



Wirral University
Teaching Hospital
NHS Foundation Trust

Clinical Service Strategy

2021 to 2026



together
we will



Foreword

“I am delighted to welcome you to our Clinical Service Strategy which demonstrates our commitment to providing outstanding care. We wanted to provide our clinical service teams with a platform to express what is important to our patients and subsequently what is needed to enable them to deliver the best quality and safest care. Listening to our clinical teams means our Clinical Service Strategy has been developed using information, knowledge and expertise from our staff who deliver our clinical services and care for our patients. This approach has produced clinical service priorities that stem from our patients and belong to our staff, empowering us to strive for improvements and keep our patients at the centre of everything we do”.

**Dr Nicola Stevenson,
Medical Director and Deputy Chief Executive**

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Introduction

Our journey to deliver the best quality and safest care to the communities we serve

Our Clinical Service Strategy forms one of seven enabling strategies, through which Our 2021-2026 Strategy will be delivered. Our Clinical Service Strategy sets out our intention to provide the best acute hospital services to the communities we serve.

This goes beyond a typical Clinical Service Strategy due to the level of engagement that has taken place with our clinical service teams. Facilitated staff engagement workshops have been undertaken with 32 clinical service teams over the past eight months. During the workshops each clinical service team completed a SWOT analysis to determine areas for development and improvement over the next five years. Following detailed discussion each clinical service team produced their own individualised specialty priorities, aligned to our 2021-2026 strategic objectives.

Our clinicians based the strategy on previous discussions with our local population. This approach has produced 32 meaningful speciality level Clinical Service Strategies that belong to our clinical service teams.

Our Divisions will develop their annual operational and strategic plans focused upon their specialties clinical service priorities. The Clinical Service Strategies will also influence our other enabling strategies to ensure we are working in the same direction of travel, to deliver our strategic objectives and ultimately our vision.

This document outlines how the Clinical Service Strategy was developed, the highlights of our specialty level Clinical Service Strategy priorities which form this overarching Clinical Service Strategy, how the Clinical Service Strategy will be implemented and how progress in delivering our priorities will be monitored.

Background

Developing Our 2021-2026 Strategy

Our previous strategic focus was upon our top three priorities: patient flow, outpatients and peri-operative medicine. Our Clinical Divisions aligned their operational plans to support improvements in each of these three areas. However, clear strategic objectives for all to work towards, aimed to ultimately deliver our vision were not defined. Therefore, our Trust Board decided further work was needed to create a new, clear and meaningful strategic direction.

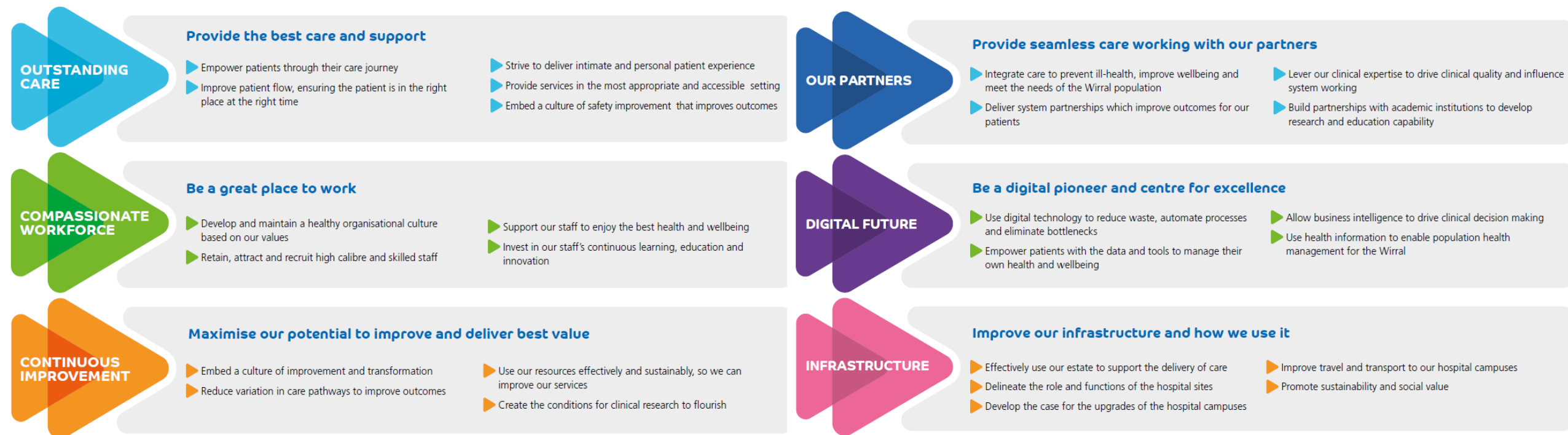
Our journey to develop our new strategic direction began early 2020, through a robust process of research and engagement as described.

