



CLINICAL SERVICES STRATEGY

SEP 2024



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Foreword

Chief Executive Officer



We published our last strategy in 2015—the same year our hospitals merged to become the Chelsea and Westminster Hospital NHS Foundation Trust. Since then, much has changed. We have lived through a global pandemic and experienced its lasting impact on the NHS, our people and our communities. As an organisation, we have grown together, embraced innovation and demonstrably improved our care for patients. We have taken a more active role collaborating with local health and care partners so that both patients and staff have more seamless experiences. As the system in North West London moves to more formal collaboration, it is the right time for us to refresh our Trust's strategic approach to clinical services.

Despite the changes we have seen over the past few years, our priorities as an organisation have remained the same—to deliver high-quality, equitable care, to be an outstanding employer for our 7,500 staff, and to deliver services that are efficient and sustainable. These aims are underpinned by our PROUD values of putting patients first, being responsive to patients and staff, open and honest, unfailingly kind and determined to develop.

This strategy renews these aims and sets out ambitious plans to bring them to life. Our guiding principles and the strategic framework we have developed put our culture and values at the heart of what we do. This will allow us to prioritise, but it is also a framework for all our teams to take forward excellent care. It is shaped by what our staff and communities have told us matters to them and reinforces our focus on key statutory duties: reducing inequalities and advancing equality, diversity and inclusion in the workplace. This strategy builds on the strong foundations that have made our Trust one of the highest performing in the country and sets out how we will meet our aims, enabled by quality, our people, digital innovation and our estate.

Finally, I want to say thank you for your ongoing support and commitment to putting our patients first. I am so proud to lead this organisation.

Lesley Watts

Chief Executive Officer

Chief Medical Officer

In autumn 2023, we held a clinical summit, inviting more than 130 doctors, nurses, clinical leaders and senior managers from across the organisation to take part in a planning exercise. During the discussion, we gathered a number of valuable insights that have been instrumental in shaping our approach to refreshing this strategy.



Like most NHS Trusts, we face a number of challenges following the pandemic. Our foundations are strong, but we are often reminded of the importance of continuing to strengthen them to ensure they are ready to meet the challenges ahead.

We have made significant investments in our infrastructure—both estates and digital—which position us to become a model modern hospital. To do so, we must make the most of these assets, including working closely with clinicians to build and deploy digital solutions that improve clinical outcomes, enhance efficiency and drive operational transformation. All of this has been done with the aim of improving access, outcomes and experiences for our patients.

This strategy reinforces the vision, values, and strategic priorities that have defined our Trust since the start of our journey. It continues our commitment to delivering high-quality care for all the people we serve.

Dr Roger Chinn

Chief Medical Officer

Chief Nursing Officer

To bring this strategy to life, we will need to ensure that all our clinical team members—nurses, physicians, allied health providers, technologists and others—are leaders in implementation and can see how their work directly contributes.



An important touchstone of this updated strategy is the need to look beyond the walls of our Trust to address the inequities that can lead to poorer health outcomes. If we are to make a real impact for the people we care for, we need to start thinking beyond traditional approaches and collaborate across the system to reduce health inequities.

We will continue to be responsive to the changing needs of our community and the wider NHS as we look ahead to 2030, working closely with our patients, staff and local partners to refresh our plans as we progress. This includes being responsive to the things we heard matter most to patients in our community—providing a great experience and ensuring care is as safe and high-quality as it can be.

We look forward to embarking on this next phase of our journey, with all our staff playing a key role in bringing this strategy to life.

Robert Bleasdale

Chief Nursing Officer

OUR TRUST



Our strategy—a values-led organisation

Chelsea and Westminster Hospital and West Middlesex University Hospital came together as one Trust in 2015. Since then, we have worked to establish a vibrant and unified organisational culture to deliver high-quality care to more than one million patients in the communities we serve.

Our strategy builds on our culture and values to set out clear objectives for our future.

Our vision is clear—**to deliver world-class care to our local communities.**

We combine globally recognised clinical expertise with locally delivered, friendly hospital care to represent the NHS at its best.

Our mission is **to be an innovator in patient safety, experience and care.** Working as a system partner, we will pioneer new ways of working to improve the health and wellbeing of all people in our communities.

Since 2015, we have worked towards three major strategic priorities as an organisation, tracking delivery against each.

Our strategic priorities

- **Strategic Priority 1:** Deliver high-quality, patient-centred care
- **Strategic Priority 2:** Be the employer of choice
- **Strategic Priority 3:** Deliver better care at lower cost

How we measure success:

- Key metrics like the Summary Hospital-level Mortality Indicator (SHMI), which provides a standardised way of looking at hospital mortality. Since our merger in 2015, we have continued to see a regular and sustained improvement and currently have one of the lowest rates in the NHS
- As a Trust, we continue to grow, even during a challenging time for recruitment. Over the past few years, we have gone from just over 5,700 people substantively in post to more than 7,500
- During a time of financial constraint, we have been able to consistently meet cost improvement, productivity and efficiency targets, and build revenue to reinvest in delivering the best possible patient care

This refreshed strategy retains our priorities but includes an updated set of objectives and ambitions that reflect the current challenges and opportunities faced by the Trust.

