

## JOB DESCRIPTION

<b>TITLE OF POST:</b>	<b>Interim IT Lead</b>
<b>SALARY BAND:</b>	<b>AfC Band 8c</b>
<b>LOCATION:</b>	<b>NWL Pathology</b>
<b>RESPONSIBLE TO:</b>	<b>NWL Pathology Interim Operations Manager</b>
<b>PROFESSIONALLY ACCOUNTABLE TO:</b>	<b>NWL Pathology Interim Operations Manager</b>
<b>HOURS PER WEEK:</b>	<b>37.5</b>

### Imperial College Healthcare NHS Trust Values

We are absolutely committed to ensuring that our patients have the best possible experience within our hospitals. We are looking for people who are committed to delivering excellent patient care, whatever their role, and who take pride in what they do. We place a high value on treating all patients, customers and colleagues with respect and dignity, and seek people who strive for excellence and innovation in all that they do.

We value all of our staff and aim to provide rewarding careers and benefits, fulfilling work environments and exciting opportunities.

As an organisation we expect everyone to be

- Kind** - We are considerate and thoughtful, so you feel respected and included.
- Collaborative** - We actively seek others' views and ideas, so we achieve more together.
- Expert** - We draw on our diverse skills, knowledge and experience, so we provide the best possible care.
- Aspirational** - We are receptive and responsive to new thinking, so we never stop learning, discovering and improving.

### **AIM OF THE ROLE:**

- Provide leadership, management and operational support in the provision of high quality Information Technology (IT) services and across NWL Pathology.
- Plan, direct, manage and lead the development and delivery of the IT service across NWL Pathology ensuring the clinical and business success of the NWL Pathology IT Transition Plan.
- Responsibility for the development and implementation of the IT strategy and IT related policies across the organisation.
- Manage the implementation of a Laboratory Information Management Systems (LIMS) across NWL Pathology.
- Responsibility for developing and leading these services through liaison with the clinical and laboratory discipline leads.
- Provide professional leadership for all IT staff directly employed by the Partnership during the transition phase ensuring that IT staff are fully engaged with the strategic plans of the Partnership.

The post holder will assume responsibility for ensuring that the LIMS and all other Pathology related IT systems and services are fit for purpose and reliable in the clinical setting. This will include all laboratory and information elements of the Partner Trust's Electronic Health Record (EHR) and the many other ordering and results reporting systems that are integrated with the LIMS. This will involve participation in business planning, development of corporate policies and strategic plans, service improvement and initiating changes in line with NWL Pathology Board decisions. The post holder will have budgetary responsibility for the IT transition budget and will provide support to the Managing Director.

**This is a fixed term role for 12 months with a possible further 4 month extension.**

### **KEY WORKING RELATIONSHIPS:**

- NWL Pathology Board .
- NWL Pathology Senior Management Team.
- Senior Executives and clinicians in NWL Pathology partner organisations,
- Senior Executives and clinicians from current and potential customers of NWL Pathology.
- Performance leads within the NHS Commissioning Board.
- NWL Pathology specialty leads and service managers.
- Patient/Public representatives.
- Private Healthcare providers.

### **KEY RESULT AREAS:**

- Contribute to the delivery and implementation of the Full Business Case (FBC) for the creation of NWL Pathology.
- Participate in the NWL Pathology Steering Group / Shadow Pathology Board.
- Deliver the IT Transition Plan.
- Implement a LIMS across NWL Pathology.
- Ensure the implementation and monitoring of the NWL Pathology IT Strategy and Service Delivery plans.
- Ensure the development, implementation and co-ordination of an IT Support Service for NWL Pathology.
- Establish IT standards, policies, procedures and business processes to both internal audit and national standards across the Partnership.
- Define the management information systems, and key performance indicator reporting requirements, required for the collection, processing, analysis and interpretation of all activity across NWL Pathology.
- Develop and implement appropriate systems and procedures to ensure sound, reliable budgetary management and control of IT Systems and Services on behalf of NWL Pathology and its Owner Trusts.

