

AGENDA

Meeting	Council of Governors
Time	18:00 – 19:30hrs
Date	Thursday 09 December 2021
Venue	MS Teams

			Encl.	Lead	Time
1. Standing Items	1.1. Welcome and Apologies 1.2. Declarations of Interest 1.3. Chair's Action 1.4. Minutes of Previous Meeting – 09.09.2021 1.5. Matters Arising / Action Tracker	FA FR	Enc. Enc.	Chair	18:00
2. Discussion of the Board Meeting and Papers	- To include discussion specifically on the plans for reducing violence and aggression	FD	Board Papers	Chair	18:05
3. Issues raised by Governors	- Elective Recovery - ICS and APC developments - Learning from Serious Incidents and complaints - Update on the Trust strategy and plans for implementation - Carparking – reflections on the new arrangements at DH.	FD		Various	18:40
4. Formal presentation of the 2020/21 Final Annual Report and Accounts		FD	Enc.	Chair	19:10
5. Governor Involvement & Engagement	5.1. Governor Engagement & Involvement Activities 5.2. Observation of QPPC – 18.11.2021 5.3. Observation of Bromley Committee 5.4. Observation of FCC – 11.11.2021 5.5. Observation of MPC – 14.10.2021 5.6. Observation of Audit Committee – 25.11.2021	FR FR FR FR FR FR	Verbal	Jane Allberry Hilary Entwistle Billie McPartlan Tony McPartlan David Jeffrys Akash Deep David Tyler Marcus Ward Jane Allberry	19:15
6. For Information	6.1. Sub-Committee – Confirmed Minutes 6.1.1. Patient Experience & Safety Committee 6.1.2. Governor Strategy Committee	FI	Enc. Enc.	Chair	19:25
7. Any Other Business				Chair	19:25
8. Date Of Next Meeting	Thursday 9 th March 2022, 6:00pm Venue TBC				

Key: *FE: For Endorsement; FA: For Approval; FR: For Report; FI: For Information*

Council of Governors Membership

Sir Hugh Taylor	Trust Chair
Elected: Dr Devendra Singh Banker Jane Clark Tony McPartlan Professor David Jefferys Rashmi Agrawal Emily George Daniel Kelly Marcus Ward Devon Masarati Deborah Johnston Billie McPartlan David Tyler Dr Adrian Winbow Jane Allberry Lindsay Batty-Smith Angela Buckingham Hilary Entwistle Susan Wise Tunde Jokosenumi Aisling Considine Erica Groblar Mick Dowling Dr Akash Deep	Bromley Bromley Bromley Bromley Lambeth Lambeth Lambeth Lambeth Patient Patient Patient Patient Patient Southwark Southwark Southwark Southwark Lewisham Staff – Administration, Clerical & Management Staff - Allied Health Professionals, Scientific & Technical Staff – Nurses and Midwives Staff – Nurses & Midwives Staff - Medical and Dentistry
Nominated/Partnership Organisations: Dr Dianne Aitken Cllr. Jim Dickson Cllr Robert Evans Cllr. Dora Dixon-Fyle Ian Rothwell Dame Prof Anne Marie Rafferty David Morris	SEL CCG Lambeth Council Bromley Council Southwark Council South London & Maudsley NHS Foundation Trust King's College London Joint Staff Committee
In attendance: Professor Jon Cohen Nicholas Campbell-Watts Sue Slipman Akhter Mateen Dame Christine Beasely Prof Yvonne Doyle Prof R Trembath Steve Weiner Professor Clive Kay Beverley Bryant Jonathan Lofthouse Julie Lowe Dr Leonie Penna Mark Preston Professor Nicola Ranger Lorcan Woods Sophie Whelan Funmi Onamusi Chris Rolfe Sultana Akther Siobhan Coldwell	Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Chief Executive Officer Chief Digital Information Officer Site Chief Executive, PRUH & South Sites Site Chief Executive, Denmark Hill Chief Medical Officer Chief People Officer Chief Nurse & Executive Directive of Midwifery Chief Financial Officer Director of Corporate Affairs Director of Equality Diversity and Inclusion Director of Communications Corporate Governance Officer AD Corporate Governance



Tara Knight Nina Martin	Corporate Governance Officer (Minutes) Assistant Board Secretary
Circulation to: Council of Governors and Board of Directors	

Council of Governors Meeting – Public Session

Draft Minutes of the Council of Governors (Public Session) meeting held on
Thursday 09 September 2021 at 18:00 – 19:30hrs
The meeting was held virtually via MS Teams

Present:

Chair

Sir Hugh Taylor

Trust Chair

Elected Governors

Devendra Singh Banker

Bromley

Jane Clark

Bromley

Tony McPartlan

Bromley

David Jefferys

Bromley

Rashmi Agrawal

Lambeth

Emily George

Lambeth

Billie McPartlan

Patient

Deborah Johnston

Patient

Devon Masarati

Patient

David Tyler

Patient

Jane Allberry

Southwark (Lead Governor)

Hilary Entwistle

Southwark

Angela Buckingham

Southwark

Lindsay Batty-Smith

Southwark

Tunde Jokosenumi

Staff – Admin and Clerical

Aisling Considine

Staff – Allied Health Professionals

Akash Deep

Staff - Medical and Dentistry

Nominated/Partnership Organisations:

Dr Dianne Aitken

Lambeth CCG

Ian Rothwell

South London & Maudsley NHS Foundation Trust

In Attendance:

Nicholas Campbell-Watts

Non-Executive Director

Professor Jon Cohen

Non-Executive Director

Akhter Mateen

Non-Executive Director

Beverley Bryant

Chief Digital Information Officer

Robert Chidlow

Site Director of Finance for PRUH and South Sites

Julie Lowe

Site Chief Executive, Denmark Hill

Dr Leonie Penna

Chief Medical Officer

Mark Preston

Chief People Officer

Professor Nicola Ranger

Chief Nurse & Executive Directive of Midwifery

Lorcan Woods

Chief Financial Officer

Paul Dossett

Grant Thornton, External Auditors

Ellen Millington

Grant Thornton, External Auditors

Siobhan Coldwell

Associate Director of Corporate Affairs

Nina Martin

Assistant Board Secretary

Tara Knight

Corporate Governance Officer (Minutes)

Apologies:

Jonathan Lofthouse

Site Chief Executive – PRUH and South Sites

Sue Slipman

Non-Executive Director

Professor Richard Trembath

Non-Executive Director

Steve Weiner

Non-Executive Director

Item	Subject	Action
21/25	Welcome and Apologies	
	<p>The Chair welcomed the new Governors and apologies for absence were noted for:</p> <ul style="list-style-type: none"> – Jonathan Lofthouse, Site Chief Executive – PRUH and South Sites – Sue Slipman, Non-Executive Director – Professor Richard Trembath, Non-Executive Director – Steve Weiner, Non-Executive Director 	
21/26	Declarations of Interest	
	There were no declarations of interests.	
21/27	Chair's Action	
	There were no actions for the Chair.	
21/28	Minutes of the Previous Meeting	
	The minutes of the meeting held on 10 June 2021 were agreed as an accurate record of the meeting.	
21/29	Matters Arising/Action Tracker	
	The Council noted the action tracker.	
21/30	Auditors Review of Accounts/Annual Report	
	<p>The Council of Governors received and noted the Auditors' review of the Trusts' accounts. One of the statutory responsibilities of the Council of Governors is to appoint the external Auditors of the Trust. The Trust then has an obligation to receive a report on their review.</p>	
	<p>The Senior Audit Manager from Grant Thornton updated the Council on their review. This is the first year of Grant Thornton auditing the Trusts' financial statements. The Auditors commended the cooperative approach of the Finance Team.</p>	
	<p>The report on the accounts/annual report was taken to the Trust Board in June. A separate annual Auditor's report summarising the detailed findings of the value for money work has been completed and will go to the Audit Committee meeting next week.</p>	
	<p>The value for money audit work has changed from previous years. There has been a move away from a binary qualified or unqualified value for money conclusion to a more descriptive and narrative approach, identifying significant issues and raising recommendations. The value for money work is yet to be finalised, however the Auditors reported that they are satisfied that no issues have been identified that would impact on the audit opinion of the financial statements. The financial landscape for NHS providers is likely to become more challenging, and Auditors reported being satisfied that the Trust has good data processes in place to understand the drivers of previous financial pressures, including the underlying run rate for activity.</p>	

