



Impact report 2018/19

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01.

Introduction

Introduction

A welcome by Andrew George, Chair, and Axel Heitmueller, Managing Director

Coming together as an organisation to produce our impact report is a time for great reflection. It is an opportunity to share with our members and clients our joint achievements, our learnings and also our aspirations for how we can continue to grow together to build a healthier population.

Our work is set in the context of a system striving to deliver more effectively and more efficiently. The NHS is under the ever-constant strain to deliver more for less and to increasingly evidence outcomes with robust data.

At [Imperial College Health Partners \(IChP\)](#), we work with our members and clients to deliver complex evidence-based change, creating more effective and efficient healthcare in this often uncertain landscape. We have demonstrated over the last few years that we are well placed to deliver impact through our smart use of data to build the case for change and our ability to create connections and collaborations to facilitate it, underpinned by our open and flexible approach to innovation, driven by our team of passionate, committed experts.



Because we are part of the NHS we understand the complexities of working in the system, and we're passionate about working with our members and clients to address both urgent problems as well as helping them to realise long term ambitions. We channel this passion daily into improving care for the populations we serve, and we witness this same passion embedded throughout both our members and clients.

From our work unlocking the potential of data with our research register, [Discover](#), to scaling up innovations to prevent strokes and reduce the risk of cerebral palsy in pre-term babies, we deliver real, impactful change which improves healthcare for patients on a day-to-day basis.

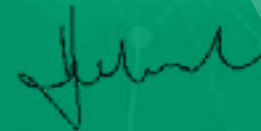
Underpinned by the consistently high standards in our customer satisfaction scores, some of our key achievements over the last year include:

- **Supporting patient primary care access through at scale technology solutions**
- **Preventing strokes: saving lives, reducing long term disability and delivering efficiency**
- **Scaling up innovation to reduce the risk of cerebral palsy in pre-term babies**
- **Improving mental health services in North West London**
- **Evaluating and helping to improve new services for patients with diabetes**
- **Connecting healthcare and industry to deliver impactful innovations**
- **Unlocking the potential of one of Europe's largest linked data sets to help increase research studies conducted locally**

We're proud of the foundations we have established, and enthusiastic about how we can both share our learnings, and also increase our reach to work with more partners to improve healthcare services in the coming months. There is great potential for lasting transformative change for the populations of North West London and beyond, and we're proud that our work with members and clients is already starting to realise lasting impact, helping to pave the way for better healthcare for all.



Andrew George,
Chair



Axel Heitmueller,
Managing Director

Continuing to Learn

We're a growing organisation, in both size and maturity, and we value the strong partnerships enabling this trajectory as we continue to work with an increasing number of members and clients from both North West London and beyond. And, as we continue to grow, it is important to reflect and build on the learnings from our work.

Building relationships

Most importantly, the importance of trust in driving sustainable change cannot be underestimated. We value the ongoing relationships we have with our members and clients, and we are proud to be a trusted partner to them. Too often there is an expectation that implementing innovation and change can happen quickly, but laying the foundations for sustainable change takes time and building trust through engagement in critical. As part of the NHS, we understand this complexity and also we're able to offer the long-term commitment needed to create sustainable change.

Ensuring impact

Our work over the last year has also reinforced the importance of always ensuring we are delivering the greatest possible impact for patients. In a world where financial pressure on the NHS is increasing, there is a tendency to look for quick fix solutions. We should always remember the long term goal of delivering improved outcomes for patients, as well as better value. We constantly challenge ourselves to ensure our work delivers the greatest possible impact, and our access and analysis of unique data sets is increasingly helping us to work with partners to design and evaluate interventions which are impactful.

Demonstrating thought leadership

Finally, our strategic partnerships with thought leaders locally, nationally and internationally in areas such as population health, public engagement and technological innovation have helped inform our own approach in these areas, and also enabled us to share cutting edge knowledge with our members and clients. We are passionate about bringing the latest thinking and innovations in healthcare to our work with partners, and facilitating the connections and collaborations to make this happen.



02.

About us

About Us

ICHP is a partnership organisation bringing together NHS providers of healthcare services, clinical commissioning groups and leading universities across North West London. View our members [here](#). We are committed to delivering impactful solutions for our members and clients' challenges.

The health and care sector has an ambition to improve outcomes for its population, but is facing increasing pressure from rising demand, reduced funding, technological and structural change.

