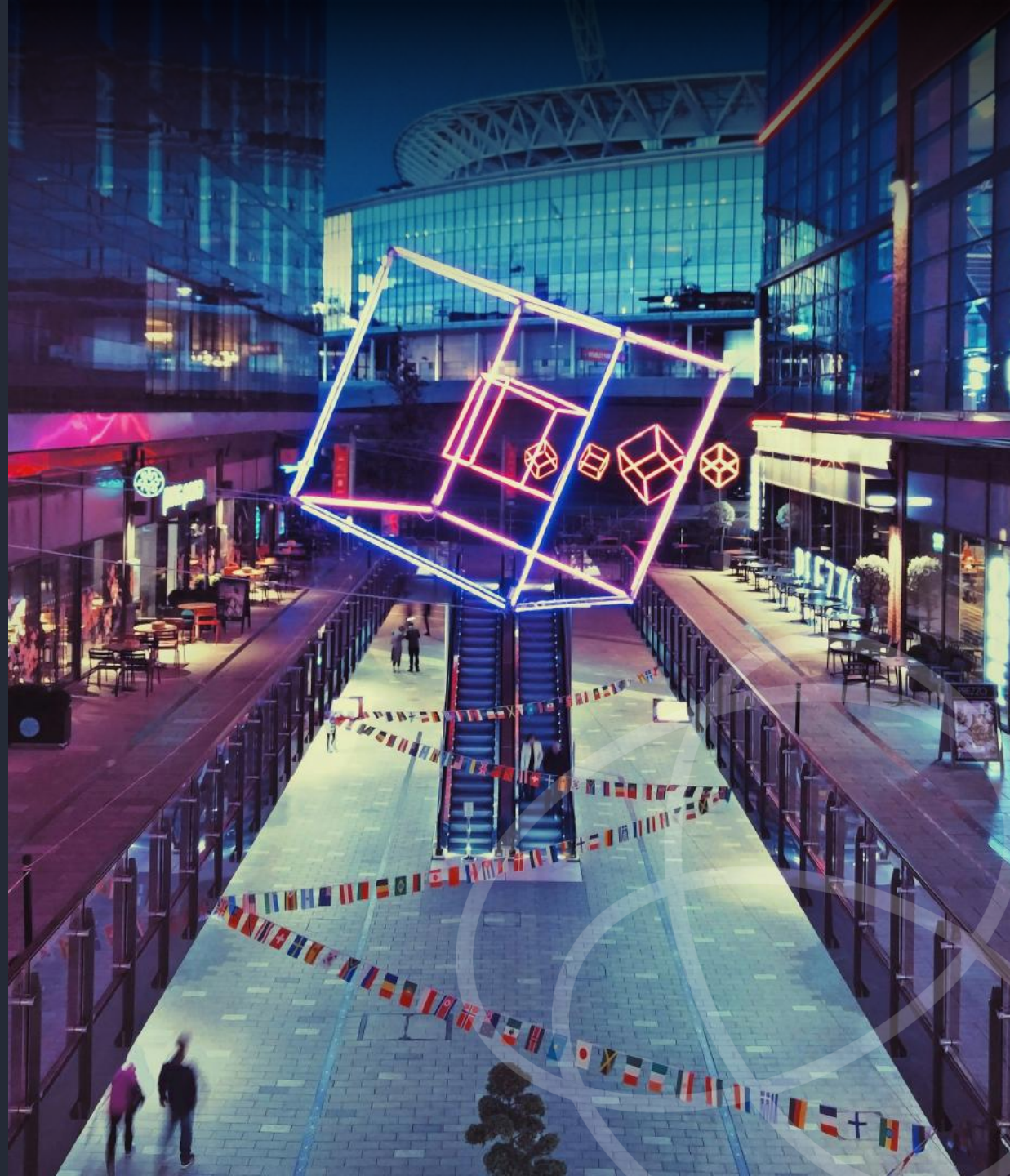
IMPERIAL COLLEGE HEALTH PARTNERS

Our Strategic Intent 2026 - 2029

Accelerating equitable innovation through partnership



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1. Foreword

Building a trusted connector that accelerates the impact achieved through innovation.

