

# STRATEGY 2014-19

## Our Vision for the new King's



King's College Hospital,  
Denmark Hill



Princess Royal University  
Hospital, Farnborough



Orpington Hospital



Queen Mary's Hospital,  
Sidcup



Beckenham Beacon

Our vision is to become a fundamentally new kind of hospital built around patient need, offering all our patients - local, national and international - the highest quality of care.

Working across our sites, and in the community, our care will be kind, innovative and efficient. Clinical care, research and education at King's will work hand in hand to ensure the best services, latest treatments and compassionate care.

### We will be three types of hospitals in one:

- A leading national specialist hospital treating patients from across the country
- A major regional emergency centre for London and the south east
- An extensive multi-site district general hospital for our resident population. It will provide urgent hospital care joined up with GP services near where people live, and well-run appointments and operations when people need them.

Wherever we work we will be Team King's, united by our caring culture and our values:

Understanding  
you

Inspiring  
confidence in  
our care

Working  
together

Always aiming  
higher

Making a  
difference in  
our community

# Our background

King's College Hospital NHS Foundation Trust provides hospital care to patients in Lambeth, Southwark, Lewisham, Bromley, and beyond to South East London and Kent. Our 11,000 staff see over one and a half million patients each year - from routine care for sick children and elderly people with long term illnesses like asthma or diabetes, to highly specialised services like transplants, brain surgery or emergency treatment for major accidents.

King's has recently made some important changes to services, including setting up a major emergency centre for patients across south east London with major injury, stroke or heart attack, ensuring fast access to life-saving treatment and improving their chances of survival. We have also changed our organisation, taking over the running of services at four neighbouring sites, which were part of a failing Trust: Princess Royal University Hospital (PRUH), Orpington Hospital, Beckenham Beacon and some services at Queen Mary's Sidcup.

The next five years will see further change as we follow through our plans for these new hospitals to improve services for patients in Bromley and Bexley. We have a big task to meet increasing needs and improve services with over-stretched staff, beds and theatres. Like the rest of the NHS, we have to make deep financial savings without compromising on patient safety. We must work even closer with neighbouring health and social care services to ensure services are better joined up and keep people healthier. Meanwhile, we need to meet the ever-changing requirements of NHS commissioners, regulators and politicians.

We will need all our staff, local organisations, patients and the public to work with us to achieve these goals - that is why our transformation programme is called "All Together Better."

**"As King's College Hospital NHS Foundation Trust enters its second century we now look very different - with 11,000 staff across multiple busy sites, pioneering clinical care in the face of new challenges like dementia and funding cuts. But we believe as passionately as ever in our King's values and I am confident everyone in Team King's remains as energised as ever by our commitment to local patients."**



Tim Smart, Chief Executive

# Our strategic plans

## 1. Improving and joining together services in the new King's

We will improve our new hospitals and join their services together with the enlarged King's organisation. To start with, we will return to our usual high levels of performance, mainly by cutting waiting times for patients, whether they are in A&E, waiting for a test or operation, or planning to go home.

We are on the way to turning round the quality of care and saving money for patients and taxpayers in South East London. This is the cornerstone of our plans over the next three to five years.

## 2. Leading local service changes

We will lead local service changes together with our patients and staff. We need to meet rising demand, keep waiting times low and continue to improve services for our local populations - as we have achieved in recent years for injury, stroke and heart attack care.

We will look at all our services and make choices about the best way to develop them. We will move planned services (like hip and knee replacements) to special treatment centres where operations will

not be cancelled, and patients will be treated quicker and go home sooner with the right support. We will also work more collaboratively to ensure patients can get the right rehabilitation and home care and spend less time in a hospital bed.

## 3. Joining up local care

We will lead integration of care in our local communities with other health and care organisations. We aim to coordinate services for individual patients, so all their personal choices and needs - physical, mental and social - are met earlier and they feel in control of their health and care. This will prevent stressful and expensive emergency hospital admissions, stop repeated appointments and allow people to go home or into step down facilities as soon as they are ready.



SOUTHWARK & LAMBETH  
INTEGRATED CARE

It all means change in the way that people, buildings and equipment are used across services in our area. King's will work together with local doctors, hospitals, social services and funders (under the umbrella of 'Southwark and Lambeth Integrated Care') to share information, people and money to deliver better value, joined up care.

## What will our hospitals look like and who will they work with?



# Our strategic plans

## King's Health Partners cross-cutting programmes

- **Mind and body:** Treating the whole person
- **Value-based care:** Building a sustainable healthcare system
- **Integrating care:** Stronger communities, better outcomes
- **Improving public health**
- **Translating ground-breaking research**
- **Transforming through education**

## King's Health Partners clinical themes: excellence in...

- Cancer
- Child health
- Cardiac
- Diabetes and obesity
- Mental health and neurosciences
- Regenerative medicine and transplantation

## 4. Leadership in research, education and innovation

With our partner Trusts and university, we aim to be a world frontrunner in healthcare, research, teaching and innovation – making scientific breakthroughs, inventing new treatments and bringing them to our patients. We will invest in the services where we produce the best results and research. We will build state-of-the-art facilities attracting leading academics from around the world and encourage new areas of research across all our sites.

## 7. Partnership working

We will only be able to make this strategy a reality by working differently and collaboratively with others. Here is an idea of how we all play our part:



For further details on our strategy and to get involved, visit [www.kch.nhs.uk/about](http://www.kch.nhs.uk/about) or call **020 3299 8785**.

## 5. Financial sustainability

Our long term financial plan will balance the books over the long term. The key ideas to save money over the next five years include:

- Use hospital sites in the best way to improve productivity
- Changing care models to reduce waste and delays
- Making best use of our beds and facilities e.g. increasing specialisation
- Grow services to meet local needs, develop our specialist services and private/ commercial activity, education and research.

## 6. Staff motivation and cultural change

Staff are working longer hours under pressure to keep day-to-day services going, maintain standards and deliver improvements. The radical changes to care that will be needed mean we urgently need better support, development and management for our staff. We want Team King's to be healthy, productive, adequately staffed and properly equipped for the future.