



**Mersey Care**  
NHS Foundation Trust

Community and Mental Health Services



# Clinical Strategy 2020/2024

[merseycare.nhs.uk](https://merseycare.nhs.uk)

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# Welcome

**We are pleased to share with you our Clinical Strategy 2020 to 2024. Our Clinical Strategy outlines our strategic aims and the foundations and principles to reach our ambition of achieving clinical excellence by focusing on prevention and integration in our clinical services and supporting the clinical development of our colleagues to attract and retain the best people in our workforce.**

**Our aim is to deliver outstanding, integrated, compassionate and safe care across all of our services.**

Together as clinicians, we will deliver a clinical model of care that will better support the population we serve where care is coproduced to enable people to take greater control of their own health and wellbeing. We will do this through providing services that are person centred and focussed on individual needs whilst being responsive, accessible and proactive.

Working together with the people who use our services and their families and carers, we will deliver our new model of care and new integrated service models that focus on preventing ill health when possible, or on preventing peoples' health from getting worse.

We will work collaboratively with partner organisations across health and social care to have greater impact on improving the health and wellbeing of our communities by becoming more preventative and integrated in our approach to meet people's physical health, mental health

and social needs. This will allow us to address wider determinants that are affecting people's health, such as their lifestyle, work, income, housing and social connections and make sure we can meet the needs of the population as a whole from birth to end of life.

Our ambition is to create the right environment to empower people to live healthier. Far too often services focus on 'fixing' people and their problems or doing things to them rather than with them. This approach only creates a culture of dependency in which people are not empowered to develop the knowledge and skills they need to proactively manage their own health needs.

With prevention at our forefront, our recovery-focused services will define people by their health assets to enhance their abilities to focus on independence and achieving their potential.

Engagement with colleagues, the people who use our services and their carers played an integral role in the development of this strategy, drawing upon their ongoing commitments to deliver high quality care and make improvements that will enhance people's experience of using services and deliver improved outcomes. They described providing services that are compassionate, kind and caring and which go beyond what people expect.

Our approach to delivering our clinical model aligns with the priorities set out in the NHS Long Term Plan which details the need for collaborative working with our system partners and the expansion of community and mental health services.

We have ambitious plans for our estates, digital technology and corporate services that align with, and will help deliver, changes in our clinical model. We will

continue to be a good partner organisation, recognising that the challenges we face are greater than any single organisation and require collective effort to address.

During the COVID-19 pandemic we have had to change the way we deliver our services. Going forward as we recover and adapt our working practices and environments ensuring these are safe, we must also have a key focus on our digital offer and embrace the world of virtual technology.

Our Clinical Strategy should be read in conjunction with our Operational Plan, which reflects the Trust's priorities within our clinical services, detailing our programmes, initiatives and key measures within Our Services, alongside Our People, Our Resources and Our Future in Mersey Care. Achieving our Trust Strategy will be supported by our Clinical Strategy.



**Trish Bennett**  
Executive Director of  
Nursing and Operations



**Dr Noir Thomas**  
Executive Medical Director

# Who we are

Mersey Care is one of the largest Trusts providing physical health and mental health services in England, serving more than 11 million people. We offer specialist inpatient and community services that support physical and mental health and specialist inpatient mental health, learning disability, addiction and brain injury services.

**11,340**  
STAFF

One of the **LARGEST** healthcare employers in the North West

**997**  
BEDS

**1 OF 3**  
providers of high secure services

**OVER**  
**£573M**  
TURNOVER

The biggest  
**IAPT**  
SERVICE  
in the NHS

Over  
**100,000**  
LIFE ROOMS  
VISITORS

Serve a population of  
**MORE THAN**  
**11 MILLION**  
in North West England and beyond

**ONE of only FIVE** NHS  
inpatient addictions services  
in the country

**6** FOR OUR LOCAL SERVICES  
**LOCAL**  
**AUTHORITIES**

- LIVERPOOL
- SEFTON
- KNOWSLEY
- ST HELENS
- HALTON
- WARRINGTON

**New provider** of  
**community services**  
across Sefton

**5,000+**  
social prescriptions  
since January 2012

Largest provider of  
**learning disability**  
forensic secure care

# Our Trust Strategy

Our vision is to provide perfect care that enables people with physical and mental health conditions, learning disabilities and addictions to live longer and healthier lives. We want to deliver Perfect Care which is Safe, Timely, Effective, Efficient, Equitable and Person centred (STEEEP)



## Our values

- Continuous improvement
- Accountability
- Respect
- Enthusiasm
- Support

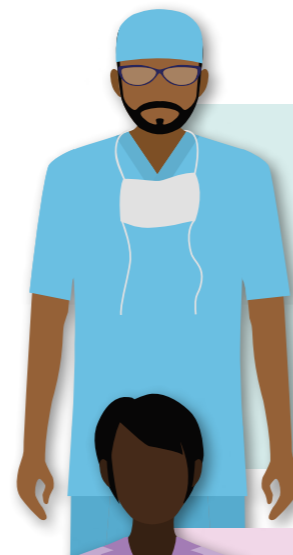
# Delivering Outstanding, Integrated, Compassionate and Safe Care in Our Services

We wanted colleagues, the people who use our services and carers to be involved in developing this Clinical Strategy. Our first Clinical Senate brought together a broad and diverse group of health and care professionals representative of clinicians across the Trust.

The Clinical Senate described what outstanding care was and when, where and how it was delivered. Colleagues highlighted examples of what outstanding care looked like and were asked to identify key themes to support the delivery of outstanding care. Themes included prevention, integration and supporting the clinical development of clinicians.

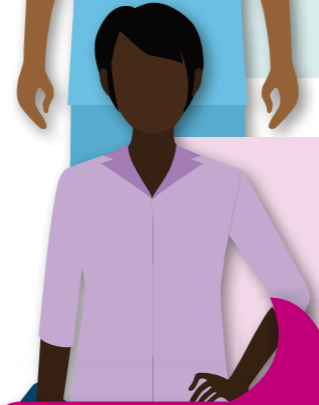
We further engaged our colleagues, our members, the people who use our services and carers in a range of forums and built on feedback gained from previous engagement and consultation sessions to identify the clinical priorities to achieve clinically excellent services which will be supported by our workforce, our buildings and technology.

Going forward, the oversight of our Clinical Strategy will be through our Clinical Reference Group which has clinical leadership representation from across the Trust, alongside our annual Clinical Senate forum to provide wider clinical stewardship and leadership to drive clinical excellence.



