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<td>King’s Executive</td>
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<td><strong>Author(s):</strong></td>
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<td>Jane Walters, Director of Corporate Affairs</td>
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<td>Patient Experience Committee</td>
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Engagement and Experience Strategy
2012-2015

1. Introduction

1.1. King’s College Hospital NHS Foundation Trust

King’s College Hospital NHS Foundation Trust is one of the UK’s largest and busiest teaching hospitals, with over 7,000 staff providing around 1 million patient contacts a year. King’s has a unique profile, with a full range of local hospital services for people in the London boroughs of Lambeth and Southwark as well as specialist services to patients both locally and from further afield. The Trust is recognised internationally for its work in liver disease and transplantation, neurosciences, cardiac and haematology. King’s College Hospital is also one of four major trauma centres and also a designated hyper-acute stroke centre for London.

King’s plays a key role in the training and education of medical, nursing and dental students with its academic partner, King’s College London.

King’s Values are key to helping us put our patients, the public, our members and staff at the core of everything that we do and are at the heart of this strategy. ‘Making a difference in our local community’ has a particular resonance, in terms of member, patient and community engagement.

“*A good experience of King’s services and care is fundamental; always, every time. Looking after our patients’ needs, and doing it with respect for individual dignity, is central to everything we do.*”

Tim Smart, Chief Executive

1.2. King’s Health Partners – Pioneering Better Health for all

King’s Health Partners was formally accredited in March 2009 as one of the UK’s first Academic Health Sciences Centres (AHSC) – an organisation that integrates research, clinical care and education and training for the benefit of patients.

The King’s Health Partners AHSC is a partnership between King’s College London and Guy’s and St Thomas’, King’s College Hospital and South London and Maudsley NHS Foundation Trusts. These four strong organisations combine the research, clinical and education and training elements of one of the world’s leading research-led universities and three of London’s most successful NHS Foundation Trusts.
A guiding principal for King’s Health Partners is to always put our patients first by ensuring that the patient is at the heart of everything we do. One of the core strategic goals is to be the best AHSC for patient experience.

Creating an Academic Health Sciences Centre brings added benefits to the local area in terms of regeneration, education, jobs and economic growth.

King’s Health Partners is pioneering better health and well-being, locally and globally, through integrating excellence in research, in education and training, and in patient care.

2. Engagement and Experience

2.1. What is engagement?

Patient, public and member engagement is defined as the active participation of citizens, patients and carers and their representatives and Foundation Trust Members in the development of health services and as partners in their own health care.

This includes the planning, designing, delivering and improvement of health services.

2.2. Why should we engage with people?

Good engagement benefits both patients, the public and staff.

On a one to one basis patients feel involved in their care when they are treated as equal partners, listened to and properly informed. It’s also makes them feel valued and appreciated.

Improvement in satisfaction is another clear outcome of involvement. Patients perceive a wide variety of benefits including greater confidence, reduction in anxiety, greater understanding of personal needs, improved trust, better relationships with professionals and positive health effects.

For staff engagement offers benefits including personal reward, improved understanding of patients’ health problems; increased patient compliance, greater mutual trust and better management of the consultation process.

Engagement helps to ensure that services are responsive to individual needs, that they are focussed on patients and our local community and support us in improving the quality of care that we provide.

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1 Patient and Public Involvement in Health: The Evidence for Policy Implementation, Department of Health 2004
2.3. Engagement and Experience - The National Picture

The Government is committed to enabling services to become better at listening, understanding and responding to the needs and wishes of patients and the public. The White Paper, *Equity and Excellence: Liberating the NHS* (Department of Health 2010) highlights the central aim of putting patients and the public first, to offer greater choice and control. This includes shared decision making, underpinned by the principle ‘nothing about me without me.’

The Health and Social Care Act (2012) underlines a commitment to put patients at the centre by providing them with better information, more choice and a stronger voice.

All major policy drivers make it clear that we must carry on embedding good practice in patient experience in all that we do so that the views of patients and the public are heard and inform decision making.

The NHS Outcomes Framework 2011 / 12 sets out a clear framework for driving improvement in the quality of patient experience and outcomes. Alongside the Framework sit the Care Quality Commission’s Essential Standards which outline how the NHS can provide the services and experience that patients expect.