Item	Subject	Action
	<p>The audit opinion for the year was qualified, which was linked to being unable to verify stock counts at the end of 2020, due to the pandemic. This was a common issue across the sector and the regulators are aware of the exceptional circumstances.</p> <p>The Auditors highlighted that there have been risks identified across the NHS this year regarding fraud and expenditure recognition. There were significant changes to the funding regime during the pandemic, which led to some organisations potential recognition of additional expenditure which had not actually occurred. This was not the case at the Trust, which contrasts with other organisations.</p> <p>The Auditors also highlighted the new ledger implementation as a risk. The Trust replaced its financial IT system during the year and Auditors were satisfied that the transfer of data process went well.</p> <p>The key assurance received from Auditors is that the processes and financial controls within the Trust are robust enough to manage risks.</p> <p>The Council also discussed the recent Government announcement regarding the additional funding for NHS COVID-19 response over next 6 months. Further discussion with Governors will be planned as it is yet to be determined how the funding will be allocated.</p>	
21/31	<p>Discussion of the Board Meeting and Papers</p> <p>The Committee noted the Board Papers.</p> <p>Elective Recovery and Winter Pressure Planning</p> <p>The Council discussed the high number of attendances at the Emergency Department, which may be linked to people struggling to access GP services. Governors were informed that demand far outweighs capacity for care. There is currently a shortage of GPs and national protocol requires GPs to go through a telephone process before they can offer face to face appointments, which contributes to delays. Inevitably, ED attendance has increased, which in turn has led to long waiting times.</p> <p>Much of the winter planning suggests that because a number of younger children and babies have not been exposed to respiratory virus through lockdown, conditions, such a bronchiolitis, are more likely to be prevalent this winter. Specific plans are in place to cope with large numbers if they were to occur, which includes supporting non clinical nursing staff providing clinical care. The Trust is working closely with GPs and the 111 service to help ensure that people are signposted appropriately. This will help reduce waiting times.</p> <p>With regards to reducing the very longest waiting patient list, patients who have conditions that are deteriorating are being prioritised as it is likely that there will be cancellations of elective work again during the winter. There are currently around 90 COVID patients across both sites, with 17 patients in critical care. The organisation is having to manage these patients in addition to trying to make significant progress in reducing waiting times.</p> <p>Governors discussed feedback suggesting that significant delays occur in the time patients take to arrive in theatres due to there being a central pool of porters rather than porters specifically allocated to theatres. The Chief Finance Officer informed</p>	

Item	Subject	Action
	<p>the Council that the demand for porters across different areas varies enormously across the day making a central pool a sensible choice.</p> <p>Infections There is a high rate of C Diff at the Trust and the Council discussed the possibility of recruiting Infectious Diseases clinicians to work alongside the microbiologists. Two experienced Consultant microbiologists, who are infectious diseases trained, have recently been recruited. They will be helping to establish an Infectious Diseases Service at the Trust.</p> <p>Duty of Candour The Council noted that whilst there has been considerable improvement in compliance with having the initial conversation within 10 working days and patients being sent a follow up letter following the initial conversation within 15 working days, compliance for the final investigation report to be shared with the patient still requires improvement. Some of the cases are Serious Incidents and the Council were informed that the compliance rate has been impacted by delays with reports being signed off by the CCG who have a backlog and are experiencing workforce issues.</p> <p>Complaints The Council noted that challenges with communication formed the basis for the highest number of complaints. The Chief Nurse explained that communication complaints from inpatients tended to be around the manner and attitude with which information is communicated. When patients contact PALS, complaints are generally linked to a lack of communication.</p> <p>Overseas Recruitment The Trust is undertaking a number of campaigns to recruit including overseas nurses. Since May, the Trust has recruited over 100 overseas nurses. The focus now will be on retention. The Trust has significantly increased the number of nursing students by at least 20% this year. The plan is to increase this by another 20% by next September. For the first time, London is looking into recruiting international midwives. The Trust will also focus on training local nurses and midwives. Not enough has been done in the past to retain students. The retention rate has increased from 55% to 85% and work continues to improve this further.</p>	
21/32	Issues raised by Governors	Executive Team
	The Chair requested that Executive colleagues circulate any prepared material related to issues raised by Governors after the meeting.	
21/33	Review of the Constitution	
	<p>A number of revisions to the Constitution were proposed and the Council considered the following:</p> <ul style="list-style-type: none"> • The language of the constitution has been gender neutralised in line with current legal practice. • The Governor positions allocated to partnership organisations have been updated to reflect the current partnership landscape. • The section on the lead governor has been expanded and now outlines the process for appointing a lead governor as well as the responsibilities of the role. 	

Item	Subject	Action
------	---------	--------

- The term of office for NEDs has been clarified. The model constitution recommends a three year tenure for NEDs, however, the Trust operates a four year term. Leadership stability is a priority as the Board works to deliver sustained improvement on behalf of patients and staff.
- The definition of 'significant transaction' has been expanded in line with the model constitution.
- The Lewisham constituency has been widened to cover the remaining boroughs in the SEL System – LB Bexley and LB Greenwich. An additional public constituency has been added to cover the rest of London.