## Clinical Excellence

Our aim is to achieve clinical excellence, this means delivering outstanding clinical care and the best clinical practice to the people we serve. Across all of our services, people will receive care and support that is consistently safe and is timely, effective, efficient, equitable and person centred. We will do this through focusing on prevention to protect people's health and integrate our services to achieve better health outcomes whilst supporting the clinical development of our colleagues to ensure they have the right skills and knowledge to deliver excellent care.



## Prevention

We will enable people to stay healthy and independent for as long as possible. We will work with people early to protect their health, improve health inequalities and deliver health promotion. Where people do have long-term conditions, our aim is to prevent deterioration and to support recovery and self-management.



I think it is key to ensure we play our part in the whole spectrum of care from prevention to complex intervention



## Integration

We will work effectively across and within organisations to share resources and improve care pathways across the lifespan. We will treat more people in the community rather than in hospital by working with our partners.



It's critical that the services we provide are properly integrated so that people receive the best possible care and that this is seamless



## Supporting clinical development

We will support continuing professional development (CPD) for all our colleagues. The ongoing process of maintaining and developing professional skills is key to achieving clinical excellence. These skills may be gained informally or formally, through courses or training, and may lead to the establishment of new roles.



Changes are required and Mersey Care are the people to do it



We will use our position as a Global Digital Exemplar to maximise the potential of digital technologies to achieve clinical excellence.



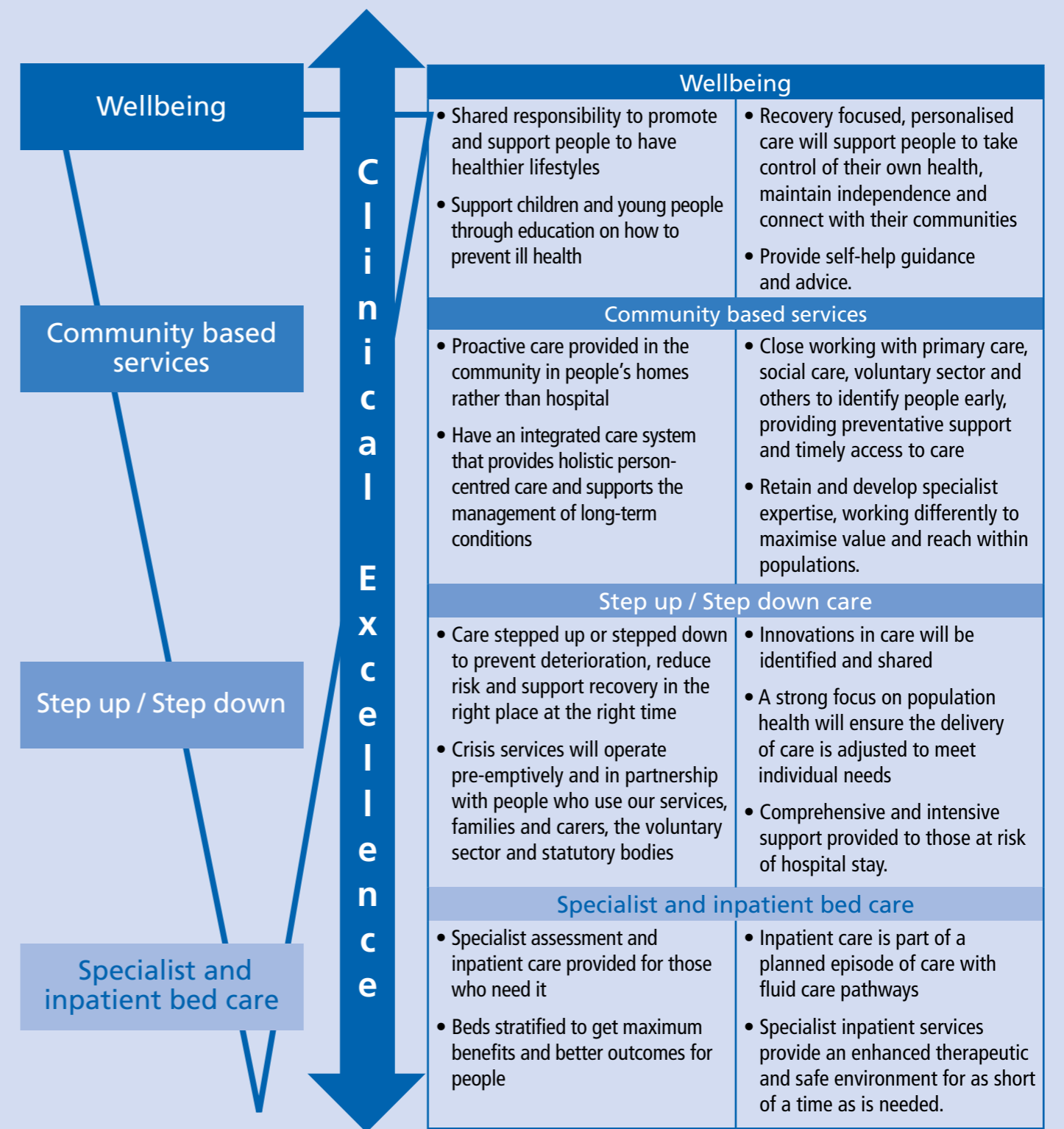
# Our model of care

To achieve clinical excellence in all of our services we will ensure a consistent framework is in place. A key element of the framework is the clinical model which emphasises the importance of delivering prevention and enabling integration in all of our services.

Our model of care has been designed to support and care for people throughout their lifetime in a way that meets their holistic needs and empowers people to have greater control over their care.

The model of care will help us to make the best use of our inpatient beds, transform our community physical health, mental health and learning disability services and develop integrated community care teams working with our partners to provide the best clinical care for the people who use our services.

It will provide the environment to support staff to develop clinically through innovation, conducting research and to deliver outstanding, safe and effective clinical care.



## Our Commitment to Clinical Excellence

- Our culture of continuous quality improvement with insight, foresight and oversight
- Our focus on prevention and integration
- Our investment in training and support to deliver safe services, to minimise risk to the people who use our services and our colleagues
- Our current and planned service provision is based on an understanding of the needs of the population it serves.

## Our Key Enablers to Clinical Excellence

- Our Clinical Model
- Our Trust Strategy
- Our Big Hairy Audacious Goals
- Our Centre for Perfect Care
- Our Restorative, Just and Learning Culture
- Our data on the health of our population.

“We are fully committed to deliver perfect care and improving safety outcomes using a leading edge digital first approach to service development and developing a quality improvement culture that runs through every aspect of the organisation”

# Achieving Clinical Excellence

Achieving Clinical Excellence means delivering outstanding care and the best clinical practice to the people we serve. Care which is Safe, Timely, Effective, Efficient, Equitable, Person centred (STEEEP) each and every time someone is in contact with our services. To achieve clinical excellence, we must understand and meet the health needs of our local population and address any risks to safety and quality in our services.

