

2019-2020

A YEAR IN REVIEW





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WELCOME FROM OUR CHAIR AND CHIEF EXECUTIVE

Welcome to our Year in Review for 2019/20 and another remarkable year at Liverpool Heart and Chest Hospital.

CQC

In July 2019, we were delighted to become one of only five NHS providers in the country to be rated 'Outstanding' for a second time by the Care Quality Commission (CQC).

Following inspection visits early in 2019, the CQC highlighted that:

- staff cared for patients with compassion
- there was a genuinely open culture in which all safety concerns raised by staff, patients and carers were valued as being integral to learning and improvement
- patients were respected and were empowered as partners in their care, practically and emotionally, by an exceptional and distinctive service
- patients thought that staff went the extra mile and their care and support exceeded their expectations
- there was a proactive approach to understanding the needs and preferences of different groups of people and to delivering care in a way that meets these needs, which was accessible and promoted equality
- the leadership, governance and culture were used to drive and improve the delivery of high quality person centred care
- staff were proud of the organisation as a place to work and spoke highly of the culture.

The CQC inspection process was rigorous and rightly challenging. It was therefore hugely rewarding that the dedication and professionalism of every member of staff, who works to provide outstanding levels of patient and family centred care, was recognised nationally.



ACHIEVEMENTS

Our achievements during 2019/20, in the midst of continuing financial, operational and strategic challenges faced by all NHS trusts, were highlighted further with the publication of the new National Guardian's Office Freedom to Speak Up Index in July 2019. This benchmarking tool, which enables trusts to understand the importance of fostering a positive speaking up culture, showed that LHCH had been ranked the top performing acute specialist trust in the country. 12 months later, and we were delighted to learn that we had retained our status in the FTSU Index as the top performing acute specialist trust in the country.

COVID-19

Despite these impressive achievements, the end of the year was overtaken by the arrival of Covid-19. By the end of March 2020, the impact of this worldwide pandemic was beginning to be felt across the country including here at Liverpool Heart and Chest Hospital.

Every member of clinical and non-clinical staff was, and is, extensively involved in planning and preparations on an unprecedented scale, both within the hospital and out in the community, as well as with NHS colleagues across the region, to ensure the continuity of outstanding patient care.

The enormity of the challenge presented by Covid-19 cannot be overstated. However we are confident that our team at LHCH will continue to demonstrate the same outstanding levels of care, compassion, dedication and professionalism that they always have done.

SERVICE DEVELOPMENTS

Whilst it is difficult to look ahead and beyond coronavirus, we are excited to be making significant improvements to the quality of our services for patients, most notably with a programme of works to upgrade our catheter laboratories over the next couple of years.

Looking back, we were delighted to be able to install two new state of the art scanners within our Radiology Department in October 2019, increasing the number of CT scanners from one to two, and the number of MRI scanners from two to three.

THANK YOU

We must acknowledge, once again, the contribution of our members and the invaluable support of our Governors who give their time voluntarily to raise awareness of the work of the hospital in their constituencies and assist the Board of Directors on a range of issues.

Finally we would like to place on record our sincere thanks to all our volunteers without whom the hospital would not be the same place.

As with coronavirus, we have no doubt that many more challenges lie ahead in 2020/21. However we are equally confident that each one of these challenges will be fully met by our outstanding team at Liverpool Heart and Chest Hospital, as we retain our focus on delivering exceptional patient and family centred care.



Jane Tomkinson, Chief Executive

Neil Large, Chair



HIGHLIGHTS OF THE YEAR



LHCH was rated '**Outstanding**' for a second time by the Care Quality Commission in July 2019 – becoming **one of only 5** NHS providers in the country to achieve the rating twice.

LHCH was extensively featured in **BBC2's award-winning 'Hospital'** documentary series filmed in Liverpool for a second time.



LHCH ranked the **top performing acute specialist trust** in the country for the new National Guardian's Office **Freedom to Speak Up** Index in July 2019 and for the second year running in July 2020.

LHCH was rated as **one of the best hospitals in the country to receive care and treatment** according to the NHS Staff Survey 2019.



LHCH hosted its eighth biennial **Aortic Surgery Symposium** in June 2019.

LHCH announced the launch of a **new cardio-oncology service** in partnership with the Clatterbridge Cancer Centre in Autumn 2019.

Dr Sarah Sibley, Respiratory Consultant, was named **Physician Associate Supervisor of the Year** at the Royal College of Physicians' Faculty of Physician Associates Conference in October 2019.



Professor Rod Stables, Consultant Cardiologist, was appointed to the role of **Clinical Lead for the British Heart Foundation** Clinical Research Collaborative in November 2019.

Julie Tyrer, Tissue Viability Nurse Consultant, was shortlisted for '**Wound Care Nurse of the Year**' in the British Journal of Nursing Awards 2020.



LHCH's MINIMISE Moisture campaign was shortlisted for a **Patient Safety Innovation Award** at the North West Coast Research and Innovation Awards 2020.

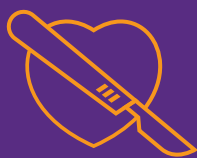
LHCH was announced as the new host for the **Mary Seacole Local Programme** for Cheshire and Merseyside in February 2020.

OUR TRUST IN BRIEF



8,207

cardiology
inpatients



2,214

cardiac surgery
inpatients



1,332

thoracic surgery
inpatients



710

respiratory
inpatients



672 other inpatients
(inc. **cystic fibrosis**)



76,437

hospital
outpatients

195



inpatient
beds



9 operating
theatres



1 Da Vinci
surgical robot



5 catheter
laboratories



10

community
locations



day case
unit



1,701

staff



£157.6m

turnover

Largest single site
heart and chest hospital...

...serving a population of

**2.8 million
people**

across Merseyside,
Cheshire, North Wales
and The Isle of Man...and
beyond for other
specialist services



PATIENTS, PARTNERSHIPS AND POPULATIONS

This year we have developed a new **five year strategy**, which we have chosen to call '**Patients, Partnerships and Populations**'. This indicates our conviction to 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 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 IMPACT VALUES:



Inclusive



Make a Difference



People Centred



Accountability



Continuous Improvement



Teamwork

WHY 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.

WHY 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.

We have a shared ambition to improve the Health and Wellbeing of our population. We believe this is best realised through new collaborative and partnerships that will improve outcomes drive out unwarranted variation and improve the patient and family experience.

WHY POPULATIONS?

