



**Imperial
Health
Charity**

HELPING
OUR HOSPITALS
DO MORE

Working in partnership with



Imperial College Healthcare
NHS Trust

Imperial Health Charity
Strategy, 2022-25

Executive summary

The emergence of Covid-19 has led to dramatic changes for all charities working to support the NHS. Like many others, we have been forced to re-evaluate our plans and rapidly adapt our activities to provide emergency support through a period of extraordinary pressure on healthcare services. As the NHS emerges from this phase of the pandemic, our new strategy will ensure we are able to continue working collaboratively with Imperial College Healthcare to provide practical, valuable and agile support where and when it is needed most. What we have learned during this period has helped us understand our core capabilities and - alongside the Trust's own strategic priorities - shaped our ambitions for the next three years.

Building on the foundations of our recent successes - improving hospital care and experience for patients, enhancing the wellbeing of our NHS staff, and driving forward research and innovation - this strategy is about expanding and enhancing what we do, exploring ways in which we can work with the Trust to support better health outcomes in our surrounding communities as well as within the hospital walls.

In developing this strategy, we have reflected on our knowledge, experience and expertise across the organisation, seeking to build upon our existing strengths to focus on areas of activity where we believe we can make a significant impact. This strategy, informed by consultation with our key stakeholders, sets out how we will work together with the Trust to ensure we continue to support exceptional care and better health, above and beyond what the NHS alone can provide.



A handwritten signature in black ink, appearing to read 'Ian Lush'.

Ian Lush OBE
Chief Executive,
Imperial Health Charity



Our work

As the dedicated charity for Imperial College Healthcare NHS Trust, we help our hospitals do more through grants, arts, volunteering and fundraising.

Our activities provide extra support for hard-working hospital staff while improving the care that patients receive – above and beyond what the Trust can achieve with NHS funding alone.

We deliver supportive programmes that enhance the overall hospital experience for staff and patients as well as awarding funding for healthcare projects, large and small, that enable the Trust to provide an even better service.

£6.59m

awarded in grants in 2020/21

2,000+

artworks in our museum accredited collection

583

Crisis Response Volunteers who helped our hospitals in 2020/21

Grants

Through our grants programme, we fund a range of projects and initiatives to improve patient care and hospital experience, support the wellbeing and professional development of NHS staff and enable innovation across the Trust's five hospitals and wider community. We fund major refurbishments to hospital buildings and facilities, invest in new and exciting research, and provide additional medical equipment as well as helping patients and their families at times of extreme financial difficulty. Our support goes above and beyond what the NHS can achieve on its own – helping our hospitals provide outstanding care 365 days a year.

Arts

We believe art and creativity are key to our health and wellbeing and can enhance the hospital experience for patients and visitors as well as contributing to a better working environment for NHS staff. Through a comprehensive arts engagement programme and a museum-accredited art collection, we help to brighten hospital wards, hallways and waiting areas, and deliver uplifting creative activities in clinical settings. We organise installations, run exhibitions and deliver arts activities for patients at the bedside as well as offering free entry to some of London's top museums and galleries to our NHS colleagues through the Staff Arts Club.

Volunteering

Volunteers play an essential role in helping our hospitals do more. Pointing visitors in the right direction, assisting NHS staff or simply offering an ear to listen, volunteers are a helping hand to everyone who passes through our hospitals. Since taking over the management of volunteering at our hospitals in 2016, we've significantly increased volunteer numbers, created a range of dynamic new roles and developed our infrastructure to provide a high-quality experience for our volunteers and the NHS staff they work with. In recognition of our high standards of volunteer management, we were awarded the highly-regarded 'Investing in Volunteers' status in 2019.

Fundraising

Our fundraising activities enable us to continue helping our hospitals do more and we are indebted to our many supporters for their generosity and goodwill. We generate our fundraised income through an increasingly diverse range of activities, including legacies, philanthropy, community events, corporate partnerships and individual giving. To ensure all our fundraising activities conform to nationally recognised standards, we're registered with the Fundraising Regulator and follow its code of practice.

Our strategy, 2022-25: an overview

Our vision

The overall goal we are working towards



Exceptional care and better health, within our hospitals and in our communities, above and beyond what the NHS alone can provide.

Our strategic objectives

The principal aims that will keep us on course



Objective 1

Enhance patient experience throughout the care and treatment journey



Objective 2

Expand the Trust's capacity to provide outstanding care and improve health outcomes



Objective 3

Support health and wellbeing for patients in our surrounding communities

Our key action pillars

The steps we will take to achieve our objectives



Patient care

Drive forward improvements to patient care - in our hospitals and in our communities



Population health

Enhance the Trust's role as an anchor institution by addressing health inequalities



Service transformation

Enable transformative innovation projects aligned with the Trust's strategic priorities



NHS staff wellbeing

Support the mental health, morale and general wellbeing of NHS staff working at the Trust

Our enablers

What we will do to set up for success

Enabler 1

Generate income to sustain our activities

Enabler 2

Collaborate effectively with our partners

Enabler 3

Enhance our reputation and celebrate impact

Enabler 4

Invest in our people



Our vision

Exceptional care and better health, within our hospitals and in our communities, above and beyond what the NHS alone can provide.

Our mission

We will work together with the Trust and other partners to enhance the experience of care throughout the patient journey, acting as a catalyst to support better health outcomes in our hospitals and in the wider community.



