

Item 4.2a Strategic Objectives 2018/19

Strategic Objective	Executive Lead	Deliverables	Delivered in Quarter 2	Key Milestones for Quarters 3 to 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 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 • LIA / improvement work – quarterly pulse check 	<p>New guidance and FTSU strategy presented at Sharing and Learning, Senior Managers Forum and Operational Board (with Clinical Leads). BoD has completed Self Review Tool. Safety seven knowledge is assessed as part of the EECS assessments and all areas are aware of it.</p> <p>Good progress with reducing harms overall. Falls are within target and are less than the same time last year. Pressure ulcers – three grade 2 with lapses of care identified all</p>	<p>Continue to embed the safety seven. Ensure delivery of the LIA/Service improvement project plan. Launch of FTSU Summit Awareness raising throughout October which is designated 'Speak Out Month'</p>

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			<p>learning's shared with the relevant clinical teams. There have been 10 pressure ulcers mainly in critical care where there have been no identified lapses of care and the pressure has been due to the patient's clinical condition.</p> <p>Since the last report to Board in July, the Quality Improvement approach has been further embedded and the Quality Improvement Support Team (QI Team) has supported the delivery of key events to; engage and train staff, prioritise and launch improvement projects. A programme of improvement projects has been established;</p>	

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			each division has a schedule of at least 3 improvement projects in each quarter for 18/19 that feature as the objectives in the Quality Strategy, 14 LIA projects are in progress as the result of pulse check survey in May where 875 suggestions made from staff.	
Embed organisational learning such that there is clear evidence of observable changes in practice	Medical Director	<ul style="list-style-type: none"> • Maintain / embed Organisational Learning processes • Quarterly LFD report to BoD • Focus on evidence to support LFD in 2018/19 – divisions and OB • Triumvirates to review and refine process for review of learning 	Organisational learning part of divisional governance and ops board. Trust wide sharing and learning fortnightly. Quarterly LFD report to BoD and increasing detail of deaths and learning	Single repository for all learning. Level of detail in LFD report to be discussed. Monitor quality of OL.
Retain CQC outstanding	Director of Nursing	<ul style="list-style-type: none"> • Sharpen process for communicating MRG outcomes • On-going programme of 	The Trust has received an intention to inspect letter from the CQC in September 2018. The	The well led mock inspection was completed in September/October

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		<p>mock inspections</p> <ul style="list-style-type: none"> Continue sharing & learning 	<p>Information requested by the CQC has been gathered and returned to the CQC within the requested timeframe. The Trust now awaits the formal letter of intention to inspect well led and will expect an unannounced inspection at any time. Sharing and learning meetings continue. The focus has been on preparing the Trusts outstanding examples. Information has been sent out to all groups of staff to assist and support them with their preparations for the inspection</p>	<p>and will be discussed at a forthcoming Board development session in Q3</p>
<p>Deliver an improvement plan in response to GIRFT Report</p>	<p>Medical Director</p>	<ul style="list-style-type: none"> GIRFT action plan delivered from national and local reports 	<p>GIRFT action plan for CTS established.</p>	<p>Report to BoD September 2018. Meeting with NW Hub Q2. Consider GIRFT champion.</p>

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[2] Research and Innovation				
Implement robotics programme	Director of Strategic Partnerships/Chief Operating Officer	<p>To demonstrate delivery against business case objectives relating to:</p> <ul style="list-style-type: none"> • Research programme • Length of Stay savings • Outcomes • Plan for development of hybrid procedures 	<p>We are currently delivering the predicted length of stay reductions that were included within the business case. Outcomes are currently being monitored on a patient by patient basis and the outcomes information will be shared by the appropriate governance channels.</p>	<p>A project update paper is currently being prepared or presentation to the BoD meeting on 6th November 2018. This will update the Board on progress to date and also plans for the development of the hybrid procedure.</p>
Deliver transition plan for Congenital Heart Disease	Director of Strategic Partnerships/Chief Operating Officer	Implement safe transfer of services in line with NHS England timescales	<p>The Level 1 ACHD Service commenced on 4th September 2018 with the Liverpool Partnership taking over the management of medical emergencies as the first phase of the implementation plan. The first surgical operating list took place on the 2nd October and</p>	Network to be set up by the end of Q3

