



QUALITY PLAN

NOVEMBER 2025



TABLE OF CONTENTS

Foreword	3
Our Trust.....	4
Our community.....	5

QUALITY PLAN

Introduction.....	8
Domains of quality.....	9
Our approach	10
Domain 1: Safe	13
Domain 2: Effective	17
Domain 3: Caring	21
Domain 4: Responsive	24
Domain 5: Well-led.....	28
Domain 6: Equity and sustainability.....	31

QUALITY 5-YEAR VIEW

Year 1	35
Years 2-3.....	35
Years 4-5.....	35

Foreword

At Chelsea and Westminster Hospital NHS Foundation Trust, our mission is simple: to lead the way in patient safety, experience and care. Working as a system partner, we are committed to finding new and better ways to improve the health and wellbeing of the people in our communities.



Our Quality Plan sets out the direction and shared commitment for how we will achieve this together. Our focus is to provide safe, effective, caring, responsive and well-led services, built on the foundations of equity and sustainability.

By combining insight, involvement and improvement, using data and evidence, and acting on feedback, we will drive change and co-design solutions with patients, staff and partners that deliver lasting impact.

As a key partner in North West London, we will continue to strengthen how we work beyond our hospitals, collaborating across the Integrated Care System, the Acute Provider Collaborative and community organisations to ensure high-quality, consistent care for everyone.

Our people are central to everything we do. We will invest in training, leadership, inclusion and wellbeing, creating a culture where speaking up and shared learning are part of everyday practice. We will tackle inequalities by listening and tailoring our services, advance digital innovation to enhance care and embed sustainability in every decision we make.

The Quality Plan is our commitment to measure what matters, to put patients and families at the heart of all we do, and to deliver outstanding, equitable and sustainable care for our communities, now and for the future.

Dr Roger Chinn
Chief Medical Officer

Robert Bleasdale
Chief Nursing Officer

Our Trust

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

Our plan builds on our culture and values, setting out clear objectives for the 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, tracking delivery against each:

- **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

This refreshed plan 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 delivering this plan. 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

**PROUD
TO CARE**

Our community



The Trust's public health report *A Picture of Health* (Sep 2020) identified a catchment area 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 1.5 million people from across London, the country and internationally. We continue to see rising demand for care. In 2023/24, this included:

- 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 in our hospitals
- 807,000 people visiting our sites for outpatient care
- 10,500 births—establishing us as the third-largest maternity service in the country

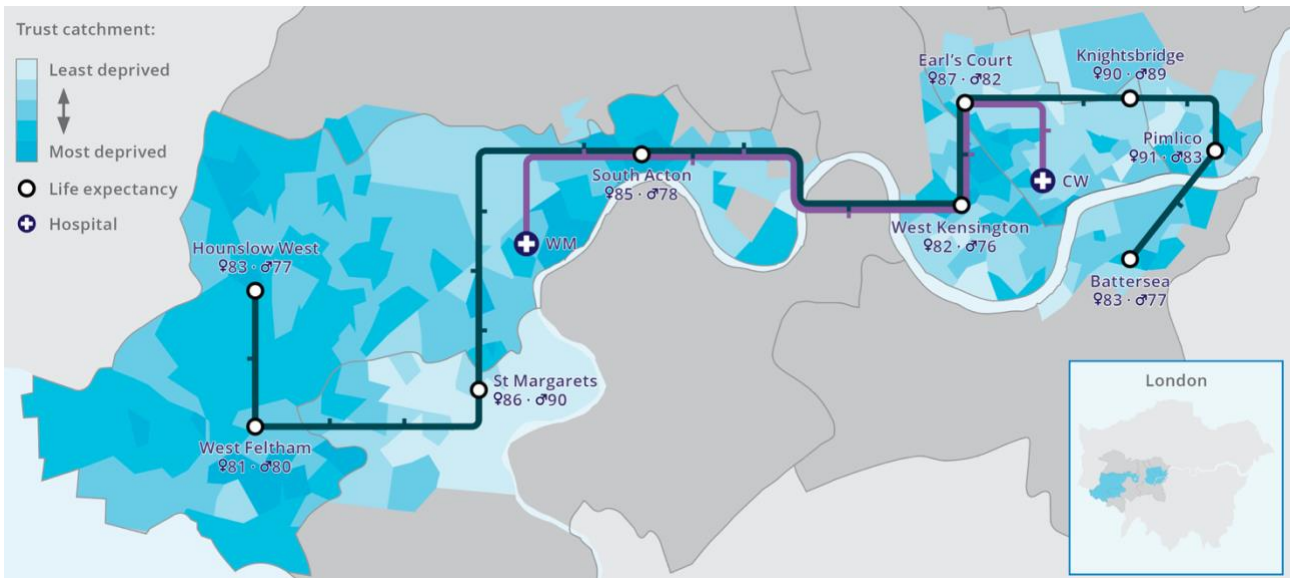
As a Trust, we recognise that nearly 85% of an individual's health may be determined by the conditions in which they are born, grow, live, work and age¹. As a result, a major focus of our plan is addressing these wider determinants of health. We embrace our role as an *anchor institution* in this community and recognise the opportunities it provides to better support the people who live and work locally.