This means our vision to ‘strive for perfect care’ has evolved beyond just striving for perfection in an episode of care, to also becoming more preventative and integrated in our approach, seeing people in the context of their families, their communities and their neighbourhoods, not as problems to be solved but as assets to be invested in.

We want to provide services that focus on people staying healthy and independent. However, when people do require care and treatment our aim is to provide this clinical care to an excellent standard.

The Centre for Perfect Care continues to support the clinical services and drive the culture of the organisation towards evidence based and ambitious goals that challenge the organisation, our workforce and people who use our services to strive for transformation and a culture of improvement and high standards.

The Centre for Perfect Care uses the methodologies outlined in the quality improvement plan to support teams to address some of the key challenges in health care and maintain the Trust’s award

winning and leading status nationally and internationally in the field. Research evidence and clinical audit ensure the outcomes are robust and the learning cycle is continuous and efficient.

We have a history of setting ambitious goals for the type of organisation we want to be and services we want to provide. Our Perfect Care goals remain each year, representing stretching goals to keep us at the forefront of challenges and maintain our leading safety status.

This allows us to continue to:

- Set our own goals for improvements in care rather than aiming to meet minimum standards set by other organisations
- Get the basics of care right every time and ensuring people who use our services and their families and carers’ voice is central to the care we provide and the services we design
- Make improvements to the care we provide because we know it’s the right thing to do for people who use our services
- Help our colleagues to try improvements, learn from when things do not go as planned and apply what works faster
- Help our colleagues to innovate in ways that create better quality and outcomes for the people we serve whilst reducing cost
- Ensure we have a culture that empowers people who use our services and teams to work together collaboratively to improve quality across services
- Think about the digital offer in enhancing safety and effectiveness.

We call our long-term quality goals Big Hairy Audacious Goals (BHAGs).

They have to be big enough to make people stop and think; hairy or

challenging enough to require sustained effort, teamwork, guidance and research to make it happen; and audacious enough to make us aspirational and creative enough to achieve the goal.

In 2020/21, our goals are:

- Zero falls in our care
- Zero restrictive practice
- Zero harm from medication.
- Zero suicide
- Zero tolerance of disrespectful behaviour

We set ourselves goals and use a 'zero' based approach to deliver significant safety improvements in places that have historically been in the 'too difficult box'.

Our restorative just culture is a powerful way to encourage learning, provide psychological safety and increase colleague's satisfaction, which in turn provides an environment that cultivates a culture that is open, respectful, based on trust, and where people want to work.

The combination of zero based delivery and just culture has generated a safety dividend, allowing us to invest in services, colleagues and training.

We are working with all teams to embed quality improvement approaches and we are taking our existing internal accreditation system to the next level, basing it on the characteristics of

'outstanding' as described by the Care Quality Commission (CQC).

Our revised three-stage accreditation process provides teams with clarity of expectations and offers a simpler more user friendly and accessible system for recording quality reviews. Each service collates and submits evidence to a pre-panel who assure that evidence is robust and aligns to the characteristics of 'outstanding'.

Services that cannot progress at this stage go on to develop quality improvement plans in partnership with the Centre for Perfect Care. Where teams do progress they are awarded the Safe, Timely, Effective, Efficient, Equitable, Person-centred Leadership (STEEEP-L) award for outstanding team or STEEEP-L award for excelling team.

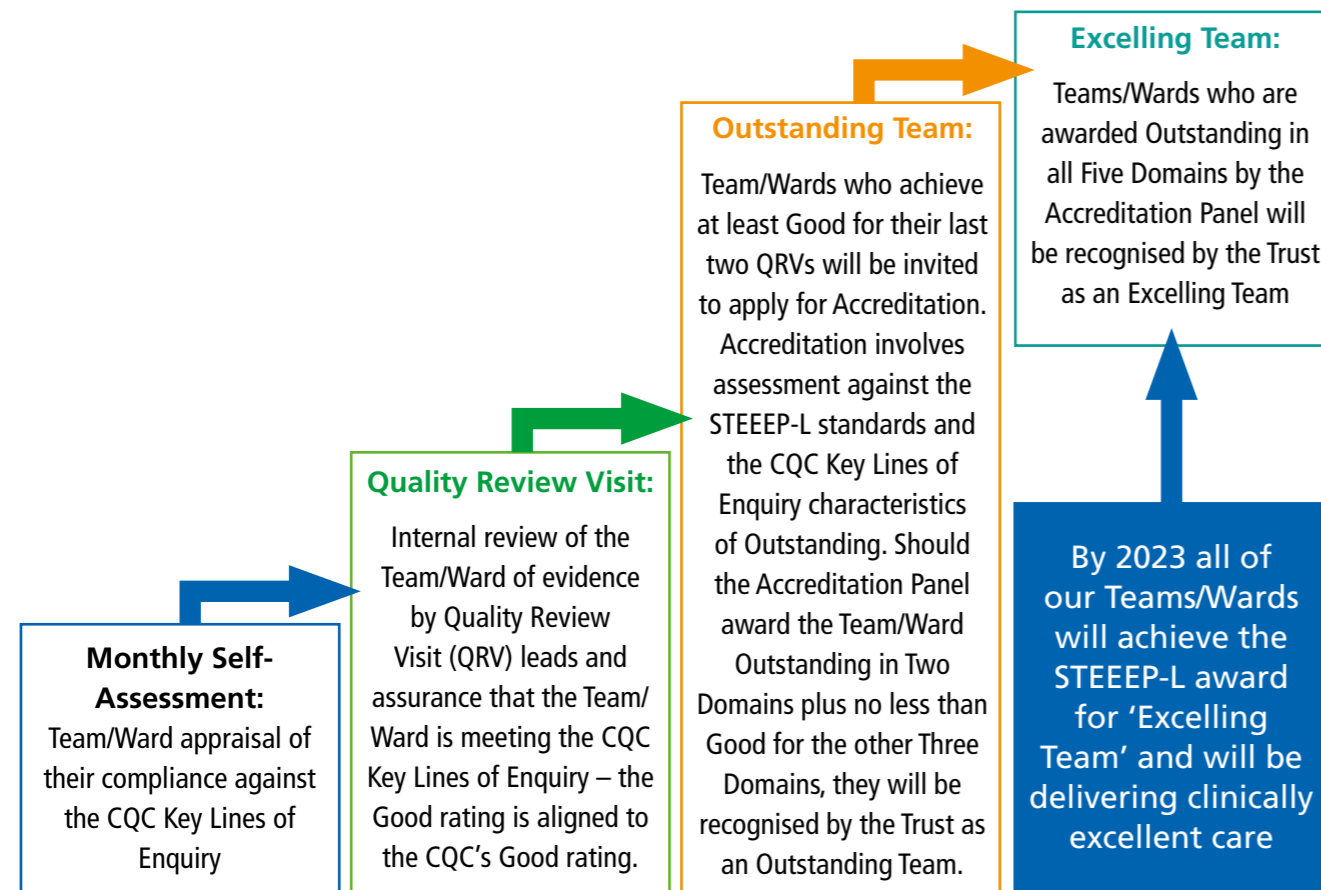
Using our position as a Global Digital Exemplar we will maximise the potential of digital technologies and the outcomes for the people involved in our services and increase the equity, accessibility, inclusion and the convenience of the services we provide.

