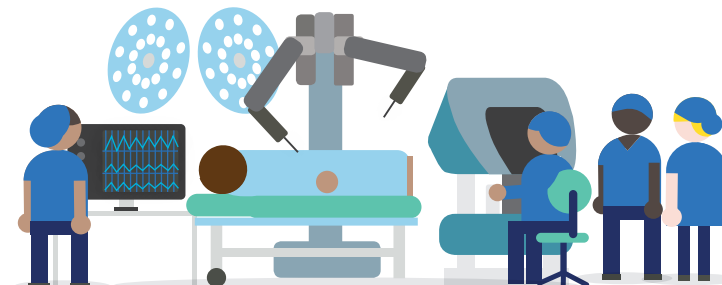


Our vision: Better health, for life

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

2019/20 objectives

To enable more patients to get the **right care and support, in the right place, at the right time** – focusing this year on improvements in **operational processes and use of data**

To expand and connect developments that enable **better integration of care** – focusing this year on establishing strong **partnerships and involvement**, new **care models** and **systems to support collaboration**

To **reduce unwarranted variations** in care pathways – focusing this year on projects supported by the **Flow Coaching Academy Imperial** and guided by external benchmarking on quality and efficiencies

To develop **strategic solutions to key challenges** – focusing this year on staff **recruitment and retention**, reducing our underlying **financial deficit** and **estates redevelopment**

To strengthen the **connections between our service developments and our research** – focusing this year on **data and digital** initiatives and expanding **staff involvement**

To achieve a measurable improvement in our **organisational culture** – focusing this year on improvements in **leadership, fairness and collaboration**

2019/20 key initiatives

Keeping care flowing collaborative

A range of projects to ensure patients are able to move through our care pathways as quickly and smoothly as possible – focusing on improving real-time operational data, emergency department pathways, ward-level processes and discharge from hospital

New care models

Key developments include new approaches to outpatient services, the children's hospital network and new adult respiratory pathway and facilities within our 'healthier hearts and lungs' proposal, and collaborations such as RM Partners, West London Cancer Alliance, a sector-wide imaging network and Hammersmith and Fulham Integrated Care Partnership

Digital connectors

The programme includes the expansion of the Care Information Exchange, providing patients and clinicians in north west London with secure online access to health records and two-way communications, working with Chelsea and Westminster to roll out our Cerner electronic patient record system across their hospitals, and improving the accurate capture and use of digital data

Primary care partnerships

Piloting new ways of working with primary care networks and building on learning to date from our connecting care programmes, patient-focused collaborations with GPs and other partners

The care environment

Making better use of our physical spaces for patients and visitors to explain, promote and involve, focusing on wayfinding; digital information screens and welcome areas

Safety improvement

Includes nine improvement work streams, focusing on use of real-time data to drive improvements (to tackle sepsis and deteriorating patients, for example) and behaviour change (to improve compliance with surgical checklists and hand hygiene, for example)

Specialty review programme

Priority developments across all services to help ensure alignment with our organisational strategy

Planned care improvement

A range of initiatives to improve our management of waiting lists and to reduce waiting times

Strategic workforce programme

Work streams include developing new roles, apprenticeships, overseas recruitment and improving career development opportunities

Research

Key developments include widening access to research opportunities, the development of Imperial Health Knowledge Bank – a register of patients who want to support and/or be more involved in research – and developing an aligned strategy around patient data and research

Estates and facilities programme

Projects include creating a hybrid theatre at St Mary's Hospital and re-tendering our catering, cleaning and portering contract, as well as progressing options for a major estates redevelopment

Leading change through vision, values and behaviours

Embedding our new behaviours framework, focusing on feedback, appraisals, leadership, management and behaviours training and measuring impact

Equality, diversity and inclusion

A renewed focus on ensuring our leadership and management development, HR processes and talent management actively promote diversity and fairness; our first priority is to implement the NHS workforce race equality standard across the organisation

Workplace wellbeing and collaboration

A programme to create better working and social spaces and other opportunities to facilitate connections, support and learning

Patient and public involvement

Key developments include further expansion and support for our lay partner programme, a new focus on learning from complaints and patient feedback, actions to embed involvement in day-to-day activities and processes and improving evaluation of impact

Our values and behaviours

Kind

Expert

Collaborative

Aspirational



Kind

We are considerate and thoughtful so everyone feels valued, respected and included