¹ The Kings Fund. *Broader determinants of health: Future trends*. Accessed at www.kingsfund.org.uk/insight-and-analysis/articles/time-to-think-differently-broader-determinants-of-health-trends

To effectively deliver improved health 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 within the North West London (NWL) Integrated Care System to help deliver their strategy
- Making the most of our collective resources by working as a member of the NWL Acute Provider Collaborative
- 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 borough-based partners to deliver more holistic and integrated support
- Sustaining and extending our relationship with our charity partner, CW+, and co-founding the CW Innovation programme with the goal of creating world-leading clinical environments that drive the best possible care for our patients





Ethnicity



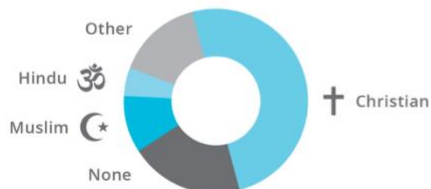
2 in 5 people identify as Black, Asian and Minority Ethnic (BAME) and **1 in 5** identify as being from a White background other than British or Irish

Country of birth



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

Religion



1 in 2 people identify as Christian, **1 in 10** people identify as Muslim, **1 in 20** people identify as Hindu and **1 in 5** people report having no religion

Language

87+ languages spoken



1 in 4 do not speak English as a first language

18.5k do not speak English well or at all

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

QUALITY PLAN

Introduction



Delivering high-quality, patient-centred care is the first strategic priority at the Trust. Our Quality Plan is designed to ensure that we consistently provide safe, effective and compassionate care, meeting the diverse needs of the communities we serve. Quality is at the heart of everything we do, and this plan outlines our shared vision and the actions we will take to achieve excellence in healthcare delivery.

Quality is everyone’s responsibility, from frontline staff to senior management. Each member of our team plays a crucial role in maintaining and improving the standards of care. By building a culture of continuous improvement, we aim to empower our workforce, encourage innovation and drive positive change across the organisation.

With a unified approach to quality, we follow the framework set by the National Quality Board, focusing on five core domains—safe, effective, caring, responsive and well-led. These pillars are supported by a commitment to sustainability and equity, ensuring responsible use of resources and reducing inequalities in care. By prioritising these areas, we strive to



create a healthcare environment where every patient feels valued, respected and confident in the care they receive.

Together, we can achieve our vision of a high-quality Trust. Through collaboration, innovation and an unwavering commitment to excellence, we will ensure that every patient receives the best possible care. This Quality Plan represents our promise to patients, staff and communities that quality care will always be our top priority.

Domains of quality

Safe

People are protected by a strong, comprehensive safety system, with a focus on openness, transparency and learning when things do not go to plan.

Effective

People's care achieves outcomes that are consistently better than expected when compared with other similar services, is based on the best available evidence, and promotes healthier living.

Caring

People are truly respected and valued as individuals and are empowered as partners in their care—practically and emotionally—by an exceptional and distinctive service.

Responsive

Services are tailored to meet the needs of individual people and are delivered in a way that ensures flexibility, choice and continuity of care.

Well-led

Leadership, governance and culture are used to drive and improve the delivery of high-quality, person-centred care, creating an inclusive and positive culture of continuous learning and improvement.

Equity and sustainability

People receive high-quality, equitable care that is sustainably resourced, minimises environmental and public health impacts, and addresses system variations and inequalities.

Our approach



Our Quality Plan was shaped by discussions with our colleagues, feedback from our community, engagement with key stakeholders, and analysis of insights, indicators, data and intelligence. The NHS Patient Safety Strategy has emphasised the importance of a patient safety culture and system as essential to quality. Integrating this perspective, we have identified insight, involvement, and improvement as our three strategic drivers.

Three steps to continuous quality improvement



Insight

The NHS *10 Year Health Plan for England: Fit for the future* outlines key ambitions for the next decade and, as an organisation, we will focus on implementing this plan locally. Our insight data indicates that by concentrating on this plan and our local priorities, we can significantly improve the quality of the health of our population.

The use of these insights underpins the six ambitions in the Quality Plan, which has been developed to meet our Trust's strategic objectives and national standards. Achieving these ambitions will lead to significantly better outcomes for our patients.

Involvement

Healthcare is fundamentally a people-centred business, and we have collaboratively defined how we want to deliver services to our community. The quality of patient care relies primarily on the skill and dedication of our colleagues, as engaged staff deliver better health outcomes. We also want our patients to be involved in enhancing our services and to co-design improvements with us.

Improvement

As a Trust, we are constantly looking to improve the way our services are delivered and the impact they have. Within each ambition, we've established key initiatives aimed at achieving organisational excellence. Over the next five years, we've set milestones to reach and will use metrics to guide and measure our improvement journey. Each program features key indicators reported in our Quality Account, all operating within a quality assurance and improvement framework focused on defining, measuring, planning, implementing and sustaining progress. To support this, we have a structured training programme for our staff with IHI Model for Improvement being a core principle used, with the additional methodologies/tools utilised to support projects and programs of all sizes.

Quality improvement system

Our quality improvement system is designed to create a culture of continuous improvement across the organisation. It will incorporate the following elements:

- **Defining:** Clearly outlining the objectives and scope of each initiative. This step includes identifying key stakeholders and establishing a shared vision for success.
- **Measuring:** Establishing baseline metrics and key performance indicators (KPIs) to track progress. This involves setting up data collection processes and ensuring accurate measurement tools are in place.