The NHS stands at an important moment in its journey. The service faces significant productivity challenges, alongside declining public satisfaction and wider workforce pressures. Looking ahead, our goals remain the same: improved health; high-quality service to our residents; delivered through innovation in partnership with industry.

This strategy is written as our health and care system is undergoing profound reform. Constrained public finances, rising demand, persistent health inequalities, and the increasing complexity of population needs form the backdrop to our work. At the same time, national policy signals a renewed focus on prevention, digital transformation, and shifting care closer to the community.

We believe that Imperial College Health Partners (ICHP) can act as a trusted connector to realise the impact innovation can have. This leads us to create a new vision for the organisation: **A healthy and productive population, with equitable access to innovative health and care services**.

- Productive, because we know the importance of health to stay in work and vice-versa; and the critical role the health and life sciences sector can play in a vibrant UK economy
- Equitable, because the inverse care law persists and those who need innovations are often those least likely to receive them

In this document, we outline how we will achieve this new vision and deepen our impact in a time of significant challenge and opportunity. The three shifts give innovation not just a role, but a responsibility to help shape a more resilient, equitable, and sustainable NHS and UK economy.

ICHP, alongside other health innovation networks, is uniquely positioned to respond. As the innovation partner for North West London, we bring together clinicians, researchers, data scientists, industry partners, and communities to translate ideas into impact. This strategy builds on what we have learnt over the past 15 years. It outlines how we will mobilise our Missions*Plus* model to create the conditions for innovation to flourish; harness our rich data assets; support our system partners with today's most pressing challenges; and shape the future through targeted investment in advanced technologies.

We look forward to collaborating with all partners for a healthier and more productive population.



Dr Dominique Allwood
Chief Executive Officer,
Imperial College Health Partners



Professor Sir Mark Walport
Chair,
Imperial College Health Partners

2. Our strategy on a page

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Our vision	**A healthy and productive population, with equitable access to innovative health and care services**			
Our goals What we're trying to achieve	**Health** A healthier population, enabled by a systematic focus on prevention, detection and treatment of disease	**Growth** A vibrant UK economy driven by a productive population and thriving healthcare and life sciences industry	**Service** A sustainable health and care service that delivers high-quality care for all citizens	
Our strategic moves What we believe is important	**1. Create** Cultivate the best conditions for the end-to-end testing and scaling of innovation	**2. Advance** Data-driven change by harnessing our capabilities and assets across the innovation lifecycle	**3. Sustain** Support our members with the problems of today, enabling an NHS Fit for the Future	**4. Shape** The future of health through investments in advanced technologies and funding models
	Thrive as a happy, inclusive, high-performing and sustainable organisation			
Our approach How we will do this	**Missions** Convening our ecosystem to achieve greater impact through multi-year efforts on the most complex healthcare challenges		***Plus*** Supporting partners with today's challenges by deploying real-world evidence, qualitative insights, evaluation and service transformation services	

3. Our story



ICHP is a membership organisation founded by North West London (NWL)'s healthcare and university organisations.

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As one of 15 health innovation networks (HINs) in England, we help support complex change across the health and care sector.

- We work in close partnership across our health and research ecosystem in NWL and industry partners to deliver innovation in practice, augmenting system capacity and capability. We achieve this by finding, testing, and implementing impactful innovation to address the complex health challenges affecting our population.
- In 2024/25, we undertook an organisational restructure, including the appointment of a new CEO in February 2025. Through 2025/26, we helped launch the **London Secure Data Environment (SDE)**, and leveraged our mission model to deliver impact on complex healthcare challenges.
- Through these changes, we have aimed to ensure that we sustain a nimble and capable organisation well-equipped to respond to current and future challenges, whilst maximising the value we provide to the system in a financially constrained environment.
- Building on these strong foundations, this medium-term strategy sets out a decisive and tangible plan for impact by articulating how and where we will focus our limited resources.

