

Our strategy

Our vision

Better health, for life

Our values



Kind



Collaborative



Expert



Aspirational

Strategic goals



To help create a **high quality integrated care** system with the population of north west London



To develop a **sustainable portfolio of outstanding services**



To build **learning, improvement and innovation** into everything we do

Objectives for 2023-25

Measurable steps towards our strategic goals that recognise our current challenges and opportunities

To build a values-led organisational culture

To improve outcomes for patients and local communities

To reduce waits and delays for our patients

To achieve sustainable, financial balance

Key programmes for 2023-25

Major organisation-wide change programmes that are key to the delivery of our objectives

Patient-centred safety

Outpatient improvement

Theatres efficiency

Engaging for equity and inclusion

Improvement for all

Estates optimisation and redevelopment

Private care reset

Objectives

Measurable steps towards our strategic goals that recognise our current challenges and opportunities

To build a values-led organisational culture

Continuing to embed our shared purpose, values and behaviours into everything we do. This means becoming a more 'user-focused' organisation – working with and for our diverse staff, patients and local communities to co-design improvement and change. And it means supporting research, innovation, learning and improvement at every level.

To improve outcomes for patients and local communities

Using data and feedback to understand and respond to areas for improvement at a ward, service, organisation and population level. This means identifying and tackling unwarranted variations in outcomes – and wider quality metrics – between organisations and communities. It also means finding out what matters most to our patients.

To reduce waits and delays for our patients

Providing high quality care as fairly and quickly as possible. This means making best use of the capacity we have, ensuring patients are able to access the services that best meet their needs and improving how we identify and meet existing and changing needs, especially for groups most affected by health inequalities.

To achieve sustainable, financial balance

Ensuring that every year our spending aligns with our income, enabling us to clear our underlying financial deficit. Over time, we need to move to delivering an annual 3.5 per cent 'surplus' so that we can invest more in new developments and build our financial resilience.

Key programmes

Major organisation-wide change programmes that are key to the delivery of our objectives

Patient-centred safety

Establishing an approach to patient safety that focuses on identifying and sharing learning to achieve more sustainable and impactful improvement. That means involving staff, patients and families throughout, with compassion and openness. We will implement the new, national patient safety incident response framework (PSIRF) and apply the same approach to how we respond to complaints and other types of feedback and insights. This will allow us to shift from having hundreds of separate action plans to using learning to develop and prioritise system-wide change programmes.

Theatres efficiency

Making more productive use of our operating theatres so that we can treat more patients, more efficiently. We will benchmark our performance against similar hospitals nationally, helping us to focus improvement where it will have the most impact. It will include making sure equipment and staff are in the right place at the right time and improving scheduling to minimise late starts, early finishes and cancellations. We will also work with staff and patients to understand how we can make better use of our facilities and design more user-focused processes, before, after and on the day of surgery.

Outpatient improvement

Tackling longstanding issues with processes and administration that lead to poor experience for both patients and staff. We will co-design care pathways that respond to the diverse needs of our users, making it easier to book and change appointments and to know

what's happening next. We will also reduce unnecessary variations in how we do things across different services, helping to join up our care. In particular, we will make better use of digital applications while being mindful that not everyone is able to use technology in the same way. Over time, we will extend our co-design approach to developing new models of care.

Engaging for equity and inclusion

Facilitating structured conversations with staff and local communities to develop a shared understanding of what it means for our organisation to be truly fair and inclusive. Building on previous engagement programmes to co-design our values and behaviours, we will focus now on determining how far we feel we are currently able to challenge discrimination in our hospitals, particularly racism, and what we need to do – or not do – to be actively anti-discriminatory, anti-racist. We will set these commitments out in formal statements and feed into the further development of our equality, diversity and inclusion plans.

Improvement for all

Building on the effectiveness of our organisational improvement methodology, developing and embedding a systematic improvement approach for everything we do. We will involve staff and lay partners in co-designing a common improvement language and ways of working to enable each ward, service and department to drive and prioritise change through one integrated improvement plan owned by the whole team, rather than lots of individual action plans often competing for focus. Easy access to data, insights and learning will help ensure change is coordinated and focused on user-needs.

Estates optimisation and redevelopment

Making best use of our estate through targeted improvements while actively pursuing longer term plans for redevelopment – a full rebuild of St Mary's Hospital and major refurbishment and some new build at Charing Cross and Hammersmith hospitals, with new facilities for the Western Eye Hospital incorporated into one of our schemes. Working with staff, local communities and other stakeholders, we will proceed with design and planning for redevelopment alongside investment and changes to ways of working that allow us to maximise the capacity and capability of our aging estate in the meantime.

Private care reset

Repositioning our private care offer to highlight its home within an internationally renowned, research-led NHS Trust and to recognise its value to our wider organisation. We will do more to extend our offer to patients who cannot or choose not to use the NHS, bringing in important income for all our services. We will work with staff to help us find the best approaches to recover beyond our pre-pandemic levels of activity and create a more joined up approach to promoting our services.