

The background of the entire page is a photograph of an operating room. Several surgeons in blue scrubs and blue bouffant caps are visible, focused on a procedure. Large, circular surgical lights with multiple LED bulbs are positioned above them, casting a bright, clinical light. The scene is captured from a low angle, looking up at the surgeons and the lights.

# PATIENTS, PARTNERSHIPS & POPULATIONS





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# FOREWORD

We are delighted to share our new five year strategy and very much welcome comments and feedback from stakeholders as a means of continually evolving our approach.

Our strategy is published at the unprecedented time of the global coronavirus pandemic, and whilst delivery of the strategy may change over time, the six core strategic objectives we have identified, will, we believe remain relevant throughout its duration and be key to our approach in managing and preventing cardiovascular disease and ultimately in saving lives.

Our strategy is influenced by the NHS Long Term Plan, and the Cardiovascular (CVD Ambitions) recognising that heart and circulatory disease causes a quarter of all deaths in the UK and that this is the single biggest condition where lives can be saved over the next 10 years.

Meeting the national ambitions and considering the impact of coronavirus on the heart and respiratory systems both now and in the future will, we believe, be best met by a new integrated approach to the way care is delivered.

Partnerships, the integration of services, a sharing of knowledge, expertise and where appropriate workforce, will unify an approach establishing the most appropriate model of care and sustain services across the whole patient pathway.

We will use our expertise, to lead and influence the redesign of heart and chest care across the region.

This strategy has been carefully crafted, internally, with our clinical and corporate teams and externally, through our involvement in wider systems development, so as to reflect upon the role and ambitions of the organisation as well as the changing needs of our patients, partnerships and populations.

The strategy aligns with national, regional and local system plans, including that of the Cheshire and Merseyside Health Care Partnership and 'place based plans' specifically those of "One Liverpool" and other parts of Cheshire and Merseyside.

Our new plan recognises the passion and expertise of our staff and volunteers. In 2019 the Care Quality Commission (CQC) published our official rating with LHCH becoming one of only five NHS providers to achieve the prestigious 'Outstanding' rating for a second time.

This provides a platform upon which to build as we seek to deliver and further develop world class care, advance outcomes, increase our 'value' and develop our team. Leading and collaborating across the whole patient pathway we will improve the health of our populations, now and in the future.

Please let us know your thoughts.



**Neil Large**  
Chair

**Jane Tomkinson**  
Chief Executive





# INTRODUCTION

We have chosen to call our strategy '**Patients, Partnerships and Populations**' to indicate our conviction in providing outstanding care for patients within the hospital, to work (within networked arrangements) with partners outside of the hospital and to put prevention at the forefront of our intent in caring for the wider population.

# OUR APPROACH

LHCH is a specialist hospital providing tertiary cardiac and thoracic surgical services, tertiary and secondary cardiology and chest medicine, and community cardiology and respiratory medicine services.

We also provide a number of national services in particular quaternary aortic surgery services and robotic cardiac and thoracic surgery.



## **Our Vision:**

To be the best – leading and delivering outstanding heart and chest care and research.



## **Our Mission:**

To provide excellent, compassionate and safe care for our patients and our populations, every day.

## OUR VALUES

To support the trust's vision we have developed the following value based approach.

Our IMPACT is:



### INCLUSIVE

We will create an environment where everyone is treated with dignity and respect and where the talents and skills of different groups are valued



### MAKE A DIFFERENCE

We will ensure that what we do contributes to providing outstanding care for our patients



### PEOPLE CENTRED

Value each person as an individual – our patients, their families, each other and our communities



### ACCOUNTABILITY

Every member of staff takes personal responsibility for the services they provide, taking pride in the work they do



### CONTINUOUS IMPROVEMENT

We will deliver the best service for our patients through continuously improving what we do and how we do it



### TEAMWORK

We work together as one whole team to achieve our vision to be 'The Best'

As a clinically-led organisation, these values shape our work and the outstanding care that we provide to our patients and families on a daily basis.

Objectives 1-4 focus on the highest quality of patient and family experience. Thanks to our national and international recognition as a leader in patient safety, clinical quality and patient and staff experience.

## OUR STRATEGY

**Our strategy is underpinned by six new objectives:**

1. Delivering World Class Care
2. Advancing Quality and Outcomes
3. Increasing Value
4. Developing People
5. Leading through Collaboration
6. Improving our Population Health

These objectives, outlined in the following pages, have been developed through extensive consultation with a broad range of clinical leaders and stakeholders and have been considered within the context of significant national, regional and local influences.

As such, they show our commitment to the patients we serve, the healthcare partners with whom we work, and to our wider populations.

