

# Public Document Pack



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To:

The Chair and Members of the Overview and  
Scrutiny Comm

Date: 19 October 2022

Our Ref:

Your Ref:

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Dear Councillor

## **OVERVIEW AND SCRUTINY COMMITTEE (ADULT SOCIAL CARE AND HEALTH) - TUESDAY 18TH OCTOBER, 2022**

I refer to the agenda for the above meeting and now enclose the following document which was unavailable when the agenda was published.

### **Agenda No.**

### **Item**

4. **Liverpool University Hospital NHS Foundation Trust - Update** (Pages 3 - 22)  
Dr. Clare Morgan, Director Strategy, Liverpool University Hospital NHS Foundation Trust, to attend

Yours faithfully,

Democratic Services

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# The LUHFT Improvement Plan

Clare Morgan  
Director of Strategy

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Sefton Council's Overview and Scrutiny Committee (Adult Social Care & Health)  
18/10/2022



Agenda Item 4

LIVING OUR VALUES



# LUHFT Improvement Plan

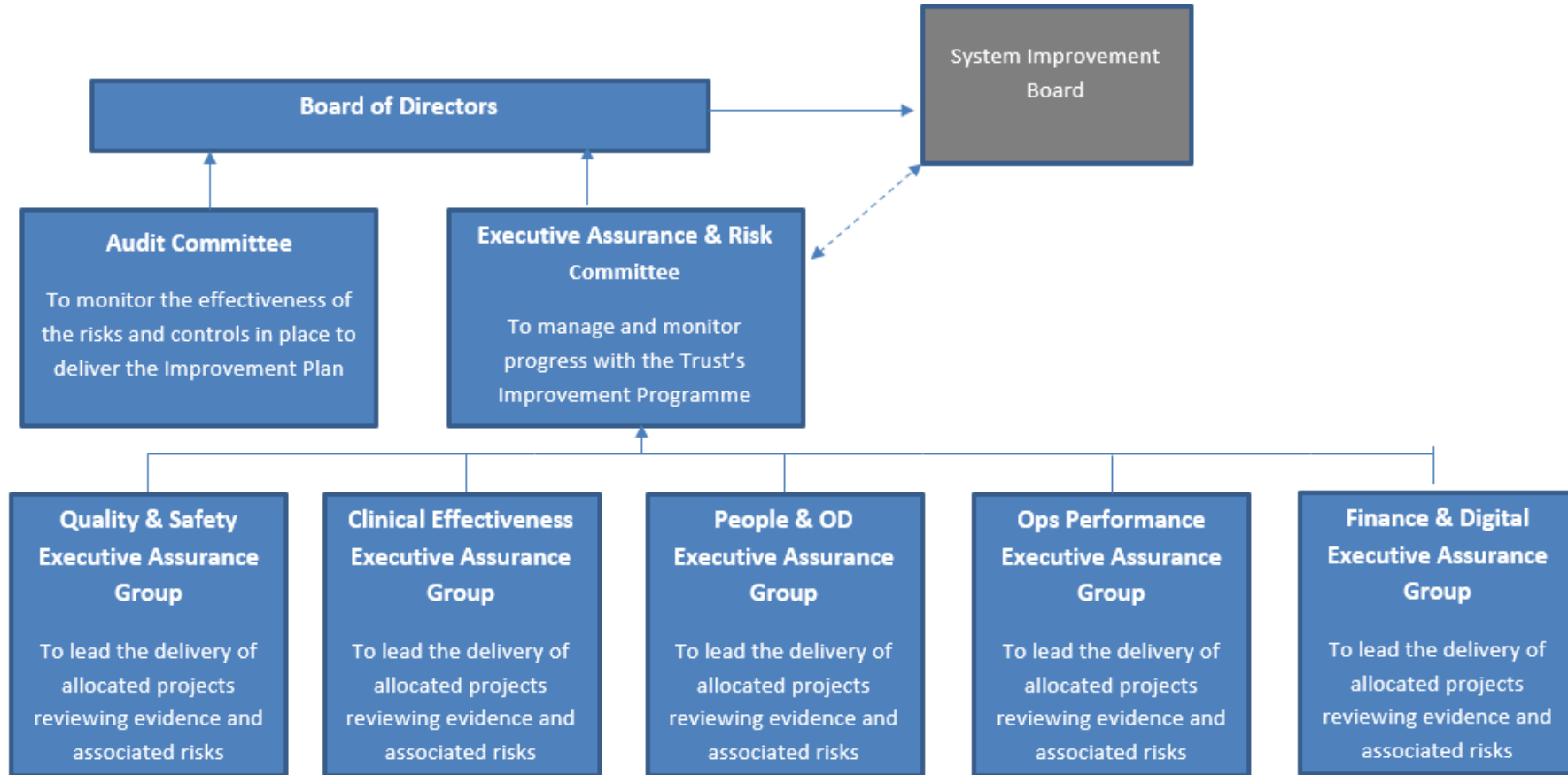
	Theme	Work Programme(s)
1	Operational Improvement	Whole System Flow <ul style="list-style-type: none"> <li>Partnerships; Ward processes; site coordination; Section 31 Safety in A&amp;E</li> </ul>
		Elective Recovery & Outpatients Recovery <ul style="list-style-type: none"> <li>Long waits; harm surveillance; outpatient transformation; elective/outpatient admin</li> </ul>
2	Quality and Safety	Safety Improvement <ul style="list-style-type: none"> <li>Fundamentals of care and deteriorating patients collaboratives; safety in procedures; dementia &amp; delirium care; medicines safety; sepsis; VTE</li> </ul> Clinical Reliability Groups
3	Governance and Assurance	Well-led review Clinical Governance Improvement <ul style="list-style-type: none"> <li>Learning framework; complaints process; incident investigation</li> </ul> Financial Improvement & Governance Clinical Strategy, aligned to system and Place priorities
4	People Integrated OD Plan	Workforce <ul style="list-style-type: none"> <li>Recruitment; retention; wellbeing; appraisals;</li> </ul> Organisational Development <ul style="list-style-type: none"> <li>Leadership development; culture</li> </ul>