- **Planning:** Developing detailed action plans that include timelines, resource allocation, and roles and responsibilities. This phase ensures that all team members understand their contributions to the project.
- **Implementation:** Executing the plan with a focus on efficiency and effectiveness. This involves regular monitoring and adjustments to keep the project on track.
- **Sustainability:** Ensuring that the improvements are maintained over time. This includes embedding the changes into the organisation's standard practices and continuously seeking opportunities for further enhancement.

By integrating these components, our quality improvement system will help us achieve excellence and maintain a high standard of performance throughout our organisation.

Domain 1: Safe



Building a safe and collaborative culture

A safe system built on openness, collaboration and continuous improvement:



Impacts

- Fewer safety incidents through proactive measures.
- A just culture where staff feel confident to raise concerns.
- Measurable improvements in patient outcomes.

Outcomes

- A proactive, positive safety culture where concerns are listened to and acted on.
- Safe systems of care that are effectively managed, monitored and assured with our partners.

- Patients feel safe and supported to understand and manage risks.
- Patients know what to do and who to contact if their condition worsens or something goes wrong.

Improving quality standards and preventing harm

We will work to drive improved standards in patient care in targeted areas of known risk:

- Improve patient outcomes and reduce the risk of harm when undertaking invasive procedures through the National Safety Standards for Invasive Procedures (NatSSIPs2).
- Enhance fall prevention strategies to improve patient outcomes.
- Reduce the incidence of hospital-associated thrombosis to improve patient outcomes.
- Optimise inpatient care to prevent deconditioning syndrome and enhance patient recovery through early mobilisation and activity.

Shared learning and safety system

We will build on safety as a shared responsibility, encouraging staff and users to raise concerns and continuously learn from incidents:

- Roll out the Learning From Patient Safety Events (LFPSE) service and procure a new Learning Response Management System (LRMS) in collaboration with the NWL Acute Provider Collaborative.
- Utilise the full range of learning mechanisms—eg ward accreditation, medicines bulletin, Quality Friday.
- Implement the Patient Safety Incident Response Framework (PSIRF):
 - Deliver the PSIRF Policy and Plan, and monitor the effectiveness of the safety improvement programme through appropriate committee meetings.
 - Adopt and promote PSIRF methodology and approaches to learning from safety events, such as After Action Reviews.
 - Measure uptake and adoption of a safety learning culture through the annual safety culture survey.

Transformation of practice

We will ensure staff take a proactive approach to anticipating and managing risks to patients, embedding this as a responsibility for all staff:

- Develop comprehensive guidelines, protocols and training programmes for healthcare staff to ensure consistent and effective implementation of Martha's Rule across all care settings.
- Implement a comprehensive Paediatric Early Warning System (PEWS), including 24/7 access to a critical care outreach team for staff and patients, and a structured system for gathering information directly from patients and their families.
- Proactively support deteriorating patients by rigorously monitoring those at highest risk, ensuring an immediate, decisive response to any signs of deterioration or sepsis, and prioritising rapid intervention to optimise outcomes.

We will provide staff with training appropriate to their role, enabling them to deliver care that meets the changing needs of patients:

- Develop advanced healthcare skills to address the needs of a growing and diverse patient population.
- Expand healthcare training programmes to accommodate the complexities of our patient base.



Medication safety

We will drive awareness, education, learning and interventions to reduce medication-related harm within the Trust:

- Improve reporting of medication-related incidents across the Trust, including near-miss and no-harm incidents, with continued shared learning and actions to prevent recurrence.
- Reduce harm related to high-risk critical medications.
- Reduce duplicate prescribing and administration of medications, eg anticoagulants, analgesia.
- Optimise ePMA (Cerner) for safe prescribing, administration and documentation of medications.
- Continue collaboration with North West London Medication Safety Officers and colleagues on medication safety initiatives.
- Reduce polypharmacy and improve de-prescribing/rationalisation of medications.
- Introduce a Medication Safety digital dashboard/infographics on key metrics for wider awareness and improvement initiatives.

We will expand on the antimicrobial stewardship:

- Provide education and training on antimicrobial stewardship and resistance to health and social care practitioners.
- Offer regular feedback to prescribers in all care settings, including:
 - Their antimicrobial prescribing.
 - Patient safety incidents linked to antimicrobial use, such as hospital admissions for avoidable life-threatening infections, *Clostridium difficile* infections or adverse drug reactions like anaphylaxis.
- Work with patients to increase their participation and co-creation in managing common infections.

Domain 2: Effective



Driving evidence-based excellence in patient care

People receive care that exceeds expectations, grounded in evidence-based practices and promoting healthier living:



Impacts

- Improved clinical outcomes and healthier patients.
- A shared culture of data-driven decision-making.
- Sustainable, inclusive improvements that address critical needs.

Outcomes

- Outcomes are positive, consistent and meet both clinical expectations and the expectations of patients themselves.

- Care and treatment are routinely monitored to drive continuous improvement.
- People receive care and support that improves their quality of life.
- People can access information and advice about their health, care and support, and how to be as well as possible.