**Objectives 1-4** focus on the highest quality of patient and family experience. Thanks to our national and international recognition as a leader in patient safety, clinical quality and patient experience.

**Objective 5** focuses on our leadership role.

**Objective 6** demonstrates the passion of our teams to use their expertise for the benefit of the wider population.

**This approach is fundamentally different to the traditional role of a tertiary centre and places Liverpool Heart and Chest Hospital as a leader of transformational change.**



# PATIENTS

We pride ourselves on our approach to the delivery of excellent, compassionate, safe care to our patients and their families – ensuring family centred care is at the heart of everything we do.

The quality of our care is supported by a welcoming, honest and compassionate approach. Staff consistently strive to deliver excellent healthcare and are supported to speak out safely to reduce avoidable harm.

We hold engagement events with our patients and their families to ensure we listen to their ideas in order to improve our services for them.

Whilst our traditional role has been that of a specialist heart and chest hospital, our ambition is to integrate care across the whole patient experience.

Working closely with our partners allows us to reach further beyond the hospital, sharing the high quality care and experience enjoyed by our patients.

"Our family and friends were impressed and moved by the meticulous medical and personal care, the human touches, companionship and respect shown to our relative and the consideration for our family."







## QUALITY

Patient safety is the prime focus of our world class healthcare and we strive for continuous quality improvement in everything we do.

There is a strong culture of learning and reflection which drives our professional, personal and system improvement.

The Care Quality Commission (CQC) has rated our Trust and our care as 'Outstanding' on two consecutive inspection visits.



## CLINICAL LEADERSHIP

We are a clinically-led organisation with an emphasis on developing clinical staff into leadership roles. This ensures a strong connection from ward to Board embedding improvement at all levels.



## OPERATIONAL CHALLENGES

Whilst our strategy looks to the future we continue to have a relentless focus on delivery. Outstanding care and delivery of national standards, patient and staff safety remain paramount. A deep understanding of service delivery, patient flow, safety and resilience have helped us deliver more recent operational challenges.

Planning for today and the future has enabled the organisation to meet significant demand increases across a number of specialities. Delivering safe care during times of escalation and national emergencies has been met by multidisciplinary team work and detailed operational management.

We also believe that implementing this strategy will meet these challenges and support earlier diagnosis of patients at risk.



## GOVERNANCE

We have a strong focus on governance and continue to actively drive improvement to maintain our outstanding CQC ratings. In accordance with the Foundation Trust performance framework we will maintain our excellent financial and operational performance.

We see this as important as it provides confidence to our patients and families, while helping us to attract the best staff and to strive toward our aim to be the best employer.

Inspected and rated

Outstanding ★



# PARTNERSHIPS

Cardiovascular disease (heart and circulatory disease including stroke and respiratory disease) is the biggest single condition where lives can be saved over the next ten years. It is both a national and regional priority.

Cheshire and Merseyside has among the highest prevalence of cardiovascular conditions in the country, causing more than a quarter of all deaths and placing considerable demand on our health and care services. Recognising this, our strategy will support the integration of services and the development of new partnerships.

This can be a challenge for a specialist organisation.

However, the shared ambition of improving the Health and Wellbeing of our population provides us with a common goal. We believe these opportunities are best realised through a new collaborative approach that will drive out duplication, unwarranted variation and change services to improve outcomes.



## PARTNERSHIP WORKING

### PRIMARY CARE NETWORKS

As these develop, we envisage that we will work closer to deliver specialised community-based services alongside integrated care teams in primary care. One such example is our nationally recognised Knowsley community cardiology and respiratory model.

### LOCAL HOSPITALS

We have joint appointments in most local and community based hospitals across Cheshire and Merseyside.

### SPECIALISED HOSPITALS

We work collaboratively with specialised hospitals locally, nationally and internationally.

### LIVERPOOL PROVIDER ALLIANCE

We are working collaboratively with this new alliance of providers of health and care, including the third sector to improve the health and wellbeing of our population.

### CLINICAL NETWORKS

Working with the clinical networks we believe that evidenced-based practice and streamlined patient pathways are enablers to the future shape of sustainable services

### CHESHIRE AND MERSEYSIDE PUBLIC HEALTH COLLABORATIVE (CHAMPS)

We work closely with ChaMPs and the Directors of Public Health so as to combine our collective efforts to support prevention.

## INTEGRATING SPECIALISED SERVICES

### MENTAL HEALTH

People with a serious mental illness are 2-3 times more likely to die of heart disease and twice as likely to die of stroke as people without mental health illness. People with long term conditions suffer more complications when they also develop mental health problems, increasing the cost of care by an average of 45%. Working with our colleagues from mental health trusts, we want to ensure a holistic approach to mental and physical health and wellbeing of patients.