Our 2021-2026 Strategy launched October 2020 outlining our intentions and setting out our specific strategic objectives to focus progress over the next five years.



Our 2021-2026 Objectives and Priorities

Our six strategic objectives and priorities demonstrate our intension to provide outstanding care across the Wirral through our hospital sites and units, as a lead provider within the Wirral system. We will be a Hospital Trust that patients, families and carers recommend and staff are proud to be part of.



Strategic Framework

Our Enabling Strategies

Our 2021-2026 Strategy will be delivered through seven enabling strategies as shown.

This Clinical Service Strategy details the clinical service priorities for the next five years aligned to our strategic objectives, to ensure we are all working towards the same goal in delivering our vision.

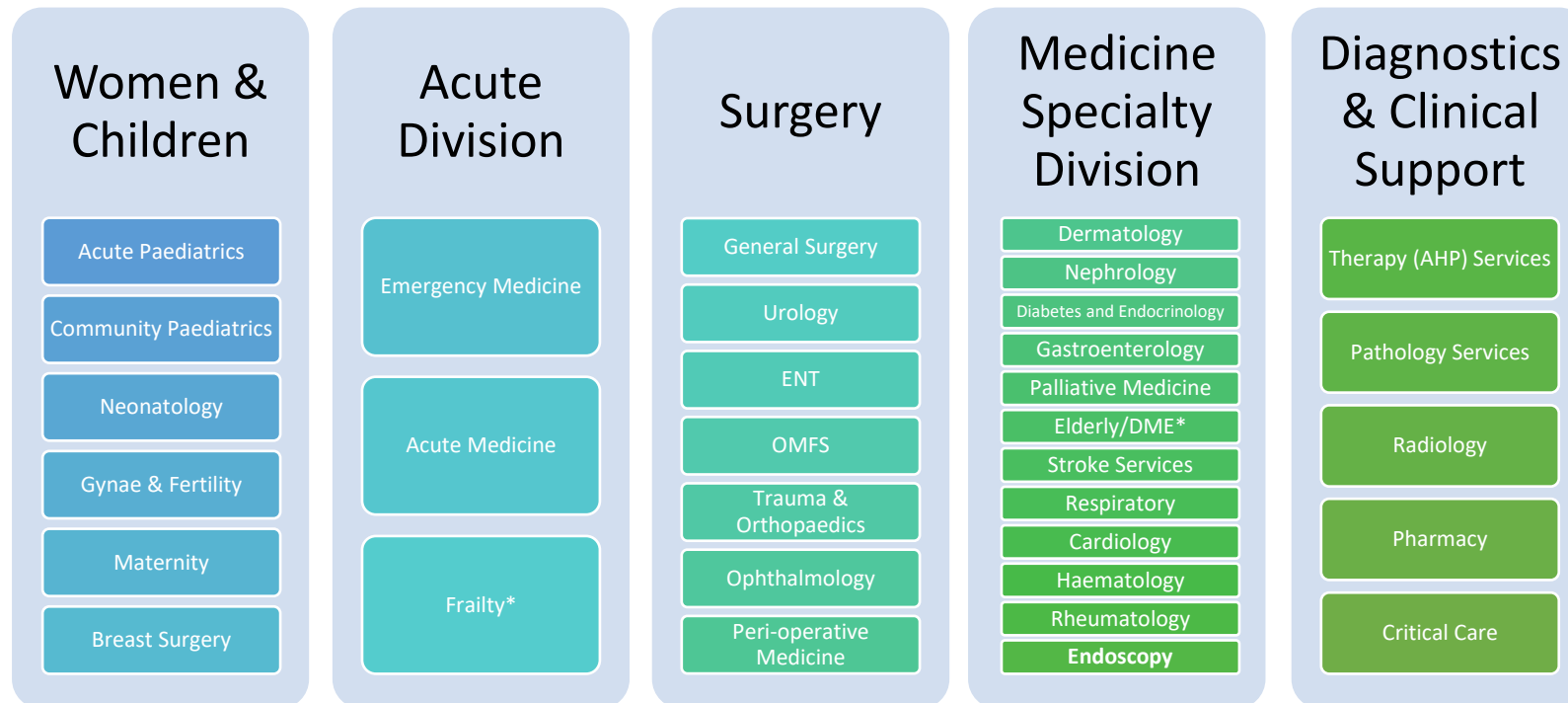
The Clinical Service Strategy will act as a thread running through each of the remaining enabling strategies. This approach is designed to empower clinical teams to direct the future of their services and provide the best acute hospital services to the communities we serve.



