



London North West  
University Healthcare  
NHS Trust

# Our Way Forward

Strategy 2023 to 2028

Health and Wellbeing Board  
Supporting Slides



Quality at  
our HEART





# Introducing Our Way Forward



# We will...

- put **quality at our HEART**
- maximise the opportunities offered by working more closely with our NHS and social care partners across north west London
- build on the strengths that helped us through the acute phase of the Covid-19 pandemic
- shape how we meet the challenges we face now and in the future.



# Who we spoke to



**3,243**

total contributions



**2,314**

TeamLNWH



**887**

local people



**42**

partner  
representatives





# Values, vision, and objectives

Honesty

Equity

Accountability

Respect

Teamwork

Quality at  
our HEART

London North West  
University Healthcare  
Clare Samson  
RN

# Our values

- ♥ **Honesty:** we're truthful, we're open, and we speak up
- ♥ **Equity:** we're kind and caring, we act with fairness, and we're understanding
- ♥ **Accountability:** we're professional, we strive for excellence, and we improve

- ♥ **Respect:** we're attentive and helpful, we're appreciative, and we act with empathy
- ♥ **Teamwork:** we involve others, we support our colleagues, and we set clear goals.



# Our vision: quality at our HEART ♥

## Quality...

Delivering quality means consistently meeting requirements and exceeding expectations.

## ...at our HEART

By placing quality at our heart, everything we do as an organisation should further our ability to deliver quality.



# Our objectives



▶▶▶▶

We will provide high-quality, timely and equitable care in a sustainable way




▶▶▶▶

We will be a high-quality employer where all our people feel they belong and are empowered to provide excellent services and grow their careers



▶▶▶▶

We will base our care on high-quality, responsive, and seamless non-clinical and administrative services



▶▶▶▶

We will build high-quality, trusted ways of working with our local people and partners so that together we can improve the health of our communities