This is especially vital at these times when COVID-19 is demanding services use digital approaches to ensure people in receipt of our service receive effective input whilst infection rates are kept low and as we follow infection and prevention control measures and guidance.

We will work with people who use our services to build on their feedback and give them the necessary skills to coproduce with us the changes required to deliver excellence.

We will use digital technologies and clinical informatics to ensure our performance and clinical decision-making is robust. In addition, we will continue to ensure we are at the forefront of health design using predictive analytics and robust data analysis to improve services and personalised health outcomes.

New technologies will enable our ambitions to deliver services closer to the point of need, in a more integrated way, and at reduced cost. This includes embracing digital solutions for our workforce, supporting people with long-term conditions at home or in their communities, and providing better access to health information to promote self-directed care.





“ We will enable people to stay healthy and independent for as long as possible through creating a culture of prevention in our services. Where people do have long-term conditions our aim is to prevent deterioration and to support recovery ”

## Our focus on prevention

Our aim is to prevent problems from arising and reduce the impact of ill health by dealing with the causes and risk factors, not just treating the symptoms of illness once they occur. To do this we will work with people from birth to end of life and identify children, young people and adults who are most at risk from deteriorating health and wellbeing so that we can target earlier interventions and provide preventative and proactive care to minimise rising levels of ill health.

Across our services, we offer primary, secondary and tertiary prevention. For example, our Life Rooms, School Health, Dental Services and Sexual Health services all deliver primary prevention to provide education, promote health and prevent disease.

Secondary prevention to prevent conditions from getting worse and tertiary prevention to support long-term condition management is provided by our community and inpatient physical health, mental health and learning disability teams, our integrated care teams, community therapies and secure services along with many other specialist services.

We want to maximise our specialist physical health, mental health and learning disability community services and make sure we provide proactive and responsive therapy services. In our inpatient services, we will enhance the offer and engagement in therapy and meaningful occupations to reduce length of stay and focus on recovery to restore independence.

We have an important role to play in supporting the wider health and wellbeing of the populations we serve and to keep people well in the community; we will do this by focusing on prevention and public health. We will increasingly predict health needs and utilise our digital-first approach to assist people to stay well, empower them to manage their conditions, and access care at the time and place most convenient and helpful to them.

There are significant differences in healthy life expectancy and quality of life depending on levels of deprivation in our communities. We will work more proactively with partners to identify opportunities to help prevent

ill health, improve our physical health pathways and keep people well through reducing health inequalities and ensuring timely and equitable access to services and improved outcomes.

We will support people to stop smoking, support people with healthier diet choices to reduce obesity, encourage people to exercise, facilitate prevention and management programmes to educate and provide information and deliver annual and physical health checks.

We will use our population health data to tailor our services to meet the needs of our communities and ensure we have the ability to offer flexible services that can meet fluctuating demand. This is a key focus for us as we reset and reshape our services during the pandemic and build our resilience.

As a collective, we all have a role in prevention and ensuring a holistic approach to physical and mental health with the knowledge to signpost and direct the people who use our services to support their health and wellbeing.



**MERSEYSIDE**  
is the foodbank capital of the country



“ We will work effectively across and within organisations to share resources and provide agreed care pathways. We will treat more people in the community rather than in hospital ”

## Our focus on integration

Integration means enabling better coordinated and more continuous care and support for people of all ages, care that is person-centred. Throughout our services and with our local partners we will integrate care across mental and physical health and across health and social care to best meet the needs of the people we serve.

We have formed provider alliances to enable us to work collectively with our health partners, social care partners, third sector and housing providers to effectively share resources and provide agreed integrated models of care.

This will improve the health and wellbeing of our communities and reduce fragmentation of care for people with complex comorbidities, ensuring the person is at the centre of our decision-making.



We can treat more people in the community by working collaboratively, keeping care close to home and avoiding hospital admissions and demand on crisis and urgent care where appropriate. We will optimise our care pathways, ensuring timely access and reducing wait times.

Integration continues to be key to supporting the delivery of our Clinical Strategy, removing the boundaries between physical and mental health, between community and specialist services and between health and social care. Strengthening our relationships across health and social care will achieve better benefits for the people who use our services and will continue to meet the needs of our populations.

Success will also be dependent on redefining the relationship between statutory services and the population; working to develop partnerships with the voluntary sector based on equity of esteem and developing resilience within communities.

We will work collaboratively with our partners to ensure a whole system, all-age, person-centred approach, driven by access to holistic physical, mental health and social

care in the same place at the same time, with no wrong door and where prevention is at the heart of all we do.

Digital tools can support us in this, whether that is across our services, localities or larger geographies, by making it easy for clinicians to access the relevant clinical records and open the door to agile and effective working practices for our colleagues.

Our work with primary care, social care, the voluntary sector and our communities will enable us to reshape services and other interventions so that they better respond to the needs of the population we serve through a 'one team' approach to improve clinical pathways.

We will continue to deliver the range and quality of services currently offered by the Trust but will deliver services in a much more integrated way in collaboration with our partners.

This approach will ensure that services are targeted in the right way, in the right place and at the right time supporting people living in their own homes and communities thereby reducing the need for acute/urgent care services.

Delivering integrated care in a collaborative way will be through the development and mobilisation of highly effective Integrated Care Teams (ICTs) aligned to Primary Care Network populations. We will use a population health approach to enable us to tailor services so that they are right for that population or 'place'.

Everyone who works with people with physical, mental or social care needs in a Primary Care Network population will function as a member of the multiagency, multi-disciplinary team formulating Team 100.

