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|  | <b>Brent Health and Wellbeing Board</b><br>29 March 2023             |
|   | <b>Report from London North West University Healthcare NHS Trust</b> |
| <b>Our Way Forward, LNWH Strategy 2023-2028</b>                                   |  |

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| <b>Wards Affected:</b>                                       | All  |
| <b>Key or Non-Key Decision:</b>                              | Non-Key Decision   |
| <b>Open or Part/Fully Exempt:</b>                            | Open   |
| <b>No. of Appendices:</b>                                    | 2 –<br>Appendix 1 – 2023-2028 Strategy<br>Appendix 2 – Strategy Presentation |
| <b>Background Papers</b>                                     | None   |
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## 1.0 Purpose of the Report

1.1 This report aims to raise awareness of Our Way Forward, LNWH's strategy 2023-2028.

## 2.0 Recommendations

2.1 The Board is requested to: Note and share the report and accompanying presentation and the Strategy Document itself.

## 3.0 Detail

### 3.1 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.

### 3.2 High-quality partnerships

Building effective and purposeful partnership working relationships is needed to improve the 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:

- Working with our partners to improve the quality of incoming referrals, discharge processes and support patients with mental health needs
- Support the standardisation of best practice support services, training, care pathways and specialist services across the north west London acute provider collaborative
- Support our partners to deliver their neighbourhood and placed-based health priorities
- 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 resources (e.g., data) to drive local authority health priorities

### 3.3 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 to 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.**

#### **4.0 Financial Implications**

Any resulting actions from the strategy will be subject to an appropriate financial assessment and planning process.

It should be noted that our strategy is based on an important assumption: that many service improvements can and will be achieved by making better use of the resources we already have. This reflects our diagnosis where we expected no major increase in our resources and benchmarking insights that found opportunities to improve our productivity when comparing our performance to other leading organisations.

Some new schemes will need to be funded through improvements in our productivity or justified through return on investment.

#### **5.0 Legal Implications**

Any resulting actions from the strategy will be subject to an appropriate legal assessment process.

#### **6.0 Equality Implications**

No Equality Analysis Assessment has been undertaken. Any significant change coming from a recommendation in the strategy, however, will follow an appropriate consultation process and EAA.

It should be noted that equity of input has been core to the strategy design process. As part of this we sought to gain as representative a sample as possible – focusing engagement efforts where we were lacking certain demographic groups.

Moreover, equity is a core focus of the strategy:

- As part of extending our definition of quality care to include equity, we are committed to reducing the inequities that exist within our services. We will improve how we measure and identify them.
- We will also support our local partner organisations in delivering their broader health and equity priorities.

**Report sign off:**

Simon Crawford  
Deputy CEO, LNWH