Collaborative

We actively seek others' views and ideas so we achieve more together

Love to see	Expect to see	Don't want to see	Love to see	Expect to see	Don't want to see
- Always go out of your way to make others feel welcome - Proactively offer help and support to patients, visitors and colleagues; 'go the extra mile' for others - Make time to actively listen and respond, even when busy; tailor your approach to the individual and 'listen with fascination' - Help others to challenge unkind or disrespectful behaviour and to understand its impact - Understand and respond to the diverse needs of patients, visitors and colleagues – show you value their time	- Make eye contact, smile, and introduce yourself - Help patients, visitors or colleagues who seem lost or confused; if you can't help, find someone who can - Listen to others attentively and with patience; show empathy - Constructively challenge unkind or disrespectful behaviour - Treat everyone as an equal and a valued individual; see things from others' points of view	- Ignore or avoid others; appear unapproachable, rude, abrupt or moody - Make others feel they are a burden; be unhelpful; ignore visitors who are lost - Appear disinterested, distracted or dismissive; talk over others - Condone or ignore disrespectful or unkind behaviour in others; fail to challenge it directly or indirectly - Ignore others' feelings or needs; make others feel bullied, excluded, belittled or judged	- Encourage and support others to find better ways of working within and across teams - Proactively seek diverse views and feedback in all aspects of your work - Develop genuine and generous partnerships with others, internally and externally, to achieve a common goal - Create a culture of proactive, tailored and transparent communication - Be generous with your time and actively make yourself visible and available to others	- Work as part of a team; co-operate and engage with colleagues and partners - Respect others' expertise and value advice; involve others in the development of ideas and projects - Respond and contribute to partnerships and collaborations to achieve a common goal - Openly and freely share information with others - Respond positively to requests for help or support from others	- Exclude others and work in isolation; resist others' attempts at collaboration - Disregard others' expertise or views; ignore or dismiss ideas; avoid seeking input of ideas and projects - Act in your own interests or to the detriment of other teams or partners to achieve your own goals - Provide incomplete or inaccurate information; withhold information - Be elusive or hard to contact; fail to respond to others in a timely or positive way



Expert

We draw on diverse skills, knowledge and experience so we provide the best possible care



Aspirational

We are receptive and responsive to new thinking, so we never stop learning, discovering and improving

Love to see	Expect to see	Don't want to see	Love to see	Expect to see	Don't want to see
- Actively inspire and encourage others to act responsibly and always act in line with best practice - Role model continuing development and encourage others to do the same; be generous with your knowledge and networks - Promote a culture of delivery; highlight issues, challenges and risks in delivery and help find solutions and mitigations - Consider and seek to reduce negative impacts on cost, resources or the environment; encourage others to do the same - Constantly find improvement opportunities in every aspect of your work	- Understand and comply with policies, procedures and reporting - Demonstrate competence in current practice, be sure of your facts and opinions and know the limits of your knowledge - Do what you say you will do and strive to deliver on your commitments - Use money, time and other resources as efficiently and sustainably as possible - Use our quality improvement methodology to tackle problems and make improvements	- Ignore best practice, policies and procedures; take unwarranted risks or short cuts - Make no attempt keep up to date or maintain knowledge and best practices - Fail to follow through on commitments; miss deadlines and neglect to highlight actions when not on track - Show disregard for resources, time and facilities - Fail to recognise or act on opportunities for improvement	- Actively help others to identify improvements and find solutions to problems, focusing on outcomes - Create a culture where achievement is proactively identified and celebrated - Promote and role model reflection and learn openly with others - Promote a culture of feedback and role model high quality feedback conversations as part of daily practice - Take proactive steps to contribute to wider improvement initiatives and bring a positive mindset to new ideas	- Initiate improvements and look for opportunities to learn from others - Recognise and celebrate achievement - Build in reflection and learning to support daily practice - Ask for, listen to and accept feedback to improve performance and practice - Support improvement initiatives in your own role or team	- Resist or avoid change because 'we've always done it this way' - Fail to notice or appreciate others' efforts or achievements - Fail to make time for learning and reflection; show little or no interest in learning from incidents, patients or best practice - Avoid asking for or being open to feedback; defensive when it is offered - Have a cynical or negative mindset towards improvement initiatives or change

Leading change through vision, values and behaviours