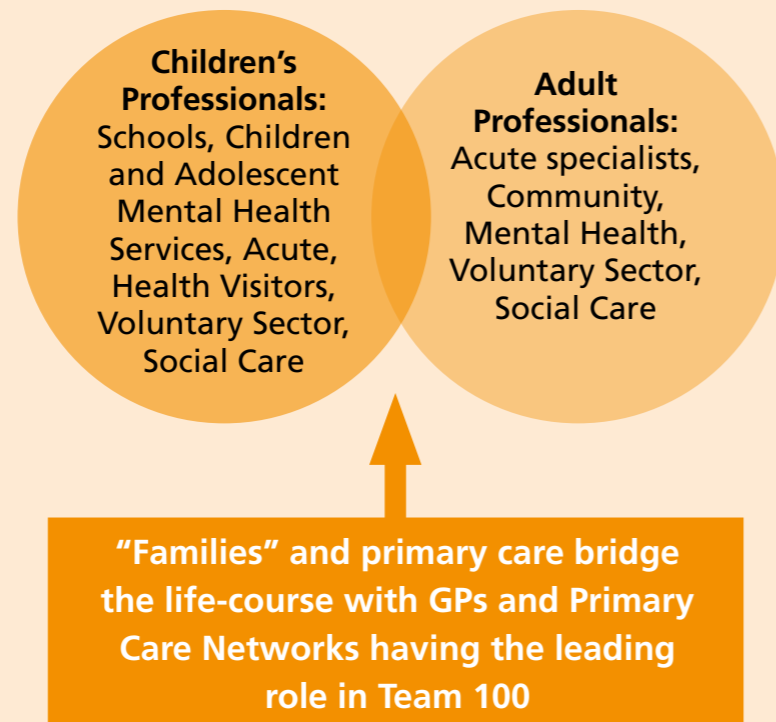
The model also includes system wide specialist teams to work with people with very complex needs. There will be a strong co-operational and easy flow between specialist and Integrated Care Teams with an emphasis on population based support.

Our teams will have a stronger focus on prevention and recovery, which will deliver more out of hospital care.

### Developing Team 100 for each Network: An aligned approach to Integrated Working

#### Team 100:

- Teams are predicted to be most effective at a size of 100 to 150, based on the concept of the 'Dunbar' number
- Includes professionals who deliver services across the life-course
- Applied to healthcare it is estimated that a 100 strong multi-disciplinary workforce maximises the delivery of population health outcomes to a population size of 30,000 to 50,000
- "Team Ainsdale" for example

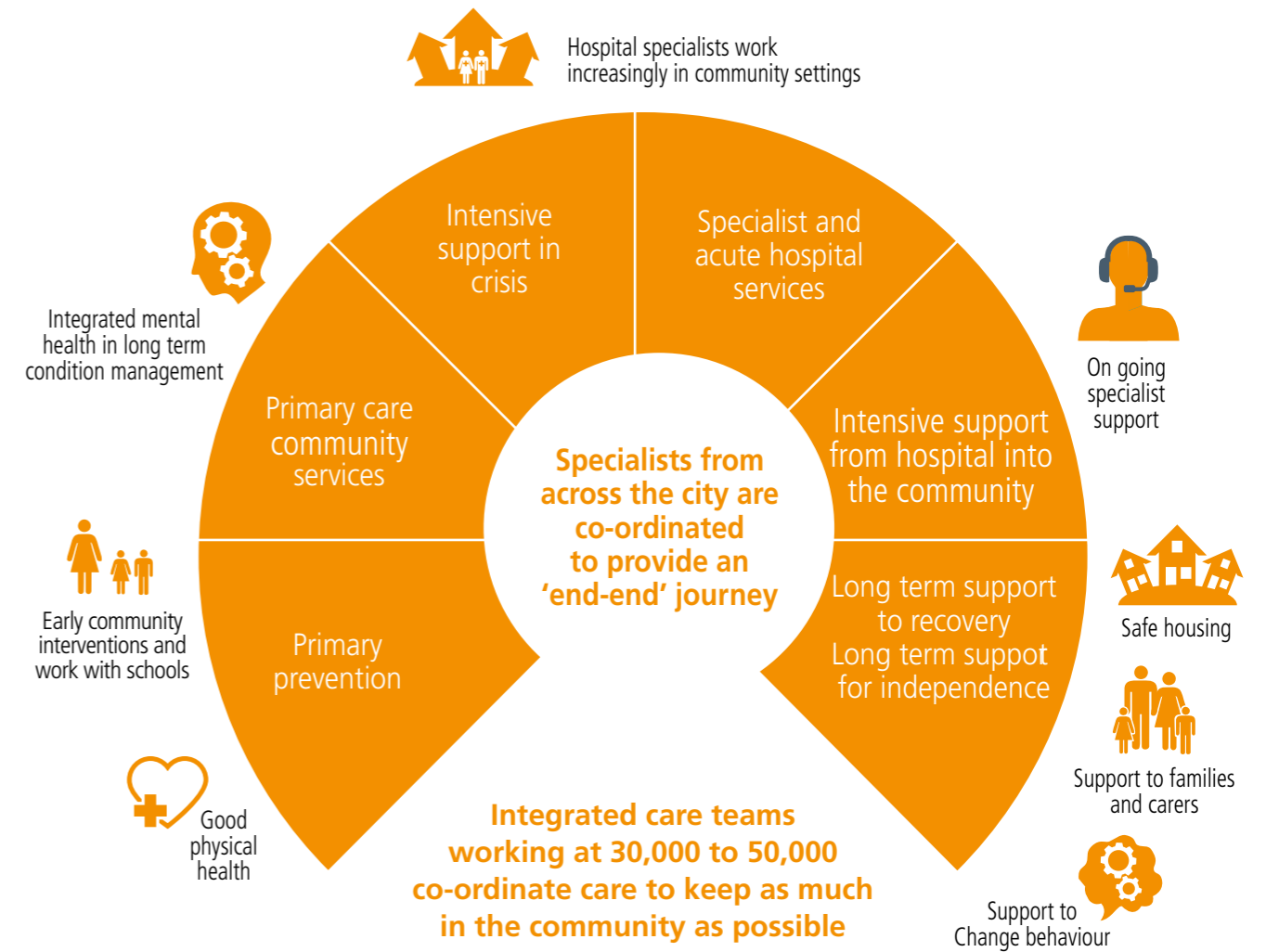


We will work with Primary Care Networks and community services to deliver more integrated care for people locally, receiving care through a seamless pathway to improve people's experience and reducing pressure on emergency care and acute service.

and joined up and will enable us to transform our community mental health and learning disability offer to be flexible and proactive as well as delivering crisis services.

Mental health, physical health and social support and interventions will be holistic

We will use a strengths-based approach that will utilise a detailed knowledge of community resources that people can be linked into.