The Council discussed whether the tenure for Governors might also be extended to four years however, while the legislation does not define the term of service for NEDs, it defines the term for Governors to be three years.

The proposed changes to the Constitution were agreed and approved by the Council of Governors.

21/34 Governor Involvement & Engagement

Governor Engagement & Involvement Activities

The Lead Governor updated the Council of Governors on Governors engagement and involvement activities. Governors have continued to have representatives on most of the Board Committees. It is also incredibly useful to have NED representatives at Governor Committees as it generates good dialogue. The next round of Meet our NEDs sessions have now commenced, which is a great way of engaging. Several Governors are engaged in a variety of activities at King's, including with the volunteer service and patient groups.

Observation of Quality, People & Performance Committee (QPPC)

The Council received and noted the observer summary of the Quality, People & Performance Committee meeting, which took place on 29.07.2021.

Observation of the Finance & Commercial Committee (FCC)

The Committee received and noted the observer summary of the Finance & Commercial Committee meeting, which took place on 22.07.2021.

FOR INFORMATION

21/35 Confirmed Minutes of Governor Sub-committees

The Council noted the minutes of the following meeting:

- Patient Experience & Safety Committee meeting held on 06.05.2021.
- Strategy Committee meeting held on 29.04.2021.

21/36 Any Other Business

No other items of business were discussed.

21/37 Date of Next Meeting

Thursday 09 December 2021, 6:00 – 7:30pm
Venue TBC

Council of Governors Meeting Action Tracker – 09.12.2021

Date	Item No	Action	By Whom	Due Date	Notes
DUE					
17.10.2019	19/31	OHSEL STP Response to the NHS Long Term Plan The NHS is now increasingly working through integrated care systems. The Chair suggested that we ought to have an annual joint Governors meeting across SEL and Lewisham & Greenwich starting in the new year, every March. Trust Secretary to arrange.	S Coldwell	On hold	LGT do not have a Council of Governors. A meeting of this size will be difficult to conduct over MS Teams so it is on hold until restrictions can be lifted.
10.06.2021	21/18 - 1	Issues raised by Governors: Elective Recovery: There was a trajectory plan for outpatient appointment. The Trust is ahead of plan. This data would be included in the data set associated with screening and would be circulated to the Council.	J Lofthouse	17.06.2021	
10.06.2021	21/18 - 2	Issues raised by Governors: Screening Programmes – elimination of the backlog: The statistics of patients currently on the screening programme and the numbers affected by the delays would be circulated to the Governors.	J Lofthouse	17.06.2021	
10.06.2021	21/18 - 3	Issues raised by Governors: Patient Bedside Entertainment The issue of backlog of pillows was raised, the Chief Nurse would look into the number of pillows ordered/how frequently and would feedback.	N Ranger	09.09.2021	The issue was raised with FM provider and additional stock is now provided to ensure needs can be met. No concerns being raise at ward level. Issue resolved so action can be closed.
09.09.2021	21/32	Issues raised by Governors The Chair requested that Executive colleagues circulate any prepared material related to issues raised by Governors after the meeting: <ul style="list-style-type: none"> - Virtual Ward - Improving Accessibility Update - Estates Update - EDI Report and Next Steps - Accommodation for Parents and Families 	Executive Team	16.09.2021	Virtual Ward information has been circulated to Governors – can be closed. Improving accessibility update provided to PESC in early December. Action can be closed. Estates update provided after meeting in September – action can be closed.

Actions On-going/not due

Date	Item No	Action	By Whom	Due Date	Notes
NOT DUE/ON-GOING					
10.09.2020	20/07	Governor Engagement/Work of the Task & Finish Group Wider accountability sessions will be arranged and a NED/Governor meeting is being planned for mid-October. How Governors engage in areas of particular interest is still being explored and reviewed.	H Taylor S Coldwell	On-going	A full round of NED/Governor sessions was undertaken in March 2021. ACTION ON-GOING.
10.09.2020	20/20	Reset and Recovery Programme – update With regard to the Trust's recovery plans and progress in terms of productivity, Governors were concerned about the messaging and communication to constituents and managing their expectations. It would be helpful for messaging that Governors can share with their constituents to be drafted and circulated. Governors who wished to support in this area were invited to do so by contacting the Trust Secretary.	R Beasley R Chew		Communication with patients remains an ongoing issue. The specific exercise with regard to further feedback from patients was not carried forward and this would be revisited.
10.12.2020	20/30	Vaccination Programme Governors were asked to continue to feedback any issues, particularly from constituents, on an ongoing basis to improve the system.	Governors	Ongoing	