Our PROUD values remain at the heart of the services we provide and are key to the delivery of this strategy. They underpin our culture and demonstrate the standards of care and experience that our patients and their families should expect from us:

- Putting patients first
- Responsive to patients and staff
- Open and honest
- Unfailingly kind
- Determined to develop

Building on success

Since launching our previous Clinical Services Strategy in 2015, we have:

- Completed the merger of Chelsea and Westminster Hospital and West Middlesex University Hospital—now recognised as a highly successful national case study
- Continued to deliver high-quality and best-in-class services for our communities, including excellent emergency services, maternity care and services for people living with HIV

- Made significant progress on our quality journey, including being rated 'good' overall by the Care Quality Commission and 'excellent' against the domains of *well-led* and *use of resources*
- Established new models of care and pathways to manage long-term conditions and improve the health of people in our communities
- Grown our reputation as an innovator through our Testbed facility, services like our TransPlus and robotic surgery programmes, and our leadership on national digital pilots such as the Care Coordination Solution (CCS) as part of the Federated Data Platform Programme
- Focused on our people—we were named one of the top four trusts to work for in London based on staff surveys
- Improved our estates and digital offerings by implementing an electronic patient record system and investing more than £100m in modernising our facilities
- Expanded professional education and established a plan for clinical research that will help us to build skills and knowledge in the system
- Entered into the Acute Provider Collaborative across North West London (NWL) and joined place-based partnerships to maximise our impact with partners and on wider population health

This refreshed document sits alongside other key organisational strategies and plans, including those for our people, quality and service transformation, as well as key enablers like digital, estates and research. Each year we will set out an annual plan to achieve our wider ambitions and will undertake a review to assess our progress.

Our communities and services

The Trust's public health report, *A picture of health*, identified a catchment of approximately 620,000 people living within our local communities. These individuals look to this Trust as their hospital of choice.

We also serve a wider catchment of about one and a half million people from across London, the country and internationally.

We continue to see a rising demand for care.



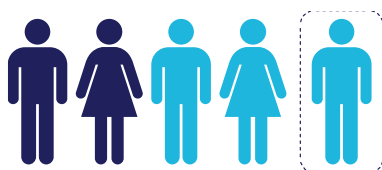
In 2023/24, this meant:

- More than half a million patients visiting our emergency and urgent care centres, making us one of the five largest urgent care providers in the country
- 165,000 patients staying over in our hospitals
- 807,000 people visiting our sites for outpatient care
- 10,500 births—establishing this as the third largest maternity service in the country



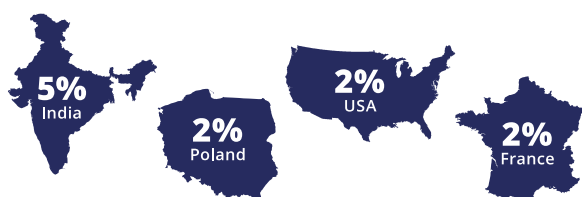
Similar to other London trusts, our local communities are highly diverse:

Ethnicity



2 in 5 people identify as Black, Asian and Minority Ethnic and 1 in 5 identify as being from a White background other than British or Irish

Country of birth



2 in 5 people were born outside the UK or Ireland—the most reported countries of birth include India (1 in 20), Poland (1 in 50), USA (1 in 50) and France (1 in 50)

Language

87+
languages
spoken

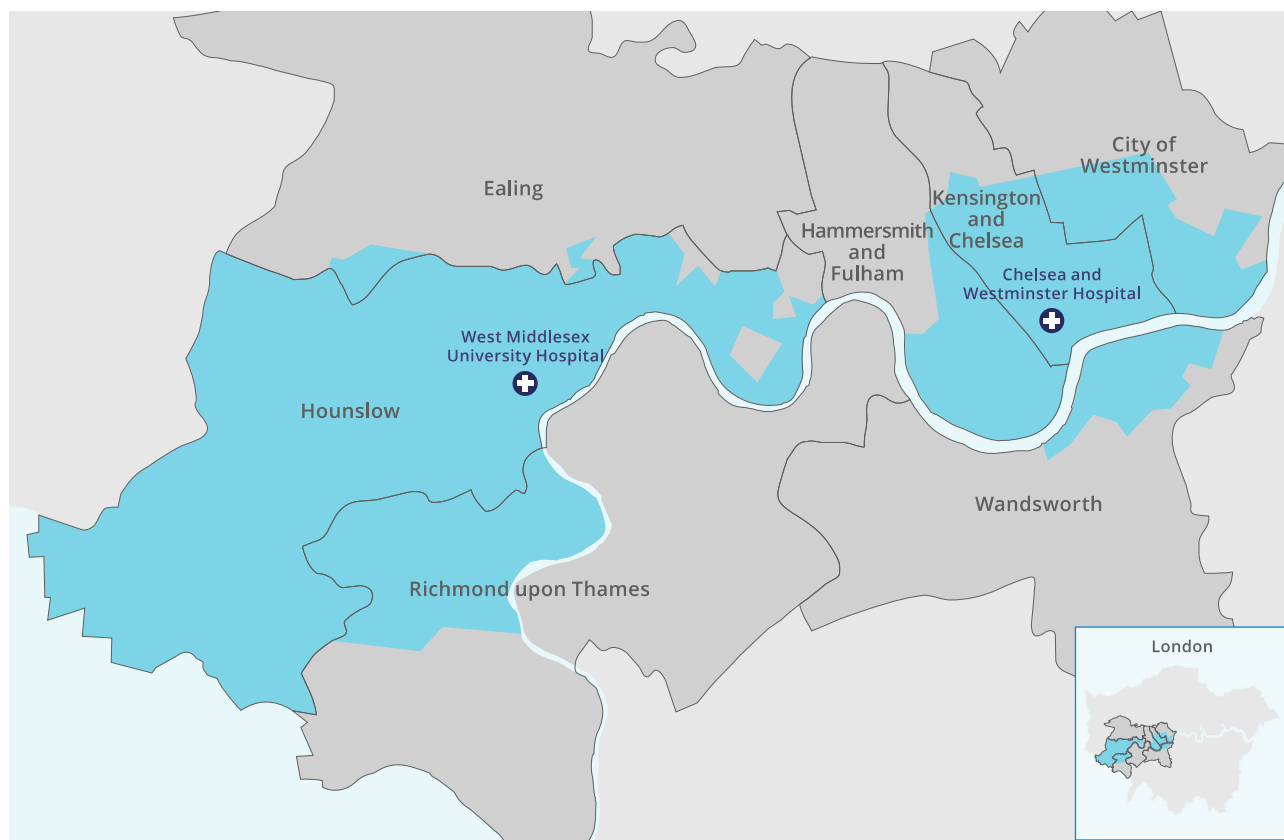


18.5k
do not speak English
well or at all

1 in 4 do not speak English
as a first language

French, Polish and Punjabi are spoken by more than 10,000 people each—but many languages have fewer than 1,000 speakers

The populations served across our two sites vary in important ways, and understanding this helps inform how we plan and design our services.¹



As a Trust, we recognise that nearly 85% of an individual's health may be determined by the conditions in which they are born, grow, live, work and age.² As a result, a major focus of our strategy is ensuring we address these wider determinants of health. We embrace our role as an *anchor institution* in this community and recognise the opportunity it gives us to better support the people who live and work locally.