In our secure learning disability and mental health services a lead provider collaborative led by PROSPECT Partnership and made up of a range of provider organisations is working to improve partnership working, care pathways and assessments.

At Maghull Health Park we will bring our services together; this is a real shift, a step change in both the quality and integration of care.

The development of Maghull Health Park is at the centre of our ambition to provide secure services from an internationally recognised centre of excellence.

The co-location of secure mental health and learning disability services will enable the concentration of clinical expertise, knowledge and skill as the very best practitioners in their field collaborate to drive up standards and improve the experience of the people who use our services and families' year on year.

“ We will support continuing professional development (CPD) for all our clinical colleagues. The ongoing process of developing, maintaining and developing professional skills is key to achieving clinical excellence and attracting colleagues into our organisation ”

## Our focus on supporting clinical development

To deliver clinically excellent integrated services focussed on prevention in our new clinical model, clinical colleagues need the right skills, experience and knowledge. We are enhancing clinicians ability to navigate change and deliver the highest standard of clinical practice by establishing and embedding new clinical roles and growing our own workforce to address the challenges in shortages of professionals faced not only locally, but also nationally.

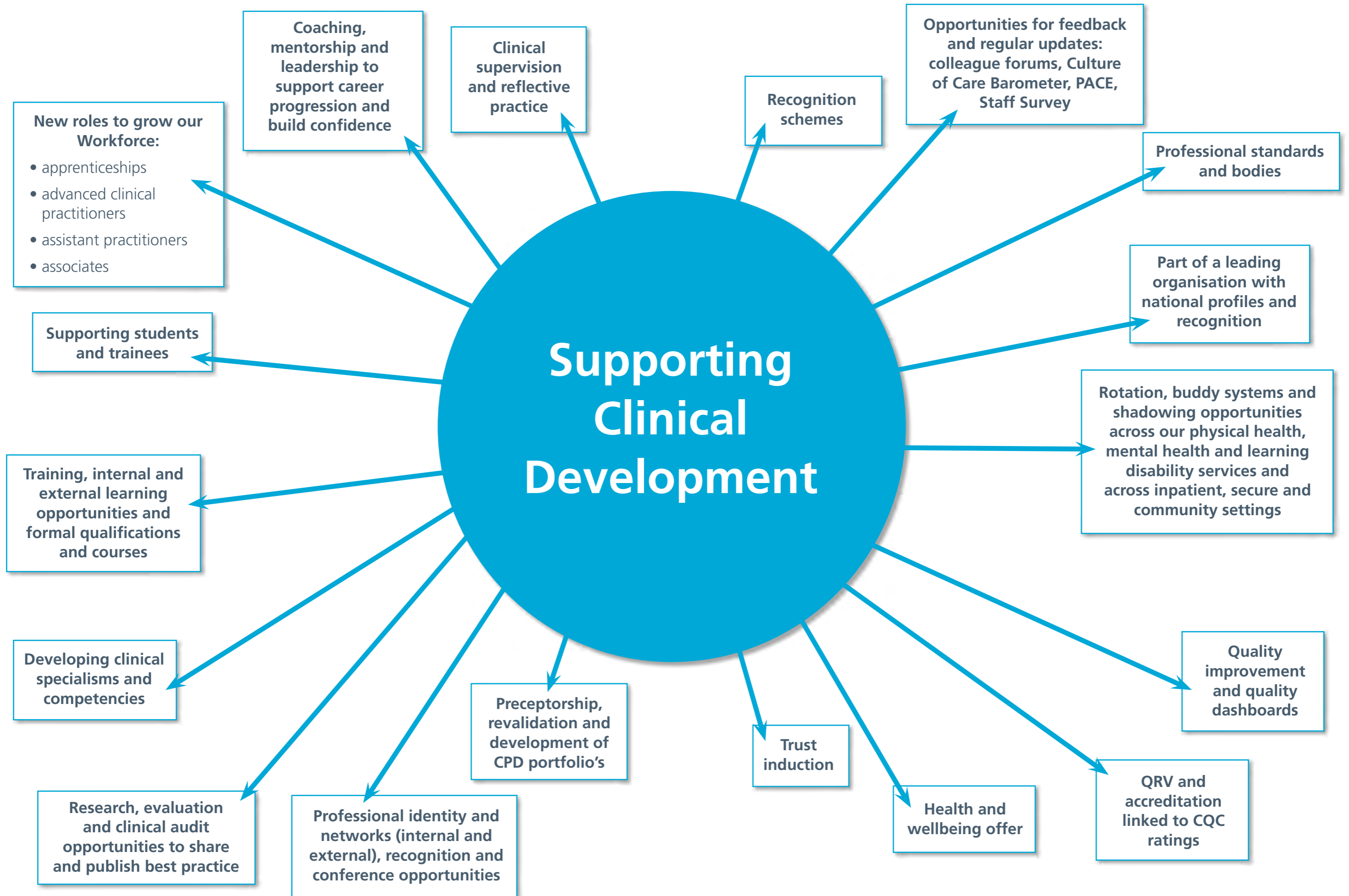
Combining new roles and growing our workforce combined with a process of safe staffing reviews, clinical accreditation and quality review will provide our clinical colleagues with an increased level of support that enhances both professional skills, capability and clinical practice.

It will provide a psychologically safe working environment with effective team-working to support colleagues to innovate, conduct research and deliver outstanding safe clinical care which is consistent and equitable.

We will promote inter-professional working across traditional professional boundaries and support the delivery of our model of care, making sure that we have the right balance of clinical colleagues with the right skills, values and behaviours to deliver care at the right time and in the right place. We will work with Health Education England and with local communities to support training and development.

We want to support our Nurses, Allied Health Professionals, Medical Professionals, Pharmacists, Dentists, Social Work Professionals, Psychological Professionals, Associates, Assistants, Support Workers and administrators to be the best you can be, support you to enjoy working and support your health and wellbeing.