For further details of national policy drivers, see Appendix 2.

3. Looking to the future: King’s Strategy 2011-2014

With major reforms underway and pressure to save money, these are challenging times for all NHS organisations. But despite these challenges, together with King’s Health Partner’s, we have clear plans in place that give us a firm foundation for the future. Everything King’s does over the next three years will focus on:

1. **Quality:** Safe, kind and effective care
2. **Finance and efficiency:** a more efficient hospital which runs smoothly
3. **Leading change across the system:** working as King’s Health Partners and with others to improve services for our local community and beyond.

King’s has a long history of involving patients, the public and its foundation trust members in ensuring we provide high quality services which are responsive to the needs of the diverse community that we serve. Through our well established “How are we doing?” patient feedback programme, we have made good progress towards improving the experience of our patients which remains key to everything that we do.

We want to build on this success and ensure that we continually improve the quality of the service we provide in line with the standards laid out for us both nationally and, importantly, by our patients.
4. The purpose of this strategy

The purpose of this strategy is to set out the Trust’s commitment to:

1. Develop a culture that places the quality of the patient experience at the heart of everything we do
2. Improve the patient experience by listening to and acting on what patients tell us
3. Engage and consult with key stakeholders including those from vulnerable or seldom heard groups
4. Ensure that we have a Foundation Trust membership which reflects the diversity of our community and that we provide a range of opportunities for members to be involved with the trust
5. Work together with our partners in King’s Health Partners to engage with our stakeholders in the development of KHP services and to work together to improve patient experience
6. Be a good corporate citizen: engage actively with our local community, and seek opportunities for partnership working

Understanding You
Inspiring confidence in our care

4.1. Developing a culture of care

“We want an NHS that meets not only meets our physical needs but our emotional ones too. This means getting good treatment in a comfortable, caring and safe environment, delivered in a calm and reassuring way; having information to make choices, to feel confident and to feel in control; being talked to and listened to as an equal; being treated with honesty, respect and dignity.”

Patient Experience Definition

- Patients tell us that being treated with respect and dignity and being involved in decisions about their care and treatment are what’s most important to them
- In 2009 we launched King’s Values. Our values have been created by the people of King’s, staff, patients and their carers - out of their experiences
- Through ‘Inspiring confidence in our care’ we:
  o Always put our patients’ needs first
- Reassure our patients with our calm and confident care
- Act to protect our patients from harm
- Value all patients equally
- Do the right thing for our patients, even when it's difficult

- We will continue to embed these values in all that we do at King’s to ensure that we have a culture of care from Board to ward
- Most importantly, we will ensure that our doctors, our nurses, all our front-line staff are caring and compassionate, treat our patients with respect and dignity and involve them as an equal in their care
- To achieve this, we will continue to support our staff through providing good leadership, training and by engaging staff and motivating them to provide excellent care to our patients
- We have made good progress through a range of initiatives including:
  - Work carried out by our patient experience transformation programme such as theatre based training in patient experience and customer care and our In Your Shoes listening events
  - Nursing led initiatives such as Safety Express, Ward 20:20 and patient stories
  - A Consultant DVD and patient experience sessions at our Consultant Development Mornings
- We want to build on this work to further support staff to deliver a good patient care and to enhance their own job satisfaction.
- Our team of volunteers will also play an important role

4.2. Improve the patient experience by listening to patients and acting on what they tell us

King’s has made significant progress in improving the experience of our patients. This is evidenced by an increase in overall satisfaction of over 10 points in our internal How are we doing inpatient survey and through our performance in the Care Quality Commission National Inpatient Survey. We want to build on this success and ensure that our patients receive a first class service each and every time they come to King’s.