### CANCER

Chemotherapy treatments can have an adverse effect on heart health and we are working with the Clatterbridge Cancer Centre NHS Foundation Trust, to develop a more integrated approach to cardio-oncology.

### CONGENITAL HEART DISEASE

This partnership provides an integrated congenital heart disease service as a regional centre of excellence. Supported by Alder Hey NHS Foundation Trust, Liverpool University Hospital NHS Foundation Trust, and ourselves, this flagship collaboration also supports the wider North West network arrangements.

### STROKE SERVICES

In order to prevent and improve stroke services, we are working with the stroke network to implement artificial intelligence reporting tools for faster diagnosis, and a modernised telemedicine approach to bring specialist expertise to the patient bed side in every local hospital.

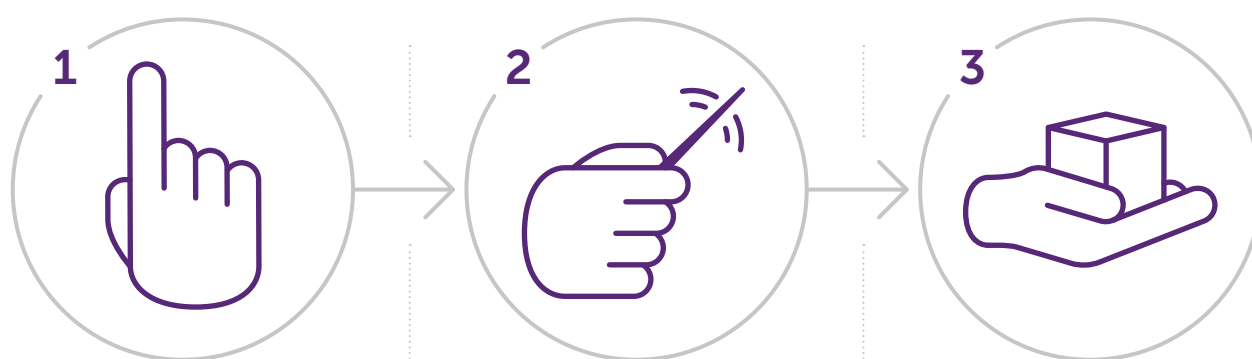


# POPULATIONS

The third element of our strategic plan is that of populations and population health.

Population health is an integrated approach to Health and Wellbeing that reduces health inequalities across an entire geography. For a tertiary hospital, this geography is considerable and involves working across multiple health and care systems.

WE HAVE DEVELOPED AN APPROACH WE CALL  
**LEAD, ORCHESTRATE AND DELIVER:**



## LEAD

We believe that as an outstanding organisation with a local, national and international profile, we are in a position to influence, champion and lobby for the cause of preventative policies, agreed clinical standards and quality improvement. At a regional level, this leadership role can be seen in the Cheshire and Merseyside CVD Board.

## ORCHESTRATE

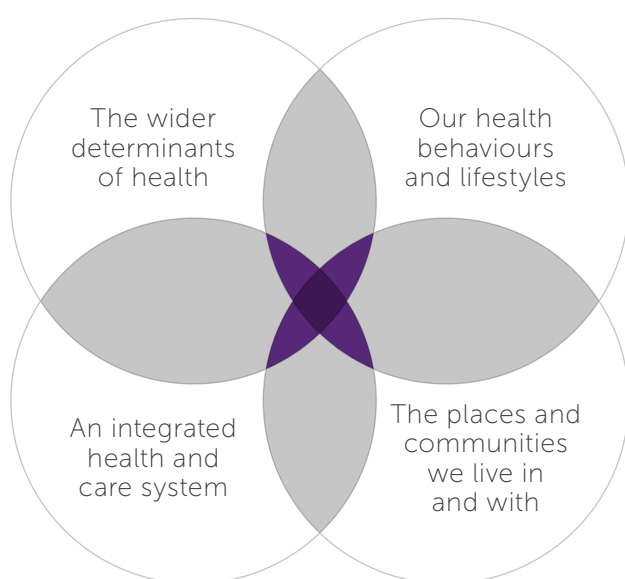
This involves the co-ordination of a range of activities so as to gain maximum impact, and the ability to evidence outcomes. As a tertiary organisation, we will deliver primary prevention through partnerships. For example we have established a whole systems CVD prevention group that co-ordinates work with multiple organisations such as academia, local hospitals, primary care networks charities, fire and rescue services and third sector.

