

Better health, for life

Our vision and strategy for 2019-2029

Imperial College Healthcare NHS Trust is here to be a key partner in our local health system and to drive health and health care innovation, delivering outstanding care, education and research with local, national and worldwide impact. Our promise is better health, for life.

This strategy brings together work and thinking over the last four years to set a clearer and more cohesive direction for our organisation, rooted in a set of core values. We believe that *how* we go about achieving our vision is as important as *what* we do to achieve our vision; behaviour change will be a critical aspect of any health and care strategy for the future.

In 2015/16, we worked with our staff and partners to define our vision and values. Since then, we have sought to embed them in everything we do, for example by incorporating them in our quality improvement methodology and our appraisal framework. There is still more to do and, alongside more recent work on our strategy, we have now developed a behaviours framework that sets out how we want to see and be seen to live our values in practice.

In 2017/18, we began to articulate three new and overarching strategic goals to create a stronger connection to the delivery of our vision. In 2018/19, we have drawn on a range of feedback and analysis to finalise these goals and to assess our strengths and weaknesses in relation to them, as well as to consider the long term challenges facing our organisation and the wider NHS. We have now brought all of these elements together to set out what changes we want to achieve as a result.

This strategy does not try to cover every aspect of the important work we do or all of our current, day-to-day challenges. Delivering our operational and financial commitments is part of our 'business as usual' and we will continue to do that to the best of our abilities while also progressing the key areas for change set out in our strategy.

We have also begun to link these broad strategic goals to more specific priorities and developments, starting with our plan for 2019/20. We want to continue to engage with our staff, as well as with patients and partners, to map out more detail for what we will do over the next 3-5 years and ten years, looking to develop strategic implementation plans for key areas of our work. These will be in areas that are directly linked to our three strategic goals – such as the development of new clinical models, new clinical roles and quality improvement – as well as in areas that establish the foundations and infrastructure that will be essential to their delivery – such as estates, digital and workforce development.

Our vision

Better health, for life

Our values

- **Kind** - we are considerate and thoughtful so everyone feels valued, respected and included
- **Expert** - we draw on our diverse skills, knowledge and experience so we provide the best possible care
- **Collaborative** - we actively seek others' views and ideas so we achieve more together
- **Aspirational** - we are receptive and responsive to new thinking, so we never stop learning, discovering and improving

Strategic goal 1: To help create a high quality integrated care system with the population of north west London

Successful integrated care is about collaboration: with our partners, with our patients and within our organisation. Unlike many NHS changes of the past, we will prioritise the building of relationships rather than top down structural changes. This change is for everyone in our organisation and not just those involved in specific programmes around integrated care.

What is going to be different:

- **With our partners and patients, we will define a set of priority outcomes that we are seeking to improve.** We will be clear how collaborative working can improve these outcomes and what contribution we will make
- We will focus on **health inequalities** within our services and communities and act to address these, going beyond the measurement of average outcomes
- We will follow **a principle of collaboration not competition** with other partners, with new financial arrangements, joint working, shared services and better information sharing
- We will do more to encourage **the sharing of expertise, skills and information** that improves health and care, both within our organisation and with patients and partners.

What we will do this year:

2019/20 objective	2019/20 key initiatives
<p>1 To enable more patients to get the right care and support, in the right place, at the right time – focusing this year on improvements in operational processes and use of data</p>	<p><i>Keeping care flowing collaborative</i> A range of projects to ensure patients are able to move through our care pathways as quickly and smoothly as possible – focusing on improving real-time operational data, emergency department pathways, ward-level processes and discharge from hospital</p> <p><i>New care models</i> Key developments include new approaches to outpatient services, the children’s hospital network and new adult respiratory pathway and facilities within our ‘healthier hearts and lungs’ proposal, and collaborations such as RM Partners, West London Cancer Alliance, a sector-wide imaging network and Hammersmith and Fulham Integrated Care Partnership</p>
<p>2 To expand and connect developments that enable better integration of care – focusing this year on establishing strong partnerships and involvement, new care models and systems to support collaboration</p>	<p><i>Digital connectors</i> The programme includes the expansion of the Care Information Exchange, providing patients and clinicians in north west London with secure online access to health records and two-way communications, working with Chelsea and Westminster to roll out our Cerner electronic patient record system across their hospitals, and improving the accurate capture and use of digital data</p> <p><i>Primary care partnerships</i> Piloting new ways of working with primary care networks and building on learning to date from our connecting care programmes, patient-focused collaborations with GPs and other partners</p> <p><i>The care environment</i> Making better use of our physical spaces for patients and visitors to explain, promote and involve, focusing on wayfinding; digital information screens and welcome areas</p>