## Implementation and monitoring

### We will know we have achieved clinical excellence because:

- People's experience of care will be improved and people will be able to access care easily when they need it to stay healthy and independent
- Our services genuinely provide integrated care that is joined up, personalised, coproduced and provides anticipatory and proactive care
- We are working in partnership to systematically meet population need and prevent admissions into hospital by caring for more people in the community
- We are delivering holistic care to meet people's physical and mental health working with health, social care and the third sector to improve health outcomes
- Our colleagues have the capacity, clinical skills and competencies to provide outstanding, safe care that meets people's needs
- Services have colleagues with specialist skills that are valued, grown and retained and support wider workforce development and improved outcomes
- Inpatient admissions are planned and facilitate recovery and discharge in a timely way
- Mersey care is established as a centre of excellence building on our Centre for Perfect care delivering innovative improvements and providing comprehensive packages of support and advice to other trusts and be part of national benchmarking networks
- Our clinical teams will have been through our internal accreditation process and will be rated as outstanding in 2023 meaning that the care delivered is clinically excellent and consistent
- We will have a digital offer expanding our ability to deliver care in a number of ways
- Our model of care is established and delivering key outcomes to the people we serve which demonstrate effective and efficient health care services
- Key measurable outcomes set out in our operational plan will be achieved and our key performance indicators met
- We will have a clinical voice in the restart, reset and transformation of our services as we learn to live and work in a world with COVID-19
- We continue to work in partnership and engage with the people who use our services, our experts by experience, our clinical colleagues and our Clinical Reference Group to enable clinical stewardship and leadership and continually review our Clinical Strategy with an annual Clinical Senate.



# Appendices

## Appendix 1: Examples of what people said about outstanding care in our engagement sessions

**Outstanding care:**

- is person centred holistic care
- keeps people’s wellbeing at the forefront
- is co-produced
- is where people who use our services and carers are active participants
- is recovery focussed so people get better as quickly as possible
- is individual to every person who uses our services, underpinned by collaboration
- is delivered by people who are kind and compassionate
- maintains everyone’s dignity and respect
- supports people to make individual choices
- prioritises keeping people safe
- welcoming, consistent care, provided locally when possible, easy to get to
- listens to what people say, responds to and learns from feedback and improves as a result
- provides people who use our services with treatment choices and advises and guides them through those decisions
- is responsive to staff and peoples needs
- is where people who use our services and carers are involved in decisions
- is where care is above and beyond our expectations
- is when we all work together
- is clinically excellent, compassionate care.

**Is delivered by people who:**

- are kind
- have a open and caring attitude
- follow up on people’s needs
- listen and respond to people
- treat everyone with respect, dignity and compassion
- explain things clearly and simply
- are compassionate, caring and courteous
- build good relationships with people who use our services and their carers
- do what they say they will do
- work as a team that helps each other to keep people safe
- communicate effectively by listening to people, acknowledging what is said and responding simply
- excel in delivering care to others
- work flexibly to achieve the outcomes that matter most to people
- are always learning and are open to or generate innovative ideas
- work to get it right first time, learn when it doesn’t go okay and put the learning into practice
- do everything they can to ensure they deliver safe responsive services to get better outcomes for people
- are skilled at working with complex systems, across teams and organisations
- want the best for people who use our services and their carers
- are skilled in the competencies, experiences and knowledge to deliver excellent evidenced based clinical practice
- are resourced with appropriate and efficient technology, skills and staff
- own what they do and strive to provide perfect care.
- own and work to the Trust’s values

## Appendix 2: Colleagues, User and Carer engagement to inform this strategy.

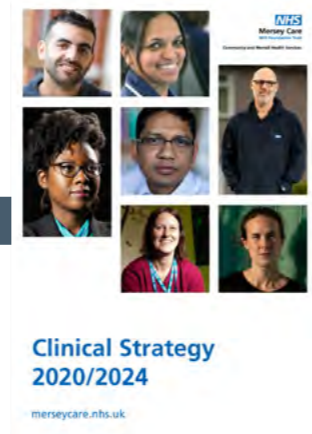
Date	Activity	Action
25 September 2019	Board of Directors meeting	Board papers submitted
7 October 2019 to 9 December 2019	Clinical Strategy engagement period	Disseminate publicity material and conduct a range of events and engagement sessions with professional and leadership groups, colleagues, people who use our services, carers and stakeholders.
7 October 2019	Clinical Senate	Priorities and themes identified.
15 October 2019	Trust members' event	Clinical Strategy emerging themes presented and Outstanding Care Feedback Session.
17 October 2019	Council of Governors	Presentation setting out plan to develop clinical strategy.
23 October 2019	Bootle Life Rooms user engagement session	Clinical Strategy emerging themes presented and Outstanding Care and priorities feedback.
28 October 2019	Secure and Specialist Learning Disability division management meeting	Clinical Strategy process for engagement, emerging themes presented and update on survey monkey for colleagues and people who use our services and carers.
30 October 2019	Local and Community management meeting	Clinical Strategy process for engagement, emerging themes presented and update on survey monkey for colleagues, people who use our services and carers.
1 November 2019	Visit to Whalley	Conversation with colleagues about themes, priorities and clinical excellence.
8 November 2019	Nurse leadership meeting	Themes and priorities
8 November 2019	LGBT+ chair	Clinical Strategy, emerging themes, priorities.
11 November 2019 to 25 November 2019	User survey	Feedback received

13 November 2019	Southport Life Rooms advisory group	Clinical Strategy engagement themes and priorities.
16 November 2019	High secure carers' forum	Clinical Strategy engagement themes and priorities.
19 November 2019	Medical Senate	Presentation Clinical Strategy update.
29 November 2019 to 8 December 2019	Colleagues Survey	Trust and Clinical Strategy themes.
4 December 2019	Bootle Life Rooms advisory group	Clinical Strategy engagement themes and priorities.
1 December 2019 to 20 December 2019	Allied Health Professional teams	Clinical Strategy engagement themes and priorities.
15 January 2020	Quality Assurance Committee	Update on progress and key engagement themes.
11 March 2020	Quality Assurance Committee	First draft of the Clinical Strategy shared.
16 September 2020	Quality Assurance Committee	Revised version of the Clinical Strategy shared following comments from the Committee and further engagement work outside of the meeting with various key stakeholders.
11 November 2020	Quality Assurance Committee	Final version of the Clinical Strategy for approval.
25 November 2020	Trust Board Meeting	Strategy presented to the Board for approval.