ANNUAL REPORT AND ACCOUNTS 2020-21

This page is intentionally blank

***King's College Hospital NHS Foundation Trust
Annual Report and Accounts 2020/21***

16th September 2021

Presented to Parliament pursuant to Schedule 7, paragraph 25(4) (a) of the National Health Service Act 2006

This page is intentionally blank

CONTENTS

SECTION

Introduction

Chair's Statement

Performance Report

Chief Executive's Statement

Overview of Performance

Performance Analysis

Accountability Report

Directors' Report

Remuneration Report

Staff Report

NHSFT Code of Governance Disclosure

NHS Oversight Framework

Statement of Accounting Officer's Responsibilities

Annual Governance Statement

Quality Account

The Auditor's Report and Certificate

Annual Accounts

GLOSSARY

ACRONYM	MEANING
BAF	Board Assurance Framework
BREEAM	Building Research Establishment Environmental Assessment Method
BAME	Black, Asian and Minority Ethnic
CCS	Crown Commercial Services
CCU	Critical Care Unit
CHP	Combined Heat and Power
CIP	Cost Improvement Programme
CO2	Carbon Dioxide
COO	Chief Operating Officer
CQC	Care Quality Commission
CQRG	Clinical Quality Review Group
CQUIN	Commissioning for Quality and Innovation
DH	Denmark Hill Site (King's College Hospital, Denmark Hill)
DHSC	Department of Health and Social Care
DIPC	Director of Infection Prevention and Control
DNA	Did Not Attend
DSPT	Data Security and Protection Toolkit
ECS	Emergency Care Standard (four-hour target)
ED	Emergency Department
EDS	Equality Delivery System
EMS	Environmental Management Scheme
EPR	Electronic Patient Record
ERAS	Enhanced Recovery after Surgery
ESR	Electronic Staff Record
FFT	Friends and Family Test
FSM	Financial Special Measures
FTSUG	Freedom to Speak Up Guardian
GIRFT	Getting It Right First Time
GMC	General Medical Council
GSTT	Guy's and St Thomas' NHS Foundation Trust
H&S	Health and Safety
HFMA	Healthcare Financial Management Association
HIN	Health Innovation Network
HR	Human Resources
ICO	Information Commissioner's Office

ACRONYM	MEANING
ICT	Information Computer Technology
IFRS	International Financial Recording Standards
IGSC	Information Governance Steering Committee
ISO	International Organization for Standardization
IT	Information Technology
JSCC	Joint Staff Consultative Committee
KCH	King's College Hospital
KCL	King's College London
KE	King's Executive
KFM	King's Facilities Management
KHP	King's Health Partners
KITE	King's Improvement Through Engagement
KWfW	King's Way for Wards
LGFC	Lambeth GP's Food Co-op
LGBT	Lesbian, Gay, Bisexual, Transgender
MRSA	Meticillin-resistant staphylococcus aureus
NCEPODS	National Confidential Enquiry into Patient Outcome and Death Studies
NED	Non-Executive Director
NHSI	NHS Improvement
NICE	National Institute for Health and Care Excellence
OHSEL	Our Healthy South East London
PbR	Payment by Results
PHE	Public Health England
PPE	Personal Protective Equipment
PRUH	Princess Royal University Hospital
PSF	Provider Sustainability Fund
PTL	Patient Tracking List
QI	Quality Improvement
R&I	Research and Innovation
QPPC	Quality, People and Performance Committee
RGD	Regulatory Governance Department
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
RTT	Referral to Treatment
SDEC	Same Day Emergency Care
SDMP	Sustainable Development Management Plan
SDU	Sustainable Development Unit
SHMI	Standardised Hospital-level Mortality Index
SIRO	Senior Information Risk Owner
SLAM	South London and Maudsley NHS Foundation Trust

ACRONYM	MEANING
SOF	Single Oversight Framework
UCC	Urgent Care Centre
ULEZ	Ultra Low Emission Zone
USP	Unique Selling Point
VBHC	Value Based Healthcare
VR	Virtual Reality
WRA	Workplace Risk Assessment
WRES	Workforce Race Equality Scheme

INTRODUCTION

Chairman's Statement

I have been Chairman of the Trust for just over two years, and as a local resident, the Hospital at Denmark Hill has been my local hospital for many more. In this most challenging of years, I am proud of what this Trust has achieved, of how well the staff have responded to the challenges they faced, and of the patient-focused care that they continue to deliver in very difficult circumstances.