## DELIVER

This role is being clear who is bringing about the change in care and delivering the service. Through a more holistic and integrated approach, new delivery partners are being identified and a new workforce is being developed. One such example of our joint collective effort is the Cheshire and Merseyside Happy Hearts website: **[happy-hearts.co.uk](http://happy-hearts.co.uk)**

## POPULATION HEALTH

We are adopting the Kings Fund approach to population health and embedding it within our strategy. We are taking an active role in influencing the wider determinants of health, with clinical champions leading quality improvements in areas such as exercise, diet, sugar and salt, fast food and the safe use of alcohol.



## CORONAVIRUS

2020 will be remembered for the catastrophic impact of Covid-19. A virus with immediate and long term effects on health and on well-being. It is referenced within our strategy as we believe it will have profound effect on the way services are delivered now and over the lifetime of the strategy.

For example, in the short term outpatient services have moved from traditional face to face consultations to more video and remote monitoring. In the longer term the impact of the virus on the vascular system as well as the respiratory system, whilst yet to be fully understood, will require the effective monitoring and surveillance of such conditions for some time into the future.

As cardiovascular disease is most prevalent in deprived neighbourhoods and these populations are more vulnerable to the loss of employment through coronavirus, it is paramount that an inclusive approach is taken to population health.

## POPULATION HEALTH EXAMPLES

Working with Heart Research UK, we are championing good heart health awareness in schools for year 5 and 6 children.

Working closely with British Heart Foundation we are developing new primary and secondary prevention pathways that support the National CVD Ambitions.

Working with the Liverpool Centre for Cardiovascular Science (LCCS), we have facilitated pop-up street events with opportune screening for atrial fibrillation and held workshops for children in cardiopulmonary resuscitation.

Working as a network we have delivered primary care workshops on effective and complex atrial fibrillation management.

With 1 in 4 people of working age with a limiting health condition, we are also working with Public Health and Local Authorities and supporting the evidence that planning for good health and a good economy are inseparable. An economy that functions effectively for everyone is better for Health and Wellbeing and a population with better health, is better for an effective and fair economy.

# OUR STRATEGIC OBJECTIVES

The NHS is going through a period of significant change. Our objectives have been crafted to be adaptable to changing circumstance and will guide the organisation through the next five years.

The objectives reflect our ambition to make a difference to Patients, Partnerships and Populations.

The objectives also align with the Care Quality Commission assessment framework and we will be using both as a measure of progress:

	CareQuality Commission Assessment Framework				
	Safe	Effective	Caring	Responsive	Well led
1. Delivering world class care	✓	✓	✓		✓
2. Advancing quality and innovation	✓	✓	✓	✓	
3. Increasing value		✓		✓	✓
4. Developing people	✓	✓	✓	✓	✓
5. Leading through collaboration		✓			✓
6. Improving our population health		✓	✓		✓





# 1. STRATEGIC OBJECTIVE DELIVERING WORLD CLASS CARE



## WHAT THIS MEANS TO US

Delivering world class clinical outcomes with an outstanding experience for patients and their families, is our first priority. It means providing excellent, compassionate and safe care, with world-leading expertise; using equipment and facilities that are best-in-class.

## OUR STRATEGY

Over the next 5 years we will work to:

1. Advance outcomes, safety and reduce harm.
2. Achieve international accreditation standards, including retaining our Outstanding CQC rating.
3. Further develop our patient and family-centred model of care.
4. Develop services based on world class research and innovation.
5. Develop world class facilities.
6. Develop our services in line with our 5 year strategy.

## HOW WE ARE DOING THIS NOW

We are recognised as longstanding leaders in patient safety, quality and patient experience, and our clinical outcomes are amongst the best in the world. We provide a comprehensive range of specialist and routine services covering cardiac and thoracic surgery, cardiology and respiratory medicine in hospital and in our local communities.

Some of our current work in these areas includes:

- The development of our award-winning “patient and family-centred care” model, which ensures our care is specifically tailored to each individual’s needs and wishes.
- Our aortic surgery service, which is the most developed in the UK.
- Our expertise in minimally-invasive (“keyhole”) and robot-assisted cardiac and thoracic surgery. These innovative services enable patients to recover more quickly from heart and lung operations with less pain and smaller scars, and with fewer possible complications.
- Our expertise in repairing structural defects of the heart in the catheter lab, through procedures such as trans-catheter valve implantation (TAVI) and Lateral Atrial Appendage Occlusion (LAAO).
- Continue to provide cutting edge cystic fibrosis services to a large population through a robust multi-disciplinary team utilising modern technologies and innovations to benefit the patient population.

