



The Clatterbridge
Cancer Centre
NHS Foundation Trust

OUR FIVE-YEAR STRATEGIC PLAN 2021-2025

Key highlights

WHY WE NEED A NEW STRATEGY

- We have delivered our last five-year plan, including opening CCC-Liverpool in June 2020 and embedding our unique networked model of care
- Our attention for the next five years will be on maximising the benefits of these developments for patient outcomes and experience
- Issues affecting cancer care will include:
 - Ageing population
 - Deprivation
 - Cancer incidence
 - Workforce shortages
 - Cybersecurity
 - Financial sustainability



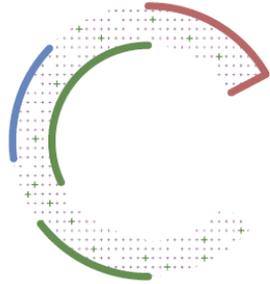
OUR MISSION

We will:

Drive improved outcomes and experience through our unique network of specialist cancer care across Cheshire and Merseyside.



OUR STRATEGIC PRIORITIES



BE **OUTSTANDING**



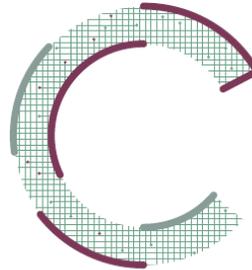
BE **COLLABORATIVE**



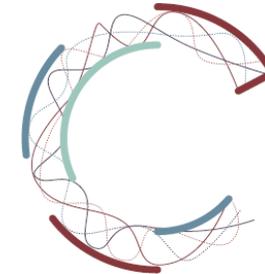
BE **RESEARCH LEADERS**



BE **A GREAT PLACE TO WORK**



BE **DIGITAL**



BE **INNOVATIVE**





**BE
OUTSTANDING**

Deliver safe, high-quality care and outstanding operational and financial performance

Our priorities

- High-quality care and patient experience
- Patient and staff environments
- Maximise benefits of CCC-L
- Service developments – e.g. TYA Unit and interventional radiology
- Urgent and unplanned cancer care across the region
- Productivity and operational targets

Success measures

- Outstanding Care Quality Commission rating
- Top decile National Cancer Patient Experience Survey results
- Performance against cancer waiting times
- Redevelopment of CCC-Wirral
- Financial sustainability and ability to invest in services



BE COLLABORATIVE

Drive better outcomes for cancer patients,
working with our partners across our unique
network of care

Our priorities

- Raise profile as cancer leaders for the region
- Cheshire & Merseyside Cancer Alliance
- Cheshire & Merseyside Health and Care Partnership
- Radiotherapy network
- Genomics Service Alliance for the North West

Success measures

- Improved 5-year survival
- Increased early diagnosis
- System-wide cancer waiting times performance
- Progress against radiotherapy operational delivery network work plan
- Increased involvement in diagnostics through rapid diagnostic centres



BE A
**GREAT PLACE
TO WORK**

Attract, develop and retain a highly-skilled, motivated and inclusive workforce to deliver the best care

Our priorities

- Leadership skills and capacity
- Recruit the brightest and best
- Develop new roles and new career pathways
- Comprehensive reward and recognition package
- Open and high performing culture
- Physical and mental wellbeing
- Excellence and expertise in education and training

Success measures

- Top decile staff survey results
- Performance against key workforce metrics
- Performance in equality and inclusion metrics
- Refreshed values and behaviours
- High rates of performance appraisal and development reviews
- Teaching hospital status



BE RESEARCH LEADERS

Be leaders in cancer research to improve outcomes for patients now and in the future

Our priorities

- New hospital: unique opportunity to refresh/expand our programme of cancer research
- ECMC renewal bid
- Increase in academic staff
- Increase research in advanced radiotherapy techniques
- Promote non-medical research awareness and participation
- New digital technologies

Success measures

- Recruitment to clinical academic positions
- Increased trial recruitment and increase in CCC-led trials
- Increased commercial and grant income
- Increase health services research
- Retain ECMC status and gain CRUK centre status



BE
DIGITAL

Deliver digitally-transformed services,
empowering patients and staff

Our priorities

- Technologies to support patient choice, keep patients connected & support care closer to home
- Patient access to records and assistive technology
- Free up clinical time through improved digital interoperability
- Turning data into intelligence
Ensure that patient information is held safely and securely

Success measures

- Develop a digital strategy
- Achieve Healthcare Information and Management Systems Society level 7 status
- Establish a true business intelligence function
- Completion of the refresh of digital infrastructure
- Secure Cyber Essentials Plus certification



BE
INNOVATIVE

Be enterprising and innovative, exploring opportunities that improve or support patient care

Our priorities

- New hospital is in the heart of Liverpool's Knowledge Quarter
- Develop and grow capacity, capability and culture of innovation
- Improve & enhance patient care through innovation in practice
- Develop and grow our innovative subsidiaries and joint venture

Success measures

- Develop and implement an innovation strategy
- Establishment of an Innovation Fund to support new ideas
- Continued growth of our innovative subsidiaries
- Development of an Innovation Bunker as a space to support cutting edge innovation

Our **Five-Year Strategic Plan 2021-2025** will shape everything we do over the next five years, including key decisions, business cases and team/individual objectives. It will be supported by an implementation plan and monitored through our governance processes.

Follow our progress:

clatterbridgecc.nhs.uk

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