## **MAIN TASKS AND RESPONSIBILITIES:**

### **1. Leadership**

- 1.1. Provide strong visible leadership within the NWL Pathology Partnership with the Managing Director, Interim Operations Lead, Interim Finance Lead, Interim HR Lead and Interim Estates Lead.
- 1.2. Lead the implementation of the NWL Pathology IT Strategy and ensure alignment with the integrated business plan.
- 1.3. Introduce new and innovative service strategies to maximise the organisational efficiency and effectiveness.
- 1.4. Provide professional support to the management teams.
- 1.5. Lead on the implementation of new systems and services.
- 1.6. Support delivery of targets to continually improve performance.

### **2. Strategy**

- 2.1. Develop an IT and information strategy in support of the Partnership's vision and core objectives.
- 2.2. Lead the development and co-ordination of IT solutions as well as rationalising and standardising systems and processes throughout the Partnership.
- 2.3. Develop and implement the Partnership's infrastructure and network.
- 2.4. Define the management information systems and key performance indicator reporting requirements, and create the IT structure to deliver this strategy.
- 2.5. Direct the preparation and implementation of policies, procedures and standards relating to information and telecommunication systems.
- 2.6. Ensure the delivery of multiple programmes to meet the strategic objectives of the Partnership.
- 2.7. Development of an intelligent customer function including transformation of IT into a business critical function across the Partnership.
- 2.8. Responsibility for researching and evaluating new technologies.
- 2.9. Ensure the ongoing review and development of strategic action plans to ensure improved performance and quality standards are being met.
- 2.10. Work with the broader NHS ICT strategic agenda to be able to interpret the current and future needs of the Partnership.

### **3. Service delivery**

- 3.1. Ensure patient safety, experience and clinical outcomes are central to service performance through delivery of the key objectives.
- 3.2. Support the development of challenging and ambitious service strategies, anticipating future needs.
- 3.3. Challenge existing practices, ensuring that progressive solutions, that take into account models of best practice, are incorporated into service plans.
- 3.4. Manage and report the IT transition budget position to the NWL Pathology Steering Group / Shadow Pathology Board.
- 3.5. Manage the implementation of a LIMS across NWL Pathology including the provision off-site data centre hosting and wide area networking connectivity to the Partnership's premises.
- 3.6. Deliver systems integration to support Trust Oder Communications Systems and the NWL Diagnostic Cloud.
- 3.7. Ensure that all non-LIMS Pathology applications are provided.
- 3.8. Ensure that Corporate Applications are provided by the host Trust and are available to NWL Pathology.
- 3.9. Establish a single integrated network across the Partnership's hub and spoke laboratories.
- 3.10. Ensure adequate IT infrastructure in the hub laboratory.
- 3.11. Implement a Data Warehouse and Business Intelligence capability to support the management information, audit and research needs of the Partnership.
- 3.12. Provide an integrated environment to support collaborative working, file sharing, video conferencing and support for MDTs and a single email / website domain.

- 3.13. Establish an IT Support Service for NWL Pathology comprising Helpdesk / Application Support, Informatics, Development and Interfacing Support.
- 3.14. Develop and maintain an IT Service Catalogue and Service Configuration Management System.

#### **4. Performance Management**

- 4.1. Ensure performance objectives set by the Managing Director are clearly defined, met and supported by a management regime to deliver continuous service improvement.
- 4.2. Develop and implement effective IT reporting arrangements within the IT Service to accurately record and monitor performance against local and national targets and to pro-actively manage any variances.
- 4.3. Provide regular reports to the NWL Pathology Steering Group / Shadow Pathology Board with assurance that appropriate follow up actions will be completed.
- 4.4. Ensure NWL Pathology delivers a financial performance in line with the NWL Pathology Steering Group / Shadow Pathology Board's agreed financial plan, including CIPs, and to explore and implement actively opportunities for cost improvement.
- 4.5. Ensure that a strong Information Governance and Security Policy is enforced across NWL Pathology.
- 4.6. Establish regular and robust contract management arrangements with external suppliers and ensure that the primary LIMS supplier performs as specified in the Managed Service Contract.
- 4.7. Where necessary, ensure that internal SLAs are in place for the provision of infrastructure and other support services from both the host and other partner Trusts.
- 4.8. Agree with the Interim Operational Lead and other departmental leads an internal SLA for delivery of IT services and implement a set of KPIs to monitor performance against the SLA.
- 4.9. Establish a formal Change Control Process for all changes to IT systems and services.

