



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



# 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



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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







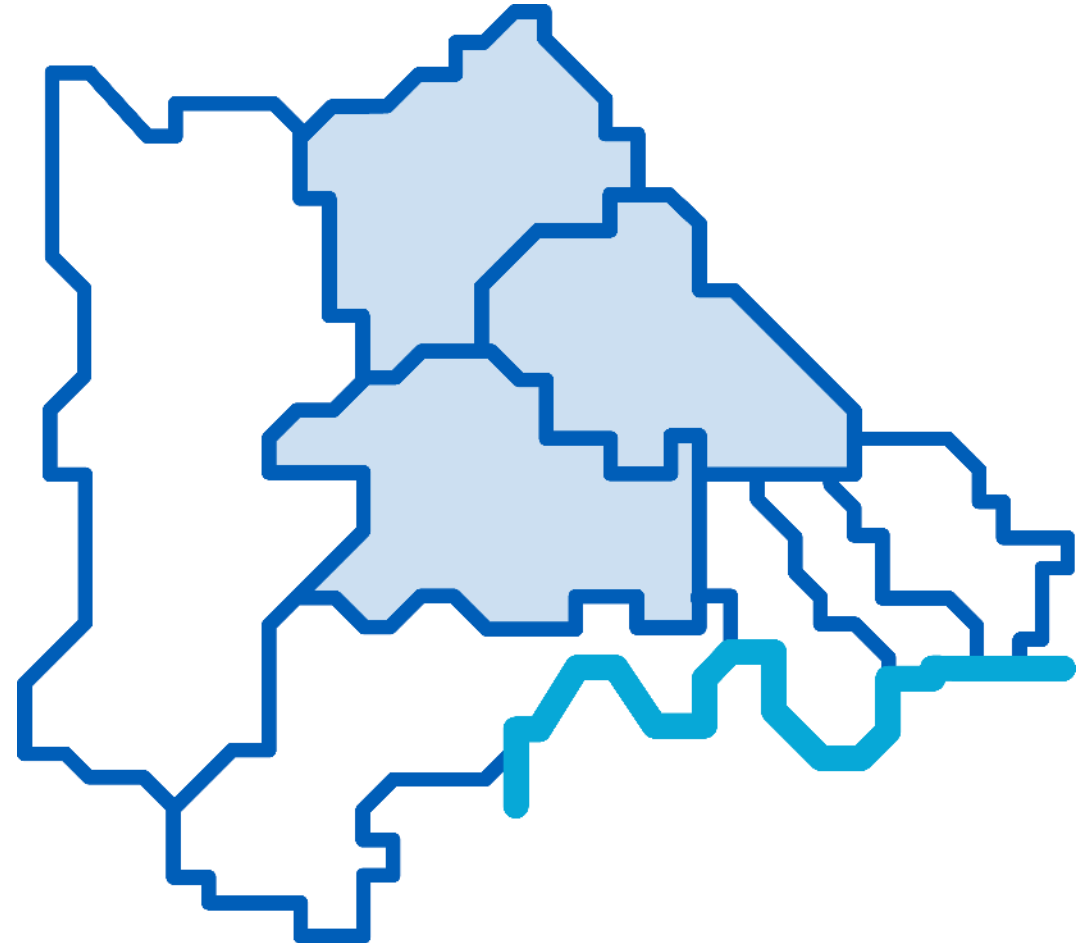
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**Quality at  
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# Our partners

- 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





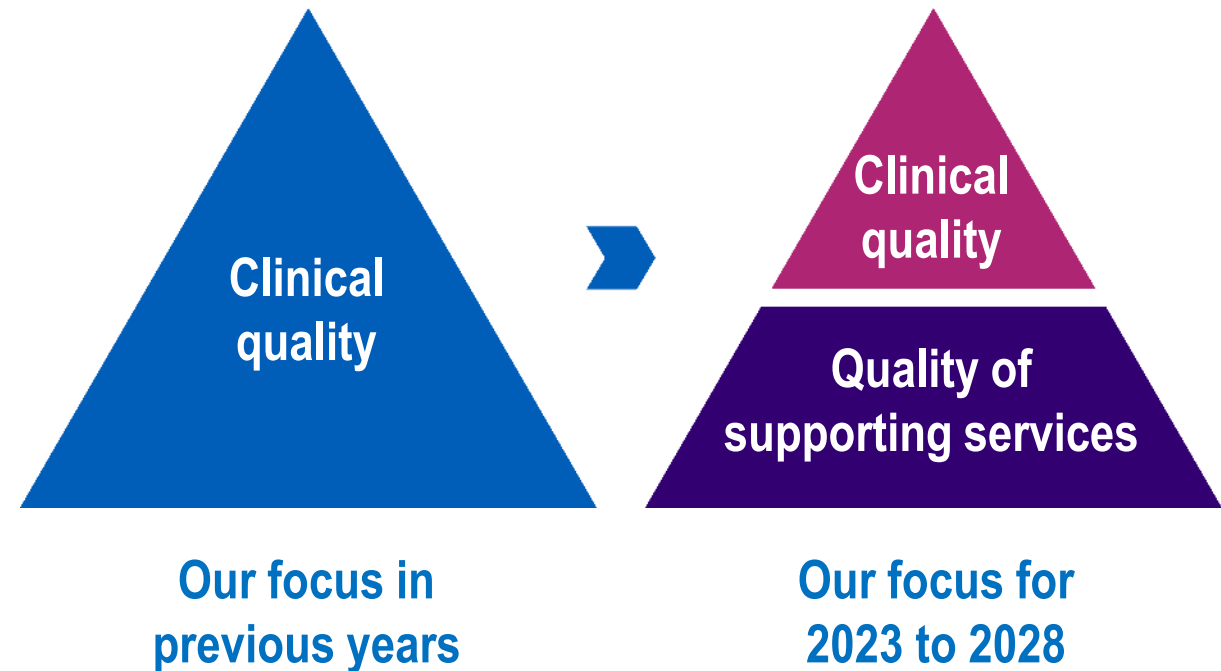
# Building an inclusive, anti-racist workplace

- We're proud that LNUH 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

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# 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)
Be a high-quality employer where all our people feel they belong and are empowered to provide excellent services and grow their careers	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*
		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)
Base our care on high-quality, responsive, and seamless non-clinical and administrative services		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
Build high-quality, trusted ways of working with our local people and partners so that together we can improve the health of our communities		employees who would recommend our non-clinical and supporting services to other colleagues	TBC*	N/A	New Support Service Feedback Survey
		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



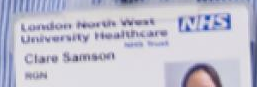




Join us on  
our way  
forward



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# 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





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