## HOW WE WILL DO THIS IN FUTURE

We will:

- ✓ Continue to develop and expand our expertise and capacity in **aortic, minimally-invasive** and **robotic surgery**.
- ✓ Become the **aortic DATA centre** and lead for the North West.
- ✓ Become The **diagnostic centre** for Cheshire and Merseyside
- ✓ Continue to develop and expand our expertise in **structural cardiology**, ensuring we offer leading-edge care to our patients.
- ✓ Redevelop and reconfigure our **catheter laboratory suite** into a world class reference site.

## 2. STRATEGIC OBJECTIVE ADVANCING QUALITY AND INNOVATION



### WHAT THIS MEANS TO US

Our world class care needs to continually develop and improve so that we offer patients the most suitable treatments based upon the best available evidence and technology. We will support research activity to ensure that new approaches are translated quickly into clinical practice.

### OUR STRATEGY

Over the next 5 years we will work to:

1. Embed organisational learning.
2. Develop the Trusts academic expertise.
3. Develop Liverpool Centre for Cardiovascular Science with research partners.
4. Develop a recognised learning and academic facility.
5. Deliver our digital strategy.
6. Deliver the NHS Constitutional standards.

### HOW WE ARE DOING THIS NOW

We are a research- and education-active organisation, participating in a number of significant clinical trials. We deliver our own BSc degree course in Cardiothoracic Care in association with Edge Hill University, as well as a number of advanced and specialist clinical modules.

Some of our current work in these areas includes:

- Development of our academic networks and partnerships with local universities.
- Establishment of the Liverpool Centre for Cardiovascular Science and professorial Chair with the University of Liverpool.
- Development of innovation and research networks with Liverpool Health Partners and the Innovation Agency.
- Establishment of the ICECAP study and facilities.

### HOW WE WILL DO THIS IN FUTURE

We will:

- ✓ Expand our **research and innovation** activities in respect of the number of trials we undertake.
- ✓ Work with Liverpool Health Partners, Innovation Agency, universities and academic partners to **accelerate the transfer of research and innovation** into clinical use.
- ✓ Develop an **educational facility** to spread learning and influence across our region.
- ✓ Develop use of **artificial intelligence tools** to support the detection and diagnosis of heart and chest disease in our diagnostic imaging services.
- ✓ Develop and deploy **data tools and wearable devices** for predictive medicine – helping to ensure we identify and treat patients earlier before they become more seriously unwell.
- ✓ Offer our **'Healthy Hearts' training offer** to schools, communities, primary care.

# 3. STRATEGIC OBJECTIVE INCREASING VALUE



## WHAT THIS MEANS TO US

Our care is underpinned by the resources available to our clinical staff. We work hard to ensure that our services are financially sustainable and we make informed decisions about the best possible use of our resources.

## OUR STRATEGY

Over the next 5 years we will work to:

1. Deliver financial sustainability.
2. Develop our business intelligence and benefit realisation.
3. Maximise alternative income streams, private patient services and international collaborations.
4. Utilise benchmarking and performance data to drive quality, productivity, efficiency and improvement.
5. Develop marketing strategy and expand business development.
6. Develop a plan for environmentally sustainable services and estate, i.e. our Green Plan.

## HOW WE ARE DOING THIS NOW

Some of our current work in these areas includes:

- Delivering our financial targets each year to support our extensive capital investments in our facilities and equipment.
- Use of national tools such as the National Cardiac Benchmarking Collaborative dataset and the NHS Model Hospital to compare our services against our peers, helping to identify opportunities for improved use of our resources.
- Development of a new private patient suite, with all income supporting our NHS care.
- Establishment of international partnerships and relationships.

## HOW WE WILL DO THIS IN FUTURE

We will:

- ✓ Develop our **business intelligence systems** to support informed decision making.
- ✓ Continue to assess and improve the **clinical and financial sustainability** of our services.
- ✓ Explore opportunities for **new commercial partnerships** with our suppliers that drive long-term value based healthcare.
- ✓ Grow our **private patient income** in line with our 5 year strategy.
- ✓ Expand the number of our **international collaborations**, focusing in the Middle East/ North Africa, China and India.
- ✓ Review the **environmental sustainability** of our estate (Green Plan) and develop a future view on a sustainable estates with our partners.



# 4. STRATEGIC OBJECTIVE DEVELOPING PEOPLE



## WHAT THIS MEANS TO US

Our patients and families are served by our dedicated staff teams. This strategic objective has been prioritised as we want to make LHCH the best place to work in the NHS.

## OUR STRATEGY

Over the next 5 years we will work to:

1. Deliver a new strategy for our current and future workforce.
2. Make LHCH the best place to work for everyone.
3. Promote organisational and cultural leadership.
4. Promote new ways of working that develop skills in support of continuous improvement.
5. Support the health, physical and mental wellbeing of our team.
6. Widen employment opportunities to support our community.