The Trust has been one of the busiest in the country in dealing with COVID-19. The impact of this, social distancing and enhanced cleaning, impacted on already limited capacity. The Trust did not meet its core access targets and must continue to address these as a matter of urgency. However, the recovery plans that have been put in place in areas such as the Emergency Department and Diagnostics have shown initial promise. Additionally, greater collaboration with the regulators and partners, demonstrates that the Executive is determined to put in place the right checks and balances to eliminate these issues permanently.

We must ensure that the momentum that King's has achieved in the past year is not lost. The Trust must be commended for its response to the COVID-19 pandemic. The expert planning and execution enabled it not only to manage the first surge of patients in all three of its hospitals but also to ensure that its lessons were learnt for Wave Two. During this time the Trust was also at the forefront of the vaccination programme, having delivered its first vaccine in early December 2020.

As we look forward, the NHS is facing a period of unprecedented change, including significant and increased pressure on services. As the Chairman of two Trusts, both must embrace the opportunities afforded by greater collaboration and partnership working. The Acute Provider Collaborative that has been established over the past 12 months with Guy's and St Thomas' NHS Foundation Trust and Lewisham and Greenwich NHS Trust will enable us to build robust and sustainable health systems at a borough level across south-east London as well as develop specialised services for patients from across the country.

I would also like to take this opportunity to thank our Governors and Members for their ongoing support both for the Board and everyone who works at King's. Both groups have always been passionate advocates and critical friends of the Trust.

Finally, I would like to echo and reinforce Clive's praise for all our staff. Everyone I have met has been a passionate and proud advocate, not only of providing the very best care, but also of the Trust's future role in delivering the very best services. Most importantly, it is also very clear from the patients who I have had the privilege to speak to as Chairman, that they cherish King's as their local hospital at the heart of their community.

This last year has been incredibly challenging for the Trust, and across the NHS and country as a whole. I would like to ask the Board to join me in thanking all King's staff for their hard work and leadership through this very difficult time, and further incredible resilience and dedication.

I would also like to thank our King's College Hospital Charity, along with our volunteers, and our local community for their kind donations and support.

I am incredibly grateful to everyone who has collectively and individually contributed to the Trust. I am confident in the Trust's ability to continue to build as we move towards and continue to focus on the recovery of our services.



Sir Hugh Taylor, Chairman

PERFORMANCE REPORT

Chief Executive's Statement

Before I came to King's, I was aware of its reputation for putting patients first, its teaching and its innovative research. Today, I am incredibly proud to be part of this organisation and to lead its incredible staff into the future.

I would like to pay tribute to everyone at the Trust and across the NHS for their response to COVID-19. Under incredibly pressured and constantly evolving circumstances, King's and our colleagues rose to the challenge. From transforming wards to treating the increasing number of COVID-19 patients, retraining and redeploying staff, and collaborating on global vaccine research, and then being at the forefront of the nation's vaccination programme, our own provision of care and support for one another never faltered. Just as COVID-19 will continue to be part of our lives, the Trust will continue to play a key role in mitigating and hopefully one day eradicating this dreadful pandemic in the UK and globally.

While the Trust remains in financial special measures, I am delighted to say that we have ended the 2020/2021 financial year having delivered a balanced budget. Although COVID-19 has meant that the NHS financial framework was different this year, this is still a significant achievement for the Trust. It is the second year in a row that we have achieved our financial 'control total' which has helped us to further improve the confidence of internal and external stakeholders in the Trust's financial performance. We have delivered a capital budget of over £95m, which has allowed us to make significant improvements to wards across all sites as well as to theatres. We have created critical care surge capacity and improved urgency and emergency care facilities at Denmark Hill and the Princess Royal University Hospital. We have also made significant investments in new equipment and created the staff health and wellbeing hubs on the three main sites.

In terms of patient care, King's has continued to report excellent outcomes in terms of mortality using the Summary Hospital-level Mortality Indicator (SHMI). The Trust's COVID-19 case fatality rates also reflected the excellent care our staff delivered during very difficult times. However, delivering consistent operational performance has been more difficult. This year, King's failed either to maintain or improve its patient access standards in emergency, elective, cancer and diagnostic care.

Achieving the Emergency Care Standard has proved challenging for hospitals across the capital. Although attendances were lower for much of the year, social distancing, the need for testing and enhanced cleaning measures impacted on performance. As a result, King's did not meet its performance target. The Trust also failed to meet its targets in cancer and diagnostic testing. Referral to Treatment performance remained unsatisfactory, and we are grateful to the regulators and system partners for their support in this area.

The Trust has had to innovate during the year in order to meet the ongoing needs of our patients. This has included extending the use of virtual clinics, redesigning care pathways and increasing the number of assessments undertaken by telephone. At the end of 2020/21, the Trust implemented a number of recovery programmes and increased innovation will be key to achieving those goals.

