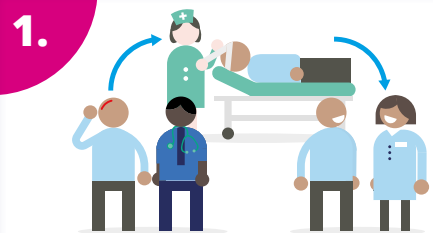


Our promise: Better health, for life

Our objectives 2017-2019



1. Improving the way we run our hospitals

We will create care pathways with processes, ways of working and facilities that consistently achieve the best possible outcomes and experiences for our patients and their families, making the most of digital and other new technologies.

Key initiatives

- ***Outpatient improvement** – including the establishment of a patient service centre, extending digital communications and a major programme of clinic refurbishments.
- ***Improving patient flow** – ensuring patients are cared for in the right place, at the right time, by the right healthcare professional, from first contact, through assessment, diagnosis and treatment, to ensuring a safe and timely discharge; including improvements in A&E, assessment and ambulatory care facilities.
- **Waiting list improvement** – ensuring the most effective management of our planned care, with a focus on better processes and training to improve data quality, enhanced clinical review and more responsive capacity planning.



2. Developing more person-centred approaches to care

We will work in partnership with our patients and partner organisations to create sustainable service and organisational models that help our population stay as healthy as possible and ensure access to the most appropriate care when and where it is needed.

Key initiatives

- **Hammersmith and Fulham integrated care** – testing fully integrated approaches to care in collaboration with other NHS, local authority and lay partners.
- ***Care information exchange** – providing patients and their care professionals in north west London with secure online access to their health records and the ability to share information safely.
- ***Way-finding project** – implementing a Trust-wide approach to ensuring patients and visitors can navigate our sites easily and feel a sense of welcome throughout their journey.
- ***Children's services** – expanding and refurbishing our paediatric intensive care unit, plus a wider redesign of our care and facilities for children.



3. Making our care safer

We will build a culture where all our staff feel safety is key, are able to 'speak up' and understand their responsibilities; and where patients also feel confident to raise safety concerns and believe they will be addressed.

Key initiatives

- **Safety culture** – following research and engagement with staff and patients, making and embedding improvements in core areas of practice, including how we report and learn from incidents in an open and fair way.
- **Critical care reconfiguration** – improved co-ordination of critical care across our sites, including bringing together management of all critically ill patients in dedicated areas by staff fully trained in critical care and organ support.
- **Digital programme** – including greater use of, and easier access to, electronic patient records, automated alerts to identify deteriorating patients and clinical decision-making support.

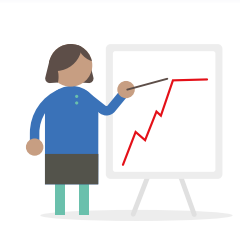


4. Making the Trust a great place to work

We will create a shared sense of belonging across our organisation, with staff feeling supported, valued and fulfilled, and make a compelling 'offer' in terms of reward and recognition, wellbeing and development.

Key initiatives

- **Embedding our values and behaviours** – promoting positive behaviours and tackling poor ones through support and training for managers, action on bullying and violence, a greater focus on equality and diversity and more accessible senior leadership.
- **One-stop workplace portal** – improving staff experience by replacing our intranet with combined online access to all our business and management functions, including upgraded HR systems, an internal social network and a comprehensive resource library.
- **Recruitment and retention action plan** – developing our 'employer's offer', promoting it more effectively, internally and externally, and simplifying our recruitment processes.



5. Building sustainability

We will continue to build an organisational culture and strategy that enable us to deliver our promise, effectively and sustainably.

Key initiatives

- **Specialty review programme** – a clinically-led approach to supporting our specialties to develop unified and sustainable clinical, workforce and financial plans.
- **Corporate services collaboration** – identifying opportunities for improvement and efficiency from collaborative working, including North West London Pathology and roll out of a joint electronic patient record system with Chelsea and Westminster Hospital NHS Foundation Trust.
- ***St Mary's Hospital redevelopment phase 1** – bringing together the majority of St Mary's outpatient and related diagnostic services in one modern building, reflecting a new model of outpatient care.



*Supported by

Our strategies



Clinical

To help lead the development of integrated care closer to home, the consolidation of specialist care on fewer sites where it improves outcomes and safety, and the advancement of personalised medicine.



Quality

To create a culture of continuous improvement to increase and sustain quality, including through a Trust-wide quality improvement methodology and using the Care Quality Commission's quality framework – safe, effective, caring, responsive and well-led.



Financial

To achieve planned savings and more efficient ways of working so that we can move to a sustainable financial position, allowing us to invest sufficiently in the development of our staff, services and estate.



Workforce

To ensure we are recruiting, engaging and developing sufficient staff with the right skills and capabilities in the right roles, responding to changing needs and service models.



Digital

To facilitate improvements in care pathways, enable data to be shared safely, help empower patients to take an active role in their care, and support population health, using our Cerner electronic patient record system as the foundation.