We are adopting the Kings Fund approach to population health and embedding it within our strategy. 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. Consequently we have developed an approach that we call Lead, Orchestrate and Deliver. Sometimes we will lead transformative work, sometimes we will work with and through others by orchestrating programs and sometimes we will be the point of transformation and deliver changes ourselves.



If you would like a copy of our new strategy, please don't hesitate to contact us or visit our website: www.lhch.nhs.uk

OUR 6 STRATEGIC OBJECTIVES

1. DELIVERING WORLD CLASS CARE

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.



2. ADVANCING QUALITY AND INNOVATION

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.



3. INCREASING VALUE

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.



4. DEVELOPING PEOPLE

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.



5. LEADING THROUGH COLLABORATION

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.



6. IMPROVING OUR POPULATION HEALTH

Cardiovascular disease (CVD) 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.



Assessment Framework

Key



Safe



Effective



Caring



Responsive



Well led

IMPACT OF COVID-19

'The biggest challenge since World War Two' and one requiring 'an immediate co-ordinated health response to suppress transmission,' was how the United Nations Secretary General described the coronavirus global pandemic in early 2020.

The UK reported its first coronavirus cases at the end of January and by early March the first person in the UK to die, after testing positive for coronavirus, was reported.

As a result of the growing crisis surrounding Covid-19, LHCH implemented our emergency planning processes in March 2020. New 'Gold', 'Silver' and 'Bronze' command structures were introduced to enable us to respond quickly and appropriately to ensure the safety of our patients and staff.

In line with national guidance received in the 'reducing the burden letter' from NHS England on 28th March 2020, we streamlined many of our governance processes, freeing up capacity and resources to be able to manage our response to the pandemic.

During this time, a number of service changes were introduced that impacted our inpatient and outpatient activity levels, whilst allowing us to respond to the many covid-19 patients receiving care on our wards and in our intensive care unit.

As soon as it was appropriate and safe to do so, teams started to focus on the essential task of recovery and how we could adapt our services and practices to ensure that routine treatment for elective patients and outpatient care could resume.

As such, we introduced a series of measures to ensure that patients coming into LHCH were kept safe, whilst they continuing to receive outstanding care. These measures included:

- social distancing
- staff wearing personal protective equipment
- an extensive staff testing programme
- strict isolation for any staff member with symptoms
- visiting restrictions
- following national guidelines and the best available clinical advice
- segregating wards where necessary
- increased spacing between beds
- routine patient testing
- virtual clinics
- robust infection control measures
- enhanced cleaning programmes
- good hand hygiene
- regular patient and family support.

Between March and July 2020, LHCH undertook approximately 2,000 patient tests with 77 positive results. At the same time, more than 2,000 symptomatic and asymptomatic tests were carried out on LHCH staff, with 1,600 staff also receiving an antibody test for covid-19.

Whilst the impact of covid-19 has been unprecedented and huge challenges remain, we are enormously proud of the extraordinary commitment and professionalism of our staff, who have adapted, and keep on adapting, to ensure that patients and their families continue to receive outstanding care.



OUR SERVICES – MEDICINE

Clinical teams at Liverpool Heart and Chest Hospital provide diagnosis, treatment and care for patients with a wide range of complex heart and chest conditions. Our cardiology and respiratory medicine teams are based around the following areas:

- interventional and diagnostic cardiology including cardiac catheters, percutaneous coronary intervention (PCI) and primary (emergency) PCI
- transcatheter, valve & structural intervention
- congenital heart disease
- implantable electrical devices (pacemakers and defibrillators)
- electrophysiology studies
- inherited cardiac conditions
- cardiac imaging and diagnostics
- community cardiology
- cystic fibrosis
- lung cancer
- general chest medicine
- respiratory physiological measurements
- inflammatory lung disease
- community respiratory (including the Healthy Lung Programme)

We provide our hospital-based services through inpatient beds, our renowned day case lounge (Holly Suite), six cardiac catheter labs, a pacing theatre and an endoscopy facility.

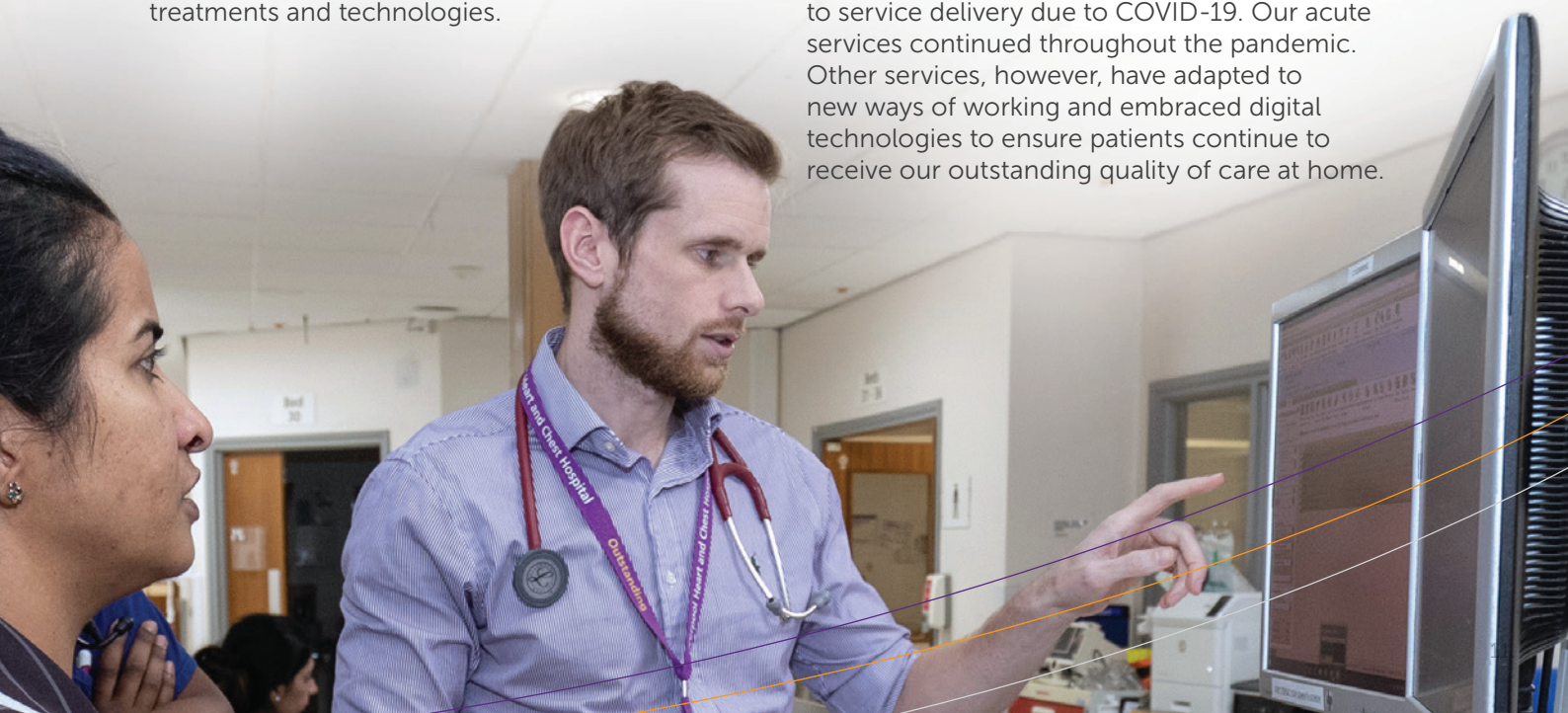
We are also a significant research centre, participating in and undertaking a number of important studies that advance the range and quality of care we provide for our patients, and ensuring that LHCH is at the forefront of new treatments and technologies.