4. Our vision and goals

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The 10-Year Health Plan (10YHP) identifies and prioritises action around three shifts: sickness to prevention; care in hospitals to community; and analogue to digital.

The 10YHP acknowledges that adoption of innovation at scale is critical to putting the NHS on a sustainable footing, by increasing productivity and reducing the rising tide of demand.

The national HIN strategy, “Innovating for Health and Wealth”, clearly articulates the central role that ICHP and other HINs can play in supporting delivery of the Government's NHS reform priorities.

Our new vision emphasises our role in achieving this.

Our vision	**A healthy and productive population, with equitable access to innovative health services**		
Our goals What we are trying to achieve	 **Health** A healthier population, enabled by a systematic focus on prevention, detection and treatment of disease	 **Growth** A vibrant UK economy driven by a productive population and thriving healthcare and life sciences industry	 **Service** A sustainable health and care service that delivers high-quality care for all citizens

5. Our strategic moves

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Achieving these goals requires clarity on the tangible actions that need to be taken. We have therefore set out our strategic moves below.

These are the key elements of our strategy which will consolidate and deepen our position as an integral enabler and driver of innovation within NWL and beyond, ensuring that we serve the needs of our partners and deliver real value for our population.

Our four strategic moves



Create

The best system for the end-to-end testing and scaling of innovation



Advance

Data-driven change, harnessing our capabilities and assets across the lifecycle



Sustain

Support our members with the problems of today, enabling an NHS Fit for the Future



Shape

The future of health through investments in advanced technologies

A fifth internal move is to…



Thrive

as a happy, inclusive, high-performing and sustainable organisation

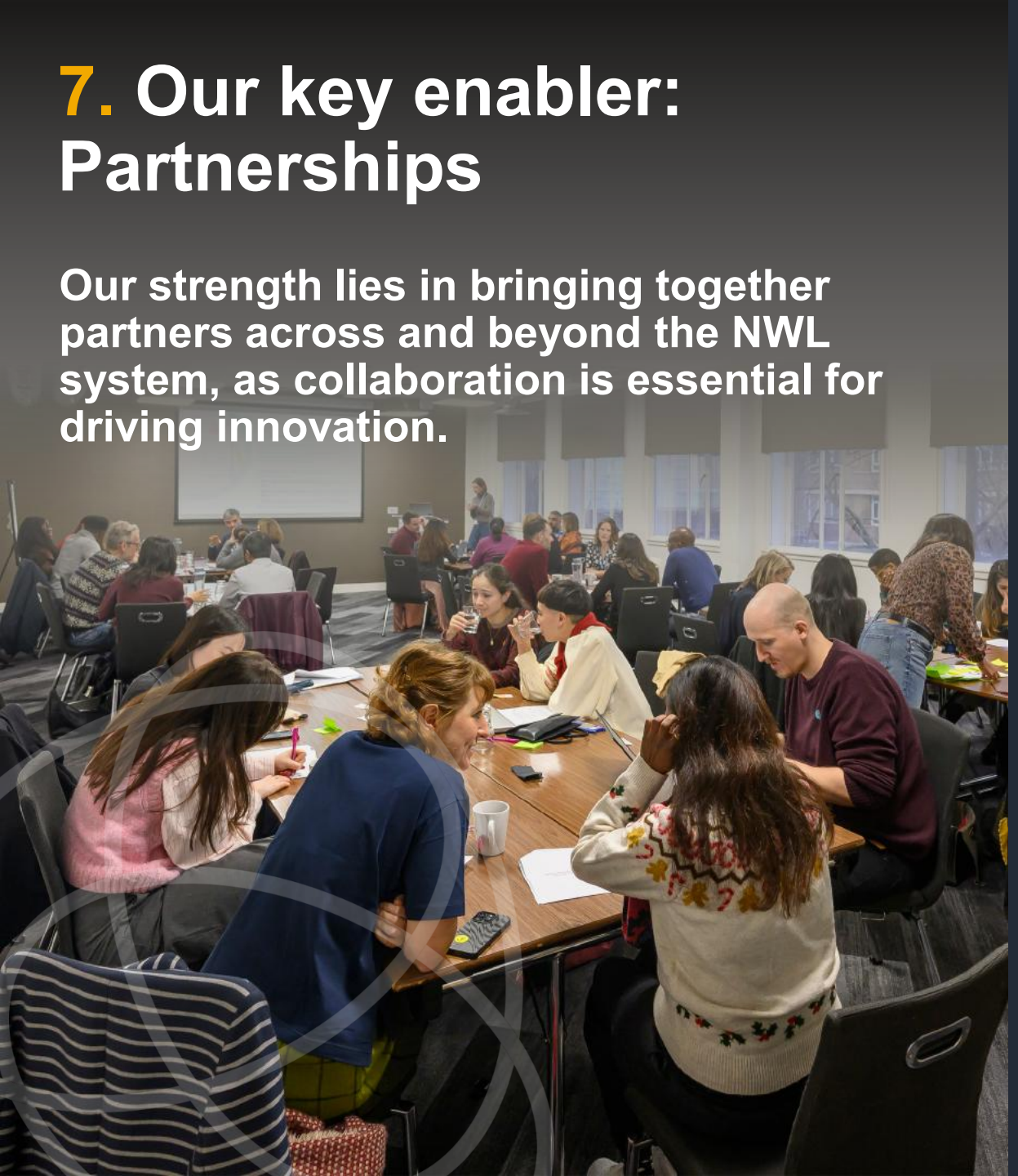
6. Our high-level objectives to meet by the end of the three-year period