Estates

To secure a significant re-development and new build on the St Mary's and Charing Cross sites, with Western Eye Hospital relocating to the St Mary's site, and a smaller re-development on the Hammersmith and Queen Charlotte's & Chelsea site.



Research

To make the most of opportunities to align translational research across our expanded academic health science centre partnership and to implement our biomedical research centre programme in partnership with Imperial College.



Education

To support the delivery of our clinical, quality, research and workforce strategies including through multi-professional approaches, new educational models and increased use of technology for learning.



PPI

To ensure that patients and our communities actively shape, and can help contribute to, every aspect of our work, including as lay partners, co-design and research participants, volunteers and fundraisers.



Private healthcare

To develop high quality private practice on all of our sites, with all surplus being reinvested to improve care and support NHS services.

Our values

Kind

Expert

Collaborative

Aspirational

Here to support your improvements

Improvement hub – rolling out the Trust-wide quality improvement methodology – plan, do, study, act – and providing training, advice, mentoring and practical support. Contact: imperial.qi@nhs.net

Patient and public involvement team – providing advice and guidance; toolkits, training and networks; co-ordination and governance; connecting you with potential lay partners and patient groups. Contact: linda.burridge@nhs.net

Leadership development – providing a range of programmes and advice for staff at all levels, from frontline supervisor to senior leader. Contact: imperial.leadership@nhs.net

Project support office – providing support and guidance on all elements of our cost improvement programme and the delivery of national efficiency agendas. Contact: mark.greene1@nhs.net

Communications team – providing advice, guidance and practical support for projects as well as access to our corporate communications channels. Contact: imperial.communications@nhs.net

Imperial Health Charity – supporting the Trust through grants, fundraising, the arts programme and volunteering. Contact: info@imperialcharity.org.uk

System-wide improvements

A sustainability and transformation plan (STP) for health and care in north west London was published in October 2016. One of 44 such plans across England, it was developed by 28 NHS, local authority and voluntary sector partners, including our Trust.

Its five delivery areas are:

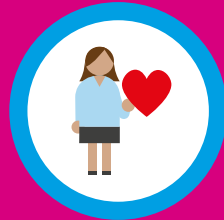
- radically upgrading prevention and wellbeing
- eliminating unwarranted variation and improving long-term condition management
- achieving better outcomes for older people
- improving outcomes for children and adults with mental health needs
- ensuring we have safe, high quality, sustainable acute services.

Our own strategies are very much in line with the objectives of the STP and a number of our key initiatives are being supported by and/or influencing the STP's implementation.

Our values

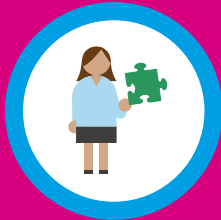
Kind

We are considerate and thoughtful, so you feel respected and included.



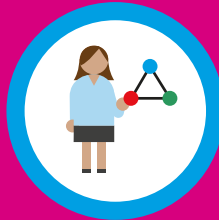
Expert

We draw on our diverse skills, knowledge and experience, so we provide the best possible care.



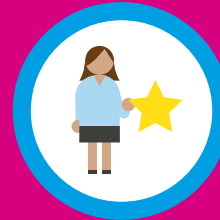
Collaborative

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.



Our behaviours

Kind

To be kind:

- we put people first
- we listen, notice and respond
- we see things from others' point of view

In practice:

- notice when someone needs help
- make eye contact and smile
- introduce ourselves by name and role
- actively listen and respond to others
- make time for meaningful interactions

Expert

To be expert:

- we're informed and up to date
- we're reliable
- we're responsible

In practice:

- keep our practice up to date
- do what we say we will do
- be sure of our facts and the limitations of our knowledge
- use money, time and other resources efficiently
- seek solutions to problems and secure help if we can't resolve them ourselves

Collaborative

To be collaborative:

- we work as a team
- we're open and approachable
- we're adaptable

In practice:

- involve others in the development of ideas and plans from the start
- actively build partnerships
- share information and knowledge, openly and honestly
- respect others' time and contributions
- be willing to change our mind

Aspirational

To be aspirational:

- we strive for excellence
- we embrace innovation
- we champion better care

In practice:

- always look for ways to improve what we do
- make time for reflection and learning
- recognise and celebrate achievements
- don't be afraid to challenge or be challenged
- enable and support others to learn and develop

Our ethos

To help everyone to be as healthy as they can be, we want to look out for the people we serve as well as to look after them.

We look after people by providing care, whenever and however we are needed, listening and responding to individual needs. We look out for people by being

their partner at every stage of their life, supporting them to take an active role in their own health and wellbeing.

We are one team, working as part of the wider health and care community. We are committed to continuous improvement, sharing our knowledge and learning from others. We draw strength from the

breadth and depth of our diversity, and build on our rich heritage of discovery.

By doing all this, we ensure our care is not only clinically outstanding but also as kind and thoughtful as possible. And we are able to play our full part in helping people live their lives to the fullest. Our promise is better health, for life.

Delivering our promise

Better health, for life

Our promise:

Better health, for life