Objective 1

Enhance patient experience throughout the care and treatment journey

Every patient deserves the best possible experience during their time in hospital - from the moment they arrive until they're ready to return home. Over the next three years we will continue to put patients at the heart of everything we do, working with our NHS colleagues to deliver key programmes and services that will help to provide an exceptional patient experience at every stage of the treatment journey.



Objective 2

Expand the Trust's capacity to provide outstanding care and improve health outcomes

By driving forward pioneering research and investing in innovation, we will help to accelerate improvements in care across our hospitals. At the same time we will recognise the enormous contribution made by our extraordinary NHS staff, supporting their wellbeing and professional development while improving hospital facilities to create better working environments.



Objective 3

Support better health and wellbeing for patients in our surrounding communities

We understand that patient care is no longer confined to the hospital walls. Over the course of this strategy, we will work in partnership with the Trust to identify ways in which we can make a significant positive impact by seeking to address wider health inequalities, while adopting a test-and-learn approach to explore how we can deliver programmes and services effectively in community healthcare settings.

Our key action pillars

What we will do



While continuing to deliver many of our existing activities, we want to expand our work to ensure we make an even greater impact over the next three years. We have identified four key action 'pillars', which will help us organise our additional activities during the period of this strategy. Each of these pillars represents an area of operational activity where we believe we can make a significant positive impact on top of our existing work, playing to our strengths and building on what we have already achieved.



Patient care

Providing better patient care will be at the heart of everything we do over the next three years. On top of our existing activities, we will develop new ways of working which will enable us to be more agile and reactive to the Trust's operational demands. We will redesign our small grants programme to focus exclusively on patient care improvements, trial a fast-response volunteering scheme within the Trust's hospitals and seek to provide arts activities that bridge the gap between hospital care and discharge into the community.



Population health

Health inequalities persist in our local communities. To help address these deeply-rooted problems, we will enhance the Trust's role as an anchor institution, playing a supporting role in improving population health. We will offer career-enhancing experiences by convening pathways into volunteering and employment across the Trust, and expanding our arts programme to trial community-based arts and leisure activities, as well as evaluating our Compassionate Communities initiative to inform the development of a further place-based funding programme.



Service transformation

Creating the right conditions for innovation is key to improving patient care. Building on the success of our Innovate at Imperial funding programme, we will develop further opportunities to support NHS teams in transforming the way their services are delivered. We will expand Innovate at Imperial to invite higher-value applications, while providing capital funding to support innovative or transformative projects aligned with the Trust's strategic priorities. Together these elements will help to support better patient flow.



NHS staff wellbeing

As the NHS emerges from the latest phase of the pandemic, burnout, exhaustion and low morale among staff remain significant challenges. Over the next three years we want to continue providing additional support that will help to create better working conditions for hospital staff. We will work with the Trust to convene and build upon existing activities designed to boost morale and enhance wellbeing, expand the benefits available through the Trust's staff recognition scheme and support further improvements to staff spaces and facilities.



Our enablers Setting up for success

To make sure we realise our ambitions over the next three years, we will need to create the right internal conditions to set ourselves up for success. We have identified four key factors - or 'enablers' - that must be managed effectively to ensure we are fully equipped to deliver our objectives:

- 1** Generate income to sustain our activities
- 2** Collaborate effectively with our partners
- 3** Enhance our reputation and celebrate our impact
- 4** Invest in our people



Enabler 1 Generate income to sustain our activities

We will set a new financial strategy to ensure a sustainable approach to managing our finances. To support our planned activities, we will grow our voluntary income year on year by expanding our income streams, offering dedicated stewardship to all our supporters and developing compelling funding proposals in collaboration with the Trust.



Enabler 2 Collaborate effectively with our partners

Collaboration will be fundamental to the success of our strategy. We will need to work in partnership with Imperial College Healthcare to plan and deliver support effectively within the hospitals and in community settings, as well as working closely with other NHS charities and community partners to maximise impact.



Enabler 3 Enhance our reputation and celebrate impact

We can only continue to expand our work with an enhanced public profile. Having a strong visible presence - and effective relationships with our supporters - will strengthen our fundraising efforts, attract more volunteers and help us connect with new arts and funding partners. Measuring and evaluating our impact will also be key to our success.



Enabler 4 Invest in our people

Our greatest asset in delivering this strategy will be our staff. Over the next three years we will continue to invest in our people, creating opportunities for their personal and professional development, and improving our systems and facilities to make sure they are equipped to succeed within and beyond their roles.

Measuring our progress

Outcomes and evaluation

Over the last three years we've improved the way we measure and evaluate the impact of our charitable activities.

We now collect, review and analyse a wide range of quantitative and qualitative data to help us assess our grants, arts and volunteering programmes as well as aspects of our fundraising activities and communications.

To help us track progress against our strategic objectives, we've developed an evaluation methodology based on a series of measurement diagrams - one for each of our activity 'pillars'.

This framework will guide us towards answering three key questions:

- what will we measure?
- how will we measure it effectively?
- what performance indicators will we set?

Over the course of the strategy period we will regularly monitor and review what we have achieved and where we may need to improve, reporting publicly on our progress in our Annual Report & Accounts, and through our website, newsletters and other communications.





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**FUNDRAISING
REGULATOR**

Working in partnership with



Imperial College Healthcare
NHS Trust

*All images produced in
accordance with national
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time that photography
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