Digital service transformation

We will provide colleagues with the digital tools and skills needed to deliver safe, effective and efficient care:

- Digital literacy for both patients and staff:
 - Enhance digital literacy by providing accessible training resources for patients and staff, focusing on essential online tools and platforms to improve health outcomes and operational efficiency.
 - Commit to digital literacy by implementing user-friendly digital solutions and offering ongoing support to empower patients in managing their health and equipping staff with the necessary skills to deliver high-quality care in a digital environment.
- Integrate Artificial Intelligence (AI) into workflows to equip employees with the tools they need to achieve outstanding results.
- Utilise the Federated Data Platform to streamline processes and improve staff and patient experiences.

We will optimise new technology for improved patient outcomes and clinical pathways:

- Expand virtual wards to deliver hospital-grade care at home, accelerating recovery and freeing up hospital beds.
- Develop a comprehensive quality dashboard to track and analyse key performance indicators.
- Optimise the use of AI to improve and streamline processes in patient care.
- Seamlessly incorporate medical equipment into healthcare systems to optimise health outcomes.

Delivering evidence-based care and treatment

We will ensure people receive care, treatment and support that is evidence-based and in line with best practice standards:

- Triangulate National Clinical Audit recommendations with NCEPOD and GIRFT to ensure better delivery of streamlined information to divisions and the wider Acute Provider Collaborative.
- Routinely monitor national clinical audits to ensure transformations in practice translate into improved clinical outcomes.
- Implement a comprehensive nutrition and hydration plan using the MUST, evidence-based care pathways, regular quality assessments, multidisciplinary collaboration and supportive environments for eating and drinking.



Identify and share best practice in quality of care and outcomes

We will proactively collect examples of good practice, share them across the organisation and learn from excellence:

- Promote a culture of sharing innovation and quality improvement best practices throughout the organisation, facilitated by leadership through platforms such as Research, Innovation and Quality Improvement (RIQI) events.
- Create learning opportunities for continuous development in teams, eg lunchtime learning sessions

- Build a collaborative digital ecosystem to facilitate the exchange and adoption of good practice and innovative ideas throughout the organisation.
- Establish a communication network to inspire learning and improvement through the sharing of best practices.

Research and innovation

We will ensure staff and leaders actively seek external knowledge, including research, to inform and enhance organisational practices:

- Develop the Nursing, Midwifery and Allied Health Professions (AHP) Research Academy
- Drive the creation of new roles and career pathways for non-medical staff through research and innovation, empowering a diverse workforce to contribute to service improvement and patient care.
- Establish a dedicated research centre focused on advancing knowledge and innovation in healthcare management, workforce development and organisational improvement to optimise service delivery and patient outcomes.

We will prioritise the development of improvement and innovation skills, providing dedicated time and a clear strategy for staff to contribute to positive change:

- Employ research findings to design and implement new or enhanced services, such as developing evidence-based pathways for patient care, testing innovative technologies to improve outcomes and evaluating the impact of different care models.
- Use research methodologies to assess the effectiveness, efficiency and impact of existing services, identifying areas for improvement, measuring patient satisfaction and generating evidence to support service redesign or expansion.
- Integrate improvement capability development into learning and development programmes to enhance training approaches.

Domain 3: Caring



Empowering person-centred care

People are valued and empowered as partners in their care through exceptional and person-centred services:



Impacts

- Patients feel valued, respected, and empowered in their care.
- Improved patient satisfaction and wellbeing.
- A skilled community that delivers consistently high-quality, person-centred care.

Outcomes

- People are treated as individuals, and their care, support and treatment meet their needs and preferences.

- Patients feel listened to, and their needs, views and wishes are understood.
- People are supported to manage their health in a way that makes sense to them.
- Everyone is treated with respect and dignity.

Patient experience

We will listen to patient experience and feedback data at the service level to drive continuous improvement and enhance the quality of care:

- Embed the patient safety action plan into the decision-making framework across all levels of the organisation, making patient safety a top priority in service development, resource allocation and policy implementation.
- Establish patient experience forums to actively involve patients in service redesign and ensure their voices shape the care they receive.
- Define clear expectations for our teams regarding patient care, emphasising what exemplary service looks like and creating a culture of excellence.

Working with partners

We will work with others to support care provision, service development and joined-up care, ensuring patients are treated with kindness, empathy and compassion:

- Strengthen integrated care pathways through collaborative partnerships with local authorities, social care providers and voluntary sector organisations to ensure seamless transitions of care and timely, safe discharges for patients.
- Build partnerships with charity organisations to enhance patient care and experience, such as supporting patient accommodation for families, funding specialised equipment or providing complementary therapies.
- Enhance collaboration with Local Healthwatch groups by actively listening, engaging and responding to their feedback.
- Engage Patient Safety Partners in all stages of the patient safety process, from identifying risks and developing improvement plans to evaluating outcomes, ensuring their perspectives shape our safety culture and drive meaningful change.

Staff experience

We will support and enable our staff to grow and develop, feel safe and confident to speak up, and always deliver person-centred care:

- Create a supportive and inclusive workplace culture by providing accessible leadership, mentorship and development opportunities, empowering staff to reach their full potential and contribute meaningfully to the organisation.
- Expand the Freedom to Speak Up Guardian network to create a more visible and accessible platform for staff to raise concerns without fear of reprisal, promoting a culture of openness and accountability.
- Invest in targeted learning and development programmes to enhance the skill mix across all workforce categories, addressing identified gaps and enabling career progression.