To effectively improve health outcomes for our community, we understand that it is more important than ever to collaborate with partners beyond our Trust walls. This includes:

- Prioritising our role as a collaborator with the North West London (NWL) Integrated Care System to help deliver on their strategy
- Striving to make the most of our collective resources by working as a member of the NWL Acute Provider Collaborative

¹ A picture of health profile of our Trust's local population, Sep 2020

² The Kings Fund. *Broader determinants of health: Future trends*. Accessed at www.kingsfund.org.uk/projects/time-think-differently/trends-broaderdeterminants-health

- Partnering with Imperial College Healthcare NHS Trust and Imperial College London to deliver an integrated system of paediatric services as part of the West London Children's Healthcare Alliance
- Building relationships across our communities with primary care, social and voluntary sectors and our borough-based partners to deliver more holistic and integrated support
- Sustaining and extending our relationship with our charity partner, CW+, and co-founding *CW Innovation*, with the goal of creating world-leading clinical environments that drive the best possible care for our patients

Our guiding principles

In 2015, West Middlesex University Hospital became part of Chelsea and Westminster Hospital NHS Foundation Trust. At that time, we established our first Trust strategy, which included our PROUD values and a set of strategic priorities that have guided us to success.

Our Trust continues to be rated one of the best in the country on a number of key quality indicators, but we know there are areas where we can continue to improve. Following the pandemic, we see the need for a refreshed approach. The goal of this strategy is to help us focus as an organisation. In prioritising where we concentrate our efforts, we aim to strike the right balance between building on our foundations—high-quality outcomes and excellent experience—and innovating for the future.

In refreshing this strategy and setting out our areas of focus for the coming years, we followed a set of guiding principles. These were used to set out our objectives and will help us evaluate our progress.

We will:

Build on our foundations

- Deliver the best possible outcomes and experiences
- Develop a workforce to meet the challenges of the future
- Apply best practice and use data to measure and improve
- Make the most of our investments

Innovate new ways of working

- Deliver new care models as a leading centre for innovation
- Grow our research portfolio to ensure everyone can access its benefits
- Offer world-leading programmes that address population needs and attract leading talent

Look beyond our walls

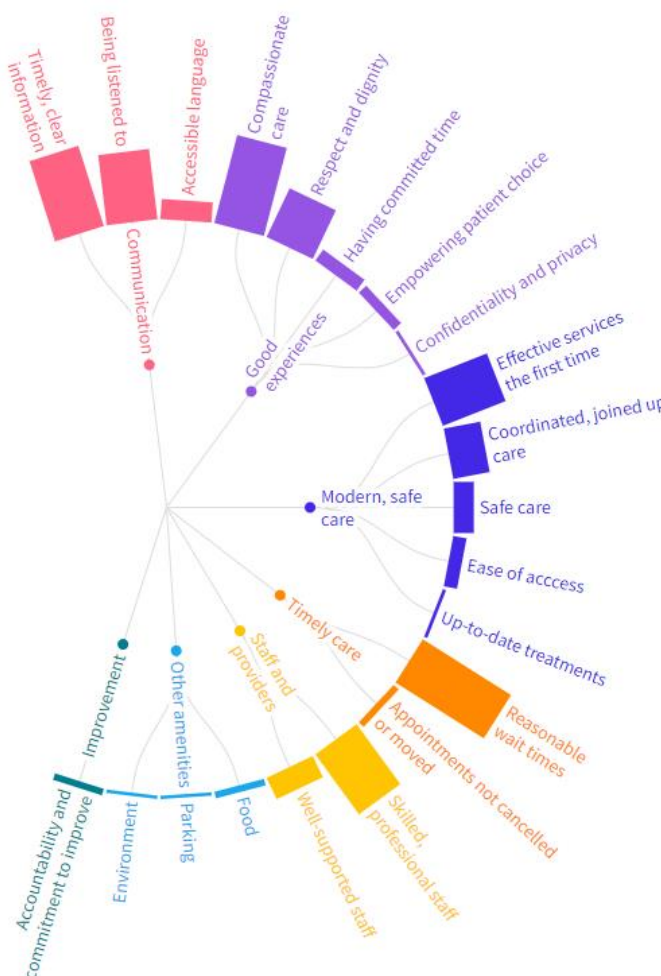
- Work in partnership to do more at scale and create a thriving community for our patients and their families
- Focus on population health and upstream prevention
- Address inequalities and unwarranted variation for people across our communities

Our approach

More than 1,000 staff, patients, volunteers and partners have provided input into this document, including through the following channels:

- **October clinical summit:** More than 130 clinicians from across all divisions were invited to share their goals and connect with colleagues. Attendees were asked to engage their own teams in preparation, with the goal of ensuring the session reflected input from across the organisation.
- **Discussions at leadership meetings and tables:** We asked leaders to surface their long list of priority initiatives based on what they currently know about their priorities, including areas of focus for staff and the patients they serve.
- **Conversations with clinicians:** We sought feedback and input via existing forums (eg clinical leadership and nursing ward managers meetings) and also through outreach to leaders of clinical programmes.
- **Feedback from patients and public:** We sought input from across our patient, partner and public networks, asking the people of our community what matters most to them. In total, more than 250 patients and members of the public offered their insights through surveys and forums, and we heard from our 28 elected patient, public and staff governors.