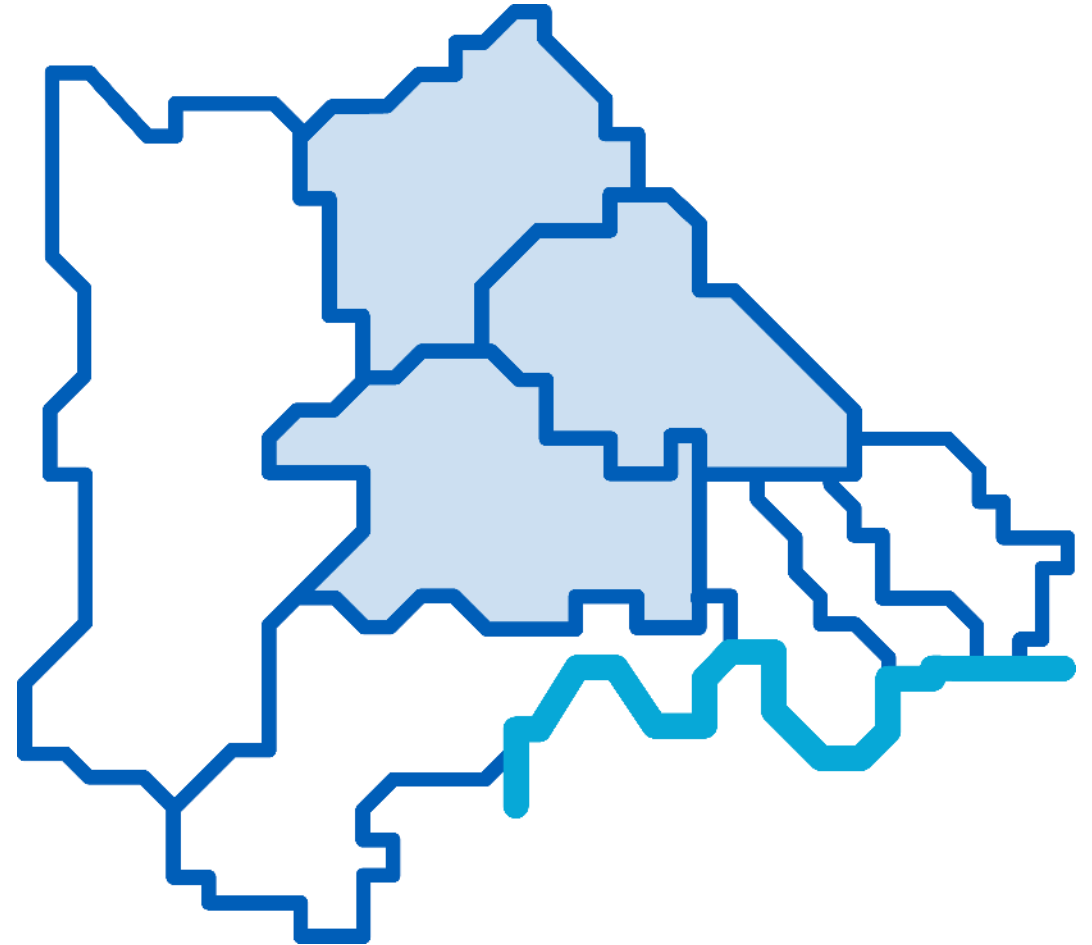


**We will build high-quality, trusted ways of working with our local people and partners so that together we can improve the health of our communities**

Honesty  
Equity  
Accountability  
Respect  
Teamwork  
**Quality at our HEART**

# Our partners

- Building effective and purposeful working relationships to improve the health of our communities is the right thing to do
- As an anchor institution and one of the largest local employers, we will share our expertise and create opportunities for our local population
- These partnerships have the additional benefit of helping us deliver high-quality care by reducing avoidable pressures on our services



# We will...

- ...align our clinical pathways across north west London
- ...work with our community and primary care to improve discharges
- ...improve the quality of referrals
- ...work with our mental health trusts to provide better support for patients with mental health needs
- play an active role in place-based and neighbourhood health and wellbeing initiatives



# Our priorities for this year

- **Goal 4.1:** we will work with our partners to improve the quality of incoming referrals, discharge processes, and to support patients with mental health needs
- **Goal 4.3:** we will support our partners to deliver their neighbourhood and place-based health priorities
- Read more about our goals at [Inwh.nhs.uk/OurWayForward](https://inwh.nhs.uk/OurWayForward)





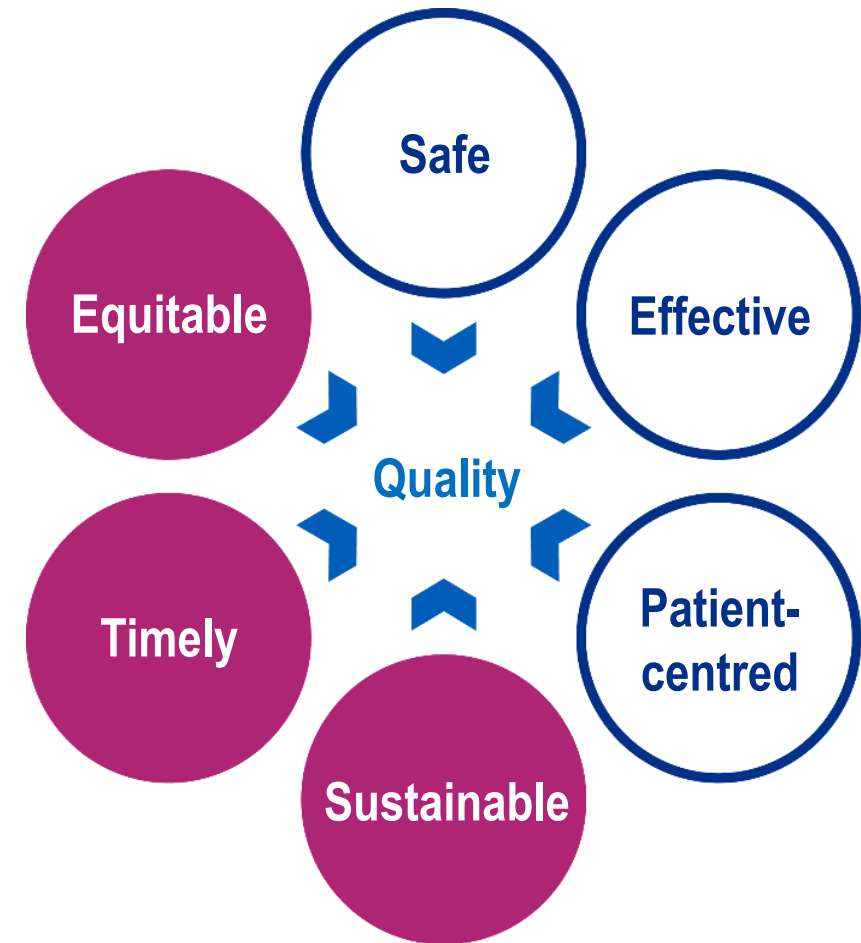
# Other changes to highlight



**Quality at  
our HEART**

# An expanded definition of quality

- Improving quality is the core focus of Our Way Forward. We define quality through six attributes:
  - **Safe, effective, and patient-centred** are taken from our previous definition
  - **Timely, sustainable, and equitable** are new.