## HOW WE ARE DOING THIS NOW

Some of our current work in these areas includes:

- Involving staff in the development of this strategy.
- Developing a new on site Health and Wellbeing Hub.
- Enhancing our mental health & wellbeing offers and support for all staff following the learnings from our COVID-19 response.
- Focusing on the support available for our Black, Asian & Minority Ethnic staff.
- Maintaining a COVID-secure working environment by sharing with our staff the 8-point plan for keeping staff safe when on site.
- Promoting opportunities for the local community as an anchor 'institution'.
- Refurbishing on site gym facilities.

## HOW WE WILL DO THIS IN FUTURE

We will:

- ✓ Maintain our position in the National NHS Staff Survey as one of the **top NHS Providers** in care to our patients.
- ✓ Maintain our position in the National NHS Staff Survey as one of the **top NHS employers**. Furthermore maintain our position as one of the top employers in **supporting our staff** to have the Freedom to Speak up (FTSU).
- ✓ Promote **career pathways** across all disciplines.
- ✓ Develop **learning programmes** for all staff across multi-disciplinary teams, capturing the learnings from our COVID-19 response.
- ✓ Ensure the focus on supporting **Equality, Diversity and Inclusion** for our **patients and our staff** is embedded at every level.
- ✓ Develop and deliver new workforce approach that enable our patients to continue to receive **outstanding care** wherever they be receiving support.

# 5. STRATEGIC OBJECTIVE LEADING THROUGH COLLABORATION



## WHAT THIS MEANS TO US

Specialised services by their very nature create centres of expertise, attract specialists, research, innovation, reputation and for staff, an increased sense of pride and purpose. Whilst we will always seek to develop specialised services at LHCH, we passionately believe in collaboration as a means of improving patient care, experience and earlier prevention and intervention.

## OUR STRATEGY

Over the next 5 years we will work to:

1. Lead the Cardiovascular Disease Programme, and deliver the NHS Long Term Plan and CVD Ambitions for Cheshire and Merseyside.
2. Become a proactive and collaborative partners of choice.
3. Work collaboratively to develop integrated cardiac, stroke and respiratory services.
4. Offer mutual aid to partners to support whole system resilience (critical care/ diagnostics/winter pressures).
5. Explore new relationships with public health, industry and academia.

## HOW WE ARE DOING THIS NOW

Some of our current work in these areas includes:

- Lead the Cheshire and Merseyside Cardiovascular Disease programme board.
- Play an active collaborative role in the development of local place based strategies specifically, but not in isolation of others, that of Liverpool and Sefton.
- Supporting the development of integrated community based respiratory services.
- Test bed for the development of the Physician Associate role.
- Joint appointments and outreach/in reach with many district hospitals.

## HOW WE WILL DO THIS IN FUTURE

We will:

- ✓ Champion the development of **integrated services** for cardiology, stroke and respiratory care.
- ✓ Develop **educational and learning opportunities** across networks.
- ✓ Work with partners to design **new innovations**.
- ✓ Develop relationships and services with **primary care networks**.
- ✓ Expand our **international and commercial partnerships**.

## 6. STRATEGIC OBJECTIVE IMPROVING OUR POPULATION HEALTH



### WHAT THIS MEANS TO US

Cardiovascular disease is the biggest single condition where lives can be saved over the next ten years. It is both a national and regional priority. Within Cheshire and Merseyside the opportunities are significant.

Looking outward not inward, this strategic objective signals one of our new ways of working. The intent of this objective is to ensure patients are seen before their condition becomes more complex. We will ensure that we champion CVD prevention as a core activity of the organisation.

### OUR STRATEGY

Over the next 5 years we will work to:

1. Develop predictive and proactive interventions for those at greater risk.
2. Support improved primary and secondary prevention and detection of cardiac and respiratory disease. (Lead, Orchestrate, Deliver approach).
3. Make Every Contact Count.
4. Develop the targeted healthy lung programme for Knowsley and Halton and a phased roll out as appropriate.
5. As a foundation trust, support our membership to promote an awareness of heart and lung disease within their localities

### HOW WE ARE DOING THIS NOW

Some of our current work in these areas includes:

- Lead the Cheshire and Merseyside Cardiovascular Disease programme board.
- Establishing a multidisciplinary prevention group, 'orchestrating' a whole system working in delivering the national CVD ambitions.
- Delivering, in partnership, innovative projects that prevent and detect heart disease earlier.
- Working with the British Heart Foundation, Heart Research UK and others.
- Working with academia.

