

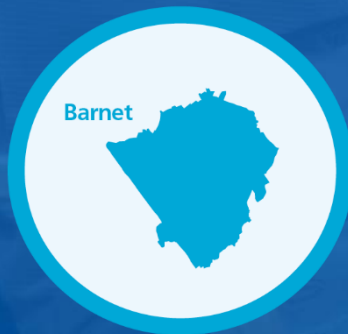


Central London  
Community Healthcare  
NHS Trust

# Our organisational strategy

Navneet Willoughby

10<sup>th</sup> September 2025



# Our strategy is written in alignment with the systems in which we serve

*We participate in the delivery of care within four integrated care systems who share the aims to:*

- 1** Improve outcomes in population health and healthcare
- 2** Tackle inequalities in outcomes, experience and access
- 3** Enhance productivity and value for money
- 4** Help the NHS support broader economic development

Within these systems, we exist **to provide great care closer to home**, with a mission to enable thriving communities that give our children the best start in life and adults greater independence

*And, to achieve this mission, we hold ourselves to account for the delivery of four key aims...*



Striving for outstanding **quality** in everything we do



Building relationships that underpin **great care for all**



Delivering **sustainable services** that we are proud of



Making a **positive difference** in the communities we serve

*...And for each we will define specific, measurable strategic objectives that will indicate if we are on track and where we need to get better. These measurable goals will consider both our statutory obligations as a healthcare provider, and our wider responsibilities for population health across the many partnerships in which we operate.*

Our divisional strategies, including our Quality and Clinical, People, Digital, and Estates Strategies, are aligned to these aims. These strategies have identified the specific, measurable goals contributing to over overall strategic aims, ensuring a coherent and coordinated approach around this Trust-wide Strategy.

# Our focus for strategic action reflects both the national agenda and the changes our staff want to see for our patients and communities

At the heart of our strategy, we are committed to creating a **flourishing Neighbourhood Health Service** that will provide seamless community care, and is accountable for the local population and the individual needs within it.

To achieve this we must...

**Work in partnership to develop a core offer that improves outcomes and reduces unwarranted variation**

*This means beginning with a 'best of breed' core offer with our Partners and, over time, leading the development of a National position on a high-quality model of local care that all citizens should have access to.*

Dependencies

**Co-develop integrated models with our partners and communities to improve population health**

*This means expanding our current delivery into new areas of care, this includes considering how we can contribute to a thriving primary care sector, and our role as an 'Integrator' within Place Based Partnerships.*

**Create an integrated workforce through leadership in the education and development of staff, and supporting new ways of working**

*This means supporting integrated teams to thrive and learn together, and providing high quality supervision and support for the local care sector beyond CLCH.*

**Enable our success through future-proofing our infrastructure**

*This means a strengthened dialogue between our enabler functions, and the impact we want to have for our communities and their health outcomes. We will anticipate the future challenges for our workforce and proactively seek to address them in new and innovative ways, including through digitally enabled solutions. We will set the gold standard for drawing consistent and reliable insights from community data. We will work in collaboration with others to address the challenges of fragmented community estate and strive for our buildings to be managed for the population that use them.*

# We will lead improvement for our patients and communities by supporting and localising delivery through our operational divisions

Hertfordshire

North Central  
London

Inner  
North West  
London

Outer  
North West  
London

South West London

*Our efforts for community-facing improvements are underpinned by a portfolio of supporting enablers to...*

Enable and empower the workforce of the future to be **competent, capable and efficient** through investing in training, coaching and mentoring and leadership development.

Achieve **better and more integrated data** to understand our communities in a way we have never been able to before.

Enhance our **digital and estates infrastructure** to improve access, workforce experience and the sustainability of our services.

*And we will deliver our strategy with a commitment to working across three layers:*

**Doing things well:**  
We will excel at the fundamentals every day

## LAYER 1

*We will support and enable our staff through a comprehensive organisational development programme to support them on a change journey...*

From... Doing things right, to... **doing the right thing**

**Doing things better:**  
We will scale, spread and improve incrementally to evolve for the future

## LAYER 2

From...CLCH success and outcomes, to...**system success and population outcomes**

**Doing better things:**  
We will create the paradigm shift in how local care is delivered

## LAYER 3

From... following the national/system mandate, to... **leading the way for the system**

We will use a Trust Management System to hold ourselves to high standards and use **research, data and evidence, test new ideas and seek feedback** to understand where there are opportunities to continuously improve.