- We will continue to drive improvement in patient experience through the
  - trust’s performance framework which ensures that patient experience data is shared with staff from ward to Board and
  - the Trust Patient Experience Committee (PEC) which feeds into the Trust Quality and Governance Committee will ensure that we meet national standards relating to engagement and experience
- We will continue to use our How are we doing feedback programme to elicit feedback from our patients about their experience of care and treatment at King’s and to use what they say to inform action planning for improvement. We will roll out a real-time standardised outpatient survey which will provide coverage across all outpatient areas
- We will deliver our Quality Account priorities for improving patient experience through both national and local CQUIN2 targets
- We will continue to focus on issues that are important to patients including dignity and respect, cleanliness and ensuring that we involve patients in their own care and treatment

2 CQUIN – Commissioning for Quality and Innovation
• Patient experience feedback from complaints, PALS, How are we doing and patient comments will be disseminated from Board to Ward through the Trust and Divisional Patient Experience Reports and also through quarterly reporting to the Board of Directors, Quality and Governance Committee and our commissioners Quality Group

• We will continue to deliver the national Patient Reported Outcome Measures programme and use what patients tell us to make improvements in outcomes and associated quality of life.

• We will work to explore how patient reported outcomes can be further developed at King’s and sit along side clinical outcomes and drive improvement in outcomes which are important to our patient. This work will be driven in part by the Values Based Reporting project funded by the Health Foundation which will have strong involvement of patients in developing patient defined outcomes

• We will develop the way in which we feedback to both patients and staff about patient experience, actions and improvements

• We will continue to involve King’s Governors in monitoring patient experience through their Patient Experience and Safety Committee

• We will engage in a number of focussed improvement and transformation initiatives, including Ward 20/20 and the Volunteering programme to enhance the patient experience

• We will continue with a regular programme of In Your Shoes events focussing on a range of service improvement areas both for the trust as a whole and within specific Divisions and specialties.

Understanding you
Working together
Making a difference in our community
Always aiming higher

4.3. Engage and consult with key stakeholders

• Involving our patients, the public, our members, our staff and other key stakeholders in the development and evaluation of services ensures that the services and care we provide are designed and delivered around our patient’s needs.

• This strategy describes engagement as taking place in the following contexts:

  o The individual’s care and treatment
  o The design and improvement of service delivery
  o The development of strategy and policy

• Throughout this strategy, we will continue to meet our obligations under Section 242 of the NHS Act 2006 to engage our stakeholders in the planning, development and operation of our services. This includes formal consultation when necessary and ensuring that stakeholders are informed whether or not the consultation is due to a substantial variation in service.

• In the coming year, there will be a focus on redevelopment of King’s outpatient services and we will ensure that we engage with users at an early stage to ensure that the development is informed by our patients
• We will support the objectives of the new Equality Delivery System to develop mechanisms for engaging with stakeholders from all equality groups including those from seldom heard or vulnerable groups
• We welcome the change from Local Involvement Networks (LINks) to a new integrated local ‘Healthwatch’. We will continue to work closely with our LINKs partners across Southwark and Lambeth as they make the transition into Local Healthwatch.
• King’s has a wide social influence and responsibility in our local community. As well as our patient contacts we are also a major employer in our local area. As such, we aim to build on our existing community links in both health and non-health areas
• We will continue to inform key stakeholders about change through our Stakeholder News and regular communication and meetings with Overview and Scrutiny Committees, LINks/Healthwatch and our commissioners, including GP commissioners and work with them to ensure that proposals meet the needs of our patients
• We will work closely with our KHP partners to ensure engagement and consultation in service redesign and reconfiguration in the partner hospitals and in the development of community services and in joint programmes such as the Integrated Care Pilot

4.4. Foundation Trust membership

King’s has been a Foundation Trust since December 2006 and has a thriving membership of over 8,000 members made up of people from our local community, our patients and over 7,000 staff. Our key goals for membership are to:

• ensure that our membership is representative of the local community that we serve
• maintain membership numbers of around 16,000 of which 8,000 to 10,000 should be patient and public members
• build on existing mechanisms for successful recruiting of younger members aged sixteen – thirty five
• continue to develop opportunities for patient, public and staff member involvement in the work of King’s so that members can have a real say in how the organisation develops
• work with our KHP partners to promote membership and develop opportunities for member involvement across the partner organisations
• promote opportunities for Governors to engage effectively with members
• work together with our partners in King’s Health Partners to engage with our stakeholders in the development of KHP services and to work together to improve patient experience
• work with our Governors and members to campaign for improvements in our local community