As with every Trust, our workforce defines who we are. I have witnessed outstanding care and been inspired by my colleagues on countless occasions. Our staff exemplify the highest standards of patient care, even at a time when the NHS has faced its most formidable and devastating challenge in decades.

King's must continue to foster a workforce culture that is inclusive, and celebrates the diversity of its staff and the communities we serve. Therefore, I am personally committed to ensuring that every member of staff can realise their full potential. During the year we have continued to invest in our staff networks and in the health and wellbeing of all our staff.

There is no doubt that this has been one of the most challenging years in the history of the NHS. I would like to thank our Chairman, Sir Hugh Taylor, the Board of Directors, and our partners for their support. I would also like to pay special tribute to our staff, for the compassionate and safe patient care they provide.

A handwritten signature in black ink, reading "Clive Kay". The signature is written in a cursive style with a large initial 'C' and a long, sweeping tail on the 'y'.

Professor Clive Kay
Chief Executive

Overview of Performance

This section provides information about the Trust, its purpose, the key risks to the achievement of its objectives and how it has performed during the year.

Purpose

King's College Hospital NHS Foundation Trust has as its principal purpose the provision of goods and services for the purposes of the health service in England.

Activities

King's College Hospital NHS Foundation Trust is renowned for the international reputation of its specialty services. These include the tertiary services for liver disease and transplantation, neurosciences, diabetes, cardiac services, haematology and fetal medicine.

For people across south-east London and Kent, King's College Hospital is the designated major trauma centre, as well as a heart attack centre and the regional hyperacute stroke centre. The helipad at King's College Hospital, which opened in November 2016, has reinforced the hospital's position as a major trauma centre for the south of England.

The Trust provides services to local residents of the London Boroughs of Lambeth, Southwark, Bromley, Bexley and Lewisham from its sites at King's College Hospital (Denmark Hill), Princess Royal University Hospital, Farnborough Common, and Orpington Hospital. It also provides services at Beckenham Beacon and Queen Mary's Hospital, Sidcup. These include accident and emergency services, maternity, care of the elderly, orthopaedics, diabetes, ophthalmology, oncology, dermatology and many more. The Trust provides a number of community-based services including dentistry.

The Trust has a reputation as a pioneer in medical research, with a record of innovation in a number of key fields. It is home to a number of leading clinical units and research centres, such as the Clinical Age Research Unit, the HIV Research Centre and the Harris Birthright Centre. Developments have recently begun to establish a new leading-edge Haematology Institute.

Brief History

King's College London was founded in 1829. Clinical teaching in the medical faculty was dependent upon the Middlesex Hospital until 1839 when King's College London gained its own hospital in Portugal Street, which was rebuilt in 1861.

Established in 1840, the original King's College Hospital – a former workhouse – was based on Portugal Street, Holborn, close to Lincoln's Inn Fields in central London. It was first used as a training facility for students at King's College London, but quickly developed into a major hospital for the area.

The hospital moved to its Camberwell site in 1913.

King's became part of the NHS in 1948 as a teaching hospital. The 1960s saw the introduction of a new dental school, maternity block (now the Ruskin Wing) and the King's Liver Unit. This was followed by the Normanby College of Nursing, Midwifery and Physiotherapy. In 1995 the UK's first specialist Motor Neurone Disease Care and Research Centre was established, and the Weston Education Centre was opened in 1997, accommodating the medical school, library and lecture theatres. A new Accident and Emergency Department was opened in the same year.

King's College Hospital gained Foundation Trust status on 1 December 2006. Following the dissolution of South London Healthcare Trust, King's took over Princess Royal University Hospital (PRUH) and Orpington Hospital in October 2013.

Following a financially challenging 2017/18, the Trust was placed in Financial Special Measures on 11 December 2017 for breach of its NHS Provider Licence, having been in enhanced oversight for some years before that. Enforcement undertakings were issued in February 2018 and updated in August 2018. Financial Special Measures remain in place.

Structure

During 2020/21, the Trust moved to a group structure, based around the two main hospital sites, Denmark Hill and the Princess Royal University Hospital and South Sites (PRUH). The Trust has twenty-three care groups, aligned to the site structure as well as a number of pan-Trust corporate services such as Workforce, Finance and ICT.

By organising in this way, the Trust is able to group the resources required for delivering similar types of care so that it could improve patient pathways and increase the efficiency of service delivery. It also aims to provide clearer accountability.

More about the Trust governance model can be found on page 43.