We partner with our members and clients to help understand and manage complex change. At ICHP, we are uniquely placed to provide this support through:

Our approach to innovation
finding new ways to solve problems and deliver lasting change

Our smart use of data and insight
creating actionable insight to drive and underpin change

Our connections and collaborative ethos
our unique position in the market to navigate and facilitate change

Our people and culture
diverse, committed, outcome focused experts to drive and deliver change



We have the necessary tools, expertise and capabilities required to support and manage complex change - unlocking the potential of innovation and transforming our members and clients' ability to deliver a healthier population.

ICHP takes a data led approach to deliver for our members and clients both regionally and nationally, including innovators from the commercial and research sectors.

We are also the Academic Health Science Network (AHSN) for North West London and one of [15 AHSNs across England](#), established by NHS England in 2013 to spread innovation at pace and scale, improving health and generating economic growth. We are currently funded by NHS England to deliver seven national programmes, three of which are highlighted in this report – [Serenity Integrated Monitoring \(AIM\)](#), [Atrial Fibrillation \(AF\)](#) and [PReCePT](#).





03.

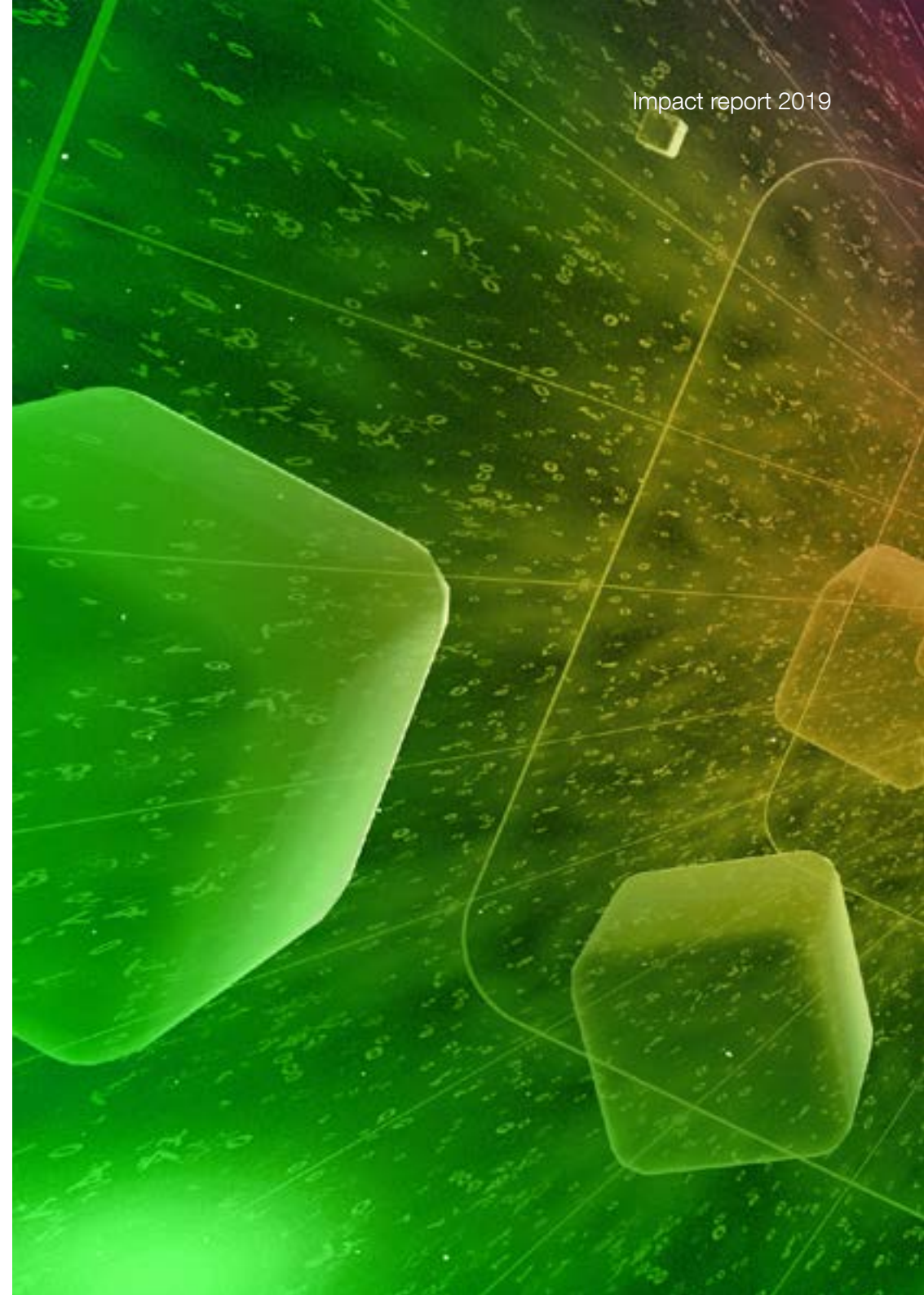
**Delivering
complex
change**

Delivering complex change

At ICHP we believe that innovation can be a powerful trigger to create new ways of working. We work in partnership with our members and clients, helping to address the complex challenges they face. We foster a culture of innovation with our clients to help them adapt and then adopt to deliver lasting change.

Over recent months we have delivered a variety of complex projects ranging from strategy development and pathway redesign to facilitating the co-design of new services and helping to develop staff capability.

Over the following pages are a few examples of our more recent work.





Supporting patient access to primary care access through at scale technology solutions

ICHP partnered with the North West London Collaboration of CCGs (NWL CCGs) to create the first at scale delivery model for online GP consultations. The Brent Online Consultations eHub aims to enable patients to easily access consultations online by visiting an online platform, powered by eConsult. In the first three months over 1,000 patients visited the online platform, preventing the need in most cases for a face-to-face appointment.

ICHP is continuing our support for this programme through running an evaluation to explore and measure the impact it yields for both patients and GP practice staff. Other CCGs across North West London are keen to learn from this work and follow the same approach.

This partnership work has also resulted in Brent CCG being recognised for their innovative approach by being selected to be the Digital Accelerator site for North West London, bringing more funding to develop this model further.