# System Oversight Framework 4 (SOF4)

## Exit Criteria

1. No outstanding actions arising from regulatory notices
2. Demonstrable robust systems and process relating to safety and quality
3. Evidence of effective systems and processes to support delivery NHS Constitutional standards
4. Demonstrable commitment to developing a culture of safety, compassion and inclusivity with high engagement
5. Demonstrable robust organisation wide governance structure in place
6. Agreement of a long-term clinical and financial sustainability plan for LUHFT that contributes to the system financial plan and plan for sustainable services

# Improvement Plan Overarching Governance



# Our Culture Improvement Journey

## LUHFTs Culture Change and Improvement Approach and Priorities: 2022-2023



**Effective Leadership:** Leaders who take charge of and guide culture, engage with staff, listen, and support. Promote a culture of safety for all, embedding continuous learning & improvement processes at all levels

**Culture:** A generative culture in which creating safety is the ultimate aim. High levels of psychological safety. Low burnout, High resilience. Clear accountabilities, teamwork, effective communication, and organisational self-reflection

**A Learning System:** A visible, transparent, continuous way of learning - Focussed on continuous learning, improvement, and measurement for growth

## Where are we now?

- Different approach to how we want the organisation to work in future
- Embedding organisational changes made in January to site based models of leadership
- Primary focus for right now needs is on the Trust Improvement Plan
- System Improvement Board with regulators and others monthly
- Still lots to do but confident that progress is being made





