

Report for: **Health and Wellbeing Board**

Date of Meeting: 21st March 2023

Subject: Launch of Our Way Forward:
Strategy for London North West
University Healthcare NHS Trust
(LNWH)

Responsible Officer: Simon Crawford,
Deputy Chief Executive,
London North West University
Healthcare NHS Trust

Public: Yes

Wards affected: All

Enclosures: LNWH Our Way Forward Report
LNWH Our Way Forward Health and
Wellbeing Board Supporting Slides

Section 1 – Summary and Recommendations

Executive Summary

Our Way Forward will shape LNWH's work for the next five years, setting a clear vision for the future: to put quality at our HEART.

We started work on Our Way Forward in spring 2022. During its development, we had over 3,000 inputs from valued partners, patients, and colleagues: we can truly and proudly say it's been a real team effort.

Just as we've worked with you to develop Our Way Forward, we will only realise our vision by continuing to work together as a collaborative, as a sector, and as a system.

Over the next five years, we will put quality at our HEART by working together to:

1. provide high-quality, timely and equitable care in a sustainable way
2. be a high-quality employer where all our people feel they belong and are empowered to provide excellent services and grow their careers
3. base our care on high-quality, responsive, and seamless non-clinical and administrative services
4. build high-quality, trusted ways of working with our local people and partners so that together we can improve the health of our communities.

High-quality partnerships

Building effective and purposeful partnerships working relationships is needed to improve health of our communities. These partnerships have the additional benefit of helping us deliver high-quality care by reducing avoidable pressures on our services.

Our sub-priorities for partnership working include:

- 4.1 Working with our partners to improve the quality of incoming referrals, discharge processes and support patients with mental health needs
- 4.2 Support the standardisation of best practice support services, training, care pathways and specialist services across the north west London acute provider collaborative
- 4.3 Support our partners to deliver their neighbourhood and placed-based health priorities
- 4.4 Explore and create mechanisms to communicate our quality of care to our local population

What this will mean for our partners:

- Improved clarity in our working relationships
- Improved access to our specialist expertise
- New levers and opportunities to improve care of our population
- Improved signposting to community services

What this will mean for our local authorities:

- Increased acute presence in place-based and neighbourhood team meetings
- More access to acute resource (e.g., data) to drive local authority health priorities

What else is changing

We have extended our definition of quality care from safe, effective and patient centred to include equity, timeliness and sustainability

We have taken a focus to improve our non-clinical and administrative support services. Over the years we have focused so heavily on clinical care that our supporting services and systems have fallen behind. This results in inefficiency and harms patient experience. We are committing to improving these services, improving the experience of both our patients and employees.

We will emphasise our role as an anchor organisation, including by supporting current staff and future recruits from our local communities grow and develop their careers at LNWH. For example, closer work with local education providers will offer additional routes to employment, reduce vacancies and support high quality care.

We look forward to working closely with you to deliver Our Way Forward.

Recommendations:

The Board is requested to:

Note and share the report.

Section 2 – Report

Our Way Forward Report is attached.

Our Way Forward summary slide pack is attached

Financial Implications/Comments

None

Legal Implications/Comments

The Health and Well Being Board's terms of reference include that 'The purpose of the Board is to improve health and wellbeing for the residents of Harrow and reduce inequalities in outcomes'

Risk Management Implications

Risks associated with delivering the strategy are managed by LNWH

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **Yes**

The relevant risks contained in the register are attached/summarised below.
No, strategy programme risks can be found in the strategy report

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **No**

If no, state why an EqIA was not carried out. – information report.

Section 3 - Statutory Officer Clearance (Council and Joint Reports)

Statutory Officer:

Signed by the Chief Financial Officer

Dawn Calvert

Date: 03/03/23

Statutory Officer:

Signed on behalf of the Monitoring Officer

Sharon Clarke

Date: 03/03/23

Chief Officer:

Signed by the Corporate Director

Senel Arkut

Date: 03/03/23

Mandatory Checks

Ward Councillors notified: No

Section 4 - Contact Details and Background Papers

Contact: Simon Crawford, Deputy Chief Executive, London North West University Healthcare Trust (simon.crawford1@nhs.net)

Background Papers: None

If appropriate, does the report include the following considerations?

- | | |
|-----------------|----|
| 1. Consultation | No |
| 2. Priorities | No |