“We couldn’t have developed the eHub in Brent without the support of ICHP. They provided the strategic thinking and creative mindset required to develop and implement an innovative model that had not been done elsewhere and which is now likely to be replicated across London.”

North West London Primary Care Access Lead,
North West London Collaboration of CCGs



Preventing strokes: saving lives, reducing long term disability and delivering efficiency

It is estimated that 17,000 people across North West London have undiagnosed irregular heart rhythm Atrial Fibrillation (AF); one of the leading causes of stroke if not detected and treated appropriately.

There are also more than 4,000 patients with identified AF in North West London and at a high risk of stroke who are not on the anticoagulation treatment recommended in [NICE Guideline CG180](#).

Funded by NHS England as one of its seven commissioned national programmes for AHSNs, ICHP has proudly collaborated with NWL CCGs, Trusts, GP federations and GPs to [improve treatment of those with AF](#). This has included over 150 healthcare professionals taking up ICHP's free RCGP accredited training programme to enable better diagnosis and management of patients with cardiovascular conditions in the community.

ICHP has convened key communities of practice across North West London to explore innovative solutions for those patients

with AF, including the adoption of new technology such as mobile ECG devices and instituting the anticoagulation of untreated high-risk AF patients.

We have rolled out 275 Kardia mobile ECG devices across North West London targeting those areas identified as being most able to screen high risk patients. As well as the huge benefits for patients through preventing an AF-related stroke, the programme is resulting in significant savings for CCGs through reducing associated health costs of treating stroke patients.

Through tailored facilitated virtual clinics and shared learning, ICHP has been supporting increased rates of anticoagulation to improve health outcomes for patients with AF and reduce health inequalities. These virtual clinics, designed to practice needs, workforce and skill mix (part of the NHS England Demonstrator Programme), aim to improve the management of people who have been diagnosed with AF by optimising their treatment.



ICHP is also helping to put patients at the centre of decisions about their own treatment and care through continuing to support CCGs with the roll out of the Shared Decision Making (SDM) training pilot. This has included training four GP-practice-based pharmacists per CCG in the skills needed to hold SDM conversations.

This work has been underpinned through our leading use of data analytics, and also our free suite of forecasting and impact tools which inform our partners about AF in their locality and help them to plan resources more efficiently to have the greatest impact for the populations they serve. This project has involved a long term commitment from ICHP as it has taken two years to develop and reach fruition, demonstrating our importance as a long standing partner which is committed to and understands the NHS.

**over 150
healthcare
professionals**

have taken part in a free RCGP accredited training programme to enable better diagnosis and management of patients with cardiovascular conditions in the community.