Strategic goal 2: To develop a sustainable portfolio of outstanding services

We have one of the largest and most diverse service portfolios of any NHS organisation in the country. We also undertake some of the most complex and specialist procedures while maintaining one of the lowest mortality rates and achieving many excellent outcomes. This is all underpinned by a long and successful track record in clinical research and education. We need to maximise the value of this breadth and depth of expertise for all our patients and wider population. We must also plan for the significant changes we know will be needed to respond to new expectations, needs and technology.

What is going to be different:

- We will **more clearly define the areas where we have particular strengths** and focus resources and attention on maximising their benefits
- We will seek to **align our priorities with our academic partners** and maximise the value of research for better health and care
- We will focus on **value not just cost**, taking account of outcomes, quality and efficiency to develop our services; this will also guide our partnerships with other providers
- We will **measure meaningful outcomes** across all our services and pathways and use this knowledge to inform our continuous improvement work.

What we will do this year

2019/20 objective	2019/20 key initiatives
<p>3 To reduce unwarranted variations in care pathways – focusing this year on projects supported by the Imperial flow coaching academy and guided by external benchmarking on quality and efficiencies</p> <p>4 To develop strategic solutions to key challenges - focusing this year on staff recruitment and retention, reducing our underlying financial deficit and estates redevelopment</p> <p>5 To strengthen the connections between our service developments and our research – focusing this year on data and digital initiatives and expanding staff involvement</p>	<p>Safety improvement Includes nine improvement work streams, focusing on use of real-time data to drive improvements (to tackle sepsis and deteriorating patients for example) and behaviour change (to improve compliance with surgical checklists and hand hygiene for example)</p> <p>Specialty review programme Priority developments across all services to help ensure alignment with our organisational strategy</p> <p>Planned care improvement A range of initiatives to improve our management of waiting lists and to reduce waiting times</p> <p>Strategic workforce programme Work streams include developing new roles, apprenticeships, overseas recruitment and improving career development opportunities</p> <p>Research Key developments include widening access to research opportunities, the development of Imperial Health Knowledge Bank – a register of patients who want to support and/or be more involved in research – and developing an aligned strategy around patient data and research</p> <p>Estates and facilities programme Projects include creating a hybrid theatre at St Mary's Hospital and re-tendering our catering, cleaning and portering contract, as well as progressing options for a major estates redevelopment</p>

Strategic goal 3: To build learning, improvement and innovation into everything we do

We take huge pride in the contribution that our hospitals and staff have made to health and care innovation over many years. We must continue to encourage and support this level of aspiration but also widen opportunities, both to lead and participate in formal research and development projects as well as in continuous improvement as part of our day-to-day work. There is always potential to improve and we will support everyone in every role to be part of this.

What is going to be different:

- We will **support every member of staff to play an active part in an improvement or innovation initiative**; we recognise that we need to learn from what doesn't work as much as by what does work in order to be effective
- **We will measure how encouraged and supported staff feel** in these efforts, publicly report on this and act to do better
- We will encourage **learning as part of every role in our organisation**, ensuring these opportunities are fairly accessible to all staff
- We will create **new opportunities for staff to develop their skills** and careers with our organisation.

What we will do this year

2019/20 objective	2019/20 key initiatives
<p>6 To achieve a measurable improvement in our organisational culture – focusing this year on improvements in leadership, fairness and collaboration</p>	<p><i>Leading change through vision, values and behaviours</i> Embedding our new behaviours framework, focusing on feedback, appraisals, leadership, management and behaviours training and measuring impact</p> <p><i>Equality, diversity and inclusion</i> A renewed focus on ensuring our leadership and management development, HR processes and talent management actively promote diversity and fairness; our first priority is to implement the NHS workforce race equality standard across the organisation</p> <p><i>Workplace wellbeing and collaboration</i> A programme to create better working and social spaces and other opportunities to facilitate connections, support and learning</p> <p><i>Patient and public involvement</i> Key developments include further expansion and support for our lay partner programme, a new focus on learning from complaints and patient feedback, actions to embed involvement in day-to-day activities and processes and improving evaluation of impact</p>