### HOW WE WILL DO THIS IN FUTURE

We will:

- ✓ Implement the targeted **Healthy Lung Programme** in Knowsley and Halton and a phased roll out as appropriate.
- ✓ Develop an **analytical function** with predictive and remote monitoring capabilities, including areas such as **genetics and chronic conditions management**.
- ✓ Develop an **intelligence function** with capabilities to evidence improved outcomes and the whole system tracking of progress in **delivering the national CVD Prevention ambitions**.
- ✓ Seek every opportunity to **work with partners** on the wider determinants of health.



# ENABLING STRATEGIES

This overall strategy cannot be seen in isolation from our enabling strategies



## DEVELOPING PEOPLE STRATEGY

Our future people strategy is being refreshed and with staff engagement has prioritised the following areas for inclusion:

- Recruitment and retention
- Leadership, education and talent management
- Staff engagement
- Equality and diversity
- Health and Wellbeing
- Workforce intelligence workforce systems



## FINANCE STRATEGY

We have a strong track record of financial performance, and have been given the lowest risk rating by NHS England/Improvement. To maintain financial sustainability we will deliver a small £1m trading surplus over the next five years. We will deliver improvements in clinical and operational productivity and implement best practice, focusing on those areas identified through benchmarking tools, such as the Model Hospital.

Capital investment of £60m over the next 5 years will be funded from internal resources and historic surpluses. We will use this investment to refurbish the catheter laboratory suite to accommodate future growth and build a world class facility. In addition, the investment will support the delivery of our digital strategy, maintain the quality of our estate and ensure our equipment is up to date.



## RESEARCH AND INNOVATION STRATEGY

We have a long history of research and innovation at our Trust and these areas are essential to our outstanding culture. Through this strategy we aim to be the best partnership site for the delivery of clinical trials and research studies, and for access to new technologies and innovative solutions.



## QUALITY IMPROVEMENT STRATEGY

Our quality strategy is being refreshed to align to our new strategic objectives.



## DIGITAL STRATEGY

Digital plays a critical and pivotal role in the delivery of our strategy. It is a fundamental component to enable our vision, mission and objectives.

We will build on our existing high levels of digital maturity, with a critical focus on ensuring our systems, technology and processes enable our staff to deliver outstanding and safe care for our patients. We will ensure that patients can interact digitally and seamlessly where appropriate, supporting remote monitoring and virtual services.

We will do this through our digital strategy with a focussed digital transformation change programme and excellent basics across the Trust.



## ESTATES AND GREEN STRATEGY

We recognise the increased concern of our staff and patients in providing care in a way that also cares for our environment. Our Green Plan will outline a new approach to help identify waste reduction opportunities, financial savings and address national priorities such as carbon reduction. We see this as an important issue to support our population, improve prevention and the wider determinants of health in the communities we serve.

As we review our estate strategy, we also wish to consider sustainable estates over the next 5-10 years. This will take into consideration opportunities with local partners within a systems wide review.

# RELATION TO NATIONAL AND LOCAL STRATEGIES

## NATIONAL INFLUENCES (LONG TERM PLAN)

Our new strategy has been developed in line with the NHS Long Term Plan and NHS People Plan, recognises the new developing systems approach to integrated care, place based care, and primary care networks. Our strategy looks to advancing outcomes and working in partnership to improve the health of the population not solely those people referred to our services.

Welcomed inclusions within the NHS Long Term Plan are 'new' clinical priorities chosen because of the impact on the wider population health. These priorities include cancer, cardiovascular disease, maternity and neonatal health, mental health, stroke, diabetes and respiratory care.



# REGIONAL INFLUENCES

The goal of the Cheshire and Merseyside Health and Care Partnership (HCP) is to improve health and reduce health inequalities across Cheshire and Merseyside, with specific focus on turning around the lives of those who have historically missed out.

The priorities of the partnership include:



## ZERO SUICIDE:

Improved mental wellbeing and suicide prevention



## NO HARM FROM ALCOHOL:

Reducing alcohol-related harm



## ZERO STROKE:

Reducing cardio-vascular disease (CVD) and heart attacks



## NO HARM FROM VIOLENT CRIME:

Improving community safety

The inclusion of cardiovascular disease as a regional priority is testament to the leadership and work of the Cheshire and Merseyside CVD and Prevention Boards, who are working closely on prevention, detection and improved management of hypertension, atrial fibrillation and cholesterol.