4.5. King’s Health Partners – working together

King’s Health Partners provides a unique opportunity for King’s to work with its KHP partners to ensure that the development of KHP is informed by patients and the public and to enable us to provide an excellent patient experience. KHP aspires to be the best Academic Health Sciences Centre for patient experience measured by what patients tell us in both national and local surveys.
Working with our partners, we will:

- Align approaches to patient, public and member engagement in development of services across KHP. Early engagement work has already informed changes and planned changes to both vascular services and bone marrow transplant services
- Work together to develop engagement in the implementation of KHP Site Strategy
- To develop and support the Clinical Academic Groups to engage users in implementing their individual priorities
- Seek to develop linkages in the development and monitoring of Quality Accounts
- Work together to design and implement a range of metrics to measure patient experience across within the Clinical Academic Groups and across King’s Health Partners
- Work with our partners to promote health and wellbeing and linking with the aims of the Public Health Outcomes Framework
- Share good practice in engagement and experience

4.6. Be a good corporate citizen

- We will work with local partners in the public and voluntary sectors to support improvements for our local community – e.g. campaigning for improvement to local transport links
- Develop our volunteering programme to offer opportunities for local people, providing work experience, training and education and support and enhance employment opportunities
- Link with voluntary sector organisations in the community to create a volunteering ‘hub’
- Work with local schools and colleges to build a programme of volunteering, work experience, mentoring and involvement with King’s
- Work with our Governors through their Membership and Community Engagement Committee to engage with our local community and enhance King’s role as good corporate citizen
- Work to support and promote good public health in our local community

5. Support to deliver the strategy

Individual Divisional work streams, services or departments will be responsible for ensuring that annual business plans and any planning processes take account of future activities that may require patient and stakeholder engagement.

Advice and guidance will be provided by the following groups or departments, however they are not accountable for implementing the engagement plans of the various services:-

- Patient and Public Involvement Team – advice on all aspects of engagement, Foundation Trust membership, How are we doing feedback programme, main point of contact for LINKs / Healthwatch
- Communications – external stakeholder relations
- Change Leaders Team – patient experience transformation programme
• Training and Development Team – development and delivery of a range of training and organisational development programmes to support staff to engage and involve patients appropriately and to equip them to deliver a quality service to our patients
• King’s Patient Engagement Guide – support for all staff to engage effectively with patients and the public

6. Accountability, implementation, and monitoring

Patient and stakeholder engagement must be integral to all service management and development activities. The Patient Experience Committee will have operational responsibility for ensuring implementation of this strategy. Implementation of the strategy and the associated work plan will be monitored quarterly by the Trust Patient Experience Committee and the Governors Membership and Community Engagement Committee.

7. Consultation

King’s has worked with a wide range of internal and external stakeholders to develop this strategy including:

King’s
• Patient Experience Committee
• King’s Executive
• Strategy team
• Governors Membership and Patient Experience and Safety Committees

External:
• KHP partner organisations
• Lambeth and Southwark LINks
• Commissioners
**Appendix 1 - Patient Experience and Engagement Strategy – Year 1 Action Plan - April 2012 – March 2013**

**Patient Experience and Engagement Strategy – Year 1 Action Plan - December 2011 – November 2012**

<table>
<thead>
<tr>
<th>Key actions</th>
<th>Lead Department / Director</th>
<th>Key milestones / success criteria</th>
<th>Timescale</th>
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<tr>
<td><strong>Improve the patient experience by listening to patients and acting on what they tell us</strong></td>
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<tr>
<td>1. Drive improvement in inpatient experience to support</td>
<td>Lead - Jane Walters / Geraldine Walters</td>
<td>Achieve target to reach top 20% of acute trusts for inpatient experience as measured by the 2011 National Inpatient Survey</td>
<td>May 2012</td>
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<td>achievement of Trusts strategic goals for improving patient experience</td>
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<td>2. Regularly gather feedback from patients through existing programmes of</td>
<td>PPI / Divisions</td>
<td>Achieve How are we doing survey benchmark scores</td>
<td>Monthly</td>
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<td>work to drive improvement (inc How are we doing, complaints and PALS and</td>
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<td>Monitor via performance meetings, the Patient Experience Committee using the Patient Experience</td>
<td>Monthly</td>
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<td>external sources) and monitor progress through performance and governance</td>
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<td>Report</td>
<td>Quarterly</td>
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<td>structures</td>
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<td>Monthly feedback on patient comments on KCH website</td>
<td>Monthly</td>
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<td>3. Working with the outpatient transformation programme to</td>
<td>PPI / CLT</td>
<td>Collect patients views on</td>
<td>April 2012</td>
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1. Re-focus and roll-out a standardised How are we doing survey for outpatients
   - their experience before their appointment
   - Pilot revised HRWD survey
   - Complete roll-out in main OP Suites / areas
   - June 2012
   - March 2013