# Integration & New Hospital Programme

Building Our Future Together

18<sup>th</sup> October 2022

Royal Liverpool



Aintree



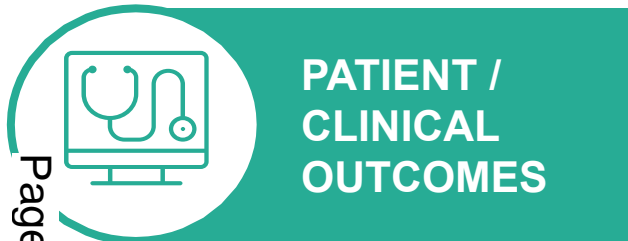
Broadgreen



# Integration & New Hospital Programme

## Context

The merged Trust has provided an opportunity to reconfigure services in a way that:



➤ Provides the best healthcare services for the city

➤ Improves the quality of care and health outcomes that patients experience

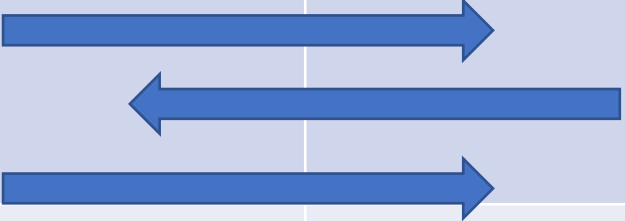
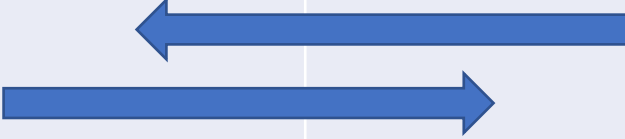

➤ Reduces variation in service outcomes and inequalities experienced by the North Mersey population

➤ Provides the best place to train and work for healthcare professionals in Liverpool and the North West



# Reconfiguration / Integration

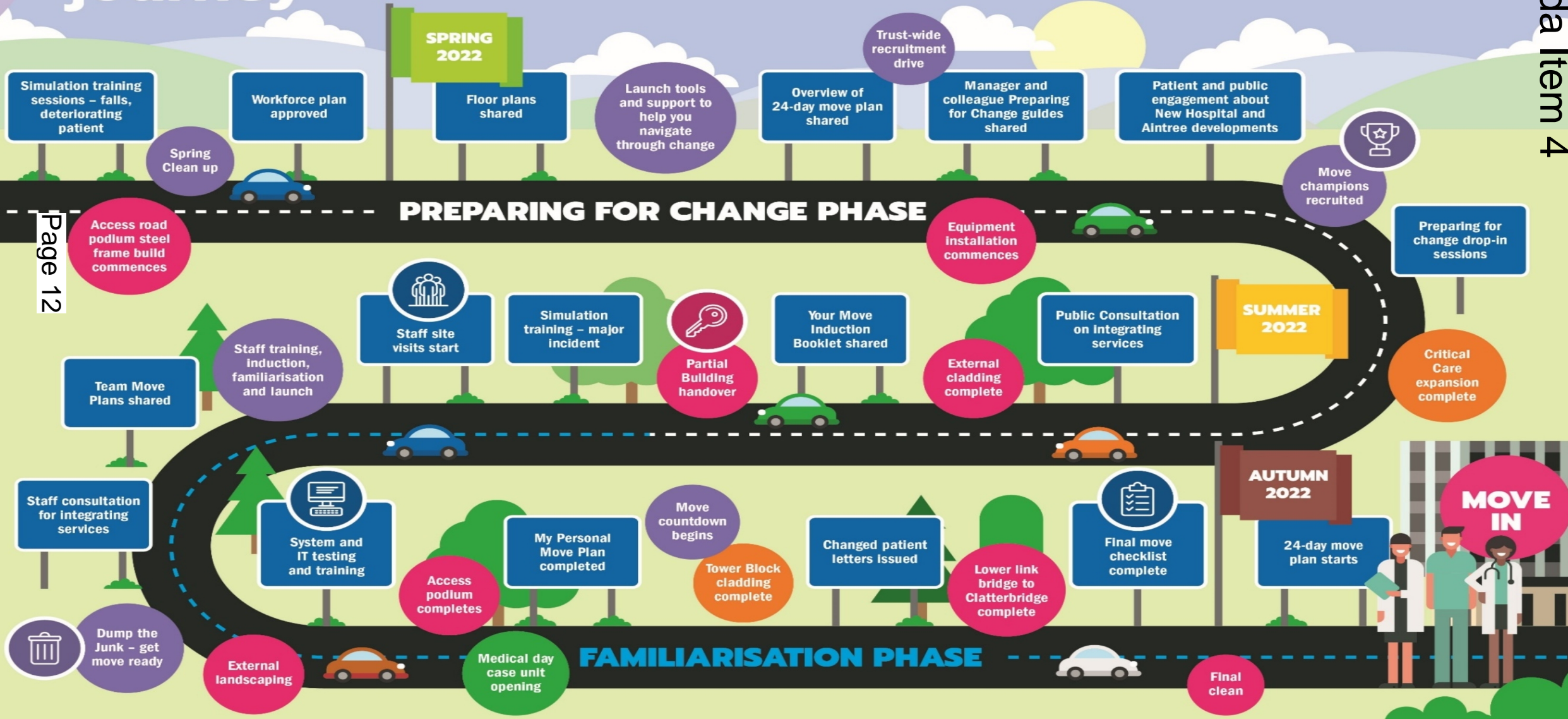
## Summary Moves...

