

Board of Directors (In Public)
Item 1.8

Subject: Chief Executive's Report
Date of Meeting: Wednesday 31st January 2024
Presented by: Jane Tomkinson, Chief Executive
Purpose of Report: To Note

BAF Reference	Impact on BAF
All	The report updates on a range of issues.

Level of assurance (<i>please tick one</i>)					
<i>To be used when the content of the report provides evidence of assurance</i>					
<input checked="" type="checkbox"/>	Acceptable assurance	<input type="checkbox"/>	Partial assurance	<input type="checkbox"/>	Low assurance
	Controls are suitably designed, with evidence of them being consistently applied and effective in practice		Controls are still maturing – evidence shows that further action is required to improve their effectiveness		Evidence indicates poor effectiveness of controls

1. CMAST

The CMAST provider collaborative has gained national recognition after winning Provider Collaboration of the Year at November's HSJ Awards. The award was won for the Elective and Transformation Programme which is testament to the work of all Trusts within the collaborative.

Clinical Pathways (CPP)

The CPP Programme continues to work with orthopaedics, dermatology, ENT and gynaecology and, in January with the addition of cardiology, specifically considering the acute coronary syndrome pathways and wider review of the Get it Right First-Time program and utilisation within local catheter laboratories.

Other programs within CMAST include the full breadth of diagnostics tests, radiology, and pathology services. For each of these services there is considerable transformation and digital innovation in progress.

Quality Focus

There are various pieces of work in place that have a focus on quality for our patients across Cheshire and Merseyside. Highlights from this month include:

- A CMAST Quality Steering Group has been established, led by the Associate Director of Quality, to lead and direct quality focussed activities within the 5 CMAST programmes. The group will include representatives from each of the programmes and will meet monthly.
- Engagement continues with each of the CMAST Programme Boards for Patient Care and Experience, with initial focus on creating infographics demonstrating the work taking place across our programmes.

- A task and finish group has been established with clinical colleagues from across the C&M system to focus on 'Monitoring Patient Harm – implementing a governance process across C&M'.
- Some of the team visited East Cheshire Hospital Trust on 23rd November to collect patient feedback on the patient engagement portals and the findings will be fed back into the outpatient programme. Future visits are scheduled for LUHFT as the other green site in C&M.
- Work is also underway supporting the Efficiency at Scale IPC Collaboration Group, the development of an ICB QIA template and the System Learning Coordination Group.

Financial position

The overall C&M Financial position continues to deteriorate however following the significant work across C&M to remodel the finances based on funding made available to support the impact of industrial action and a nationally mandated pause on several planned investments, C&M has reforecast and submitted in line with the original plan.

The November CMAST Briefing is appended to this report.

2. Industrial Action Update

During December 2023 and January 2024 the Junior Doctors staged the longest strike action to date with nine days of strikes enacted in support of national pay disputes. As a Trust we delivered a robust plan to manage any potential gaps and safety as a priority. The strikes impacted our ability to deliver planned activity leading to a number of cancellations and reduction of activity during this period. Financial and Activity impact is continuously reviewed as a Trust and System and mitigation put in place where possible to look at delivery against our statutory targets.

3. EPRR core standards

An update on the NHSE emergency preparedness resilience and response (EPRR) core standards assurance exercise was reported to the Board of Directors in November 2023. Following the feedback, the team have been progressing delivery against the core standards action plan. Progress includes a new approved EPRR policy, business continuity management system (BCMS), and an enhanced adverse weather plan (reflecting the UK Health Security Agency adverse weather plan). A further table top exercise was also conducted on 28th November which was well attended and the feedback from the exercise formally reported. A task and finish group has been established to oversee the completion of the action plan and this will report to the EPRR group who in turn provide assurance to the Risk Management Committee. We are also working closely at Cheshire and Merseyside system level to contribute to system developments to support improvements in compliance. Further updates will be provided to the Board of Directors in advance of the 2024 core standards submission (anticipated to be September 2024).

4. Liverpool Legal Services Collaboration

LHCH has been working closely with LUHFT and Liverpool Womens Hospital to explore the options to develop collaborative working in respect of legal services. This feeds into the Efficiency at Scale Programme through the CMAST workstreams. As part of this development the three organisations have signed an MOU which will provide the basis for developing the offer and service model. There is a Programme Board in place with executive leads from each organisation, and a task and finish group involving the teams. The next stage is to develop the priorities, benefits and operating model options. NHS England are also supporting this collaboration through a national programme.

5. Recommendations

The Board of Directors is asked to review the content of this report.