#### **5. Standards and Requirements for Healthcare Organisations**

- 5.1. Work closely with clinicians, managers and pathway leads to ensure that the IT Service supports optimum quality of care in line with national healthcare standards.
- 5.2. Under the leadership of the Clinical Lead, ensure the IT Service is developed to meet or exceed relevant Care Quality Commission (CQC), Clinical Pathology Accreditation (UKAS), MHRA and HTA Standards for registration and comply with licensing requirements and local healthcare targets.
- 5.3. Support the Partnership management teams to implement programmes of change to improve clinical care.
- 5.4. Investigate and manage the resolution of complaints, conflicts and issues from patients, staff, suppliers, other internal and external service providers and partner organisations in a timely and appropriate manner in line with NWL Pathology policy, procedures and service delivery values and priorities.

#### **6. Research and Development**

- 6.1. Ensure that the Consortium contributes towards each Owner Trusts research strategy.
- 6.2. Link with Clinical research organisations and pharmaceutical companies to support trials enabling the Partnership to act as the central laboratory for R&D pathology testing.
- 6.3. Ensure that data for medical / clinical research and audit at Specialty level are available to support the improvement of clinical outcomes and patient experience.

#### **7. Governance and Risk**

- 7.1. Promote a culture where governance and risk management are seen to be everyone's responsibility.
- 7.2. Help ensure that appropriate and necessary resources are made available to describe and deliver an annual governance plan, including relevant clinical audit activity.
- 7.3. Help ensure that patient safety is at the centre of NWL Pathology planning, analysis and delivery.
- 7.4. Investigate complaints and adverse incidents working alongside other staff to perform root cause analysis.

## **8. Communication**

- 8.1. Establish effective two way channels of communication within NWL Pathology.
- 8.2. Establish excellent communication with other managers in the Owner Trusts and wider healthcare community to ensure that services are integrated.
- 8.3. Communicate to staff, groups from other organisations and members of the public.
- 8.4. Regularly meet with clinical and non-clinical staff to ensure they remain engaged in the vision for delivering excellence in all we do.
- 8.5. Ensure that good practice is rapidly shared within NWL Pathology and wider organisations where appropriate.

## **9. Human Resources**

- 9.1. Regularly review the workforce to ensure it has the right numbers and the right level of knowledge skill and expertise to deliver IT services in the most effective and cost efficient way.
- 9.2. Line manage members of the IT transition team.
- 9.3. Ensure IT staff work within the requirements of the European Working Time Regulations and employment legislation.
- 9.4. Ensure NWL Pathology has an integrated workforce plan to ensure continuity of high quality IT Service provision.
- 9.5. Promote a culture where staff feel empowered and accountable for service improvement at local levels.
- 9.6. Take positive action to improve staff experience.

## **10. Information Technology**

- 10.1. Utilise IT systems (e.g. Electronic staff record, Procurement, Budget Management).
- 10.2. Access and analyse highly complex data to synthesise meaningful reports that identify and monitor key metrics and identify trends.
- 10.3. Promoting and facilitating the use of knowledge and information throughout NWL Pathology for the benefit of the service.

## **11. Other duties**

- 11.1. Undertake any other duties requested as appropriate to the banding.

## **Scope and Purpose of Job Description**

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the post holder.

## **ADDITIONAL INFORMATION**

### **Medical Examinations**

All appointments are conditional upon prior health clearance. Failure to provide continuing satisfactory evidence if required, e.g. of immunization, will be regarded as a breach of contract

### **Disclosure & Barring Service/Safeguarding Children & Vulnerable Adults**

Applicants for many posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. Applicants who are offered employment for such posts will be subject to a criminal record check from the Disclosure & Barring Service before appointment is confirmed. This includes details of cautions, reprimands and final warnings, as well as convictions. Further information can be found via: <https://www.gov.uk/government/organisations/disclosure-and-barring-service>. Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role. Staff are obliged to

disclose to the Trust during employment any pending criminal convictions, including cautions, and any other information relevant to the safeguarding of children or vulnerable adults.

### **Professional Registration**

Staff undertaking work which requires professional registration are responsible for ensuring that they are so registered and that they comply with any Codes of Conduct applicable to that profession. Proof of registration must be produced on appointment and at any time subsequently on request.