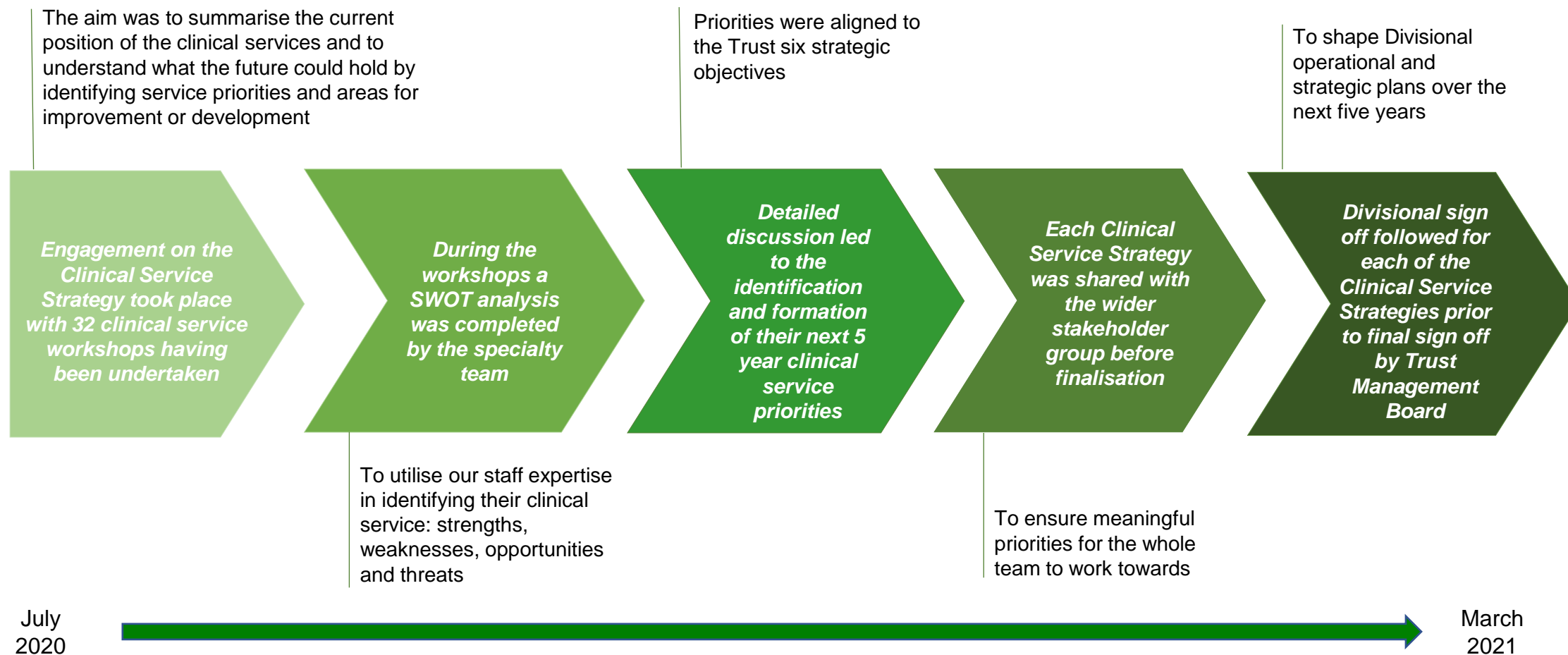
Our Clinical Service Specialties

Clinical Services are provided within specialty Directorates, each led by a triumvirate comprising a Clinical Director, Associate Director of Nursing and Divisional Manager. The Directorates form 5 Clinical Divisions, each led by a triumvirate comprising an Associate Medical Director, Divisional Director of Nursing and Divisional Director.