Service	Royal Liverpool Hospital	Aintree Hospital	Service
Acute Surgery (2023)			Liver & Complex C/Rectal Surgery
Vascular Surgery			Urology
Stroke Services			Nephrology

# Your Building Our Future Together journey

This roadmap outlines how we will work together to integrate our services, develop our estate and prepare for our move into the New Royal.

● New Royal Estate Developments ● Aintree Estate Developments ● Broadgreen Estate Developments



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Simulation training sessions – falls, deteriorating patient

Workforce plan approved

Floor plans shared

Launch tools and support to help you navigate through change

Overview of 24-day move plan shared

Trust-wide recruitment drive

Manager and colleague Preparing for Change guides shared

Patient and public engagement about New Hospital and Aintree developments



Move champions recruited

Spring Clean up

## PREPARING FOR CHANGE PHASE

Access road podium steel frame build commences

Team Move Plans shared

Staff training, induction, familiarisation and launch

Staff site visits start

Simulation training – major incident

Partial Building handover

Your Move Induction Booklet shared

Equipment installation commences

External cladding complete

Public Consultation on integrating services

SUMMER 2022

Preparing for change drop-in sessions

Critical Care expansion complete

Staff consultation for integrating services

System and IT testing and training

Access podium completes

My Personal Move Plan completed

Move countdown begins

Tower Block cladding complete

Changed patient letters Issued

Lower link bridge to Clatterbridge complete

Final move checklist complete

AUTUMN 2022