### **Work Visa/ Permits/Leave To Remain**

If you are a non-resident of the UK or EEA you are required to have a valid work visa and leave to remain in the UK, which is renewed as required. The Trust is unable to employ or continue to employ you if you require but do not have a valid work visa and/or leave to remain in the UK.

### **NHS Constitution**

The NHS Constitution establishes the principles and values of the NHS in England. You should aim to maintain the highest standards of care and service, treat every individual with compassion and respect, take responsibility for the care you provide and your wider contribution, take up training and development opportunities provided, raise any genuine concern you may have about a risk, malpractice or wrongdoing at work, involve patients, their families and carers fully in decisions, be open if anything goes wrong and contribute to a climate where the reporting of, and learning from, errors is encouraged. You should view the services you provide from a patient's standpoint and contribute to providing fair and equitable services for all. The above is a brief summary; you are encouraged to access the full document at: [www.nhs.uk/constitution](http://www.nhs.uk/constitution)

### **Dignity & Respect**

The Trust requires that you treat others with dignity and respect and that you do not harass or otherwise discriminate against any other member of staff, patient or visitor to the Trust or employees of any associated employers or contractors of the Trust on the grounds of race, colour, sex, age, disabilities, religious beliefs or sexual orientation.

### **Confidentiality/Information Quality Assurance/Freedom of Information**

The post-holder must maintain confidentiality of information about staff, patients and health service business and be aware of the Data Protection Act (1984) and Access to Health Records Act (1990). As an employee of the Trust it is expected that you will take due diligence and care in regard to any information collected, recorded, processed or handled by you during the course of your work and that such information is collected, recorded, processed and handled in compliance with Trust requirements and instructions. Nonetheless the post-holder should be aware of the responsibility placed on employees under the Freedom of Information Act 2000 and is responsible for helping to ensure that the Trust complies with the Act when handling or dealing with any information relating to Trust activity.

### **Risk Management**

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested to co-operate with any investigation undertaken.

### **Health, Safety and Security**

The post holder must co-operate with management in discharging its responsibilities under the Health and Safety at Work Act 1974, take reasonable care of themselves and others, and ensure the agreed safety procedures are carried out to maintain a safe environment for patients, employees and visitors. The Trust has adopted a Security Policy in order to help protect patients, visitors and staff and to safeguard their property; all employees have a responsibility to ensure that those persons using the Trust and its services are as secure as possible. The Trust operates a strict Non-Smoking Policy.

### **Conflict of Interests**

You may not without the consent of the Trust engage in any outside employment and in particular you are disqualified from an appointment as a chair or Non-Executive Director of another NHS Trust whilst you are employed by this Trust. In accordance with the Trust's Conflict of Interest Policy you must declare to your manager all private interests which could potentially result in personal gain as a

consequence of your employment position in the Trust. The NHS Code of Conduct and Standards of Business Conduct for NHS Staff require you to declare all situations where you or a close relative or associate has a controlling interest in a business or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must therefore register such interests with the Trust, either on appointment or subsequently.

### **Infection control**

It is the responsibility of all staff, whether clinical or non-clinical, to familiarise themselves with and adhere to current policy in relation to the prevention of the spread of infection and the wearing of uniforms.

**Clinical staff** – on entering and leaving clinical areas, and between contacts with patients, staff should ensure that they apply alcohol gel to their hands and wash their hands frequently with soap and water. In addition, staff should ensure the appropriate use of personal protective clothing and the appropriate administration of antibiotic therapy. Staff are required to communicate any infection risks to the infection control team and, upon receipt of their advice, report hospital-acquired infections in line with the Trust's Incident Reporting Policy.

**Non clinical staff and sub-contracted staff** – on entering and leaving clinical areas and between contacts with patients all staff should ensure they apply alcohol gel to their hands and be guided by clinical staff as to further preventative measures required. It is also essential for staff to wash their hands frequently with soap and water.

Staff have a responsibility to encourage adherence with policy amongst colleagues, visitors and patients and should challenge those who do not comply. You are also required to keep up to date with the latest infection control guidance via the documents library section on the intranet.