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			the first interventions list on the 9 th October. Work is now focused on delivering a North West CHD Network by December 2018 and also plans for a central database for all CHD patients.	
Deliver informatics review action plan and establish assurance mechanism for data quality;	Chief Finance Officer	Develop digital strategy Deliver milestones in action plan including work in relation to data warehouse, reporting, staffing, governance. Establish Data Quality Assurance Framework	Strategy workshops held with key stakeholders in Trust and draft 3 year strategy and roadmap has been produced. Action plan being progressed and update provided to BoD in July 2018. Established PAS programme to oversee required improvement work.	Continued progression BI with action plan. Delivery of milestones as set out in PAS programme. CIO starting in Autumn 2018
Raise the Trust's academic profile and increase the number of academic	Director of Research and Innovation	No. staff with academic appointment. Includes honorary, or University person working predominantly from our site. Applies to both research and	Liverpool Centre for Cardiovascular Science (LCCS) launched 28/9. Composition of the Lip	On boarding of the Lip team comprising Professor of Cardiovascular Medicine, Reader in

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appointments		educational appointments. Target 5 for 2018/19.	academic team now clarified. Six new members of staff operating out of LCCS.	Cardiovascular Health and Research Fellow team in Q4. Plan for minimum of two further appointments at senior level Q4.
Deliver Research and innovation Strategy milestones including attraction of research grants	Director of Research and Innovation	Achieve CRN recruitment. Target 900 for 2018/19	78 ahead of plan (528 actual vs. 450 plan)	Maintain position at or above plan.
Develop a strategy for good corporate citizenship	Chief Operating Officer/Director of Workforce	<ul style="list-style-type: none"> Plan to be considered by Board of Directors in Q2 2018/19 Implementation in line with agreed plan 	Went to BoD in Q1 and was approved.	Plan to be implemented in Quarters 2 to 4.
[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. 	Segment 1 confirmed in quarter 1 QRM meeting with NHSI.	Continue to monitor monthly. NHS I assessment undertaken quarterly.

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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 all attended divisional reviews in Q1 BI strategy and reporting improvements being addressed through Informatics action plan.	Develop operating model, skills gap analysis and training plan in partnership with divisions (Q2). Review of structure in Informatics to take place when CIO takes up post (Q3). Implementation of operating model (Q3&4).
Operate Use of Resources Framework in shadow form	Chief Finance Officer	Shadow in place by Q2 in readiness for implementation Q3 & Q4	Shadow arrangements being developed as part of mock inspection arrangements.	Mock UoR assessment in Q3 Continue to embed Model Hospital Q3&4
Embed Accountability Framework	Chief Finance Officer	Simplify framework for 2018/19 and link to key deliverables	Framework still in development	Framework to be finalised for review by Operational board in September 2018.
Private patient strategy	Chief Finance Officer	Deliver 2018/19 targets set out in private patient strategy	Procurement process for PP unit has been completed and project place in place. PP manager recruited	Implementation of project in line with project plan Monitor income against budget each

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			and governance strengthened	month
Develop new international business models	Chief Finance Officer	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. Developed links with UK partners and government agencies. 3 formal proposals issued, hosted 2 international visits, presented at 2 conferences/exhibitions. Signed first contract with Indo UK Institute of Health - £5k design review	Development of offer and marketing. Submission of 1 formal proposal per quarter. Follow-up existing proposals and contracts. Development of opportunities in each target market. Attendance at ArabHealth (Q4), and other trade missions/exhibitions as appropriate. Develop health tourism within PP development.
[4] Best NHS Employer				
Listen, involve and develop Team LHCH through delivery of an effective staff	Director of Workforce	<ul style="list-style-type: none"> • Implementation of LIA • Quarterly updates on delivery of 'Team LHCH' strategy • Improve engagement scores 	<p>Dashboard reported to PC against Team LHCH objectives</p> <p>Appraisal window</p>	<p>Clinical Team LIA Launch day 02/11/18</p> <p>SI – Q3 90 day cycle projects commence September</p>