This year, the Medicine division has seen significant investment in service development to support our patient experience and the care that we provide. 2019 saw the advancement of the cardio-oncology service through the appointment of a dedicated consultant who works collaboratively with local Trusts to ensure patients receive specialist cardiology knowledge required during their cancer treatment.

In addition to bringing new services into the Trust, we expanded the catheter lab footprint and opened a sixth lab, increasing catheter lab capacity and reducing the waiting time for procedures for our patients. We performed the highest amount of transcatheter aortic valve replacement procedures to date at LHCH, with 203 procedures being carried out, and 276 interventional procedures in patients with congenital heart disease during the first 12 months of LHCH being commissioned as a Level 1 centre. There are further plans to reconfigure and refurbish all existing labs, enhancing the care we are able to provide and the overall patient experience, particularly for our PPCI patients.

Outside of the hospital and in the community, we have had successes with our heart disease clinic at Southport and Formby being nominated for the HSJ Value award. For our respiratory patients, the Healthy Lung Programme and Targeted Healthy Lung have seen huge successes in terms of patient outcomes.

The latter end of the year saw drastic changes to service delivery due to COVID-19. Our acute services continued throughout the pandemic. Other services, however, have adapted to new ways of working and embraced digital technologies to ensure patients continue to receive our outstanding quality of care at home.



SURGICAL SERVICES AT LHCH

Our outstanding surgical teams provide the full spectrum of adult cardiothoracic and aortic services for patients across the North West and beyond. We provide these services through 90 beds across four wards and nine operating theatres all on one site.



CARDIAC SURGERY

- Cardiac Surgery continues to provide excellent outcomes for patients and continues to innovate services.
- Our aortic service line is about to appoint a fifth consultant surgeon. The service has joined with Liverpool University Hospitals' vascular service to create Liverpool Cardiovascular Surgery with regular joint theatre lists at LHCH.
- We will be advertising for an aortovascular medicine doctor to transform vascular care for our patients.
- An upgrade to our hybrid theatre has allowed potential for more complex hybrid cases.
- Our mitral service continues to flourish with improving repair rates and minimal access approaches including use of the robot, and we have advertised for another mitral surgeon. We have an expanding minimal access aortic valve service.
- Our proportion of off pump coronary patients, a procedure for which Liverpool is well known, continues to be significant.
- We have developed a new five year strategy for cardiac and aortic surgery that will allow us to prepare and innovate and future proof the division.



ROBOTIC SURGERY

- Our robotic surgery programme continues to make steady progress although volume has been significantly reduced by Covid, as has all elective surgery. The clinical benefits for thoracic robotic patients include reduced length of stay, reduced blood loss, small incisions and less pain. Furthermore robotic surgery has enabled patients, who would not have previously been suitable for minimally invasive approaches, to undergo successful robotic surgery.
- Most robotic mitral valve surgery patients have hospital stays between 2-5 days and we are currently conducting a PROMS survey to look at speed of recovery in comparison to mini mitral surgery. We have introduced robot-assisted MIDCAB (CABGx1) and this is progressing well, with plans to step up to totally endoscopic CABG (TECAB) by the end of 2021.
- In the next 12 months we are looking to develop our robotic thoracic surgery research plans, comparing different techniques of lobectomy and we will be collaborating with Barts Health NHS Trust to develop a study to compare robotic segmentectomy with treatment modalities in high risk patients.



THORACIC SURGERY

- Our Thoracic Unit at LHCH continues to be one of the largest in the country. It provides comprehensive and flexible care for patients at LHCH and in consultant-led clinics and lung-cancer MDTs throughout the region.
- Outcomes after lung cancer surgery are amongst the best in the UK and we have one of the largest minimally invasive thoracic surgery programmes with our thoracic consultants mentoring other units around the country.



2,214
cardiac cases



1,332
thoracic cases



...for robotic mitral valve surgery inpatient stay

COMMUNITY SERVICES

Cardiovascular and Respiratory Community Services, provided by Liverpool Heart & Chest Hospital have continued to grow and develop during 2019/20.

The Knowsley community services are offered from a number of locations across Knowsley providing high quality evidence based care in the treatment of people with cardiac and respiratory conditions. Services are also provided in Southport and Formby. Services offered include:

- Consultant led diagnostic clinics for cardiovascular and respiratory
- Community Stroke Service
- Community Heart Failure Nursing Service
- Cardiovascular and pulmonary rehabilitation – Liverpool and Knowsley
- Home Oxygen Service – Assessment and Review Liverpool and Knowsley
- Breathlessness management and urgent chest clearance service/palliative care
- Rapid Response Service for chronic lung disease patients
- Admission avoidance service with staff located in the local District General Hospitals
- Annual review for respiratory patients
- Lung Cancer Case finding in Liverpool
- Southport and Formby Cardiology Service-supporting heart failure

Admission avoidance is key to the community services and in this year we were able to partner with Northwest ambulance service to provide emergency respiratory care directly in the patient's home. In this 6 months pilot there were 229 admissions avoided.

Early Supported Discharge scheme across local DGHs also achieved a reduction in the number of respiratory admissions.

The Cheshire and Merseyside Improvement Programme received excellent feedback from patients, Primary Care and AED's regarding the work undertaken to improve health outcomes and achieve financial savings across the health economy.

Smoking Cessation training delivered to all staff enabled them to achieve a 62% four week quit rate, which is higher than the national rates.