More than 1,000 patients in North West London diagnosed with AF and given oral anti-coagulant, preventing an estimated **46 strokes** in the last year.



“

“Very friendly, supportive staff who proactively engage with clinicians in order to improve the quality of the health service.”

Consultant Stroke, The Hillingdon Hospitals NHS Foundation Trust



“It’s been wonderful to have such a high level of engagement from our local leads. We are proud to be able to make a difference to the lives of babies born very prematurely.”

Regional Clinical Lead

96%
uptake of MgSO₄ in North West London following implementation of PReCePT

Scaling up innovation to reduce the risk of cerebral palsy in pre-term babies

ICHP is successfully reducing the risk of preterm babies being born with cerebral palsy in North West London through leading the rollout of a nationally recognised programme called ‘PReCePT’. The programme has been funded by NHS England as one of its seven commissioned national programmes for AHSNs.

This evidence-based, cost-effective intervention is designed to help reduce cerebral palsy in pre-term babies through the antenatal administration of magnesium sulphate (MgSO₄) to mothers during preterm labour, costing around just £1 per individual dose.

ICHP is proud to be working with six maternity and neonatal units across North West London that are working diligently to implement and sustain this life-changing intervention for babies born at less than 30 weeks. Since starting the implementation of the PReCePT programme, ICHP have raised the MgSO₄ uptake level to 96% from a baseline of 62%,

significantly reducing the risk of babies being born with cerebral palsy.

We achieved this through analysing the patient pathway to see how we could improve uptake, resulting in the collection of monthly data to drive continuous quality improvement, increased engagement of wider programme teams to build awareness, and training for staff. We have also hosted the recruitment of a Regional Clinical Lead who is providing ongoing clinical coaching to local leads to help embed these new ways of working.

This system level contribution has been recognised at regional and national levels by the North West London Patient Safety Programme Board, Local Maternity System and NHS England.

Improving patient safety through our Suspicion of Sepsis Dashboard Insights development

ICHP is the driving force behind the first of its kind **Suspicion of Sepsis (SOS) Insights Dashboard**. Developed through cross system collaboration the SOS Dashboard enables NHS staff to use reliable data, to monitor and assess the long-term impacts of quality improvement initiatives on patients who are admitted into hospital due to bacterial infection or Sepsis over time.

We are immensely proud that the SOS Dashboard, by adopting an innovative coding method, eliminates the inconsistencies and inaccuracies inherent in previous coding methods, providing clinicians with fast, accurate and targeted data. By providing practitioners with improved intelligence, the tool frees up valuable time by equipping clinicians to identify areas where interventions will produce the most impact on outcomes. It enables better planning and the focussed application of initiatives that can save lives from this life threatening condition.

Following our work to design and develop the dashboard we have championed its spread locally, regionally and nationally from its **local launch** with Minister for Care, Caroline Dinenage, to holding a national sepsis data summit and SOS Dashboard webinars. It has been endorsed by **Matt Hancock, Secretary of State for Health and Social Care**, at the Patient Safety Learning Conference, and has also been included in NHS England's **Long Term Plan**. It also part of the Royal College of Physicians' resources to support the adoption of the National Early Warning Score.

“

“The SOS Dashboard offers unique benefits. The data on mortality and readmission is national unlike other data sources. It is so easily and quickly accessible”

Sepsis Nurse Specialist - Infection Prevention and Control, Bradford Teaching Hospitals NHS Foundation Trust



"I think you could say that the availability of the dashboard saves time, approximately 2 days per month."

Surgical Site Infection Specialist Nurse

Improving patient safety continued

ICHP is excited as this work continues to spread, with over 60 NHS trusts from across England using the data from the dashboard to inform their work. Clinicians are now reporting that the availability of the dashboard can save approximately two days per month of their time. There has also been international interest from the [Waitemata District Hospital Board in New Zealand](#) who have invited us to assist them in their

work, and from the [World Innovation Summit for Health](#) for us to share the tool with their Leading Health Systems Network.

Through this adoption and spread the dashboard is increasing the quality of care and reducing harm for patients. This method of visualising outcome data is also already being adapted and applied to other areas such as surgical site infection data.



"Across Wessex filtering by Infection Category is helping teams to better understand the nature of 'winter pressures', showing us seasonal SOS patterns are primarily an issue for respiratory SOS cases, with a very pronounced impact each year in a single specific month."