Mental health, learning disabilities and autism

We will treat people as individuals, ensuring their care, support and treatment meet their needs and preferences:

- Develop a comprehensive training framework addressing the interconnectedness of physical and mental health, equipping staff with the skills to holistically assess and support patient needs.
- Mandate comprehensive training on learning disabilities and autism spectrum disorder for all staff, enhancing understanding, empathy and effective communication with patients.
- Implement reasonable adjustments, including flexible appointment scheduling, double appointments when necessary, and accessible communication aids such as hearing loops.
- Strengthen partnerships with local providers through reciprocal on-site and virtual collaboration.
- Create inclusive and supportive environments tailored to the specific needs of patients with mental health conditions, learning disabilities and autism, ensuring dignity, respect and person-centred care throughout their patient journey.
- Expand employment opportunities for young adults with learning disabilities and autism through participation in the DFN Project SEARCH programme, providing structured work experience and support to facilitate successful transitions into the workforce.

Domain 4: Responsive



Delivering responsive, person-centred care

Flexible, individualised services to ensure continuity of care tailored to people's needs:



Impacts

- Patients experience timely, tailored care that meets their individual needs.
- Greater collaboration across systems improves access and equality of care.
- Efficient service delivery reduces delays and enhances patient satisfaction.

Outcomes

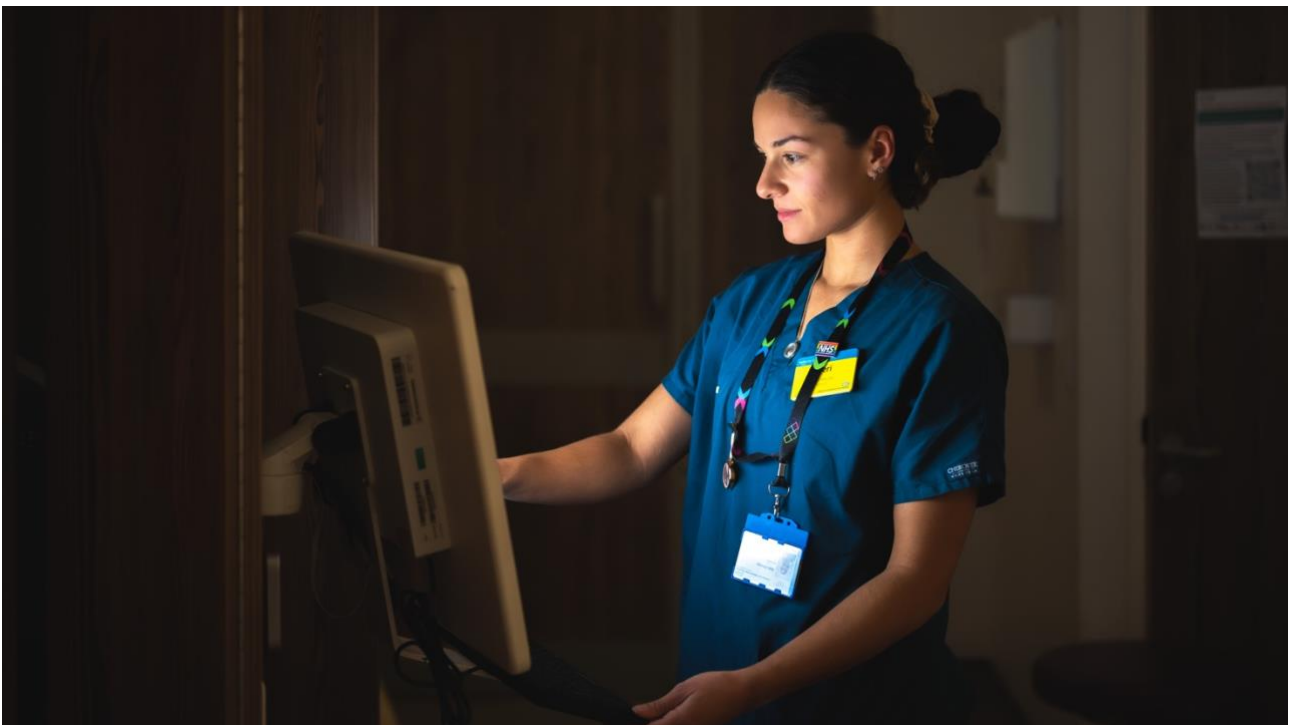
- Patients most at risk of inequality in care or outcomes are actively listened to and their needs are addressed.

- People are at the centre of their care and treatment choices, with decisions made in partnership to respond to changing needs.
- Care transitions between services, settings or areas are seamless, with clear plans in place for responsibilities and practical arrangements.
- Patients feel in control of planning their care and support, with involvement from people who know and care about them when needed.

Maternity and neonatal services

We will enhance maternity and neonatal services by prioritising safer, more personalised and more equitable care:

- Proactively adopt best practices and implement critical safety measures to minimise the risk of adverse outcomes, while embedding a culture of continuous improvement within maternity services as outlined in national guidance.
- Ensure sufficient numbers of qualified staff are available, with the necessary time and training to deliver effective care, by adhering to a core competency framework to keep skills current.
- Continue to utilise Maternity and Neonatal Voices Partnerships (MNVPs), ensuring the voices of service users are central to decision-making in maternity and neonatal services



Clinical pathway redesign

We will set and raise standards across the Acute Provider Collaborative (APC) to drive improvement and ensure patients consistently receive high-quality outcomes:

- Collaborate with APC colleagues to establish consistent best practices across a range of disciplines.
- Leverage expertise across the APC to share learning, support development and improve outcomes through multi-specialty collaboration.