Following the publication of the National Audit of Cardiac Rehabilitation (NACR) Quality and Outcomes Report 2019 the Knowsley Cardiac Rehabilitation community programme has met all 7 minimum standards to be listed as a certified programme. Being accredited to NACR enable the KCVD cardiovascular rehabilitation service to be publicised on both the BACPR and NACR websites and within their members bulletins. Congratulations to the team who have worked hard to achieve this.



Cardiovascular rehabilitation service has worked closely with the C&M CVD programme board Lead Nurse for CVD prevention, to drive change and support the delivery an integrated Pulmonary and cardiac rehabilitation service. The heart failure service has also mapped out new guidelines to review and update an integrated heart failure pathway to deliver evidence based care across the footprint.

The Stroke team have worked closely with North Mersey to share best practice and scope out recommendations that are set in the national NHS Long-Term Plan and National Stroke Programme.

The Heart Failure teams collaborated to deliver IV iron services to our heart failure patients.

Knowsley targeted lung health screening soft launch assessed over 50 patients, identifying 4 lung cancers which may have otherwise been undiagnosed until later in the disease process.

CLINICAL SERVICES AT LHCH



CRITICAL CARE

- Whilst being treated in Critical Care is a stressful and anxious time, our team always aim to deliver the highest quality care.
- Our recently renovated garden area continues to be a highly popular space, providing an oasis of calm and peace and is particularly beneficial for patients who have had a prolonged stay in Critical Care and it helps reduce the effects of delirium.
- To help patients in rooms without natural light, we started installing picture ceiling tiles to stream high quality footage of day and night skies to help sleep patterns.
- Collaborating with Edge Hill University, we successfully run a masters level programme in Critical Care for students across the region.



ACUTE PAIN TEAM

- We provided specific analgesic plans for our patients, completing approximately 120 patient reviews per week.
- We welcomed a third pain consultant and have a daily presence on surgical ward rounds.
- We're driving improvements in the assessment and treatment of pain, with new pain protocols developed.
- We participated in a regional initiative to reduce strong opioids use in the community.



THERAPIES

- We partnered with the Chartered Society of Physiotherapy around the value and scope of support workers, presented at national conference and produced a film in conjunction with Health Education England to highlight the roles developed at LHCH.
- An ongoing research study following up covid patients to assess psychological and physical status and signpost to local services.
- Occupational therapists developed prehabilitation patient advice.
- Our cystic fibrosis team saw positive changes in practice following the introduction of virtual clinics and are working towards offering home visits for intervention to further reduce inpatient admissions.
- Our SALT team developed new policies to ensure the positive experience of our patients and a recent service evaluation has shown significant improvements.



PHARMACY

- Our Pharmacy's comprehensive service ensures patients receive safe, appropriate and cost effective drug treatments. Our skilled team of pharmacists, technicians, dispensers, ATOs and clerical staff are committed to delivering quality care to all LHCH patients, as well as some off-site hospices and intermediate care patients.
- 8,000+ patients receive a medicine reconciliation each year. This year a number of initiatives have been deployed to further improve patient safety, such as bring in your own medications to hospital.
- Our Aseptic Unit continues to produce high quality products to meet our patients' needs and we are looking to expand our capacity to produce IV antibiotics for patients with cystic fibrosis and to fully support the expanded home IV service.
- Patients continue to benefit from pharmacist presence on surgical ward rounds.



END OF LIFE / SPECIALIST PALLIATIVE CARE

- We provide services for patients at any part of their disease trajectory from diagnosis to death, and support patients with potentially life limiting diseases or when uncertainty in recovery has been identified.
- We provide support for those who are managing palliative patients.
- Our Specialist Palliative Care Team differs from those in local acute settings, with a higher proportion of inpatient referrals being for patients with a non-cancer diagnosis (75%) and, notably, time of admission to death is lower than the national average.
- Staff are consistent in accessing end of life support and the team support an increasing number of patients and families in ITU.
- The team work strategically across the region, acting as experts in this field, for example in the development of heart failure guidelines, and influencing service developments.



LOOKING AHEAD

We look forward to our new waiting area for CT and MRI scanners being operational later in the year.

CARING FOR PATIENTS AND FAMILIES

Liverpool Heart and Chest Hospital is committed to delivering the very best care to all our patients and families as outlined in our six step vision for patient and family centred care.

During the past 12 months, this included:

- procedures used to visualise the coronary arteries and treat narrowings using balloons and stents
- cardiology intervention procedures for patients with congenital heart disease
- implantation of pacemakers and other devices, and treatments used to control and restore the normal rhythm of the heart
- surgical procedures to treat bypass coronary artery narrowings, replacing the valves of the heart or dealing with other problems with major vessels in the chest, including transcatheter aortic valve replacement or transcatheter aortic valve implantation
- use of our surgical robot for cardiac and thoracic surgery
- surgical procedures used to treat all major diseases that can affect the normal function of the lungs
- drug management of asthma, chronic obstructive pulmonary disease and cystic fibrosis
- community cardiovascular, respiratory and chronic obstructive pulmonary care for the residents of Knowsley.

During the year, all clinical and operating theatre areas were assessed against our Excellent Efficient Compassionate and Safe Care standards (EECS) framework. Nine areas achieved 'gold status' during the year and in recognition for their outstanding delivery of patient and family centred care, they were presented with awards at our annual 'Best of the Best' awards ceremony in December 2019.



PARTNERSHIP AND COLLABORATION

As part of the 2019/2020 plan, LHCH also led on a single cardio-respiratory service pathway for the city of Liverpool. LHCH is working in partnership with Liverpool University Hospitals to develop a single model of care for conditions such as transient loss of consciousness (syncope) and breathlessness (heart failure), plus common central hubs for cardiac and pulmonary rehabilitation and diagnostics.

LHCH will also continue, through 2020/21, to lead on the cardiovascular disease (CVD) programme for the City of Liverpool and for the region, and will continue to bring a focus to areas of CVD care in need of improvement.



LOOKING AHEAD

2020 sees the start of an upgrade and expansion of our existing Catheter Lab suite, with our vision being to create a world-class reference centre with facilities to match our outstanding care.

The development will allow for essential replacement of imaging equipment, critical to maintaining current service, and has also provided an opportunity to reconfigure the current footprint to create six labs, with opportunity for further future development.

Improving the patient and family experience, by addressing some privacy and dignity issues in the current layout, is key to the design. This will also ensure a significant reduction in the crossover of planned and emergency admissions, thus improving overall experience.