Nurse & Improvement Coach, Wessex Patient Safety Collaborative

Over 60 NHS trusts

have been regularly engaging with the dashboard

Over 110 professionals

have been in contact about the adoption and spread of the dashboard

The dashboard has been **shortlisted** for two national HSJ awards

National endorsement

from Matt Hancock, Secretary of State for Health and Social Care, and included in the NHS Long term plan announcement for Sepsis

In just over seven months:



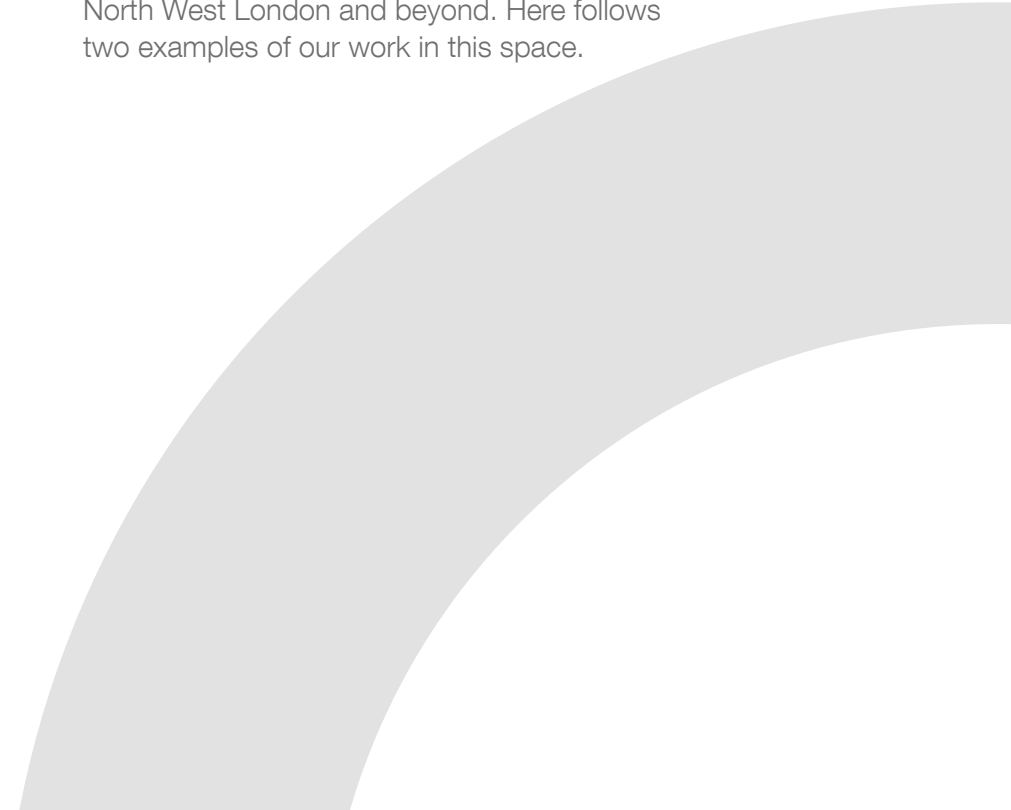
"Although, for a long time we thought we were doing a good job clinically, we had no evidence to demonstrate it. The dashboard provides unique value in that no other tool we have come across has been able to demonstrate our outcomes in the way the SOS Dashboard does."

Medical Director, West of England Academic Health Science Network



○ **Improving mental health services in North West London**

From helping people in crisis, to improving the impact of long-term treatment programmes, we work with our members and clients to deliver complex change in mental health services across North West London and beyond. Here follows two examples of our work in this space.





Training police to effectively support mental health patients

Serenity Integrated Mentoring (SIM) is a national programme which aims to support people with highly complex behavioural disorders and who, as a result, place intensive operational demands on police, ambulance, A&E departments and mental health teams. The programme has been funded by NHS England as one of its seven commissioned national programmes for AHSNs.