2. Develop a programme of qualitative feedback for inpatient and outpatient areas
   - PPI
   - Design and pilot qualitative feedback system in the Healthcare for the Elderly Wards
   - Pilot qualitative feedback in 2 x outpatient areas
   - May 2012
   - July 2012

3. In Your Shoes listening events
   - PPI
   - Conduct 2 In Your Shoes events annually
   - Pilot Divisional In Your Shoes
   - September 2012

4. Achieve patient experience priorities for King’s Quality Accounts
   - Geraldine Walters / Peter Fry
   - PPI/ Peter Fry/ OP transformation group
   - Achieve national patient experience CQUIN targets both locally and nationally
   - March 2013
   - Achieve local improvement targets for outpatients
   - March 2013

5. Implement Ward 2020
   - Geraldine Walters
   - Complete phase 1 of Ward 2020 in five wards
   - TBC

6. Develop the role of volunteers to improve patient experience
   - Volunteer Services Manager / Project
   - Ensure volunteer presence on all wards
   - September 2012
### Engaging with stakeholders

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<td><strong>9.</strong> Ensure engagement with key stakeholders on service design and re-design in line with section 242 of the NHS Act 2006 including service reconfiguration with KHP partners</td>
<td><strong>PPI / Communications</strong></td>
<td>Send out regular Stakeholder Updates on key issues</td>
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<td>Ensure all proposed service re-design for King’s and in partnership with KHP has appropriate engagement opportunities in place including Trigger Templates for OSCs and involvement of stakeholders</td>
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<td>Hold meetings with local LINks / Healthwatch to update on relevant issues including Quality Accounts</td>
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<td>Develop protocol for engaging with stakeholders in capital projects</td>
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<td>Develop stakeholder database for internal and external stakeholders</td>
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<td><strong>Quarterly</strong></td>
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<td>On-going</td>
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<td><strong>10.</strong> Engage with stakeholders on planned redesign of outpatient services</td>
<td><strong>PPI / First Choice</strong></td>
<td>Develop and implement a programme of engagement to ensure user views inform service redesign in outpatient areas, including In Your Shoes</td>
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<td>11. Engage with stakeholders on development of quality priorities for the 2012 / 2013 Quality Account</td>
<td>PPI</td>
<td>Hold two stakeholder events to ensure involvement of key stakeholders in the development of King’s Quality Account for 2012 / 2013</td>
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<td>12. Link with the NHS Equality Delivery System to ensure objectives relating to “Improved patient access and experience” are met</td>
<td>PPI</td>
<td>Develop a programme of patient stories in inpatient and outpatient areas.</td>
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<td>LD Co-ordinator and PPI</td>
<td>Work with LD Co-ordinator to produce guidance on engaging with people with learning disabilities</td>
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<td><strong>King’s Health Partners – working together</strong></td>
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<td>13. Align approaches to patient and public involvement across KHP</td>
<td>PPI / Strategic Development</td>
<td>Develop a guide for Clinical Academic Groups relating to engagement in KHP service reconfiguration</td>
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<td>14. Work with KHP partners to develop joint metrics for measuring patient experience</td>
<td>PPI / Performance / Strategic Development</td>
<td>Link with KCH BIU to explore feasibility of joint metrics for Clinical Academic Groups with aim of piloting</td>
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<td><strong>Foundation Trust Membership</strong></td>
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<td>15. Ensure that FT membership is representative of our local community and that membership targets are reached</td>
<td>Jane Walters PPI / Governors Membership and Community Engagement</td>
<td>Continue to implement cost-neutral membership recruitment to achieve annual membership targets of 16,000 of which between</td>
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<td>16. Build on existing opportunities for membership involvement including engaging with Governors</td>
<td>PPI</td>
<td>Run 1 x London Challenge Programme challenges with Lambeth College</td>
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<td>17. Work with King’s Health Partners to develop KHP wide member involvement opportunities</td>
<td>PPI / KHP Partners</td>
<td>Develop proposal for potential shared member initiatives</td>
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**Be a good corporate citizen**