LHCH IN BBC TWO'S 'HOSPITAL'

BBC Two's award-winning documentary series *Hospital* returned to Liverpool in early 2020 to feature all the city's hospital trusts, including LHCH.

This series, filmed before the coronavirus pandemic hit the country, documented some of the realities facing the NHS and aimed to bring audiences closer to the issues and challenges that continually dominate the headlines.

LHCH featured extensively in three of *Hospital*'s eight episodes.

- Episode two showed Mr Asante-Siaw, Clinical Lead for Thoracic Surgery, and his team performing life-saving, emergency surgery on a young patient.
- Episode three focused solely on the emotional stories of three LHCH patients awaiting highly complex procedures (percutaneous pulmonary valve implantation, percutaneous ASD closure and VSD closure).
- Episode seven highlighted the innovative joint cardio-oncology service provided by LHCH and Clatterbridge Cancer Centre. Find out more about this service and the work of Dr Rebecca Dobson, Consultant Cardiologist, on page 20.

We were grateful to all the patients and families who agreed to take part in *Hospital*, and also immensely proud of the care, compassion, professionalism and skill shown by LHCH colleagues who featured in the series.



RESEARCH AND INNOVATION

LHCH has continued to grow in research and innovation. This year we have led a number of activities locally with our academic partners to further enhance the specialist role of LHCH. The Liverpool Centre for Cardiovascular Science (LCCS) has become established and the links with our academic partners have been strengthened.

Research and innovation is one of our strategic objectives and our research strategy, 2018-21 has allowed us to focus on areas of expertise of our researchers and increase research opportunities for our patients. Since the strategy was launched, there have been some changes in the local and regional systems so a refreshed research strategy which better aligns to the new opportunities will be launched in 2020.

This year more than 900 patients have participated in clinical trials and research studies.

There was also a first global patient recruited into a respiratory study, which was a fantastic achievement by the clinicians and the research nurses. The time it takes to set up research projects at LHCH has reduced, compared to the previous 12 months. This improvement is due to the close and collaborative working with the joint research service (SPARK) that was launched in 2019. SPARK brings together the Liverpool Health Partners' NHS organisations and universities research support functions to facilitate and deliver high quality, world class health research.

There had been a change within the leadership team of the Research & Innovation department at LHCH with a new Director and a Head of Research and Innovation being appointed. A new team structure was implemented and the changes reflect the streamlining of research processes and collaborative working with other trusts through the Liverpool Health Partnership.

LCCS, under the direction of Professor Gregory Lip, has been an excellent opportunity for LHCH. Since the official launch in February 2019 there has already been a Medical Research Council Fellowship awarded to Dr Timothy Fairbairn, Consultant Cardiologist, with other research grants in development.

Our research activity has seen LHCH associated with approximately 500 publications in peer – reviewed journals – an excellent measure of the quality of our research.

Towards the end of the year, there was a change in our usual research activity as we diverted our teams to support the Trust for the COVID-19 pandemic whilst also contributing to research.

At LHCH we are passionate about our patients and continue to drive clinical care through research and innovation and will continue to offer them opportunities to become involved in research studies.

'THIS IS A RESEARCH
ACTIVE TRUST'



EDUCATION AT LHCH

Our vision is that all LHCH staff should have access to learning, education and development in a manner that suits their individual needs.

The Education Centre has maintained its commitment to be a leading provider of cardiothoracic education, supporting and developing staff to reach their true potential.

We facilitate education, learning and organisational development across the whole workforce, through these teams:

- Postgraduate and Undergraduate Medical Education
- Clinical Education
- Digital Systems Training
- Resuscitation
- Organisational Development
- Vocational Learning & Widening Access Programmes
- Apprenticeships
- Administration Support.

Medical education is always at the forefront of our objectives and we strive to ensure medical colleagues are provided with a positive experience of cardiothoracic care. Following last year's successful pilot of 3rd year medical students, this year group of students have become part of the LHCH portfolio for Undergraduate Medical Education

We're pleased to offer a portfolio of postgraduate programmes across the range of professional groups and we have excellent partnerships with academic institutions across the region.

We continue to develop our partnership with Edge Hill University, ensuring bespoke programmes are developed to meet service needs. Following on from the successful implementation of the Post Graduate Certificate in Advanced Critical Care three years ago, the Post Graduate Certificate in Advanced Cardiothoracic Care has been included and offered from September 2019.

Our in-house leadership programme has evaluated well and the programme continues to develop. Staff have accessed leadership programmes through the North West Leadership Academy, specific to healthcare, and through apprenticeship schemes. LHCH was successful in becoming the Local Host for the Mary Seacole Programme (see page 20).

Our values and behaviours have now been refreshed, following focus group feedback at the end of last year, with the updated version including Inclusion & Making a Difference and PACT becoming IMPACT.

Our vocational learning team continue to develop, and has seen the first clinical traineeship programme, with trainees successfully being awarded posts in the Bank team.

Apprenticeship schemes have seen an increase in uptake of 50% across a range of professions, from levels 3 to level 7.

Although many programmes paused this year due to covid-19, our teams came out in force, working clinically where appropriate, carrying out thousands of tests for appropriate PPE, and supporting staff to work in different roles. As a team we're proud of the support provided throughout the pandemic. Support was also given to 51 deployed students, across nursing, ODPs, Physios, Radiographers and Dieticians. The deployed students were supported throughout their time at LHCH, with several taking up permanent positions. Furthermore we were one of the few trusts to continue face-to-face training, where appropriate, during the pandemic.

With visiting on site being reduced, our work experience programme was also paused. This has given an opportunity to review the scheme, and we will ensure that our future offering meets the needs of our future workforce.

Our team will look to further develop in 2020/21, flexing and responding to the needs of individuals and teams, ensuring the necessary skills and expertise are available to the patients and families for whom we care.



WORKING OR VOLUNTEERING AT LHCH

STAFF SURVEY

We were delighted this year that LHCH was once again ranked one of the top in the country, in the NHS Staff Survey 2019.

Published in February 2020, the survey showed that LHCH was the top specialist trust in the country for 22 key findings including:

- Staff being able to deliver the care to which they aspire.
- The support staff members get from colleagues.
- Communication between senior managers and staff being effective.
- My organisation acting on concerns raised by patients.
- My organisation encouraging staff to report errors, near misses or incidents and taking action to ensure that they do not happen again.