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engagement plan		/ LIA pulse checks <ul style="list-style-type: none"> Measures and report on staff experience NED & Exec walkabouts 	closed 92% completion against a target of 90%. LIA-Corporate Teams, half way progress update. Staff survey action plans to People Committee. Pay awards implemented. QI weekly newsletters	Staff Survey 2018 launch Oct 18 results Q4 to measure engagement score LIA Crowd fixing sessions Q3 Recruitment and Retention strategy Q3 Ops board (Nov 18) H&WB Staff Strategy to Ops board Q3 (Oct 18) Revised Equality and Inclusion Strategy to Ops Board Q4 Review schedule and reporting of walkabouts in Q3. LIA progress review session Birmingham Q3.
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 	Continuation of bespoke clinical leadership program completes in Sept 18 Leadership Strategy approved Sept 18	Implement new performance pay linked to appraisal by end of Q4 Roll out Talent Grids Q3 and Q4 following

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			Leadership core programme in place Clinical skills programme in place ACHD training plan Clinical leads restructure with emerging leads identified by Q2	pilot Development of an Education Strategy Q3 Level 2 and 3 nurse competency framework by Q3
[5] Partnerships				
Lead and deliver the CVD programme	Director of Strategic Partnerships/Chief Operating Officer	Next steps programme for each of the priority areas.	There are clear plans in place for the next steps for Primary Pacing, ACS and Stroke. Pilot pathways for primary pacing and emergency ACS have been developed and we are currently discussing proposed start dates and the governance arrangements for sign off. The business case and implementation plan for stroke is currently being developed to provide more granular detail to the original case for	We are anticipating the start of the emergency ACS Pilot in Q3 and we are currently finalising the dates for the primary pacing pilot. The business case and implementation plan for stroke will be completed during Q3. We are also reviewing the governance arrangements in place to ensure we

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			change. It is anticipated that this will be ready by the end of November 2018.	can maintain momentum with the CVD programme
Implement single cardiology pathway	Director of Strategic Partnerships/Chief Operating Officer	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>The first meeting of the new group is scheduled for the 2nd November 2018.</p>	<p>Good progress is being made with the plans for the single cardiology platform which is funded during this financial year with the aim of having the solution up and running by the end of Q4.</p> <p>There is also progress with the other work streams, some of which have been slightly delayed due to changes in the project management team.</p>
Improve the visibility and external promotion of surgical work	Director of Strategic Partnerships/Chief Operating Officer	Engagement plan to be developed by June 18	The surgical division have plans in place to visit Whiston Hospital and Arrowe Park Hospital as the first engagement visits	Visits to Whiston Hospital & Arrowe Park Hospital are planned for Q3 and areas for visiting in Q4 are being reviewed based on a review of current referral patterns.

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<p>Maintain active stakeholder engagement across the wider health and care partnership</p>	<p>Director of Strategic Partnerships/Chief Operating Officer</p>	<p>Continue to participate in established networks and meetings</p>	<p>The Trust is actively engaged with the work of the HCP (STP), local place development plans and also has an active plan to increase additional services i.e. LHCH @ model</p>	<p>Good progress is being made with discussions for an integrated cardiology service for the Southport population. This work will continue into Q3 & Q4. The Liverpool work is also progressing well. Discussions regarding Arrowe Park Hospital are currently being held with a view to initiating a CEO meeting for key stakeholders to agree the best way to progress the CHD Programme for the local population of Arrowe Park Hospital.</p>