## Appendix 3: Our other Mersey Care strategies

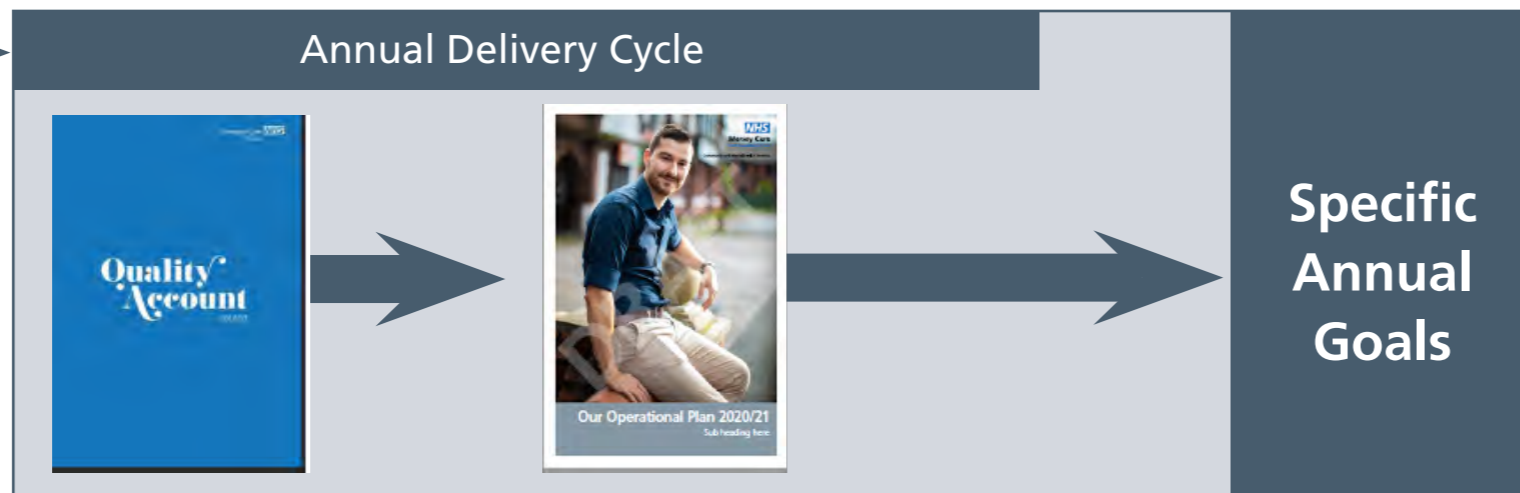
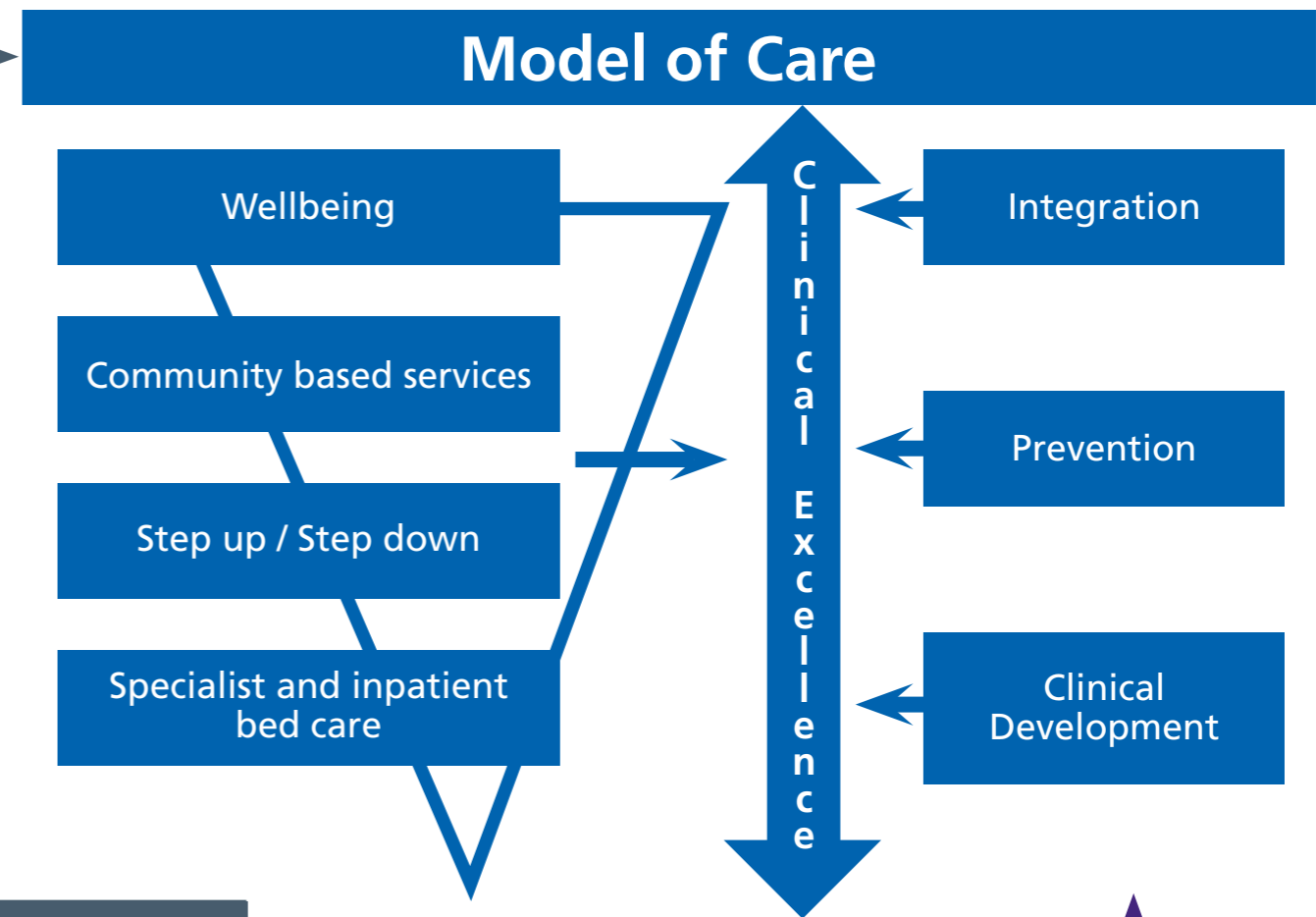
- Operational plan
- People Plan
- Estates Strategy
- Digital Strategy
- Life Rooms Strategy
- Children and Young People Strategy
- Learning Disability Strategy
- Patient Safety Strategy.





## Aim: Clinical Excellence

Our Clinical Strategy outlines our strategic aims and the foundations and principles to reach our ambition of achieving clinical excellence by focusing on prevention and integration in our clinical services and supporting the clinical development of our colleagues to attract and retain the best people in our workforce. Our aim is to deliver outstanding, integrated, compassionate and safe care across all of our services.



## **Our patients matter**

**Mersey Care NHS Foundation Trust** listens and responds to patients and their carers to help improve the services we deliver.

If you have any comments, compliments or concerns you can speak with a member of staff or contact our **Patient Advice and Liaison Service (PALS) and Complaints Team**

Telephone: **0151 471 2377**

Freephone: **0800 328 2941**

Email: **[palsandcomplaints@merseycare.nhs.uk](mailto:palsandcomplaints@merseycare.nhs.uk)**

To request information in an alternative format or language please ask a member of staff in the service that you are attending.

**Mersey Care NHS Foundation Trust**

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