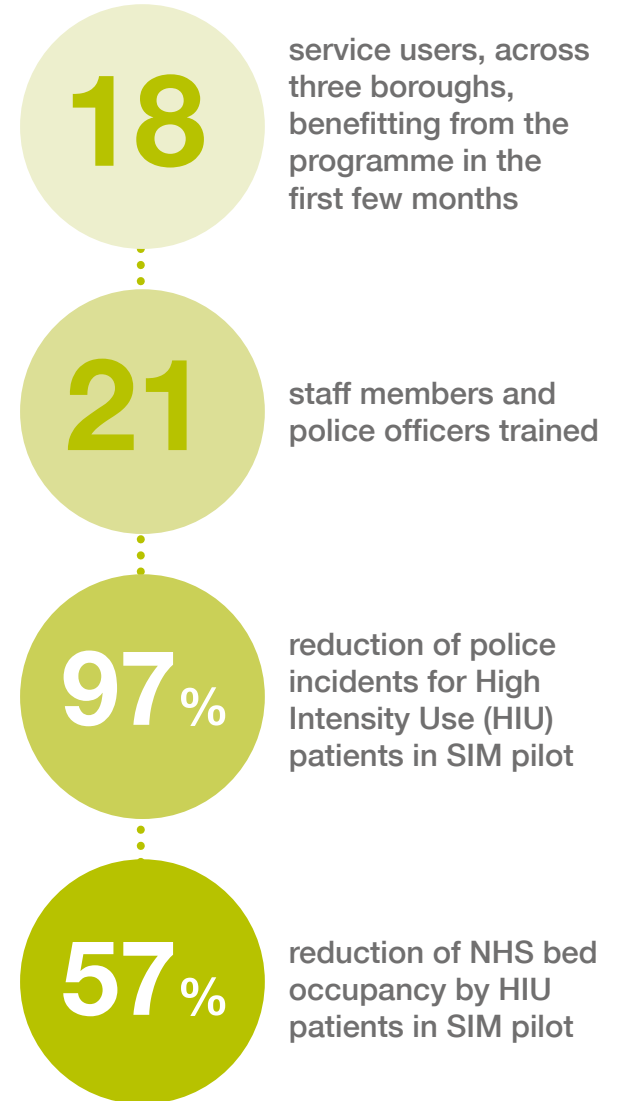
ICHP has been supporting the scale and spread of both specialist, integrated mental healthcare and policing teams. This provides a unique blend of nursing care and behavioural management which works alongside the patients with complex needs and encourages more consistent and healthy coping strategies.

ICHP introduced and implemented SIM in partnership with West London NHS Trust and Central and North West London Trust in the boroughs of Hillingdon, Westminster and Hounslow, which has already significantly reduced reduction of police incidents for High Intensity Use (HIU) patients. We are working towards now reducing A&E attendance and mental health bed days. We've already reduced inappropriate detaining under Section 136 of the Mental Health Act and achieved a 57% reduction in mental health bed days.



“It has been invaluable having ICHP’s support in implementing SIM in North West London. With their help we anticipate making a real impact on the way police and mental health services work together.”

National SIM Director



Improving the physical health of patients with serious mental illness

There are clear and evidenced links between the conducting of targeted physical health checks and an improvement in health outcomes for patients with Serious Mental Illness (SMI). Since July 2017, ICHP has supported the North West London mental health system to increase the number of physical health checks for people with SMI.

We have worked with our members to transform how GPs record physical health checks for SMI patients, supporting the redesign of the check template for digital clinical systems EMIS Web and SystemOne, accompanied by face-to-face and electronic training packages. We have achieved this by creating a mental health dashboard based on the [Whole Systems Integrated Care \(WSIC\)](#) dataset. This enables clinicians to view patients' records, link up care records across primary and secondary care and to code, record and monitor interventions. This has led to a 275% increase in physical health checks on patients with serious mental illness in the first 18 months after ICHP began support.

275%
increase in
physical health
checks on patients
with serious
mental illness in
the first 18 months
after ICHP began
support

9,967
patients with
serious mental
illness given a
physical health
check by a
clinician in North
West London





04.

Intelligent use of data

Intelligent use of data

At ICHP we believe in the power of data and insight to understand, frame and unlock problems and to set a clear path for evidence based complex change. The voice of the patient is fundamental to this through both qualitative and quantitative research as we strive to generate real world insight. We proudly integrate and analyse data to draw conclusions and to present actionable information that can be used to make a real difference in the health and care sector. Here are some examples of our work in this area.

Unlocking the potential of data with Discover

Discover is our health research register for North West London, designed to empower more patients and members of the public to take part in health research. Often people who want to contribute to this kind of research don't know where to start or who to ask. Researchers have a similar problem – they want to improve healthcare, but sometimes can't find people to participate in studies.

Discover is a way to bridge this gap, bringing the public and researchers together through ever an growing consent register. Through consenting to join the register, patients and the public are able to get involved with research studies that could contribute to a healthier future for everyone.