24-day move plan starts

MOVE IN

Dump the Junk – get move ready

External landscaping

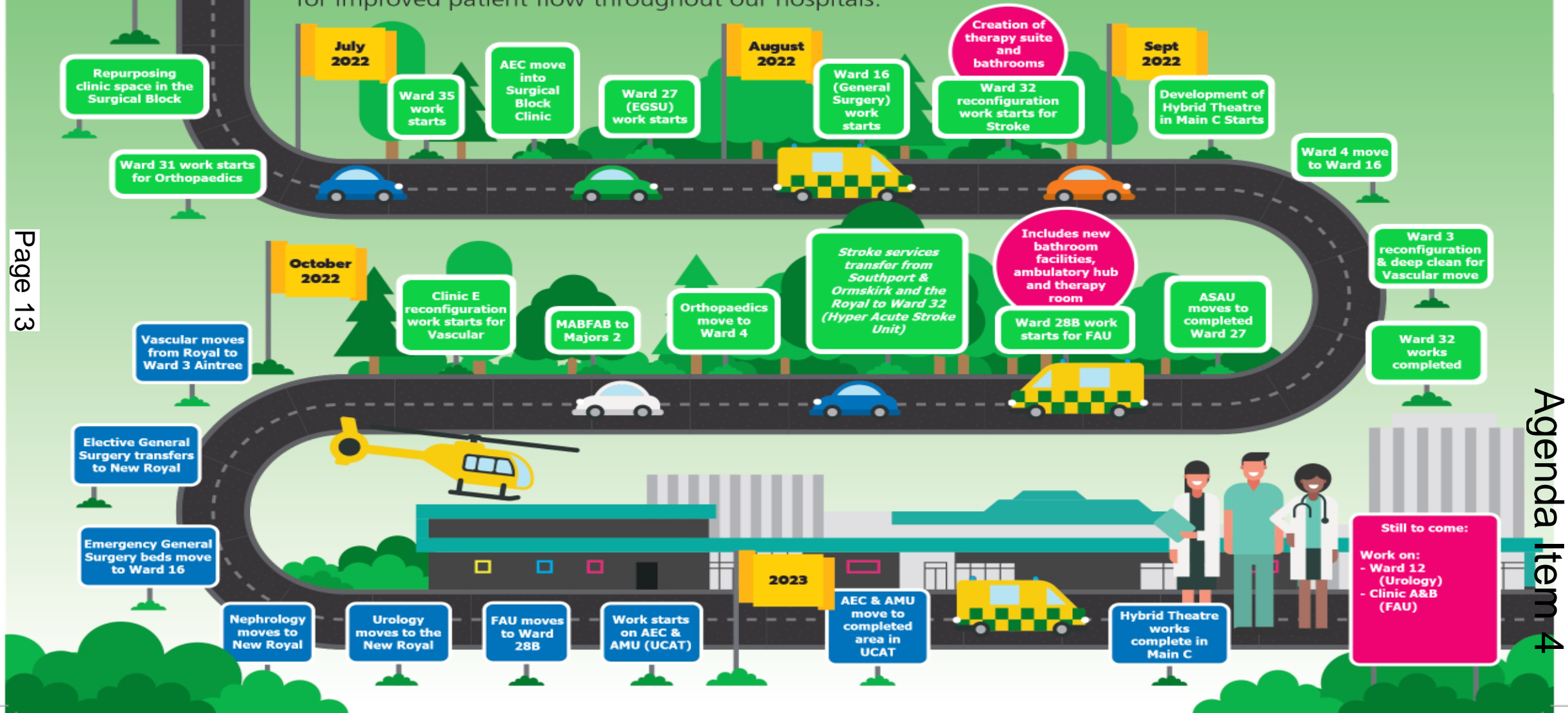
Medical day case unit opening

## FAMILIARISATION PHASE

Final clean

# Building Our Future Together at Aintree

This roadmap outlines how we are reconfiguring Aintree to allow for improved patient flow throughout our hospitals.



# Stroke Assessment Unit



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# New hybrid theatres



# The Journey so far...

- Ward 16 – Surgical Ward (transfer from Ward 4)
- ASAU (Ambulatory Surgical Assessment Unit) – to Ground Floor
- Orthopaedics from Ward 3 transferring to Ward 4
- Vascular preparation
  - Ward 3
  - Clinic E for Vascular Lab transfer
- Ward 28B (previously SAU) estate works to enable Frailty to transfer
- Aintree Tactical Command Centre established – 14/9/22





# The Journey so far...

- Aintree Tactical Command Centre established – 14 September
- IV Access team relocated to Ward 19
- AEC – Clinic area (interim)
- MAB/FAB transferred to Majors 2
- Ward 35 - DMOPS Ward
- Ward 32 - the opening of the HASU
  - S&O stroke service transferred 19<sup>th</sup> September
  - RLH stroke service transfer 26<sup>th</sup> September

# What is next...

- Vascular service transfer to Aintree (Ward 3) – **Tuesday 11/10/22**
- Nephrology inpatient beds transfer to New Royal (Ward 7B/C) – **Saturday 15/10/22**
- Urology inpatient beds transfer to New Royal (Ward 5B/6B) – **Monday 17/10/22**
- Liver & Colorectal inpatient beds transfer to New Royal (Ward 5C/5D) – **Tuesday 18/10/22**
- Aintree Tactical Command Centre stood-down – **Friday 21/10/22**
- AEC transfers to front of hospital – **Friday 16/12/22 (tbc)**