The below table presents our 5 Divisions and the 32 clinical specialties identified by our Divisional triumvirates to develop individualised specialty level Clinical Service Strategies. Our smaller specialised clinical teams have been considered under the umbrella of their wider Divisional clinical specialties.



Developing Our Clinical Service Strategy



Highlights of Our Specialty Level Clinical Service Strategies

2021 to 2026



Clinical Service Strategy Priorities

Key Themes

Clear key themes arose from the 32 specialty level Clinical Service Strategies. Here we reveal the key themes to form the overarching Clinical Service Strategy which details our clinical service priorities for the next five years, aligned to our strategic objectives.

All 32 specialty level Clinical Service Strategies can be found in Appendix 2.



Outstanding Care Priorities

To provide the best care and support we will:

- Explore and review our patients' journey across the healthcare system to improve the quality and efficiency of patient pathways.
- Assess and review models of care, as required, to ensure patients receive outstanding care at the right place, at the right time.
- Empower patients in their care journey and involvement in future service developments.
- Achieve clinical accreditations and high performing KPIs.
- Embed a proactive population health approach.



Compassionate Workforce Priorities

To be a great place to work we will:

- Develop a Trust wide Workforce Plan encompassing new roles, new ways of working, upskilling, future supply and leadership.
- Improve recruitment and retention by becoming the employer of choice.
- Embed WUTH's vision and values to support culture within the team and improve staff experience and wellbeing.
- In line with the Workforce Plan and Competency Frameworks, review the Learning and Development Plan and Talent Management Plan.

Continuous Improvement Priorities

To maximise our potential to improve and deliver best value we will:

- Build and embed a culture of learning and improvement to continuously enhance the services and care we provide to our population.
- Strengthen our research culture, capacity and capability, through investment, specialist workforce and partnerships with academic and corporate institutions.
- Produce and implement a Transformation and Improvement Plan aligned to Estates and Capital Plans and driven by accurate data intelligence, including bed modelling.
- Utilise the learning from the response to COVID-19.



Our Partners Priorities

To provide seamless care working with our partners we will:

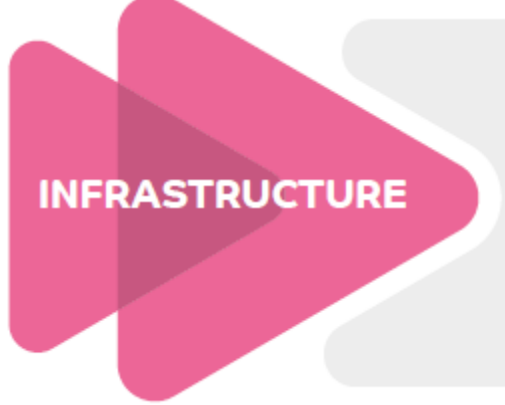
- Through the Healthy Wirral partnerships deliver seamless integrated care for patients ensuring they receive high quality care in the right place at the right time.
- Build on existing and develop new education partnerships to develop the workforce and to increase research capacity and capability.
- Work collaboratively with local and regional partners to ensure the population of Wirral receive outstanding care.
- Develop and strengthen our regional and national networks.
- Ensure patient and carer involvement in all clinical transformation programmes.
- Develop a learning and development collaborative approach with key partners.
- Enhance internal relationships to enable high quality care and experience and improve patient flow.



Digital Futures Priorities

To be a digital pioneer and centre for excellence we will:

- Develop business intelligence dashboards with real time data, for each specialty, to drive clinical decision making and improve the care we provide.
- Improve population health, patient outcomes and staff experience through enhanced digital infrastructure.
- Enhance the functionality of the Patient Portal to improve patient outcomes, self care and embed shared decision making.
- Enhance and streamline the digital interface with key partners to improve patient flow in and out of the Trust.
- Increase uptake of virtual clinics, where appropriate, to improve waiting lists.



Infrastructure

To improve our infrastructure and how we use it we will:

- Develop a clinically led long term Estate Master Plan and Capital Plan to modernise and improve our estate and equipment, including the development of Clatterbridge Hospital.
- Maximise capacity and reduce waiting lists through increased theatre space and ring-fenced beds.
- Improve patient and staff experience through high quality clinical environments, including dementia friendly.

Next Steps

Implementation, Monitoring and Review



Step 1

Our Clinical Divisions are currently translating the 32 specialty level Clinical Service Strategies into their 2021-2022 operational and strategic priorities.