Discover is an agile health research service that uses **WSIC**, one of the largest people and patient-centred longitudinal data sets linked and coded from primary and secondary, community, mental health and social care, across a population of over two million.

We are able to be a research partner for industry that provides a robust, accurate research methodology and a data set with integrity, supporting the delivery of commercially and clinically robust trials that lead to successful adoption or service improvement.

“

“The Discover team have provided a large analysis of WSIC data for a research project we are undertaking, trying to understand the healthcare contacts that patients who are admitted to acute hospital Trusts in North West London with a code for Alcohol Related Liver Disease have in the year prior to their admission. They have provided an excellent service, with prompt delivery of data, and they have always been easily accessible for further queries. The data has been incredibly useful.”

Consultant Hepatologist, Imperial College Healthcare NHS Trust



Not only does Discover have the data, we also have the tools, technology and expertise to support the creation of effective research, and as our consent register grows we are attracting more and more impactful research.

In April 2019 we undertook research with patients, the public and healthcare professionals to better understand how to build Discover as a trusted public resource for all communities. We continue to have that dialogue both online and in person at hospitals and health events across North West London.

To date, Discover has supported researchers who are:

- Investigating the impact on patient pathways across primary and secondary care of a new cardiac monitoring device, aiming at early diagnosis of atrial fibrillation
- Exploring correlations between asthma/COPD and depression, anxiety and smoking
- Identifying whether opportunities to intervene in patients suffering from liver disease have been missed
- Assessing the impact of a new app on patient activation for women with breast cancer





Building on data with robust evaluation for patients with diabetes

ICHP is immensely proud of how we demonstrate the fundamental need for robust evaluations to increase the impact of innovations. This is evidenced with our [independent evaluation of behaviour change programmes for patients with Type 2 Diabetes](#).

Our evaluation on this project, with our North West London partners and welcomed by Diabetes UK, demonstrated the power of smart phones being used by patients living with Type 2 diabetes in North West London to have significant improvements to their health. More than 400 patients from 18 GP practices across North West London had the opportunity to trial three digital apps over four months to help manage their long term condition. ICHP produced an in-depth analysis of the results of the trial, highlighting the most effective apps in each area and building a case for wider use of smartphone apps for delivering structured diabetes education.



“Diabetes UK welcomes this new work, which shows how technology is being used to widen the options available for people with diabetes.”

Improving Care Manager
Diabetes UK

Patients who took part in the study saw a **significant reduction** in body mass index (BMI), blood pressure and blood sugar levels



Patients lost on average **two to three kilograms** of weight

118 patients participating provided details of their medication, of those 20 % were able to stop taking the diabetes Medication metformin during the trial

Creating healthier populations

Through our work on [Joint Strategic Needs Assessment \(JSNAs\)](#), we freely share our methods to achieve healthier populations, with the first step being to first understand how the data shows where population needs are driving health economies. We have been delighted to share our work with a wide host of interested health and care systems, ranging from Nottingham Integrated Care System to the team at the South West Public Health Observatory.



“Great engagement, challenging discussions. I have learned a lot about myself, my organisation and what is missing in my system/organisation.”

Clinical lead Vanguard,
Better Local Care



05.

Innovation Exchange

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Innovation Exchange



“One of the great things I’ve found working with ICHP is their openness to working with industry in a multitude of different ways. This has meant we have been able to deliver a number of initiatives over the last few years, supported by their ability to bring local and national stakeholders together.”

Director, Pfizer

Our **Innovation Exchange** connects innovators, working with the latest data and technology to address healthcare issues, with our network of partners and providers. This creates an environment where cutting-edge solutions can grow and make a real impact on the health the population.

Regardless of where they are on the innovation pathway, our Innovation Exchange provides a range of services to help innovators, small and medium enterprises and wider industry navigate and work with the NHS.

Our services include:

- **Identification of need:** Translating our members and clients’ problems to find solutions
- **Idea support:** Brokering relationships including supporting with grant finding where appropriate
- **Evidence generation:** Building budget impact models and business cases, and helping to generate clinical trials producing real world evidence
- **Market access:** Support to build a compelling case for the NHS market, including budget impact analysis, procurement support and competitor analysis
- **Spread and adoption:** Working with innovators and members to scale up solutions to benefit patients

We have recently created an ecosystem for innovators exiting local accelerator programmes, such as the [MedTech Super Connector](#), allowing them to progress their innovation towards commercialisation. One example of this is Spyras, a paper-based sensor for sepsis. We facilitated the company's connection with the [National Institute for Health Research \(NIHR\)](#) centre and [London In Vitro Diagnostics](#), enabling them to receive support with clinical trials and generating real world evidence.