Almost 190 people responded to a survey to inform the development of



this strategy. We asked them to tell us where we should focus. Their top five responses were:

- Providing exceptional experiences for patients
- Putting in place new, better models of care
- Being a top-rated Trust in terms of quality and safety
- Ensuring every patient has the opportunity to benefit from research and innovation
- Making the best possible use of our resources

We also asked them to describe what high-quality care looks and feels like. Wait times, good communication and compassionate, effective, timely care were mentioned most frequently.

Notable quotes

- 'Being communicated with and listened to as an equal. Having compassion, respect and dignity during treatment. Receiving good care in a supportive, clinically effective and safe environment.'
- 'Being respected, kept informed and having a dedicated staff who join the dots in the background—as patients, we don't know what we don't know.'
- 'When a person is ill, they need fast, efficient, trustworthy care from people who actually listen... One must feel so good that they want to tell others of the great experience and also praise the people who took the time and care to address their problems... Staff who excel in care must be recognised.'



OUR AMBITIONS

This strategy will help us focus on delivering our vision over the coming years. We will build on our successes, continuing to foster our commitment to quality of care as we work to achieve our objectives.

Our strategic priorities

Strategic priority	Objectives: How we will know we are delivering	Delivery: What it means for our staff	Delivery: What it means for our patients
Deliver high-quality, patient-centred care	Being a top-rated Trust for quality, safety, access, and performance	"I am proud of the care we provide and know it is the best it could be."	"I feel I can trust my healthcare team and the services they provide."
	Patients rating us among the highest-rated places to receive care	"I am focused on making sure patients have the best possible experience."	"I am treated with respect and dignity and feel safe and listened to."
	Leading on developing new models of care and adopting those based on best practice	"I have the chance to test new and better ways of working and am focused on learning from what we have done before."	"My healthcare providers work together in a joined-up way to support me."
	Providing every patient with the opportunity to benefit from our leadership in research and innovation	"I know my patients will have the chance to benefit from the most up-to-date approaches and evidence."	"I know the care I receive is up-to-date and based on the most modern evidence."
	Using information about the populations we serve to reduce variations and inequalities in care	"I have access to the right tools and support to care for patients in a holistic way."	"I am not just a number—my healthcare team considers all the factors that impact my health."
Be the employer of choice	Our staff rating us among the highest-rated places to work in the NHS	"I am supported by my leaders and feel a sense of belonging and purpose in my role."	"The people who care for me are well supported."
	Providing excellent education, training and development so our people are skilled to do their jobs and empowered to grow their careers	"I have opportunities to grow and develop in my career based on my interests and skills."	"I can trust that my team is skilled and has the knowledge needed to care for me."
	Creating a safe and inclusive space where staff report a feeling of belonging	"I am safe at work and am treated with dignity and respect by staff and patients."	"The environment in which I receive care is safe and respectful."

Strategic priority	Objectives: How we will know we are delivering	Delivery: What it means for our staff	Delivery: What it means for our patients
Deliver better care at lower cost	Being a leading sustainable Trust through the development of our estates and the delivery of our financial plan	"I can feel proud that the trust considers the impact it has on the environment and this community."	"I know the Trust cares about this community and the people who live here."
	Delivering a sustainable surplus and being rated among the top trusts for productivity and use of resources	"My organisation makes the best possible use of public resources so these can be reinvested in care."	"I know that the care I receive is provided in a responsible way."

Cutting across each of these ambitions is a focus on ensuring people in our communities are receiving the right care, in the right place, at the right time. This can take many forms, depending on the patient's needs, including:

- Helping people move back home faster and more comfortably following a hospital visit by improving discharge processes and building pathways into the community.
- Designing and implementing innovative ambulatory models of care that allow patients to avoid admissions and access care in a convenient and responsive way.
- Targeting the upstream determinants of health to keep people as healthy and well as possible, preventing them from needing hospital care in the first place.
- Empowering people to take more control over their own health and wellbeing by giving them the right resources and support.

We are proud of our leading performance and recognise that, to deliver on our vision, we must begin at our foundations—ensuring we continue to deliver the highest possible standards of care as an acute Trust.

Beyond this, we must continue to develop capacity and improve our services to meet the objectives of the NHS Operating Plan and address the challenges of post-COVID recovery against key national priority programmes for urgent and unplanned care, planned care, diagnostics, and cancer. We will do this by building on investments made to date and ensuring that clinical transformation is supported by the best possible environment and wider support services.

AREAS OF FOCUS

Acute care

Our focus

Work in partnership with other health and care providers to deliver emergency, surgical and inpatient services that are more responsive to our community's needs and that support people before their health needs escalate.

Priority initiatives

Improve care and pathways for patients coming to our hospital, with a focus on patients experiencing frailty

- Establish and improve our 'front door' and begin delivery of an acute frailty service supported by in-reach and outreach approaches.
- Recruit staff and clinicians, including geriatricians, to deliver new models of care.
- Review and align key pathways, including for older adults undergoing surgery and patients approaching end of life.

Enhance the quality and efficiency of our surgical services

- Centralise high-volume inpatient orthopaedic care to increase capacity and reduce long waiting times.
- Improve the capacity and flexibility of our surgical offer by rebuilding our Treatment Centre and developing new procedure rooms at our Chelsea site.
- Seek accreditation to become a surgical hub across both sites, enhancing our profile as a provider of high-quality care.

Expand care beyond our walls via virtual wards and community partnerships

- Optimise the discharge pathway for our existing virtual wards model and expand to new care pathways and patient populations, including an admission avoidance pathway with primary care.
- Explore the introduction of a seven-day virtual wards service and opportunities to partner and share services across NWL.
- Continue to introduce digital inclusion, access and equity solutions.