LEADERSHIP AND MANAGEMENT

- With the introduction of our new Leadership Strategy, a leadership and management programme was established covering a range of sessions including recruitment, management of staff, difficult conversations, workload management and other aspects suggested by staff.
- Staff are given the opportunity to undertake a 360 feedback with the NHS Leadership Academy.
- We were delighted that our bid was successful to host the Mary Seacole local programme for Cheshire and Merseyside. The licence to host this programme commenced in February 2020 and will allow LHCH to support the leadership academy to develop new leaders within the NHS.
- Following staff feedback through the national staff survey, we developed a plan to introduce talent management/succession planning as part of our Leadership Strategy to identify individuals to be the leaders of tomorrow. Although in its infancy, the talent management plan identified a number of staff by their scoring at appraisal and aspirational conversation then being put forward being put forward for further training and development opportunities, based on their career ambitions.

LINKS WITH EDGE HILL UNIVERSITY

Our partnership with Edge Hill University has allowed the development of bespoke training for LHCH staff, an example of this being the clinical supervision training, delivered on site by the University staff.

POSTGRADUATE CERTIFICATES

Our new postgraduate certificate in advance cardiothoracic care commenced in February 2020.

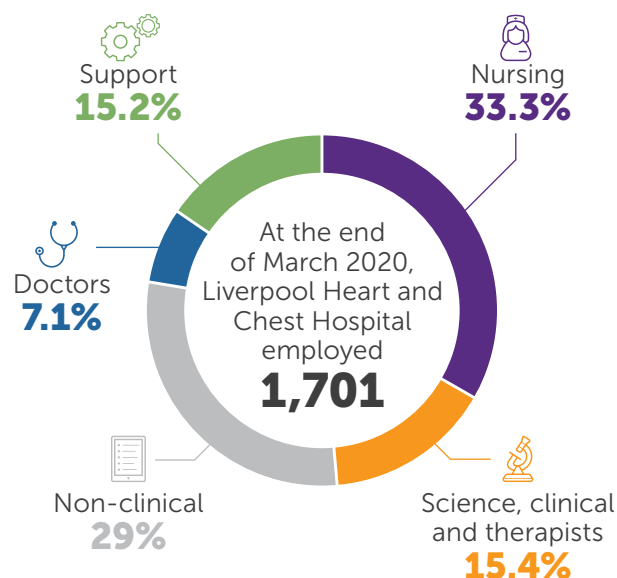
VOLUNTEERING

A well-established volunteers' programme is in place offering opportunities for the local community to become involved in meeting and greeting, showing patients and visitors to departments, as well as visiting patients. Our dedicated team of volunteers are much loved and by staff, patients and families alike.

APPRENTICESHIPS

We currently have a range of apprenticeship schemes being delivered in collaboration with different providers.

As well as providing specialist healthcare services, we are committed to our wider social responsibilities as a major local organisation. We believe that investing in the local community enhances our reputation as an employer of choice, helping to achieve our vision to **'be the best'**.



LHCH LEADING THE WAY

NEW CARDIO-ONCOLOGY SERVICE

In Autumn 2019, we were delighted to launch a joint cardio-oncology service in partnership with Clatterbridge Cancer Centre to provide cardiac assessment and care for a wide-range of patients before, during and after their cancer treatment.

Dr Rebecca Dobson, Consultant Cardiologist at LHCH, said: "The incidence of cancer has been rising in recent years. Whilst advances in treatment have led to better patient outcomes, one of the side effects is that these treatments can lead to cardiac problems.

"Many cancer patients also have cardiovascular problems when they start cancer therapy. Therefore it's really important for patients to have rapid access to cardiovascular investigations and assessment in order to prevent delays to their treatment.

"This new service not only helps to identify patients at risk from cardiac illness earlier in the patient pathway, and provides rapid access to specialist cardiovascular care and treatment, but also ensures a more holistic approach that will improve the patient's experience."

PROFESSOR'S APPOINTMENT

In November 2019, **Professor Rod Stables** was appointed to the role of Clinical Lead for the British Heart Foundation Clinical Research Collaborative. This vital role will provide the essential clinical leadership to support the planning and delivery of world-class clinical research in all aspects of cardiovascular disease.



LEADING THE WAY IN FINDING LUNG CANCER EARLY

In January 2020, we announced that the innovative Liverpool Healthy Lung Programme, launched in partnership with Liverpool CCG and Liverpool University Hospital, had diagnosed and treated 100 people in Liverpool with lung cancer.

Dr Martin Ledson, LHCH Chest Consultant, said: "We're extremely proud to reach this milestone and potentially save the lives of 100 Liverpool residents. Without this programme, they may have been diagnosed at a much later stage and had a very different experience.

"Lung cancer is notoriously difficult to diagnose early. As a result, long term survival lags significantly behind other forms of cancer. The Liverpool Healthy Lung Programme has found a way to change this and could be the starting point in improving lung cancer survival rates, locally and nationally. Our success has also played a crucial part in the decision to roll out similar programmes across the country."

LHCH HOSTS MARY SEACOLE PROGRAMME

In February 2020 LHCH was delighted to become the new host of the Mary Seacole Local Programme for Cheshire and Merseyside.

Designed for those looking to move into their first formal leadership role, or those new to first time leadership, the Mary Seacole programme empowers people to turn their success into consistent team success and to champion compassionate patient care. The leadership development programme is grounded in reality and results in real workplace application and leads to an NHS Leadership Academy award in Healthcare Leadership.

STAFF GIVE LHCH TOP RATINGS

The results of this year's national NHS Staff Survey (published February 2020) showed that LHCH is one of the best hospitals in the country to receive treatment.

The survey positioned LHCH as the top specialist trust in the country for 22 key findings, whilst also scoring among the top five trusts in the country for a further three areas (care of patients being our top priority; the hospital as a place to receive treatment; overall staff engagement).

PATIENTS GIVE LHCH TOP RATINGS

Patients have once again rated LHCH as one of the best hospitals in the country, in the Care Quality Commission's National Inpatient Survey 2019 (published July 2020).

The 17th survey of adult inpatients looked at the experiences of 76,915 people who were admitted to NHS hospitals across the country, and showed LHCH had been rated joint second in the country for 'overall patient experience'.

The results also showed LHCH was rated the top hospital in Cheshire and Merseyside and in the North West, whilst being first in the country in three survey areas, and also second in the country in a further six areas.

TOP FOR SPEAKING UP – FOR THE SECOND TIME

For the second consecutive year, LHCH was ranked the top performing acute specialist trust in the country in the National Guardian's Office's Freedom to Speak Up (FTSU) Index.

The FTSU Index, first published in 2019, is a key benchmarking tool that enables trusts to understand the importance of fostering a positive speaking up culture. It aims to measure the FTSU cultures within trusts and has been developed in collaboration between the National Guardian's Office and NHS England, based on findings taken from the national NHS Staff Survey.