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Strategic move	Three-year objectives
Create the best system for the end-to-end testing and scaling of innovation	• Become a national and regional exemplar for innovation adoption pathways • Demonstrate our system's efficacy by scaling high-impact innovations • Showcase a learning health system approach
Advance data-driven change, harnessing our capabilities & assets across the lifecycle	• Steward effective partnerships with regional real-world evidence teams • Create a differentiated, market-leading asset • Work at the frontier of analytical techniques
Sustain Support our members with the problems of today, enabling an NHS Fit for the Future	• Drive the optimal digital infrastructure for care pathways • Support members with research and innovation challenges
Shape the future of health through investments in advanced technologies	• Create a portfolio of future health investments

7. Our key enabler: Partnerships

Our strength lies in bringing together partners across and beyond the NWL system, as collaboration is essential for driving innovation.



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We will continue to strengthen relationships with partners, including health and care professionals, academia, innovators, industry, patients, and carers.

- Now the NWL and North Central London (NCL) Integrated Care Boards (ICBs) have merged, we will expand partnerships within the larger system and deepen ties with UCLPartners (health innovation network for NCL) to provide aligned innovation support.
- To execute our strategy, we will:
    1. Implement a clearer approach to engaging with local system partners
    2. Forge strategic industry partnerships aligned with our priorities to enhance innovation trials and adoption
    3. Establish a robust regional focus on data-driven innovation with key partners and anchor institutions
    4. Collaborate with NWL partners to strengthen research, innovation pipelines, and scaled adoption.

8. Our operating model: Missions*Plus*

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We remain committed to Missions, doing fewer things for longer.

- Our experience over the past three years has given us sufficient evidence that missions are a promising approach to organise, adopt, and scale innovation across large complex systems. Without missions there are key system issues and topics we would not have addressed.
- Our bespoke ***Plus*** service lines provide a set of capabilities that can be commissioned by our members and external partners. This shortlist creates a much more prioritised list of additional income activity than we have created in the past.
- Building a systematic, repeatable delivery model gives consistency in our approach to supporting innovation within NWL; which in turn strengthens our brand understanding and clarifies our offer for partners.

Missions

Convening our ecosystem to achieve greater impact through multi-year efforts on complex healthcare challenges. Current missions:

- **Cardiorenal Metabolic Health**
- **Children and Young People's Mental Health**
- **Obesity**

Plus

Supporting partners with today's challenges in real-world evidence, qualitative insights, evaluation and service transformation.