### **Clinical Governance and Risk management**

The Trust believes everyone has a role to play in improving and contributing to the quality of care provided to our patients. As an employee of the Trust you are expected to take a proactive role in supporting the Trust's clinical governance agenda by:

- Taking part in activities for improving quality such as clinical audit
- Identifying and managing risks through incident and near miss reporting and undertaking risk assessments
- Following Trust policies, guidelines and procedures
- Maintaining your continue professional development

All Clinical staff making entries into patient health records are required to follow the Trust standards of record keeping

### **Professional Association/Trade Union Membership**

The Trust is committed to working in partnership with Trades Unions and actively encourages staff to join any Trade Union of their choice, subject to any rules for membership that the Trade Union may apply.

**IMPERIAL COLLEGE HEALTHCARE NHS TRUST**

**PERSON SPECIFICATION**

**POST: Interim IT Lead**

**DEPARTMENT: NWL Pathology**

**LINE MANAGER: NWL Pathology Interim Operations Manager**

ATTRIBUTE/SKILLS	MEASUREMENT	ESSENTIAL	DESIRABLE
<b>EDUCATION</b>	<i>Application form/CV:</i>	<p>MSc Biomedical Science, Information Systems, a related subject or equivalent.</p> <p>Relevant professional qualification or equivalent.</p> <p>Post Graduate Management qualification or extensive experience managing a complex department in the NHS or a similar organisation.</p> <p>Evidence of continual professional development, especially in areas of Information Technology.</p>	
<b>SKILLS/ABILITIES</b>	<i>Application form/CV:</i>	<p>Capacity to plan and deliver against high level targets (some of which will be long term)</p> <p>Excellent written and verbal communication skills.</p> <p>Ability to analyse and interpret highly complex and/or sensitive information and to take decisive and practical action.</p> <p>Able to ensure accuracy of information across multiple spreadsheets and sources</p> <p>Proven ability to present complex information in user friendly formats.</p> <p>Problem solving skills, including lateral thinking and ability to find creative solutions.</p> <p>Negotiating and influencing skills</p> <p>Able to use leadership skills to encourage involvement across the organisation.</p> <p>Commitment to change management to develop more innovative ways of working to improve service delivery.</p>	



		<p>Proven ability to negotiate effectively to secure organisational objectives.</p> <p>Ability to develop and sustain professional relationships with a wide group of individuals and within groups.</p>	
	<i>Assessment/Interview:</i>	<p>Demonstrable ability to trouble shoot and to diffuse volatile, emotive or antagonistic situations The ability to resolve complex problems.</p> <p>Proven inspirational leadership with mentoring and motivation skills Negotiating/influencing skills</p>	
<b>EXPERIENCE</b>	<i>Application form/CV:</i>	<p>Significant successful experience of planning developing and managing complex healthcare related services with a safety/quality critical portfolio.</p> <p>Extensive experience in implementing and managing large multi-site laboratory IT systems.</p> <p>In depth experience of laboratory computer systems and networked applications.</p> <p>Extensive knowledge and experience of information provision of a large complex pathology service.</p> <p>Experience as a Senior Laboratory Manager (Band 8), or an equivalent post, as a service user.</p> <p>Proven record of successful strategic and operational management at a senior level in a complex healthcare setting.</p> <p>Project management (PRINCE2).</p> <p>Service Management (ITIL3).</p> <p>Quality management systems.</p> <p>Clinical Risk Management policies.</p> <p>Comprehensive understanding of NHS services and knowledge of NHS context (e.g. Modernising Pathology services).</p> <p>Budget management.</p> <p>Able to work independently.</p> <p>Previous experience of contract negotiation and</p>	<p>Experience of merging complex services across organisational boundaries</p>