Our definition of high quality care



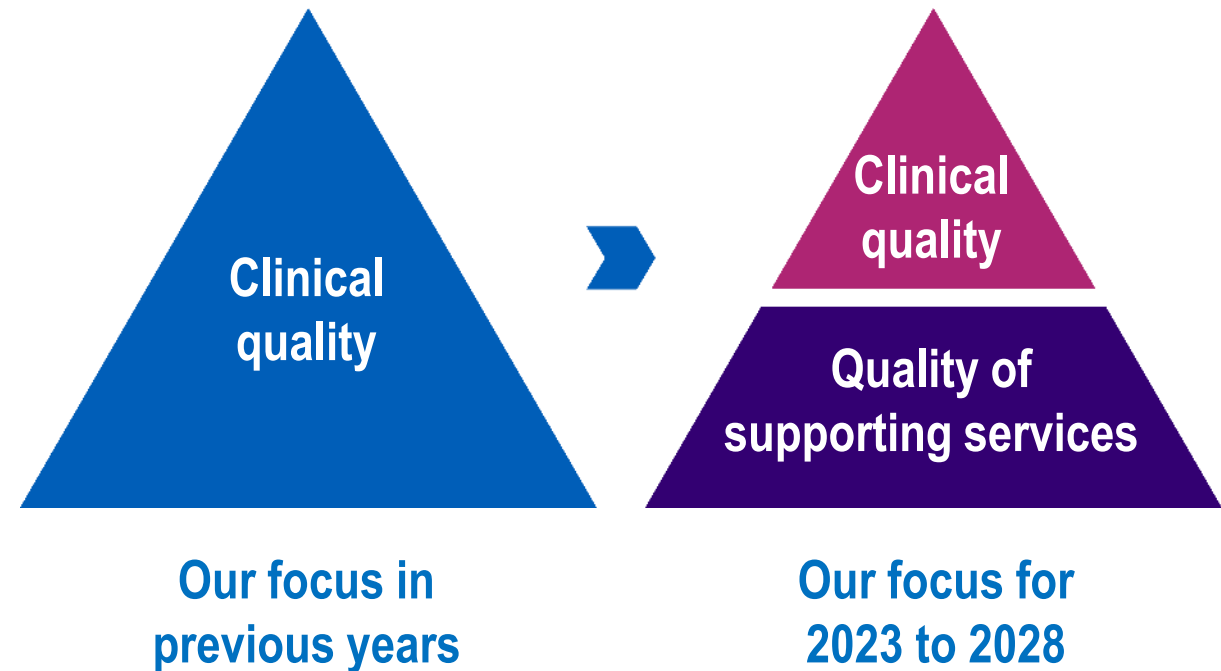
# Building an inclusive, anti-racist workplace

- We're proud that LNWH is such a diverse organisation. Almost 70% of our employees come from Black, Asian and multi-ethnic backgrounds
- Our cultural diversity offers us enormous potential to share deep connections with our communities and the patients we care for within those communities
- However, ethnicity is still a major factor in how our employees experience our organisation
- Setting out our goal to become an anti-racist organisation is an important commitment to both colleagues and patients



# An increased focus on support and administrative services

- We are committed to improving the services and tools that support our employees to deliver high-quality care
- Our supporting services and systems will be highly responsive, proactive, user-centred, and efficient
- Our employees will make better decisions due to improvements in the availability and integration of data.







# What Our Way Forward means for...



**Quality at  
our HEART**

# ...our local people

- Our patients will receive high-quality care when they need it, no matter who they are and when they need us
- Our patients will have improved continuity of care, allowing them to go home sooner
- Our patients will be fully informed about their appointments, treatments, and procedures
- We will become a favoured and attractive local employer



# ...our employees

- They will be empowered to provide high-quality, timely and equitable care
- They'll have access to better digital systems (including our new electronic patient record)
- They'll have better data to work with, to make better decisions
- They'll have improved opportunities to grow your skills and careers
- They'll feel safe, included, and a sense of belonging at work