| 18. Develop a programme of involvement, work experience and volunteering with local schools and colleges | PPI | Pilot in 1 x local school | June 2012 |
Appendix 2 - National Policy Drivers

High Quality Care for All (2008) confirms quality as the organising principle behind everything that we do.

The NHS Constitution (2009) makes clear the public’s right to be involved in decisions about the planning and delivery of local services. This new legislation will help the NHS to demonstrate that it is responding to the experiences and views of local people.

The Operating Framework for the NHS 2010/2011 sets out the case for commissioners and providers to work together to improve experience.

Local Commissioning for Quality and Innovation (CQUIN) Schemes must include at least one goal covering patient experience.

Quality Accounts are annual reports to the public from providers of NHS healthcare about the quality of services they deliver. The primary purpose of Quality Accounts is to encourage boards and leaders of healthcare organisations to assess quality across all of the healthcare services they offer. It allows leaders, clinicians, governors and staff to demonstrate their commitment to continuous, evidence-based quality improvement, and to explain their progress to the public.

Regulatory Regime – the Act setting up the Care Quality Commission (CQC) sets out a requirement to look at people’s needs and experiences of care.

National Contracts refer to the monitoring of quality.

The Equalities Act 2010 New legislation came into force in April 2010, in the form of The Health and Social Care Act 2008, the Health and Social Care Act 2008 (Regulated Activities) Regulations 2009 and the Care Quality Commission (Registration) Regulations 2009, which will help the NHS to be more accountable to local people.

The new Care Quality Commission (CQC) registration system marks a change from Regulation primarily based on systems and processes to regulation primarily based on outcomes – the experiences people have as a result of the care they receive. People can expect services to respect their dignity and protect their rights, wherever care is provided, in line with the Essential Standards of Quality and Safety (CQC, 2010).

Healthwatch will replace Local Involvement Networks (LINks) and will have greater powers to support local communities in having a say in local health and social services.

The NHS Outcomes Framework, launched in December 2010, set out the future direction of quality healthcare in England. The Outcomes Framework is based upon five domains:

Domain 1: Preventing people from dying prematurely
Domain 2: Enhancing quality of life for people with long-term conditions
Domain 3: Helping people to recover from ill health or injury
**Domain 4: Ensuring that people have a positive experience of care**
Domain 5: Creating a safe environment and protecting people from avoidable
Health and Social Care Act (2012) The Act aims to:
• Devolve power to front-line doctors and nurses
• Drive up quality
• Ensure a focus on integration of services
• Strengthen public health
• Give patients more information and choice and give them a stronger voice Healthwatch England and local Healthwatch
• Strengthen local democratic involvement: there will be at least one locally elected councillor and a representative of Healthwatch on every Health and Wellbeing Board
• Reduce bureaucracy: Primary Care Trusts and Strategic Health Authorities will be removed

The aim of these policy drivers is to ensure that services and patient’s experiences are improved through better engagement with patients and the public, regularly seeking out and acting on feedback to create responsive services that people perceive to be improving.
APPENDIX 3 – Linkages

King’s Values
http://www.kch.nhs.uk/about/the-kings-story/kings-values

Forward Plan Strategy Document for King’s College Hospital - Plan for y/e 31 March 2012 (and 2013, 2014) prepared for Monitor, the independent regulator for Foundation Trusts
http://www.kch.nhs.uk/about/corporate/corporate-publications

King’s Quality Report
http://www.kch.nhs.uk/about/corporate/corporate-publications

King’s Equality Deliver System
http://www.kch.nhs.uk/about/corporate/equality-and-diversity

King’s Clinical Audit Strategy

King’s Environment Strategy

King’s Health Partners
http://www.kch.nhs.uk/about/the-kings-story/partnership-working