme of engagement with BAME workforce</li> <li>Implement new Workforce Disability Equality Scheme - WDES</li> </ul>	<ul style="list-style-type: none"> <li>Divisional Staff Survey Action Plans in place with agreed programme of interventions.</li> <li>Secured BAME Champion to chair BAME Network to drive increased engagement with our BAME staff.</li> <li>Personal invites to BAME Network.</li> <li>Establishment of Carers Network to widen disability agenda.</li> <li>Bullying and Harassment awareness sessions across the Divisions.</li> <li>FTSU Guardian visiting areas highlighted in the</li> </ul>

			<p>staff survey in conjunction with HR and OD team.</p> <ul style="list-style-type: none"> <li>• Introduction of learning applications to support staff with dyslexia.</li> </ul>
<b>[5] Partnerships</b>			
Facilitate, Lead and deliver the development of a new LHCH Strategic Plan	Director of Strategic Partnerships	<ul style="list-style-type: none"> <li>• Delivery of the Strategic Plan in line with the timetable agreed by the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive engagement with respective Divisions, Operational Leads, Service Leads, Ops and Clinical Leaders, Council of Governors and patient groups.</li> <li>• Strategic themes and priorities beginning to emerge.</li> <li>• Outline draft to be taken to September Clinical Ops 2 Day strategic session for approval.</li> </ul>
<p>Lead and deliver the CVD programme and specifically:</p> <ul style="list-style-type: none"> <li>- Progress single cardiology pathway</li> <li>- Enhance stakeholder engagement across the health and care partnership and beyond.</li> </ul>	Director of Strategic Partnerships	<ul style="list-style-type: none"> <li>• Delivery of the CVD programme supported by transformational funds including</li> <li>• Happy Hearts website</li> <li>• Stroke case for change</li> <li>• Development of A.F and Lipid Teams</li> <li>• Delivery of the Single Services Cardiorespiratory integrated service work plan</li> </ul>	<ul style="list-style-type: none"> <li>• GP Champion to work with LHCH from June. Update from Innovation Agency on AF opportunities.</li> <li>• Well point kiosks to be in 6 places for 12 month period across C&amp;M.</li> <li>• LHCH dedicated kiosk to be launched in July in reception as part of staff H&amp;WB.</li> <li>• Lipid pathway developed and approved by CVD Board. Materials now being developed to support roll out.</li> <li>• AF pathway to be considered by a dedicated task and finish group as part of the CVD Strategy</li> <li>• Transformation Fund projects on CT Perfusion/AI Tool and MDT are in place. The Stroke Pre Consultation Business Case now with North Mersey Stroke Board - PMO support from the TU for consultation</li> <li>• ACS - Warrington pilot (in hours) successful. Approved to move this to 24 hours with NWS agreement. On evaluation the intent is offer to Whiston, evaluate and then offer to system wide. Prior to system wide offer need to consider cath</li> </ul>

			<p>lab and bed requirements</p> <ul style="list-style-type: none"> <li>• Endocarditis MDTs now in place and to be enhanced by Microbiologist - discussions taking place.</li> </ul>
Play a substantial role in bringing specialist trusts together	Director of Strategic Partnerships	<ul style="list-style-type: none"> <li>• Continue to explore all opportunities for collaboration.</li> <li>• Play active role in developing appropriate governance</li> <li>• Deliver tangible examples of working collaboratively</li> </ul>	<ul style="list-style-type: none"> <li>• Clarifying the roll of specialist Trusts in their roll within the development integrated care partnerships. Exploring provider relations for specialist trust in developing an ICS of their own.</li> </ul>
Develop a Single Respiratory Service	Director of Strategic Partnerships	<ul style="list-style-type: none"> <li>• Delivery of the Single Services Cardiorespiratory integrated service work plan</li> </ul>	<ul style="list-style-type: none"> <li>• Single services approach is still being embedded within Liverpool with good progress being made with the release of prescribing budgets from the CCG to LHCH for CVD and Respiratory care. This resource (circa £1.2m) is being managed by LHCH on the systems behalf and is being used to redesign services in line with Single Service Strategy</li> </ul>
Improve the visibility and external promotion of surgical work	Director of Nursing and Operations	<ul style="list-style-type: none"> <li>• Deliver on milestones set out in divisional engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>• The medicine and surgical division in collaboration with the Trust strategic team have taken part in 2 engagement events, Whiston and WUTH.</li> <li>• Elements of the Divisional website have been updated.</li> <li>• Agenda items for discussion with each Trust include – partnership opportunities, Trust operational issues and 5 year strategic plan.</li> </ul>
Embed congenital heart disease services	Director of Nursing and Operations	<ul style="list-style-type: none"> <li>• Further embed a high quality, responsive service in line with 2019/20 operational plan and in conjunction with our partners</li> </ul>	<ul style="list-style-type: none"> <li>• Operational structures developed across the partnership.</li> <li>• Governance framework established for the service. MOU being developed via MIAA to formalise partnership accountability.</li> <li>• Service now established at all local sites (Manchester, Wrexham and Blackpool).</li> <li>• Strong performance culture embedded.</li> <li>• Trajectory to reduce the North West backlog of</li> </ul>

			patients being developed during July 2019.
Expand cardio-oncology service	Director of Nursing and Operations	<ul style="list-style-type: none"> <li>Develop high quality, responsive service in line with 2019/20 operational plan and in partnership with Clatterbridge Centre for Oncology.</li> </ul>	<ul style="list-style-type: none"> <li>Consultant Cardio-Oncology position recruited to.</li> <li>Agreement reached with CCO for service development.</li> <li>Further planning of the service will take place through Quarter two.</li> </ul>