We will ensure patient involvement is at the heart of clinical pathway redesign:

- Establish patient advisory groups to provide ongoing input and feedback throughout the redesign process.
- Expand our patient champion group to reflect a wider range of lived experiences, building on our existing champions in gender services.
- Use Patient-Reported Experience Measures (PREMs) and Patient-Reported Outcome Measures (PROMs) as both baseline assessment and ongoing monitoring tools, embedding them into service redesign to drive continuous improvement.

We will support people in planning for important life changes, giving them the time and support needed to make informed decisions about their future:

- Invest in technology and digital health solutions to enable remote patient monitoring, virtual consultations and care coordination, supporting home-based care delivery.
- Develop patient-centred ambulatory pathways for common conditions to facilitate efficient care delivery in outpatient settings.
- Strengthen collaboration between primary and secondary care to ensure seamless transitions and avoid unnecessary hospital admissions.

Children and young people

We will improve access and achieve better outcomes for children and young people (CYP) across all communities, tailored to their needs:

- Improve equity of care by supporting transitional care for children and young people into adult services and enhancing paediatric surgical pathways.

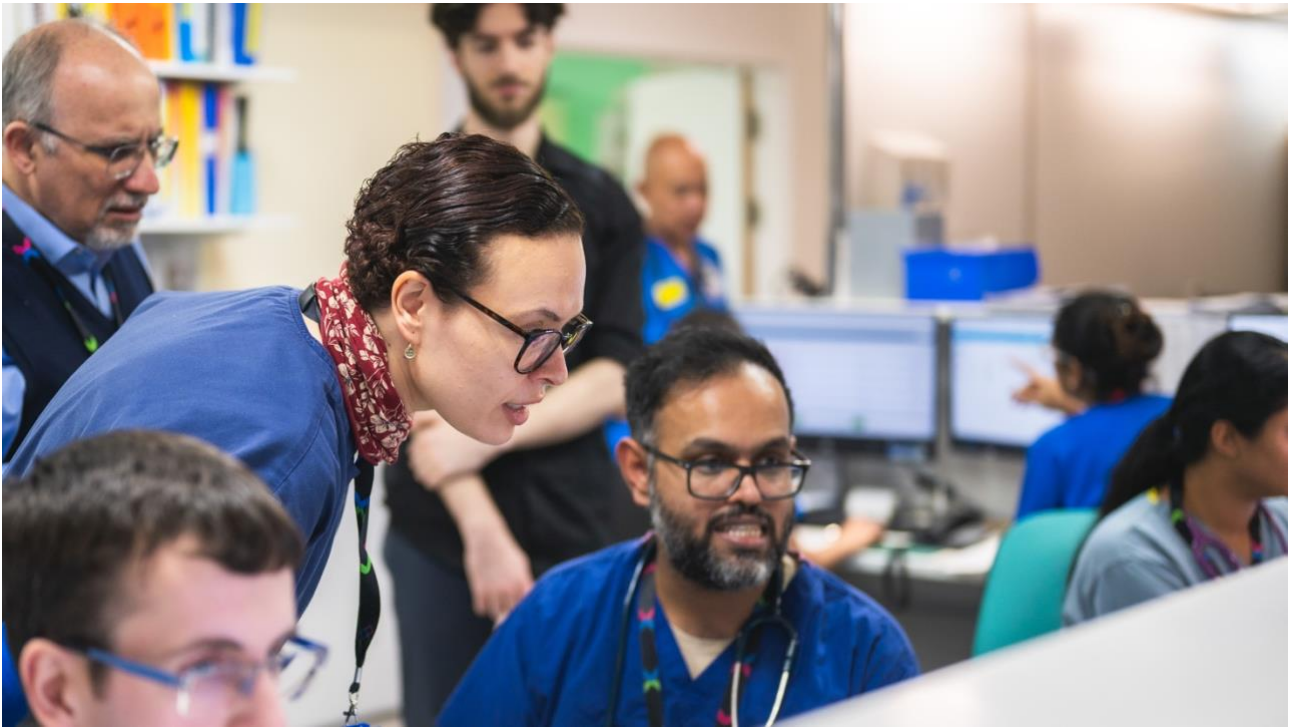
- Strengthen collaborative relationships across North West London (NWL) by supporting clinical networks, cross-trust educational programmes and integrated clinical leadership.
- Increase clinical effectiveness, quality and safety by utilising digital solutions to streamline pathways.
- Tailor the healthcare environment to meet the specific needs and preferences of young patients.
- Contribute to the development and implementation of an NWL-wide workstream for CYP with mental health needs in physical care environments.
- Develop, engage and support transitional care for children and young people into adult services.
- Strengthen relationships between organisations in NWL across healthcare specialties, focusing on reducing inequalities, improving digital integration, standardising referral processes and ensuring equitable access to specialist care.