# New Hospital Bed Modelling – Version 2.0 – 25.06.22 – Final\*

10	Plant & Restaurant			
9	Office and conference facilities			
8	D ID/CP 28	A ID 19	B ID/CP 14 Palliative Care 8/Haem 6	C Diabetes & End 28
7	D DMOPS 28	A DMOPS 28	B Renal & Transplant 14 Nephrology 14	C Nephrology 28
6	D ESAU 14 Respiratory 14	A Cardiology 28	B Urology 14 Breast 4 Ophthalmology 10	C Respiratory 28
5	D Colorectal 28	A UGI/Liver 28	B Urology 28	C Pancreas 28
4	D Gastroenterology 28	A Gastroenterology 28	B Gastroenterology Unit (Endoscopy)	C CRF 26
3	Plant & Trust Board			
2	D A	Critical Care (ITU/HDU/POCCU) 40		Same Day/Admissions & Theatres
1	D Cardio-Respiratory	A FAU 16 RSU 10	Emergency Department ACU – Plus step up AMU SDEC	
0	OPD/OPD Pharmacy/Radio Pharmacology/Nuclear Medicine/Radiology			
-1	Ophthalmology/OPD/Breast OPD/Nephrology Dialysis Unit			

\* Subjective to NHSE/I approval and Public Consultation



# The cross site moves.....

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HASU beds from Ward 33 to Ward 32	Mon 19/09/22	Mon 19/09/22
<b>Stroke service transfers from S&amp;O (Ward 32)</b>	<b>Mon 19/09/22</b>	<b>Mon 19/09/22</b>
<b>Stroke service transfers from RLH (Ward 32)</b>	<b>Mon 26/09/22</b>	<b>Mon 26/09/22</b>
Elective General Surgery transfer to NH	Tue 11/10/22	Tue 11/10/22
<b>Vascular move from old RLH to Ward 3</b>	<b>Tue 11/10/22</b>	<b>Tue 11/10/22</b>
<b>Nephrology move from Ward 15 to New Hospital</b>	<b>Sat 15/10/22</b>	<b>Sat 15/10/22</b>
<b>Urology move to New Hospital</b>	<b>Mon 17/10/22</b>	<b>Mon 17/10/22</b>
Ward 15 deep clean - once empty	Mon 17/10/22	Fri 21/10/22
Ward 17B de-escalation	Mon 17/10/22	Mon 17/10/22
<i>Ward 17 works start - bathrooms, painting and decorating</i>	<i>Wed 19/10/22</i>	<i>Sat 12/11/22</i>
Ward 15 becomes decant ward	Mon 24/10/22	Mon 24/10/22
Decant programme re-commences	Mon 24/10/22	Mon 24/10/22
ICU moves to Ward 28B (MAB/FAB becomes available)	Thu 27/10/22	Thu 27/10/22
UCAT (current Frailty) reconfiguration works - timescales to be confirmed	Fri 28/10/22	Thu 15/12/22
EGS beds move from Ward 29 to Ward 17	Mon 14/11/22	Mon 14/11/22
Move AMU from Ward 27 to UCAT	Wed 04/01/23	Wed 04/01/23
Open short stay beds on Ward 29	Thu 05/01/23	Thu 05/01/23
AEC move from Surgical Clinic to UCAT	Sun 08/01/23	Sun 08/01/23
Work commences on clinics A & B	Thu 09/02/23	Tue 20/06/23
Acute surgery move from NH into ward 17	Mon 03/04/23	Mon 03/04/23
Ward 13 works complete for urology diagnostics	Mon 03/04/23	Mon 03/04/23
Handover of Main C Hybrid Theatre	Tue 18/04/23	Tue 18/04/23
RAC Roofing programme - ongoing throughout programme		



Agenda Item 4

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