Improve care for patients undergoing elective surgery

- Introduce new supports and pathways to prepare patients for surgery and optimise their post-operative outcomes, with an initial focus on frail, elderly patients.

Case study: Supporting people transitioning from hospital to home

People in our communities are living longer, often with more complex health needs. This is reflected in the patients who arrive at our A&E departments and in those we discharge home each day. At the Trust, we are committed to developing new models of care that address the changing needs of the people we serve. This includes transforming our approach to acute care medicine.

What we have done

- **Front door services:** We continue to help patients access the right specialist care quickly through the Same Day Emergency Care model, reducing long waits in A&E and directing them to the acute medical support they need.
- **Supporting care and preparing for discharge:** Our nurse/therapist-led Discharge Ready Unit model prevents patient deconditioning before discharge or onward placement. Early results show a reduction in length of stay by over one day, a 300% improvement in earlier discharge times, a 14% reduction in onward care needs, and 94% of patients rating their experience as good or excellent.
- **Virtual wards:** We've established 140 virtual ward 'beds' and developed pathways to support more than 3,000 patients closer to home. Since its launch, this initiative has significantly improved bed capacity, patient and staff experiences, and achieved recurrent cost savings.

What we will do

We're committed to building a patient-centred acute medical model that ensures people receive the right specialist and emergency care when and where they need it most. Our approach will include:

- **Improve patient access:** We need models that support patients to reach the most appropriate services faster. By embedding point-of-care testing and diagnostics early in our acute pathways, we can enhance clinical decision-making and triaging. We'll also build partnerships with community services and GPs to book appointments, reducing waiting times in A&E.
- **Build the right team:** We aim for 24/7 acute physician coverage across both sites. To meet the changing needs of our patients, we'll bring in more specialist expertise, including geriatricians, and work with multidisciplinary teams to extend this expertise into the community.

- **Data and decision support:** We will focus on coordination and flow, using real-time data to guide our operations. We'll also use data on outcomes and patient experiences to refine our approach and introduce predictive analytics to help improve care decisions.

How we will know we are successful

- Reduced length of stay
- Improved patient flow
- Continued high performance on the SAMIT

Specialised care



Our focus

Continue to build on our foundations as an innovative specialist care provider to deliver high-quality, personalised care more efficiently.

Priority initiatives

Deliver world-class gender affirming care

- Continue to refine our world-class TransPlus medical model.
- Support local and global education on gender-affirming care by creating a specialist nurse rotation in TransPlus and a UK gender services training programme.
- Integrate transgender care with services for patients living with HIV.

Develop our robotic surgery programme

- Expand our colorectal and gynaecology successes to create an efficient, high-throughput robotic surgery service for a growing range of conditions.
- Become a high-performing centre of excellence for robotic surgery with a sector-leading training programme and outstanding patient outcomes.

Continue to drive innovation and improvement for specialised care

- Apply our world-leading approach to HIV to support patients living with other long-term conditions.
- Increase equitable access, including achieving higher levels of accreditation and designation for our NICU at Chelsea and broader services at West Middlesex.
- Establish the Trust as a specialist centre for services such as endometriosis and menopause care.

Improve care for children and young people

- Continue to build on existing pan-London strategies to deliver high-quality services to children and young people through our involvement in the West London Children's Healthcare Alliance.
- Support the development of a pathway to improve the transition from children's to adult services.

Develop a strategy for burns care

- Lead regional and national collaboration for major or complex burn referrals and paediatric admissions across London and the south coast.
- Revise our long-term strategy with a focus on training and education, digitalisation, and building awareness in our community.

Case study: Establishing a world-class centre for robotics surgery

Our ambitious digital transformation agenda is focused on opportunities to automate and use digital tools and machine learning to improve the efficiency and quality of care. Robotic surgery is a growing part of this broader aim, and the Trust is quickly building a national and international reputation for our work in this area.

What we have done

- **Established our approach:** In 2022, we acquired two latest-generation da Vinci robots and began using them to assist with gynaecological, colorectal, and general surgery procedures. Early outcomes indicate reduced length of stay, fewer conversions to open surgery, and improved efficiency of theatre time.
- **Established education and training:** Our team of highly respected consultants now includes accredited individuals able to train others in completing procedures. In addition to developing our own staff, our site is attracting both national and international clinicians looking to learn and build their skills.
- **Developed partnerships:** Across NWL, we are the only trust with two robots, and we have begun taking on cases from other partners to better support the system.

What we will do

Our vision is to become the leading comprehensive centre for specialised robotic surgery, recognised globally for training and education. Developments will include:

- **Continue to grow:** To make the most of our investment, we will expand activity, including moving to six-day working and adding procedures and specialties, such as gender-affirming care and urology. As we develop an efficient, high-throughput robotic programme, we will explore opportunities to establish the right facilities, including a future robotic suite.
- **A centre for education and training:** As a global exemplar, we will become the go-to centre for clinicians worldwide to enhance their skills. Through fellowships and development opportunities, we will attract and retain top international talent.

How we will know we are successful

- Reduced length of stay
- Reduced conversion rates to open surgery
- Decreased theatre time for procedures
- Reduced re-operation rates
- Improved recovery outcomes and patient experience

Our community—population health, equity and sustainability

Our focus

We work in a fully integrated way with the rest of our health and social care system to understand our population, identify risk factors, and actively support people in managing their health holistically throughout their lives.

Priority initiatives

Serve as an anchor institution to grow the social and economic health of our communities

- Continue as a leader within the NHS Anchor Community of Practice employment.
- Develop a plan in partnership with Imperial College and others to enhance our impact on community health through access to employment, local purchasing, use of capital and estates, and reducing environmental impact.