Cancer care

We will ensure every patient benefits from high-quality cancer care, delivered promptly and equitably across all the communities we serve:

- Continue to use and expand advanced technologies to improve the speed of diagnosis.
- Maintain strong performance against the 28-day Faster Diagnosis Standard.
- Promote national cancer screening programmes, such as targeted lung cancer screening.
- Expand cancer treatment options and bring care closer to patients, eg through the expansion of oncology services in the Ambulatory Diagnostic Centre.
- Continue supporting cancer patients through the Macmillan Centre at Chelsea and the Mulberry Centre at West Middlesex.
- Use patient feedback, including experience and outcome measures, to improve services and develop truly patient-centred care.

Domain 5: Well-led



Leading high-quality, person-centred care

Leadership, governance, and culture drive high-quality, inclusive care through continuous learning and improvement:



Impacts

- Strong, inclusive leadership creates a culture of collaboration and learning.
- Clear governance improves accountability and transparency in care.
- Sustainable systems drive better outcomes and reduce inequalities.

Outcomes

- We have inclusive leaders at all levels who understand the context in which we deliver care, treatment and support, and who embody the culture and values of their workforce and organisation.
- We have clear responsibilities, roles, systems of accountability and good governance, which we use to manage and deliver high-quality, sustainable care, treatment and support.
- I have considerate support delivered by competent people.
- I have care and support that is coordinated, and everyone works well together and with me.

Development of our workforce

We will ensure we have the skills, knowledge, experience and credibility to lead effectively:

- Expand apprenticeship opportunities across healthcare roles to develop a skilled workforce and provide clear pathways for career progression.
- Develop a comprehensive training and leadership programme to equip staff with the skills and knowledge needed to excel in their roles.
- Continue to strengthen and expand partnerships with educational institutions to support the development of future healthcare professionals and enhance the quality of care provided.
- Expand workforce development opportunities through partnerships with programmes like DFN Project SEARCH to equip young adults with disabilities with essential job skills and prepare them for competitive employment.

Enhance collaborative work

We will ensure staff and leaders collaborate with partners to improve care and services:

- Build partnerships and support the development of integrated neighbourhood teams to improve health and social care outcomes for our communities.
- Collaborate with the North West London Acute Provider Collaborative (NWL APC) to drive quality improvement initiatives and enhance patient outcomes.

- Continue to excel in and expand areas of excellence such as our Burns Network and HIV and Sexual Health services.
- Leverage technology to enhance patient experience and improve efficiency by implementing integrated digital solutions across the Acute Provider Collaborative.

Assurance systems

We will ensure data is secure, robust, accessible and used effectively to monitor and improve care quality:

- Develop and monitor the safety of digital innovation through effective governance of AI and transformation projects, with clear assurance processes for incident and risk management.
- Create robust data-driven assurance systems to monitor performance, identify trends and inform evidence-based decision-making.

We will take a balanced approach to managing current and future performance and service quality, enabling the testing of new and innovative ideas:

- Regularly review quality metrics and reports to learn from incidents and drive improvements.
- Develop a quality platform that consolidates all quality metrics into a single hub.
- Proactively integrate risk management assurance systems into change processes to mitigate potential risks and optimise outcomes.
- Continue to work with our Patient Safety Partners to improve the governance and leadership of safety within the organisation.

Domain 6: Equity and sustainability



Promoting equity and sustainability in care

Deliver high-quality, equitable care that is sustainably resourced and reduces inequalities while minimising environmental and public health impacts:



Impacts

- Equitable access to care ensures no one is left behind.
- Care is sustainably delivered, reducing environmental and resource impacts.
- Patients and carers feel actively involved, building trust and better outcomes.

Outcomes

- The environmental impact of care is reduced, with patients and communities supported to make positive contributions to sustainability.

- Health and care services respond to the diverse needs of people and communities, ensuring care is joined-up, flexible and supports choice and continuity.
- Patients are encouraged and enabled to provide feedback on their care in ways that work for them, with clear action taken in response.
- Patients receive care and support that enables them to live as they choose, recognising their individual skills, strengths and goals.

Sustainability

We are committed to sustainability and encourage our team to understand and implement green practices:

- Continue to develop the Proud to be Green agenda and expand it throughout the organisation via engagement, communication and education.
- Develop a Green Champion Programme to create a defined role, structure learning and provide development opportunities for teams to acquire skills to support departmental projects with a sustainability focus.
- Utilise sustainability within our Quality Improvement systems to enhance sustainable values by analysing the environmental, social and financial implications of existing systems. Leverage the principles of sustainable clinical practice to develop improvements.

We are dedicated to achieving net-zero healthcare by integrating sustainable practices into all aspects of care delivery:

- Implement and promote, with clinical guidance, the use of lower-carbon alternatives across all directorates.
- Collaborate with external partners to reduce carbon emissions through clinician and patient choices.
- Strengthen our commitment to sustainable healthcare by expanding medical device recycling initiatives.
- Integrate sustainability into routine work and procedures.

For our colleagues

We will create a diverse, inclusive and equitable workplace where all employees feel valued and respected:

- Expand and support Mental Health First Aiders and Health and Wellbeing Champions, and create inclusive spaces for staff to share experiences and seek support.
- Strengthen the existing Equality, Diversity and Inclusion (EDI) framework, ensuring it aligns with EDS 2022 standards.
- Prioritise staff wellbeing, leadership development and diverse representation in decision-making processes.
- Empower and grow staff networks by providing resources and opportunities to connect, share experiences and contribute to organisational development.

