



Our vision Better health, for life

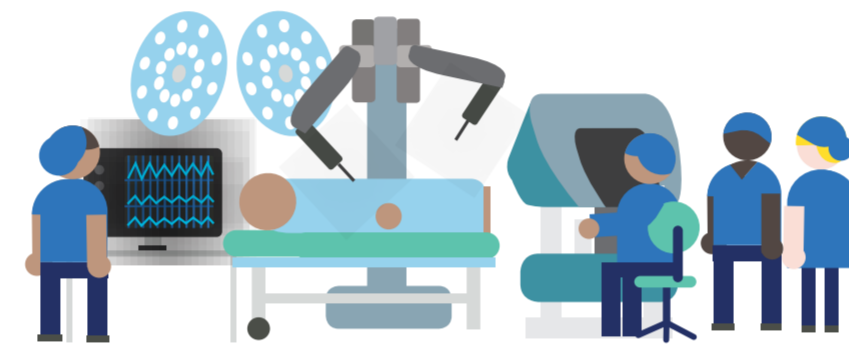
Our values

Kind Expert Collaborative Aspirational

Our 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

Key outcomes for 2021-2023

Priority areas for cross-organisational action to progress our strategic goals

A fair and sustainable reduction in waiting and delays for our patients

A stable, healthy and more inclusive workforce

Progress on the redevelopment of all our sites

Improved core quality practice, recognised in our CQC ratings

A stronger user focus to everything we do

Greater collaborative working, especially with other north west London acute providers

Focused improvements

Quality improvements requiring a sustained focus by all or most of our teams

Improved management of medicines - at least 90 per cent of patient medications administered using the positive patient identification process

Increased core skills training – at least 90 per cent of staff fully up to date with statutory mandatory training at all times



Increased incident reporting rates – at least 20.2 incidents reported per 100 whole time equivalent staff at any given time

Improved flow of care – every ward holding an effective, daily board round

Major initiatives (2021-2023)

Cross-organisational projects and programmes helping to deliver our strategic goals and key outcomes

Outpatient transformation

Improving the whole pathway, including offering earlier specialist advice in partnership with GPs, ensuring best use of virtual consultations and developing more user-focused and – where appropriate – automated processes and support.

Estates redevelopment

Progressing plans – within the Government’s new hospital programme – for a full redevelopment of St Mary’s, a floor-by-floor refurbishment of Charing Cross and a mix of refurbishment and new build for Hammersmith; incorporating Western Eye into the most appropriate scheme.

Quality and safety programme

Using data to drive improvements in key areas, including our four focused improvements with specific goals for: medicines management, incident reporting, core skills training and ward-based processes to improve flow.

Developing a user insight and focus function

Systematically gathering, connecting and interrogating data and information to understand our users better; and using that insight to drive and shape change. With pilot initiatives including improving interpreting and end of life care communications.

Keeping care flowing

Ensuring best practice and investing in new initiatives to provide high quality care for as many patients as possible, as quickly as possible - avoiding unnecessary admissions to hospital, preventing and tackling delays to progressing care, ensuring safe and efficient discharges from hospital, improving the management of our waiting lists and optimising clinic and theatre time usage.

Staff health and wellbeing programme

Developing a strategic approach to meet the needs of our diverse workforce, including better wellbeing provision, retail food and shops transformation and improved on-site support and resources.

Waste reduction and efficiencies programme

Systematically identifying and implementing cost improvements through better ways of working, stock and procurement, medicines and digital; as well as acting sustainably to reduce unnecessary waste.

Strategy implementation and improvement support

Rolling out new organisational frameworks, tools and resources: ward accreditation; Imperial management and improvement system; Pathway to excellence.

West London children’s healthcare

Developing a more population-based, health outcomes approach by moving to a single management structure for children’s services with Chelsea and Westminster NHS Foundation Trust and creating stronger links to research.

Workforce equality, diversity and inclusion

Developing more inclusive people management policies and practices; improving the use of data and education, especially in relation to race equality; creating a more flexible work environment for disabled people.

Improvement through better people management

A range of learning and development initiatives to improve leadership and support at all levels of our organisation, drawing on staff views of what makes a good manager and where we need to improve.

Green plan

Rolling out our Green plan made up of 12 goals to reduce the impact of climate change and pollution on health, reduce reliance on unsustainable services and medicines and embrace ‘green’ learning and innovation.

North west London acute care programme

A collaboration between the sector’s four acute providers to increase capacity and efficiency through integrated working, shared processes and policies and new models of care. Includes a sector-wide approach to improving the management of waits for planned care safely and equitably.

North west London specialist service reviews

Collaborative, clinically-led approaches to improving outcomes and efficiencies in a range of specialties. Draws on national benchmarks and gold-standard models of care.

North west London community diagnostic hubs

As part of a national programme, expanding and improving access to a range of diagnostics, including state of the art imaging services.


Imperial College Healthcare
NHS Trust

Our vision and priorities 2021-2023