LOOKING AHEAD

CATH LABS UPGRADE

This year we were delighted to announce plans for the development of a multi-million pound world-class catheter laboratory suite.

In order to be able to respond to changes in the treatment of cardiovascular disease and the way in which services are provided in future, LHCH plans to make its largest investment in services and upgrade its facilities.

The plans include modernising the environment in which care is provided for emergency and planned cardiac patient, and significantly enhancing the privacy, dignity and overall experience for patients receiving care.

- Upgrading five catheterisation laboratories
- Replacing existing cardiac imaging equipment
- Reconfiguring the catheterisation laboratory footprint
- Improving patient flow
- New facilities to enable improved care for bereaved relatives
- Improved teaching, training, broadcast and seminar facilities
- Scope for future development and expansion of services.

The new suite will be a world-class reference-quality facility that enhances clinical team working, productivity and innovation, and further improves the outstanding care and patient experience we provide every day.



DIGITAL TRANSFORMATION

Looking forward, digital transformation will play a critical and pivotal role in the delivery of LHCH's strategic objectives in the coming years, as well as enabling our vision and mission.

We will build on the existing high levels of digital maturity here at LHCH, 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 basic across the Trust.

This has already been evidenced in 2020 with the introduction of virtual consultations and use of the web-based Attend Anywhere service, for simple, patient-centred care and video consulting.

ALSO COMING SOON...

New Health and Wellbeing Staff Hub

- To support the health and wellbeing of our staff, we are looking forward to the completion of our new dedicated on site health and wellbeing facility.
- The health and wellbeing hub will be open 24/7, and will be a bright, comfortable space for rest and dining, featuring a quiet zone for staff to enjoy time out. Health and wellbeing support and information will also be freely available.

New Education Centre

We are also looking forward to opening a new dedicated education and training facility that will be used extensively by our students and trainees, clinical staff and our education partners.



LHCH CHARITY



2019/20 was a year of new partnerships for LHCH Charity and these partnerships benefitted so many areas of the hospital's work.

Thanks to a magnificent grant from the Clive and Sylvia Richards Charity we were able to complete our campaign to help our Intensive Care Unit significantly reduce the development of delirium in our most vulnerable patients. We were able to do this by tackling the three most common factors in its development – disassociation, isolation and lack of access to fresh air. By raising just under £100,000 we were able to support the purchase of 'sky' ceiling tiles for those rooms with no natural light, provide an updated and refreshed family area and we will also put a roof on our Intensive Care Garden so that it can be enjoyed whatever the weather.

This year the Charity also supported the new CT/MRI Unit by providing funds to develop an area designed especially for those with dementia or other cognitive problems. This wonderful space is a quiet, calm oasis in the middle of a very busy department helping to soothe those for whom busy, noisy places can be extremely upsetting.

This is just a brief snapshot of what we were able to do with the support of our most generous donors. Their enthusiasm and willingness to help is a constant source of encouragement to all of us working at LHCH Charity and we are fantastically grateful to all of them for their assistance.



LHCH staff and supporters abseil down Liverpool's Anglican Cathedral.



Supporters took part in the Santa Dash



Sing Me Merseyside brought the crowds to a halt in Liverpool One



Marks and Spencer, Church Street in Liverpool, chose us as their Charity of the Year



Hardy climbers braved Snowdonia to raise funds



Lady Dodd visited Orchard Way to place a commemorative Diddy Man in memory of Sir Ken Dodd – a great supporter of LHCH

GOVERNANCE AT LHCH

As a foundation trust we are governed by an elected council of governors and independently regulated by Monitor. We have approx. 10,000 members with whom we engage regularly to help develop our strategy and service planning.

The role of the Board of Directors is to set the strategy and organisational culture and be responsible for all aspects of our operation and performance. The Council of Governors provides a key role in ensuring local accountability for the Board's decisions to members and the public.

Our Board comprises six Non Executive Directors and five Executive Directors, supported by five Associate Directors (non voting)*.

Our Board of Directors and the Council of Governors are committed to the highest standards of corporate governance. The way our governance operates is set out in our Trust's constitution, available on our website www.lhch.nhs.uk

Our Council of Governors has responsibility for representing the interests of the members, partner organisations and members of the public in discharging its statutory duties.

To see a full list of our Board of Directors and Governors, visit www.lhch.nhs.uk

NON EXECUTIVE DIRECTORS

(AS AT 01/04/20)

Neil Large, Chair

Dr Nicholas Brookes, Non Executive Director

Mark Jones, Non Executive Director

Julian Farmer, Non Executive Director

Professor Bob Burgoyne, Non Executive Director

Karen O'Hagan, Non Executive Director

EXECUTIVE TEAM

(AS AT 01/04/19)

Jane Tomkinson, Chief Executive

Dr Raphael Perry, Deputy Chief Executive & Medical Director

Jonathan Develing, Director of Strategic Partnerships

Sue Pemberton, Director of Nursing & Quality

Karen Edge, Chief Finance Officer

Lucy Lavan, Director of Corporate Affairs

Dr Marga Perez Casal, Director of Research & Innovation

Sue Hodgkinson, Interim Director of People and Culture

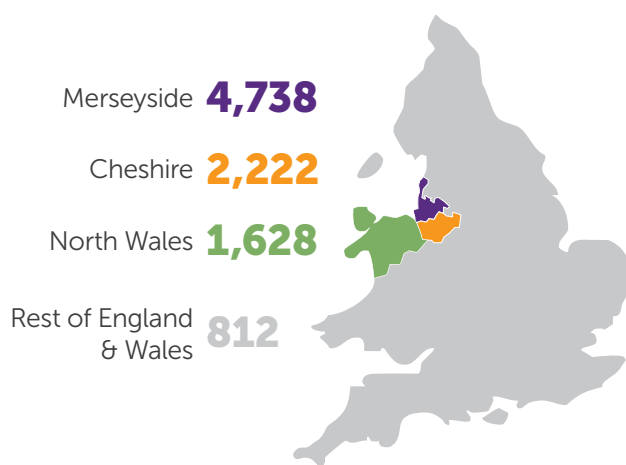
Hayley Kendall, Chief Operating Officer

*Kate Warriner joined LHCH as Chief Digital and Information Officer (shared position with Alder Hey Children's NHS Foundation Trust) on 1st July 2020.

OUR MEMBERS MATTER

The foundation trust members of LHCH make a real contribution to improving the health of our communities. By actively keeping an engaged membership, this supports the delivery of our mission to provide excellent, compassionate and safe care for our patients and our populations, every day.