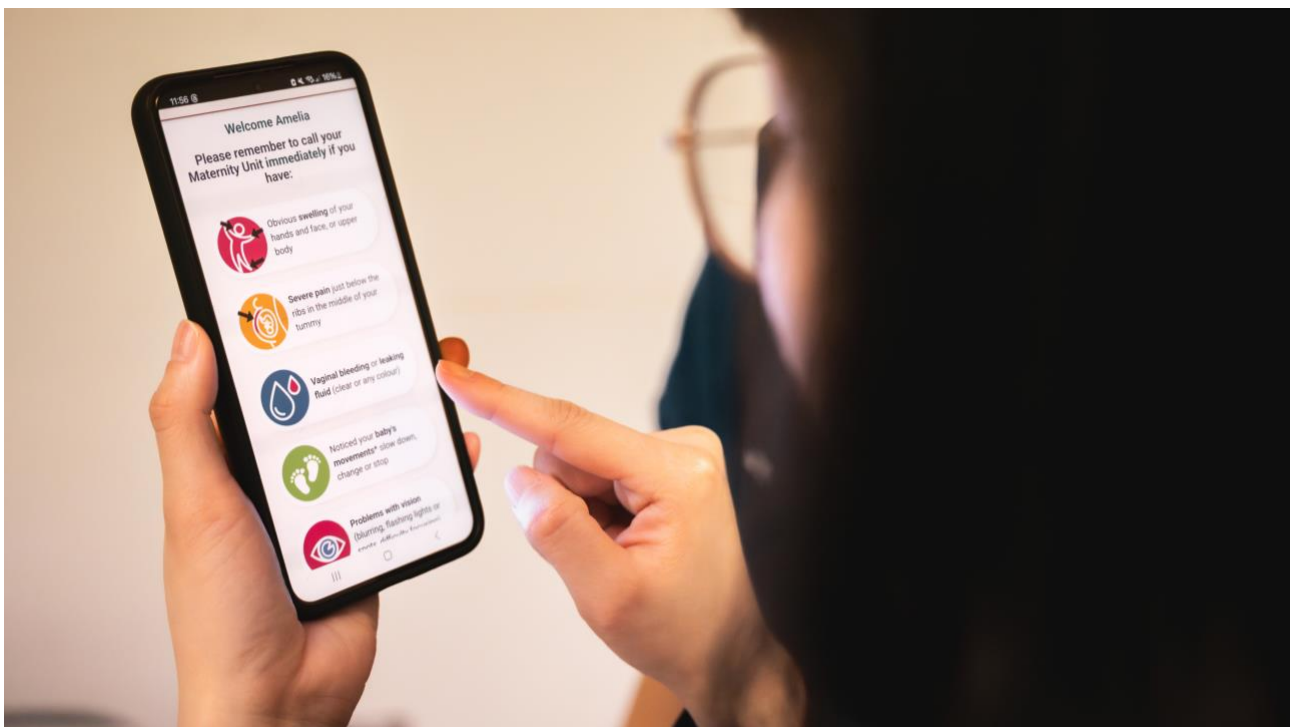


For our patients

We will continue to support health improvement by addressing local and national needs:

- Use CORE20PLUS5 Adults and Children to:
 - Tailor services
 - Measure and monitor outcomes

- Engage with communities
 - Develop policies
 - Prioritise interventions
- Align with the London Vision programme to drive system-wide transformation and improve health outcomes for Londoners, focusing on integrated care, prevention and population health.
 - Enhance the effectiveness of health interventions and address the diverse challenges facing our communities by adopting a comprehensive approach that prioritises local and national health needs. Making Every Contact Count (MECC) involves building on every interaction as an opportunity to promote health, empower people and create a culture of wellbeing.



We will actively seek and listen to information about people most likely to experience inequality in outcomes or experiences, tailoring care, support and treatment in response:

- Take proactive steps to reduce health inequities by utilising data and engaging with the target population.
- Improve health literacy by empowering patients to make informed health decisions through education, resources and tools.
- Develop a comprehensive health inequalities framework to provide actionable insights for service evaluation, inform service design and optimise resource allocation.

QUALITY 5-YEAR VIEW

Through our established governance structure, we will monitor the deliverables of this plan to ensure progress and accountability. The outline below sets out the key vision to be achieved over the next five years. This will be reviewed annually as the healthcare landscape evolves and the national architecture of health continues to change.

Year 1

- Implement NatSSIPs2 to enhance patient outcomes and mitigate the risk of harm during invasive procedures.
- Further develop the Patient Safety Incident Response (PSIRF) Framework.
- Deliver the regulatory readiness programme, supported by digital tools.
- Continue collaborative working across the North West London APC to improve patient outcomes and experience.
- Update the Green Plan to meet national and regional guidance and strengthen our environmental sustainability efforts.

Years 2-3

- Improve equity of care by supporting children and young people as they transition into adult services.
- Expand clinical research facilities for the West Middlesex community.
- Develop and implement a comprehensive health literacy programme to empower patients in managing their health.

Years 4-5

- Enhance our international education, learning and development offer.