Embed prevention and health improvement in our clinical services

- Expand our portfolio of internal health improvement initiatives in line with the NWL framework and priorities, including delivering SmokeLess—our in-house smoking cessation service.
- Update our understanding of our population profile and explore opportunities to better align services with the health needs of our communities.
- Proactively design services to meet the needs of our diverse population and explicitly address inequalities and unwarranted variation in outcomes.

Build integration through partnerships and system working

- Continue to engage as a leader in place-based working, focusing on building new pathways and models of care across the community, in line with the NWL Integrated Care System strategy and system-wide best practices.
- Maximise our impact by pursuing partnership initiatives as a member of the Acute Provider Collaborative.

Increase equitable access to our services

- Establish an Equity of Access Framework to improve access to care, treatment and support for all individuals in our communities.



Foster workforce belonging through equity, diversity and inclusion

- Celebrate and support diversity in our organisation through events, staff networks, and champion support.
- Develop and refresh key HR processes to ensure fairness, including interventions to understand issues, support leadership and career development, and increase engagement.

Reduce the impact of our activities on the environment

- Deliver on the NHS goal of being carbon neutral by 2030 through key improvements in travel and transport, estates and facilities, procurement, and innovative models of care.

Case study: Providing gender affirming care

Trans and non-binary people experience inequalities in both access to and outcomes from healthcare. As the leading sexual health provider in the NHS, we offer a safe and innovative service that addresses the unacceptably long waits for gender dysphoria care.

What we have done

- **Led the way:** TransPlus is the first NHS England-commissioned service of its kind, seeing 400 patients monthly. It addresses the long waits for gender dysphoria care currently experienced in the system. Similarly, the Chelsea Centre for Gender Surgery is the first NHS England-commissioned service to provide masculinising gender-affirmation surgery. Using a multispecialty robot reduces scarring and improves phalloplasty outcomes and timely discharge.
- **Collaborated with our community:** Both TransPlus and the Chelsea Centre for Gender Surgery have care pathways designed with input from trans and non-binary people. We focused on overcoming the non-inclusive assumption that gender dysphoria is a mental health condition. Users report experiences that reflect a respectful, inclusive and accessible service. We continue to ensure community involvement through patient champions and peer support workers who offer support, advice and guidance.

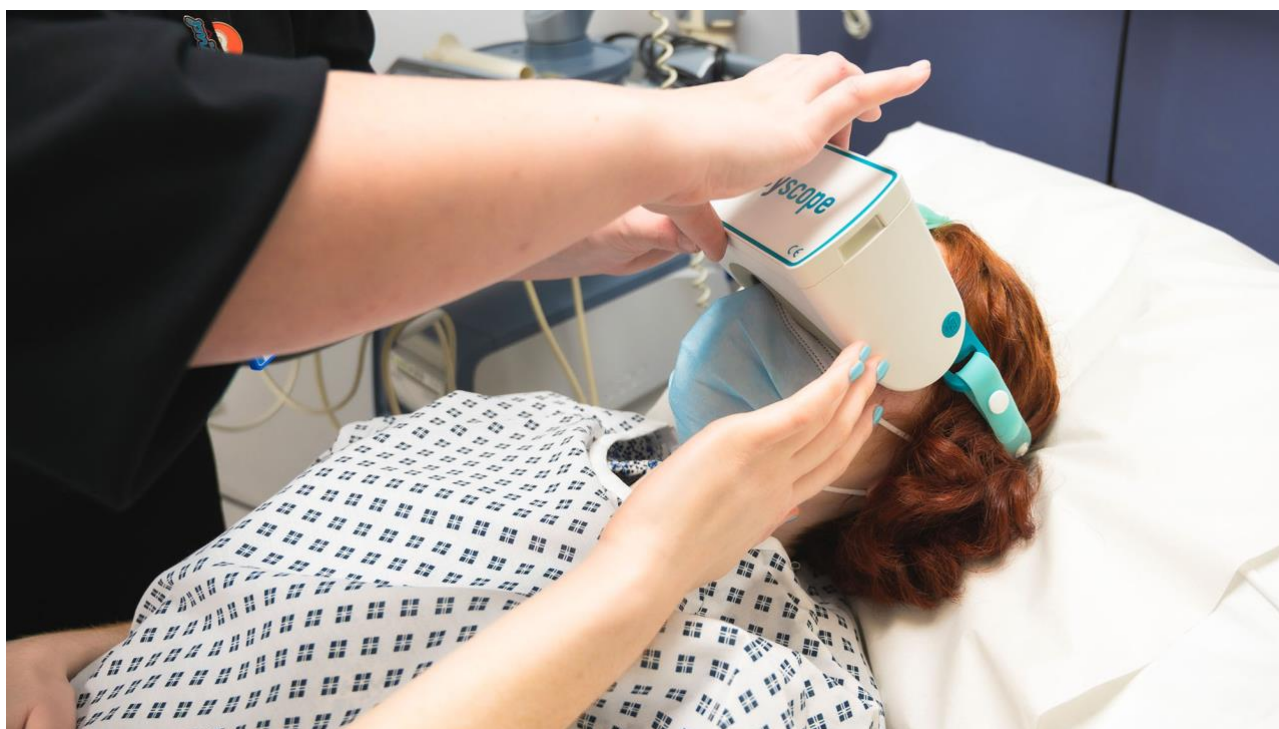
What we will do

- Our vision is to become Europe's leading patient-centred comprehensive gender surgery centre, underpinned by a culture of innovation and a comprehensive research programme. We will establish TransPlus as a trailblazing, holistic and innovative gender dysphoria service within sexual health to better address the inequalities in care experienced by this population.

How we will know we are successful

- Improved patient-reported outcomes
- Recruitment and retention of best-in-class clinicians
- Increased visibility and engagement with patients and the public in the community
- Enhanced research delivery
- Improved access to psychological therapies and peer support to reduce health inequalities and the high rates of suicide and self-harm within the trans community

Research, innovation and analytics



Our focus

By applying both home-grown and innovative solutions from elsewhere, we will take a systematic, iterative, and data-driven approach to delivering the best possible clinical outcomes. From building our own data sources to embedding best practice and analysis into the point of care, we will be a leader across North West London in using innovation to enhance quality.