# ...our sites



**CMH:** focused on timely, efficient, and exceptional planned care experience



**EH:** better use of the site, including A&E, same day emergency care, operating theatres, and community diagnostic hub



**NPH:** major hub for emergency and critical care, cancer and specialist surgery



# ...our Trust

- We will become an anti-racist organisation
- We will improve our non-clinical services help us provide high-quality care
- We will build a culture of equity and quality
- We will work better with our local authorities, mental health, community, and primary care, and third sector partners to reduce the demand on our services
- We will share and align resources across our acute collaborative



# ...our partners

- Improved clarity in our working relationships
- We will work with our partners to help patients access other kinds of support suitable for their needs when they come into contact with our services
- We will work more smoothly with colleagues in other acute trusts because of sharing one Cerner domain.
- We will work with local education providers and job centres to raise awareness of our apprenticeship opportunities
- More accurate public health information available for our partners





# How will we know we are making progress?

Honesty  
Equity  
Accountability  
Respect  
Teamwork  
**Quality at our HEART**

London North West  
University Healthcare  
NHS Trust  
Clare Samson  
Nurse

# Improving towards top-quartile performance and becoming an outstanding organisation

Our Priorities	Area	We will make year-on-year improvements in....	Baseline	Top Quartile/ Standard	Source	
Provide high-quality, timely, and equitable care in a sustainable way	Safe	staff who would recommend our services to friends or family	58.8%	74.2%	NHS Staff Survey 2021	
	Patient Centric	patients who would recommend our services to friends of family	91.9%	92.7%	Weighted Average Friends and Family Test (Sep '22) <sup>†</sup>	
	Timely	Constitutional standard: RTT > 18 weeks		62.5%	≥92%	Integrated Performance Report (Nov 2022)
		Constitutional standard: Diagnostics		97.2%	≥93%	
		Constitutional standard: Cancer (first)		64.3%	≥85%	
		Constitutional standard: A&E four hour wait		66.5%	≥95%	
	Sustainable	our clinical efficiency relative to other acute trusts	£3,656	***£3,470	Model Hospital (20/21)	
Effective	summary hospital-level mortality indicator**	0.7931	0.7931	London SHMI (Jul 21 to Jun 22)		
Equitable	variation in quality between patient groups	TBC*	N/A	TBC*		
Be a high-quality employer where all our people feel they belong and are empowered to provide excellent services and grow their careers		staff who would recommend LNWH as a place to work	55.5%	64.7%	NHS Staff Survey 2021	
		average staff vacancies that we have	11.3%	N/A	Staff Record (Sep '22)	
		how long our employees on median work for LNWH	4.3 years	N/A	Staff Record (Sep '22)	
		NHS survey score for diversity and equality	7.6/10.0	8.3/10.0	NHS Staff Survey 2021	
Base our care on high-quality, responsive, and seamless non-clinical and administrative services		employees who would recommend our non-clinical and supporting services to other colleagues	TBC*	N/A	New Support Service Feedback Survey	
Build high-quality, trusted ways of working with our local people and partners so that together we can improve the health of our communities		partners who would recommend working with LNWH to other partners	TBC*	N/A	New Partner Interaction Feedback Survey	

\* KPI does not currently exist in the Trust, and so we will need to develop ways to capture this KPI

\*\* We would not expect significant improvements in our SHMI value, as it is already one of the best in the country

\*\*\* Median value is presented. As we sit in lower quartile (Q3), median (Q2) is deemed appropriate target for this measure. Top quartile (Q1) is £3,293

<sup>†</sup> Made by aggregating friends and family result and weighting the average score across A&E, inpatient and outpatients against eligible number of patients





# Seeking partner feedback

Build high-quality, trusted ways of working with our local people and partners so that together we can improve the health of our communities

We will make year-on-year improvements in...	Baseline	Top quartile / standard	Source
Partners who would recommend working with LNWH to other partners	TBC <sup>[4]</sup>	N/a	New partner interaction feedback survey

4: KPI does not currently exist in our Trust, so we will need a way to capture this





# Join us on our way forward

- Honesty
- Equity
- Accountability
- Respect
- Teamwork

Quality at  
our HEART

London North West  
University Healthcare  
Clare Samson  
RN

# Get involved on our way forward

- Read our strategy, watch and share our videos at [inwh.nhs.uk/OurWayForward](https://inwh.nhs.uk/OurWayForward) and on social media
- Share Our Way Forward with your colleagues, friends, and family





London North West  
University Healthcare  
NHS Trust

# Our Way Forward

Strategy 2023 to 2028



Quality at  
our HEART