As a Foundation Trust we have 9,400 public members, which exceeds the minimum target of 8,500 members. Anyone over the age of 16 is eligible to become a public member. The public constituency is split into the following four geographical areas:



All permanent members of staff and those who have worked for the Trust for more than twelve months are members on an 'opt out' basis.

WHAT OUR MEMBERS HAVE DONE THIS YEAR

- Attended health awareness events on a variety of topics including a Healthy Lungs, Obstructive Sleep Apnoea and Cardiovascular Disease. These events are always open to members of the public and other stakeholders are welcome.
- Shaped our quality account priorities by attending an annual focus group.
- Been invited to attend quarterly Council of Governor meetings and the Combined Annual Council of Governors' and Annual Members' Meeting.
- Received regular communications including electronic and paper editions of Members Matters – the newsletter for all our staff and public members.
- Given opportunity to stand for election to the Council of Governors to represent their constituents.
- Voted in Council of Governor elections to share their views on their preferred candidate(s).

During the Covid 19 pandemic, unfortunately we have had to postpone our scheduled face to face community events to ensure the safety of our public and staff members. However, we have continued to communicate with our members to ensure they are kept up to date through the distribution of our Members Matters newsletter and by providing regular updates on our website and social media platforms. We look forward to meeting our members face to face again as soon as it is safe to do so.



To find out more about becoming a member:

🖱 www.lhch.nhs.uk

☎ **0151 600 1410**

✉ membership.office@lhch.nhs.uk

OUR FINANCES

In 2019/20 Liverpool Heart and Chest Hospital delivered a normalised surplus of £3.7m (£2.1m surplus, plus the reversal of an impairment of £1.5m). This was above the requirements set by our regulator, NHS Improvement, by £0.7m. Good financial management and performance throughout the year has enabled LHCH to continue investing in the equipment, buildings and environment necessary to provide the best possible patient care.

To deliver this surplus, we have delivered efficiency improvements of 2.3% equating to £3.1m. This has been done whilst maintaining the highest levels of quality and safety in the services we provide.

This included total income of £157.6m, total operating expenses of £153.2m, financing costs of £2.3m, and exceptional items (excluded from the normalised position) of £1.5m.

In summary, we reported a normalised surplus for the year of £3.7m, represented by the surplus for the year from continuing operations of £2.1m plus an exceptional item of £1.5m. This has allowed us to increase our capital investment in 2020/21 to maintain and advance our high standards of patient care.

In addition, there will be additional capital investment to ensure the Trust is covid-secure for our staff and patients.

Financial statements for our Trust are independently audited by Grant Thornton UK LLP, who issue a report to the Council of Governors and Board of Directors with their opinion of the accounts.

Grant Thornton reported that, in their opinion, the 2019/20 financial statements give a true and fair view of the financial position of our Trust, with the exception of the valuation of physical inventories, and have been properly prepared in accordance with the Department of Health and Social Care General Accounting Manual (GAM) 2019/20, with detailed requirements for Foundation Trusts set out in the NHS Foundation Trust Annual Reporting Manual (ARM) and the directions of the National Health Service Act 2006. Due to the national lockdown arising from the Covid-19 pandemic the Trust did not count all its physical inventories and the auditors were unable to obtain sufficient appropriate audit evidence regarding the Trust's physical inventory value of £3m. As this is a material value the auditors have qualified their opinion of the Trust accounts in 2019/20.

During 2020/21 we plan to spend £10.6m on our capital programme, which will include:



£3.3m on refurbishment of the hospital's electrical infrastructure



£3.8m on the first phase of the reconfiguration and refurbishment of the catheter labs



£1.0m for the development and maintenance of the estate



£1.0m for medical equipment replacement across theatres, catheter labs and wards



£0.8m for the refurbishment of wards and staff areas



£0.7m investments in IT infrastructure and equipment

To access a full set of our annual accounts, please visit the **About Us** section of our website www.lhch.nhs.uk or call **0151 600 1616**.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Trust	
	2019/20	2018/19
	£000	£000
Operating income from patient care activities	144,710	137,102
Other operating income	12,922	19,813
Total operating income from continuing operations	157,632	156,915
Operating expenses	(153,185)	(138,939)
Operating surplus from continuing operations	4,447	17,976
Finance income	169	85
Finance expenses	(33)	(19)
PDC dividends payable	(2,466)	(2,499)
Net finance costs	(2,310)	(2,434)
Gains/(losses) on disposal of non-current assets*	-	6
Share of profit of associates/joint arrangements	(4)	(1)
Surplus for the year from continuing operations	2,133	15,547
Other comprehensive income		
Will not be reclassified to income and expenditure:		
Impairments	(854)	(12,165)
Revaluations	1,173	3,040
Total comprehensive income/(expense) for the period	2,452	6,423
Surplus/(deficit) for the period attributable to:		
non-controlling interests; and	-	-
the Foundation Trust	2,133	15,547
Total comprehensive income / (expense) for the period attributable to:		
non-controlling interests; and	-	-
the Foundation Trust	2,452	6,423

STATEMENT OF FINANCIAL POSITION

	Trust	
	2019/20	2018/19
	£000	£000
Non-current assets:		
Intangible assets	502	654
Property, plant and equipment	86,668	82,846
Investments in associates and joint ventures	44	48
Total non-current assets	87,214	83,547
Current assets:		
Inventories	3,094	3,413
Trade and other receivables	11,275	16,205
Non-current assets held for sale / assets in disposal groups	-	-
Cash and cash equivalents	30,249	17,724
Total current assets	44,618	37,343
Current liabilities:		
Trade and other payables	(21,984)	(18,068)
Borrowings	(321)	(226)
Provisions	(1,358)	(667)
Other liabilities	(1,125)	(977)
Total current liabilities	(24,788)	(19,938)
Total assets less current liabilities	107,044	100,952
Non-current liabilities:		
Borrowings	(2,537)	(16)
Provisions	(1,181)	(126)
Other liabilities	(81)	(81)
Total non-current liabilities	(3,799)	(223)
Total assets employed	103,245	100,729
Financed by:		
Public dividend capital	64,218	64,154
Revaluation reserve	11,595	11,293
Income and expenditure reserve	27,431	25,281
Total taxpayers' equity	103,245	100,729

Liverpool Heart and Chest Hospital
NHS Foundation Trust

Thomas Drive
Liverpool
L14 3PE

 0151 600 1616  www.lhch.nhs.uk  @LHCHFT