Priority initiatives

Apply digital technologies to support clinical pathway redesign

- Extend our successful digital practice to support 'real-time' decision-making in clinical operations and outcomes.
- Adopt new technologies that support the delivery of innovative clinical approaches, including the use of artificial intelligence in dermatology.
- Develop a library of digital tools and resources that allow access to national and local audit and best practice data.
- Link and pull data from multiple sources to enable our teams to establish benchmarks and measure progress in providing better care and outcomes for our patients.

Build data infrastructure and approaches that make the most of our investments

- Leverage our investments in data, including the Timely Care Hub, to establish responsive, real-time data visualisations that enable appropriate clinical interventions.
- Establish automated processes for quality improvement and empower frontline teams to use data to drive change.
- Continue to be a pathfinder for the Federated Data Platform, developing governance and clinical safety approaches aligned with NWL requirements.

Enhance our focus on and support for innovation

- Foster innovation across our workforce through targeted programmes, incentives for engagement, personal and professional development opportunities, and releasing time, working in collaboration with our partner charity, CW+.
- Establish infrastructure to test and deploy innovation, including a physical innovation hub.
- Build partnerships and networks with peers regionally and nationally, and explore new ways to involve our patients and communities.
- Work with commercial organisations to generate income and secure early access to new technologies.

Enhance capacity and resources for research

- Establish a Research Academy to increase staff involvement, including targeted support, clinical roles, more PIs, research champions, staff placements, and divisional lead roles.
- Invest in dedicated infrastructure to support research, including a new human infection challenge facility to help establish us as one of the UK's leading infectious disease centres.
- Build digital research capacity, focusing on reducing administrative burden and enabling decentralised approaches.
- Improve data practices to enhance reporting and unlock the data needed for research.

Ensure our research agenda reflects the people we serve

- Increase collaboration with partners on research, with a focus on primary care and general practice to improve recruitment and reach wider audiences.
- Strengthen engagement with our community and underserved populations, ensuring that our research focus is driven by the needs of our local populations.

Case study: Making the most of our data

As a trust, we have vast data on the health and outcomes of those we serve. The Digital Innovation team works with clinicians to co-develop digital solutions that maximise the use of this data for patient benefit.

What we have done

- **Established digital tools:** We have developed solutions that provide real-time, relevant information to our teams, such as the Timely Care Hub for ward-level task management and clinical decision-making, inpatient and outpatient waiting lists to improve flow and communication, and theatre scheduling tools to manage space and equipment.
- **System leadership:** The solutions developed here form the basis for a national programme led by NHS England, and our local modules have been deployed across almost 40 trusts nationwide.

What we will do

Our vision is to deploy digital solutions that improve efficiency and drive operational transformation. Our work will enable the rapid prioritisation of clinical tasks, better focus on actions rather than data gathering, and streamlined communication.

- **Improve adoption and continue to build:** While development is complete for a range of clinical tools, there are opportunities to improve their adoption. We will maintain our national leadership in digital innovation by continuing to develop new products driven by trust and system priorities. These include AI, Large Language Models (LLMs), and real-time decision support tools aimed at improving clinical outcomes. We will focus on creating a resource library that provides access to national and local audit and best practice data, linking multiple data sources.
- **Incubator for innovation:** Through ongoing engagement and collaboration with our clinical colleagues, our organisation will continue to serve as an incubator for high-impact solutions that benefit both this trust and our national partners. We will rapidly adopt and deploy innovative, nationally-validated solutions developed elsewhere, integrating them within the trust's wider digital ecosystem.

How we will know we are successful:

- Demonstrable improvement in outcomes
- Reduction in unwarranted variations
- Improved efficiency
- Staff and clinical engagement and experience

Education and development



Our focus

We will focus on building a workforce for the future by being an outstanding provider of education and development opportunities—not just for clinical team members, but for all staff.

Priority initiatives

Invest in a workforce for the future

- Build on existing programmes to support staff in addressing future NHS challenges, with a focus on patient and community health and wellbeing, understanding and leading change and transformation, and being resilient and creative.
- Continue to offer fellowships, preceptorships and other development opportunities that attract national and international talent.
- Run comprehensive programmes to develop current leaders, supporting service delivery, succession planning and strong performance management and appraisal processes.

Advance trust training opportunities

- Focus on postgraduate education opportunities that enhance experiences and development for our trainees.

- Develop new ways of working and roles to meet the challenges of the healthcare landscape.
- Build an international education centre focused on innovative skills and techniques to attract high-calibre clinicians.
- Continue developing existing and new trainers in clinical and operational excellence.
- Promote and support apprenticeship programmes to develop teams across our organisation.

Build education and training partnerships

- Continue to build robust partnerships with higher education institutions to ensure a pipeline of future talent.
- Utilise our existing resources to collaborate with regional partners and maximise the efficient use of resources.
- Work with our teams to understand needs and demands, ensuring equitable access.

Building digital infrastructure to support education delivery

- Expand the use of AR/VR technology in education to develop skills needed in patient care.
- Develop new education facilities to meet the demands of a growing organisation and its partners.
- Build on hybrid education models to maximise the impact of learning and our use of technology.

Case study: Developing our workforce for the future

As a Trust, our people are at the heart of everything we do. Providing robust opportunities for team members to grow and develop is crucial to how we recruit and retain the best talent. As health and care continue to evolve, it is important that our team members are equipped with the knowledge and skills to adapt to changing demands.