The case for these as a priority are well made:

## THE SIZE OF THE PRIZE IN CVD PREVENTION

Cheshire and Merseyside



### 1. The diagnosis and treatment gap, 2015/16



Hypertension

Estimated adult population with hypertension **647,700**

Estimated adult population with undiagnosed hypertension **261,600**

GP registered hypertensives not treated to 150/90 mmHg target **76,100**



Atrial Fibrillation (AF)

GP registered population with Atrial Fibrillation (AF) **52,800**

Estimated GP registered population with undiagnosed AF **14,000**

GP registered high risk AF patients (CHA2DS2VASc  $\geq 2$ ) not anticoagulated **9,500**



CVD risk

Estimated adult population 30 to 85 years with 10 year CVD risk  $>20\%$  **180,400**

Estimated percentage of people with CVD risk  $\geq 20\%$  treated with statins **49%**

### 2. The burden: first ever CVD events, 2015/16

Coronary Heart Disease **6,900**

Stroke **3,250**

Heart Failure **2,350**

### 3. The opportunity: potential events averted and savings over 3 years by optimising treatment in AF and hypertension, 2015/16

Optimal anti-hypertensive treatment of diagnosed hypertensives averts within 3 years:

**460 heart attacks**

Up to **£3.3m** saved<sup>2</sup>

**680 strokes**

Up to **£9.6m** saved<sup>1</sup>

Optimally treating high risk AF patients averts within 3 years:

**760 strokes**

Up to **£12.7m** saved<sup>1</sup>

1 Royal College of Physicians (2016). Sentinel Stroke National Audit Programme. Cost and Cost-effectiveness analysis. Technical report

2 Kerr, M (2012). Chronic Kidney disease in England: The human and financial cost



# STRATEGIC POSITIONING

Liverpool Heart and Chest Hospital was one of only five NHS providers in the country to be rated outstanding twice, by the Care Quality Commission. We are in the top 25 specialist cardiac centres worldwide and are already a national and international leader achieving world class clinical outcomes.

**Leadership** – Recognised as a leader in patient safety, clinical quality and patient experience and a national influencer of policy and approach, as the only NHS provider with a seat on the National CVD-Respiratory Programme Board, we take significant leadership both internally and externally.

**Talent** – With world class clinical and research talent we have strong relationships with academia, the Institute of Cardiovascular Medicine and Science, Royal Brompton and Harefield, Imperial / Kings College, University of Liverpool, Tampere Heart Hospital.

**Research** – Research partnerships with the Liverpool Centre for Cardiovascular Science, Institute of Cardiovascular Medicine and Science, lung cancer research and new relationships with the Innovation Agency all play an important part of the developing portfolio.



## CLINICAL ACUMEN

In summary, our expertise includes services such as:

- Transcatheter aortic valve implantation
- Left Atrial Appendage Occlusion
- Closure of patent foramen ovale
- Percutaneous coronary interventions
- Devices and heart rhythm management
- Robot/minimally invasive surgery
- Aortic surgery
- Adult congenital heart disease
- Thoracic surgery
- Cystic Fibrosis

## CLINICAL SERVICES

In summary our services include:

- The regional centre – heart rhythm, pacing and ablations
- Highest volume implantable device programme
- One of the largest lung surgical units in country
- High volume Transcatheter Aortic Valve Implantation (TAVI) programme.
- Specialist adult cystic fibrosis (CF) services.
- Adult congenital heart disease (ACHD)
- Vertically integrated – secondary and community cardiology and respiratory services.

## OUR SERVICES

In addition we undertake:

- The highest volume and best outcomes as the national aortic centre
- The highest volume and best outcomes for primary percutaneous coronary intervention
- One of the largest minimally invasive cardiac surgery programmes
- ONLY combined cardiac and thoracic robotic surgery programme in UK
- Largest off-pump coronary artery bypass grafting (CABG) volume.

## ACTIVITY

Reflecting these areas of expertise we undertake circa:



1,100

Blue Light Heart Attacks (CI)



2,200

cardiac surgery procedures



1,300

thoracic surgery procedures



13,400

inpatient spells



>1,000

cystic fibrosis patients



29,000

patients seen in the community



79,000

outpatient visits

## ESTATES

We already have a **five year** capital investment plan including:



£2 million  
for general estate



£15 million  
for catheter laboratories



£4 million  
for CT and MR program



£1 million  
for IT infrastructure

The areas described above do not fully represent all activities here at LHCH but do showcase the highest level of dedication, professionalism, compassion and acumen.



# CONCLUSION

In conclusion Liverpool Heart and Chest Hospital is an outstanding organisation. It is nationally recognised as a point of reference and is in the strongest position possible to influence the challenges set out in the NHS Long Term Plan, and the Cheshire and Merseyside Health and Care Partnership Plan.

Furthermore we are actively working within the local systems of Liverpool, Knowsley, Halton and Sefton and on bespoke basis in other parts of Cheshire and Merseyside, North Wales and the Isle of Man.







PROVIDING EXCELLENT, COMPASSIONATE  
AND SAFE CARE FOR OUR PATIENTS  
AND OUR POPULATIONS, EVERY DAY





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