Step 2

The introduction of the accountability performance framework serves to support the development of Divisional operational and strategic priorities and will monitor quarterly progress against trajectories.

Step 3

Key to the success of this strategy is the active involvement of our patients and partners to ensure it meets the changing needs of the population we serve.

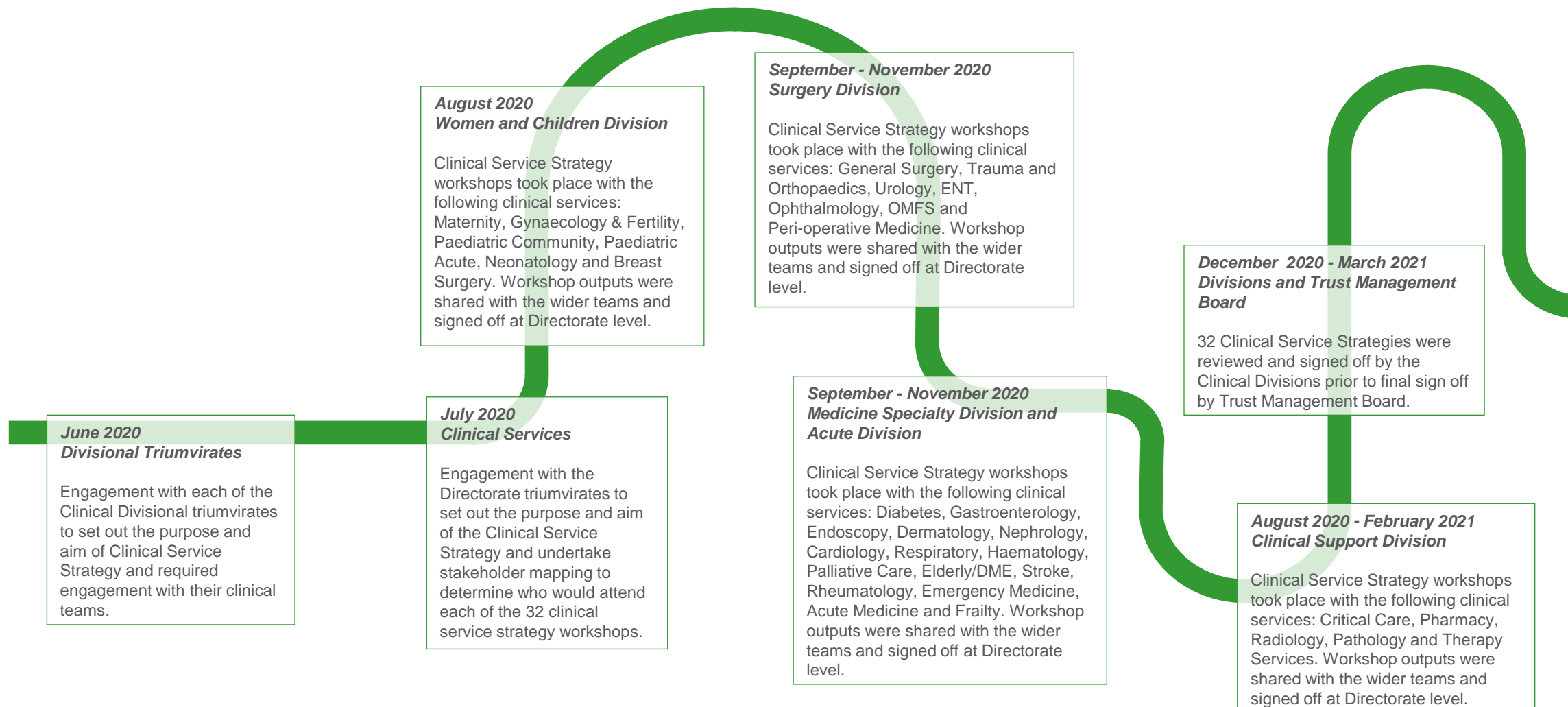
Step 4

Clinical Service Strategy priorities will be reviewed as part of annual operational and strategic planning to ensure they remain relevant to our evolving patient needs and maintain delivery momentum.

Appendix 1: Engagement Roadmap
Appendix 2: Specialty Level Clinical Service Strategies



Appendix 1: Engagement Roadmap



Appendix 2: Specialty Level Clinical Service Strategies



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PowerPoint Presentat