What we have done

- **International Medical Graduate (IMG) programme:** Many international medical graduates face a steep learning curve when starting a new job in an unfamiliar workplace culture. In 2023, we launched a programme to support graduates through this transition. The five-day induction programme covers practice in the NHS and connects new graduates with support networks for the future.
- **National Preceptorship Quality Mark:** Preceptorships offer guidance and development opportunities to newly registered practitioners, helping them gain confidence and achieve full competency as they grow into independent professionals. Last year, we were awarded the National Preceptorship Quality Mark for nursing, recognising the high quality of our programme.

What we will do

Our vision is to develop our current workforce and foster a workforce for the future that reflects where we aim to go.

- **Apprenticeships:** We have been an employer provider for apprenticeships since 2019 and a main provider since 2022. We offer 32 different apprenticeship programmes with more than 240 apprentices. Our goal is to increase the number of apprenticeships we offer, both to our workforce and as a main provider.
- **Provide hands-on experience:** We will implement the Collaborative Learning in Practice (CLiP) model, aimed at increasing the number of students in clinical areas. The model links student nurses to clinical placements, with coaching and supervision from registered nurses.

How we will know we are successful

- Becoming the employer of choice
- Positive staff and student surveys

ROADMAP TO IMPLEMENTATION

Organising to achieve

We recognise that a strategy is only as good as the plan to put it into action. This Clinical Services Strategy will inform business planning going forward, starting with the Trust's 2024/25 Operating Plan.

Implementation of the strategy will be reviewed annually to ensure we are evaluating our progress and that year-over-year planning reflects our evolving context. This will also allow integration with the strategic directions of both the North West London Integrated Care Board and the Acute Provider Collaborative. The APC strategy has now been completed, and our organisation will play a key role in helping to realise its stated aim of using our collective expertise, resources and partnerships to drive progress in standards for health and healthcare.

To achieve the plan, we will commit organisational transformation resources, applying robust and standardised project management principles and approaches.

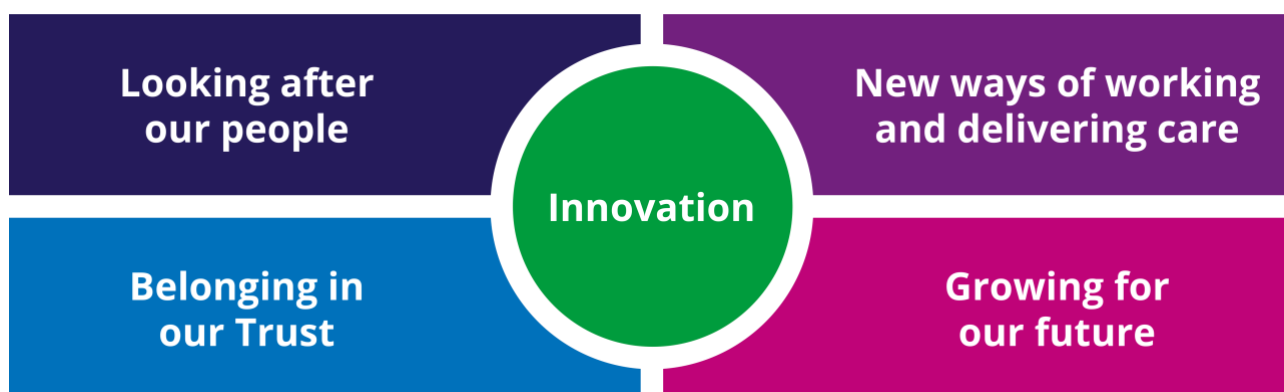
Five-year view

	Year 1	Years 2-4	Year 5
Quality	• Improve in-reach for frailty services, align with surgical and end-of-life care • Implement the Patient Experience Action Plan • Neonatal service development and maternity capacity and pathway redesign • Enhance use of data for driving clinical outcomes • Continue virtual ward pathway development • Business case for imaging capacity to support the Ambulatory Diagnostic Centre • Implement clinical and payroll standardisation alongside Acute Provider Collaborative (APC) partners • Advance our clinical research strategy	• Implement the regulatory readiness programme • Initiate Population and Life Course Research plan • Implement the first phase of the long-term conditions clinical model • Continue to advance clinical and back-office partnership initiatives within the APC	• Establish an advanced robotics surgical centre providing world-class care • Begin phase two of the long-term conditions model

	Year 1	Years 2–4	Year 5
People	- Build enhanced apprenticeships programme - Strengthen key clinical workforce, including anaesthetists - Implement new workforce models, including aligning ADC and TC work to reach a common approach - Advance the common contract framework to enable improved cross-site working within the APC	- Continue building education and training partnerships to grow and support our workforce - Extend workforce models to new areas - Continue year two of our apprenticeships work	Implement our enhanced international education, learning and development offer
Use of resources	- Re-establish SLM approach to ensure more effective use of resources to fund better patient care - Support new Treatment Centre to come online, making the most of our investment - Initiate our refreshed quality improvement plan and other key enablers to drive clinical outcomes	- Bring the Ambulatory Diagnostic Centre online to deliver more streamlined services - Work to NWL and constituent trust data and digital strategy - Establish a second Clinical Research Facility for the West Middlesex community - Achieve our Net Carbon Zero target programme objectives and carry out wider green initiatives	- Redevelop main theatres to make better use of our estates - Implement a second Catheter Lab to better support our population demand

Our people

Our people are our greatest asset and the reason we thrive. To best enable the ambitions of our clinical strategy, we have set out four key workstreams as part of our People Plan:



Quality improvement roadmap

Aligned with this refreshed strategy is our approach to quality. Laying the foundation for this work is a culture and leadership focused on delivering high-quality care through continuous learning and improvement.

We are committed to using evidence and the wealth of data within our organisation to drive improvement and to assess and assure our performance against regulatory and best practice frameworks. This includes applying analysis and digital tools to provide real-time information aimed at improving clinical outcomes and experiences. This approach forms part of a continuous cycle of learning and improvement, supported by training and development for staff.

Our culture to continuously improve quality