		<p>management.</p> <p>Knowledge of current laboratory practice and equipment.</p> <p>Knowledge/understanding of confidentiality issues.</p> <p>Knowledge of requirements of CPA / ISO Accreditation standards.Experience of leading organisational change and development</p> <p>A thorough knowledge of Government policies, including high level business and financial strategy as it relates to the NHS</p>	
	<i>Assessment/Interview:</i>	<p>High level of political awareness with an ability to work across organizational and professional boundaries</p> <p>Understanding of the key drivers for change and the implications for and impact on pathology services.</p> <p>Detailed knowledge and understanding of management principles and strategic development, and sound knowledge of NHS planning processes</p>	
<b>COMMUNICATION SKILLS</b>	<i>Application form/CV:</i>		
	<i>Assessment/Interview:</i>	<p>Ability to communicate and present complex and sometimes sensitive information to diverse audiences including public and patient representatives, individually or to groups</p> <p>Excellent communications skills, including the ability to be empathetic when necessary and to exercise tact and diplomacy.</p>	
<b>PHYSICAL QUALITIES</b>		Such as to meet the requirements of the role with any reasonable adjustments	
<b>VALUES</b>	<i>Assessment/Interview:</i>	Demonstrable ability to meet Trust values	

**IMPERIAL COLLEGE HEALTHCARE NHS TRUST**

**ENVIRONMENTAL FACTORS**

**POST: Interim IT Lead**

**DEPARTMENT: NWL Pathology**

<b>PHYSICAL EFFORT</b>
Regularly carry papers and electronic equipment weighing more than 5kg to meetings on different sites. Remain in a standing or sitting position for long periods of time (up to 2 hours). A combination of sitting, standing and walking.
<b>MENTAL EFFORT</b>
Concentrate for periods of two hours on multiple occasions. Work on complex data across multiple datasets concurrently. The post requires high levels of concentration for most of the working time - when chairing meetings, writing papers, business cases, budgetary work and analysing documents. Needs to be available to respond to urgent queries / problems. Interruptions are common and unpredictable.
<b>EMOTIONAL EFFORT/COMMUNICATIONS</b>
Communicate proposals for change to staff where some individuals may be resistant to proposals and exhibit hostile behaviour. Communicate with persons from other organisations - some of which may be contentious and require that barriers to understanding and resistance to change are overcome. Negotiate with commercial organisations both as provider and receiver of service. Communicate to large groups >100 people.
<b>WORKING CONDITIONS.</b>
Expected to work from a variety of bases across all sites and hot desk when necessary Frequent travel between sites. Use of VDU for most of the time.
<b>Other significant information relevant to this post and not contained elsewhere in the Job Information Pack.</b>

## **NWL PATHOLOGY CONSORTIUM**

### **BACKGROUND INFORMATION**

In response to a changing landscape, four organisations - Chelsea and Westminster NHS Foundation Trust, Imperial College Healthcare NHS Trust, The Hillingdon Hospitals NHS Foundation Trust and West Middlesex University Hospital NHS Trust - are planning to come together to modernise pathology services across north west London.

This partnership is based upon a vision of a sustainable service delivering outstanding quality to users and patients alike. The modernisation of pathology services provides a great opportunity to drive translational research and innovation in all aspects of pathology, as well as supporting training for medical and scientific staff. By coming together, the four organisations aim to create a world class service that will be able to attract the best professionals in the field.

This transformation will be effected through the establishment of a contractual NHS joint venture for the provision of the pathology services. It is intended that, at the commencement date of April 2016, the joint venture will be hosted by Imperial College Healthcare NHS Trust as an arm's length organisation on behalf of the 'owner trusts' and will be the employer of the staff providing pathology services in relation to the joint venture.

The approach - will be to consolidate pathology provision across the four organisations through a 'hub and spoke' model, with the majority of routine, specialist, non-urgent activity delivered at a central hub while pathology required urgently for immediate treatment delivered by 24/7 laboratories forming 'spokes' within the individual Trusts. This will enable best practice as described by Lord Carter in his review of pathology services.

### **INFORMATION ABOUT NWL PATHOLOGY TRUSTS:**

**Chelsea and Westminster NHS Foundation Trust:** Offers a wide range of specialist hospital services within an environment of academic specialisation. The hospital was designed and built with the purpose of providing specialist healthcare. Services provided include: Children's Diagnostic Services; HIV & Sexual Health; Medicine; and Women's Health Services Wards. More than 3,000 people work at Chelsea and Westminster including staff employed directly by the Trust, Facilities staff employed by contractors, and hospital volunteers.

**Imperial College Healthcare NHS Trust:** Provides acute and specialist healthcare for a population of just under two million people in north west London, and more beyond. Formed in 2007, one of the largest NHS trusts in the country.