Our Innovation Exchange ensures innovations are aligned to genuine clinical need, and we help our partners find innovative solutions for problems and evaluate their best options. [The Royal Brompton and Harefield Foundation NHS Trust](#) asked us to help find new solutions for Cystic Fibrosis patient management. Through the Innovation Exchange we were able to connect the Trust to a number of potential solutions and help them to choose and procure a supplier, increasing their ability to monitor and deliver services for Cystic Fibrosis patients who are not on site.

The coming year will also see the Innovation Exchange grow, as we support the AHSN Network to codesign a national 'front-door' website which will help users to understand the national and regional innovation exchange offer. It will also regionally showcase solutions which are available and currently being successfully implemented across the country.



The background is a dark green color with a pattern of lighter green speech bubbles and quotation marks scattered across it. A large white circle is positioned on the right side of the image, containing the main text.

06.

**What our members
and clients say**

What our members and clients say

What our members and clients say

Our customer satisfaction survey is shared with members and clients that we work with. It allows them to give feedback on our performance, ranging from their satisfaction with our services and how they rate the quality of our work, to if they would recommend our services to their colleagues.

73 responses have been received so far.



89% of respondents were very satisfied



80% of respondents rated the quality of work undertaken by ICHP as very good



99% of respondents would recommend ICHP to a colleague



“Working with ICHP has been a positive experience. The team have integrated well as part of the North West London LMS, providing support and resources if required, as well as willingness to see projects through.”

Head of Midwifery and Women’s Care, The Hillingdon Hospital NHS Foundation Trust

“Willingness to help is always a priority, the time and support we were given made a big difference in making the commitment a success.”

Wellbeing Manager, Avery Healthcare

“Open discussion. Adapted approach to different trusts. Multiexperienced team with GP, health economics, data analysts working together to get the most robust model out there. Very friendly helpful team.”

VP EMEA, IRhythmtechnologies

“Excellent project management and communication.”

Consultant Psychiatrist, Central and North West London NHS Foundation Trust

“Hugely knowledgeable about navigating both NHS worlds and that of the SME and what it will take to partner with us. We would have undoubtedly made mistakes, missing things or experienced delays without the help of ICHP.”

Associate Director of Therapy Services, Royal Brompton & Harefield NHS Trust

“Really inspirational - relevant, can-do, motivated - relevant to longer-term relationships as well as in-the moment support.”

Head of Integrated Care – Western, NHS NEW Devon & SD&T CCGs.



07.

Looking ahead...

The health and care sector has to both prepare for the future and fight fires today, as it strives to help develop a healthier population. Our members and clients tell us they need expert guidance and collaboration to confront these complex challenges. Caring for more people with better results with reduced budgets requires change.

ICHP will continue to be a committed partner that works with our members and clients to help realise their long-term ambitions and solve their problems in the here and now. We are proud to be part of the NHS, and therefore a partner that really understands the complexities of how the healthcare system works and how to get things done.

We have demonstrated over the last few years that we are well placed to provide this support because:

- Our thinking is grounded in real-world evidence through our *smart use of data*
- We are open and flexible in our approach, looking for new, better ways to *solve problems to deliver change*
- We find and *create connections and collaborations* to bring the best combination of talent, experience, and partners together on projects to deliver innovative solutions
- We are a team of *passionate*, experts who understand health care and are committed to our clients' goals because we are part of the NHS and share a belief in healthier populations

The examples we have included in this report are just a snapshot of the varied work which we have undertaken in partnership with our members and clients, delivering innovative solutions in health that really make an impact to our populations.

As outlined earlier in our introduction, we will also continue to reflect and build on our learnings from the last year, continuing to develop our ongoing relationships with members and clients and always challenging ourselves to ensure we are helping deliver the greatest possible impact for patients. And we look forward to continuing to develop both our work and strategic partnerships with national and international thought leaders, bringing the latest healthcare thinking to our local delivery.

Collaborating with our partners in North West London and beyond, we look forward to another year of achievement as we work to solve the biggest healthcare challenges facing our health service and its users.





Find out more

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