- **Real-world evidence**
- **Qualitative insights**
- **Evaluation**
- **Service transformation**

Missions: Describing our approach

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Missions represent a focus on fewer priorities for longer, with the hope of achieving more impact.

- We pool our disparate funding sources to maximise the resources available to work on complex problems of significant import to multiple stakeholders.
- The impact observed from our first three years of missions, gives us confidence and we have identified the key design principles:

Components for successful implementation of a mission-led approach to innovation



Clear mission goals

Defined challenges that align efforts across the whole system.



‘Living labs’ and ‘innovation networks’

Real-world environments where teams formed of different stakeholders and providers can test, learn from, and refine innovation collaboratively.



Iteration

Innovation is not linear; it involves cycles of discovery, design, deployment and learning.



Innovation and implementation science

Taking a more methodological approach to innovation adoption and deployment.



Creating a learning health system

Enabling a continuous feedback loop to evaluate and improve interventions in practice.



Systematic alignment

Missions are supported by aligned levers and incentives, funding, and regulation.

Plus: Our bespoke service lines

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	Real-world evidence	Qualitative insights	Evaluation	Service transformation
Description	Harnessing real-world data to transform the delivery of services, from population-based insight into problems to data-enabled real-world change.	Social research and public involvement that delivers robust and systematic insights into how people experience and use services.	Robust mixed-method evaluations of innovations, programmes and service changes to measure process, impact and value for money.	Redesign of services for improved quality for citizens. Covering the spectrum of improvement, transformation and innovation.
Value proposition	We help industry and the NHS access and analyse a unique longitudinal dataset, unlocking insights that enhance organisational decisions.	We help organisations understand the underlying motivations, attitudes and behaviours that underpin effective healthcare delivery. This helps partners design effective products and services.	We help partners determine the efficacy of implementations and interventions, enabling better allocative decisions of resources	ICHP leverages its multidisciplinary team, collectively designing transformational programmes to address large-scale problems for health and social care in NWL and beyond.
Products	• Population health analysis • Machine learning algorithm development • Applied data service models	• Depth methods: interviews, ethnographic research, citizen-led approaches • Breadth methods: focus groups, co-design, surveys, deliberation	• Process evaluations: implementation science • Impact evaluations: quasi-experimental data methods • Value for money: health economic return on investment	• Patient safety quality improvement • Pathway redesign • Human-centred design • Digital service transformation

9. Our social value

In line with the NHS Social Value Playbook, we will create a leading social value innovator offer, including contributions to the NHS net zero ambition.

We will also derive social value from the commercial partnerships and contracts we create in line with the Procurement Act 2023.