With its academic partner, Imperial College London, the Trust is one of the UK's seven academic health science centres, working to ensure the rapid translation of research for better patient care.

The Trust provides care from five hospitals on four sites, as well as, increasingly, a range of community facilities across the region.

**Charing Cross Hospital, Hammersmith** – providing a range of acute and specialist care, it also hosts the hyper acute stroke unit for the region and is a growing hub for integrated care in partnership with local GPs and community providers. The clinical strategy envisages Charing Cross evolving to become a new type of local hospital, offering a wide range of specialist, planned care as well as integrated care and rehabilitation services for older people and those with long-term conditions. Charing Cross has a 24/7 A&E department.

**St Mary's Hospital, Paddington** – the major acute hospital for North West London as well as a maternity centre with consultant and midwife-led services. The hospital provides care across a wide range of specialties and runs one of four major trauma centres in London in addition to its 24/7 A&E department. The Trust is proposing a major redevelopment of the St Mary's site to bring together acute care in state-of-the-art facilities.

**Hammersmith Hospital, Acton** – a specialist hospital renowned for its strong research connections. It offers a range of services, including renal, haematology, cancer and cardiology care, and runs the regional specialist heart attack centre. As well as being a major base for Imperial College, the Acton site also hosts the clinical sciences centre of the Medical Research Council. Under a clinical strategy, the hospital would build further on its specialist and research reputation.

**Queen Charlotte's & Chelsea Hospital, Acton** – a maternity, women's and neonatal care hospital, also with strong research links. It has a midwife-led birth centre as well as specialist services for complicated pregnancies, foetal and neonatal care. The Trust's clinical strategy sets out a continuing role for both of the specialist hospitals sharing the Acton site, alongside major facilities for Imperial College London.

**Western Eye Hospital, Marylebone** – a specialist eye hospital with a 24/7 A&E department. We are planning to relocate the whole service to new facilities on the redeveloped St Mary's site.

**The Hillingdon Hospitals NHS Foundation Trust:** Comprehensive services are provided from both Hillingdon Hospital and Mount Vernon Hospital. The Trust has been identified as one of the major hospitals to provide services in the North West London Healthcare re-configuration. Maternity services have just recently transferred from Ealing hospitals and this will be followed by a paediatric transition in June 2016. The Trust employs over 2,400 members of staff working to deliver high quality healthcare to the residents of the London Borough of Hillingdon and those living in the surrounding areas, giving a total catchment population of over 350,000 people. The Trust also has a number of tertiary services – these include a well established tertiary skin service incorporating the dermatopathologists and a well-regarded neuro rehab ward. The Trust in collaboration with Imperial College Healthcare successfully bid to expand neuro-rehab services in North West London. A level two tier haem-oncology service is delivered via a Service level agreement to Ealing Hospital.

- **Mount Vernon Hospital** - has a modern Diagnostic and Treatment Centre. With its spacious and contemporary design, the Mount Vernon Treatment Centre constitutes a new two-storey building and the existing Princess Christian Unit. The new buildings house four state-of-the-art operating theatres to carry out elective surgery, plus outpatient services.
- **Hillingdon Hospital** – is the only acute hospital in Hillingdon with a busy Accident and Emergency, inpatients, day surgery, and outpatient clinics. The Trust also provides some services at the Mount Vernon Hospital, in co-operation with the East & North Hertfordshire NHS Trust.

#### **West Middlesex University Hospital**

Is an award winning, modern, busy acute hospital in West London serving a local population of around 400,000 people, covering the London Boroughs of Hounslow and Richmond upon Thames and neighbouring areas. Employing over 1,800 people, the hospital has around 400 beds. The Trust has an annual budget in excess of £154 million. West Middlesex has an impressive record: and has an outstanding record in comparative assessments of clinical performance.

#### **Imperial College London**

Is one of the largest and most influential medical schools nationally and internationally with excellent credentials in teaching and research. It is regularly assessed as one of the top three-biomedical research institutions in the UK. It is highly ranked for undergraduate medical education, has an outstanding record of postgraduate medical education and in producing research leaders of the future. The College has one of the largest operational estates of any UK University, including six central London campuses: the main South Kensington campus, Hammersmith, Charing Cross, Chelsea and Westminster, Royal Brompton and St Mary's Hospitals.