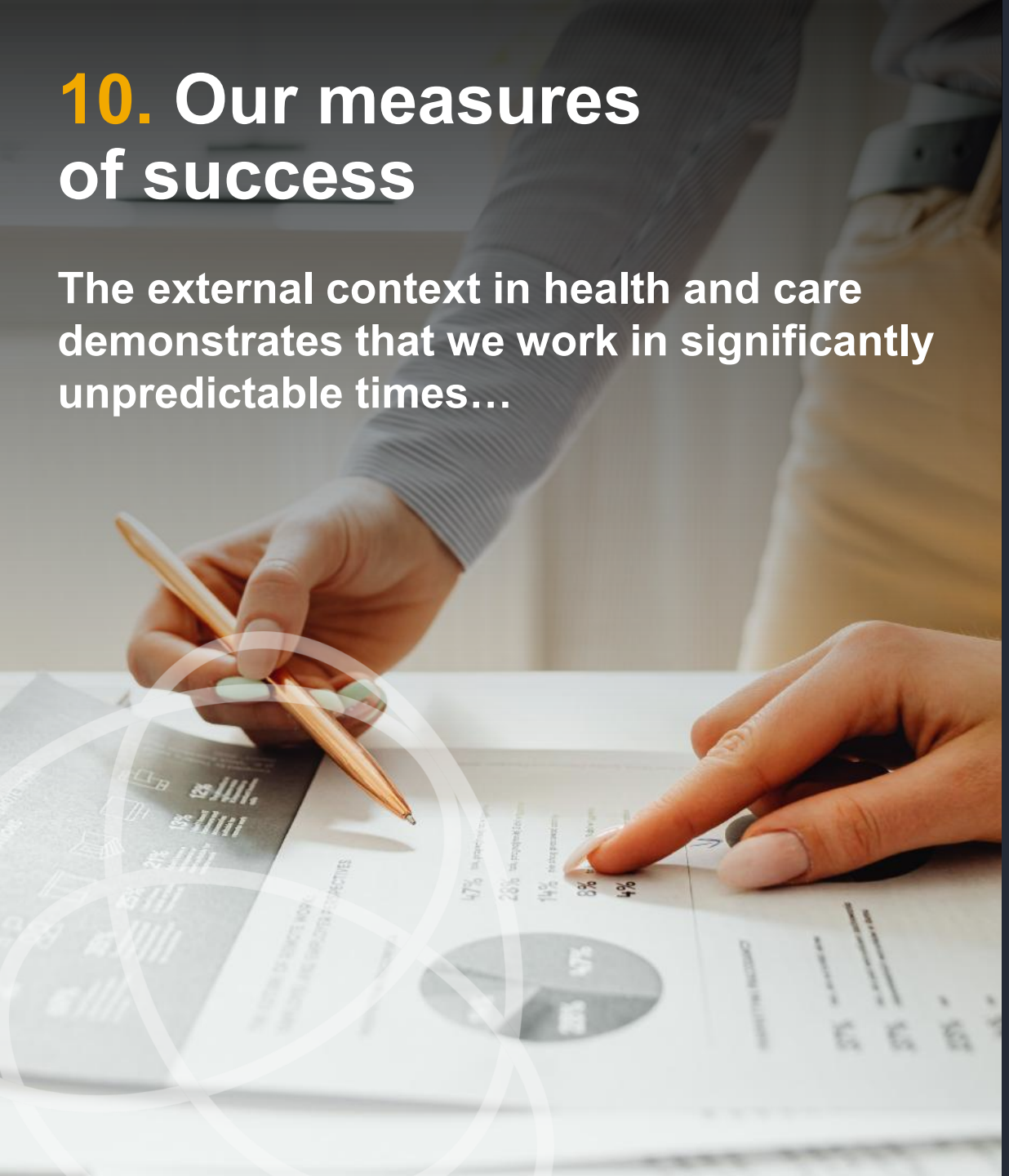
Our vision of a healthier and productive population drives us to generate social value through focus on the wider determinants on health. We will use our unique population health assets and our position as a system convenor to work with partners and derive social value. In particular, we will explore:

- **Health and work** – improving the real-world intelligence of the cyclical relationship between health and work, helping to inform better holistic services. Exploring career pathway offers for those unemployed through our members who are Anchor organisations and our commercial partners situated locally, e.g. Paddington Life Sciences.
- **Education and health** – exploring improved partnership between schools and healthcare services can support neighbourhood health, long-term prevention, and address youth unemployment.



10. Our measures of success

The external context in health and care demonstrates that we work in significantly unpredictable times…



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…therefore, we need a measurement approach that balances enabling holding ourselves to account, whilst also facilitating agile changes as initiatives evolve.

We are taking two approaches to measurement:

1. **Annual target setting**
   (OGSM – Objectives, Goals, Strategies, Measures)
   - At the outset of each financial year, we will set measurable objectives aligned to our business planning process.
   - We will do this using OGSM, a structured strategic planning framework that links long-term objectives to concrete strategies and measurable outcomes.
   - These will be held at the Executive level.
2. **Quarterly Objectives and Key Results**
   (OKR – Objectives, Key Results)
   - Leveraging measurement approaches from tech firms, we will deploy an OKR approach aligned to the OGSM model.
   - OKR is a fast-cycle goal-setting method that drives focus and alignment through clear, ambitious objectives and quantifiable key results.
   - These will be held at the portfolio level and reviewed quarterly at half-day collaborative meetings.

Work with us

If our strategy reflects challenges you are working on, or opportunities you want to explore, please get in touch.

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