The Trust's Strategic Objectives 2020/21

During 2020/21, the Trust has been working to achieve the following strategic objectives:

- **People and culture**
- **Clinical care**
- **Collaboration & partnership**
- **Research, innovation and education**
- **Enablers**

Sections later in this report outline how we have met these objectives.

Risks to achieving our strategic goals

The Trust's approach to managing risk is outlined in the accountability report later in this document. The Trust has identified a number of risks that could affect the delivery of its strategy including:

- Increased demand for health services and a constrained site: these limit opportunities for expansion and the Trust's ability to meet access targets is made more difficult. Additional waiting list pressure has come as a result of COVID-19.
- Financial and capital constraints: the Trust has recorded a significant deficit in recent years and has limited access to capital monies, an aging estate and a significant maintenance backlog.
- Workforce constraints: attracting and retaining staff as well as ensuring the health and wellbeing of staff.
- Strategic landscape: the Trust works in a complex and changing strategic landscape with multiple partners and stakeholders.
- Clinical and patient safety: the Trust has been slow to deal with complaints and investigations arising out of serious and moderate incidents.

These are covered in more detail on page 97 in this report.

King's Health Partners

The Trust is part of King's Health Partners (KHP), one of the UK's first and foremost Academic Health Science Centres. The partnership was established in 2009, incorporating King's College London, King's College Hospital, Guy's and St Thomas', and South London and Maudsley NHS Foundation Trusts.

Integrated Care System

King's is a partner in Our Healthier South East London (OHSEL), the Integrated Care System that covers the London boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark. This comprises Commissioners, local authorities, acute provider Trusts, primary and community care providers.

Acute Provider Collaborative

In partnership with Lewisham and Greenwich NHS Trust, and Guy's and St Thomas' NHS Foundation Trust, King's established an Acute Provider Collaborative (APC). The initial focus of the APC has been to develop a system wide response to the backlog of patients waiting for treatment in a number of high volume, low complexity areas. Overseen by a Committee-in Common, the APC is working to establish specialty-based hubs across South East London, to ensure that all capacity in the system is utilised as far as possible.

Details of Overseas Operations and Subsidiaries

King's Commercial Services Limited is the company established to oversee some key commercial operations on behalf of the Trust. It has continued to diversify income by expanding commercial activities both in the UK and overseas. It has now been in operation for 10 years.

KCS delivered a surplus of £3.85m to the Trust in 2020/21 including income from its ownership of the Viapath LLP pathology joint venture. During the year, the Viapath structure was changed with the buy-out of Serco in May 2020 and the subsequent buy-in of Synlab in March 2021. The surplus includes KCS's share in Viapath's profit for the 2020 financial year and its share of the disposal profit on the part sale of Viapath to Synlab.

KCH Management Limited continues to develop a hospital management and consultancy business both in the UK and overseas, predominantly in the Middle East. There are currently two outpatient clinics and a full-scale inpatient hospital open in Dubai. The company operates a successful international recruitment business covering nurses and doctors for both King's and other healthcare organisations, although activity in 2020/21 has been hampered by restrictions as a result of COVID-19. The company also delivers education programmes. The company delivered a surplus of £0.93m to the Trust.

King's Facilities Management LLP (KFM) was created to provide a fully managed service across nine diagnostic and treatment facilities. These include theatres, adult critical care, radiology, cardiac catheter laboratories, liver laboratories, endoscopy, renal dialysis, children's critical care and dental. KFM maintains these facilities and equipment, and provides consumables, implants and devices used during clinical procedures.

Separately, KFM provides an end-to-end procurement and supply chain function for the Trust, working with operational leads to identify future requirements for equipment and consumables. KFM seeks to contribute to the Trust through the identification and delivery of cost improvement programme savings through more focused contract management. During 2019, the Trust transferred the management of its outpatient pharmacy service to KFM from Lloyds Pharmacy.

The Trust has consolidated a contribution of £6.647m from KFM for 2020/21.

Financial Performance and Sustainability

2020/21 was an exceptional year for the Trust's finances due to COVID-19. The Trust was funded to reflect 2019/20 costs, with the expectation it would deliver a balanced budget at the end of the year. In practice, the Trust delivered a small surplus.

Liquidity and Capital

In 2020/21 the Trust drew down £34.929m of Central Programme PDC funding and 32.334m Interim Support Capital PDC funding against 2020/21 capital projects. Capital expenditure incurred is in line with the Trust's CDEL allowance.

Total capital expenditure in 2020/21 was £94.412m, which was significantly higher than in previous years. The programme included the continued construction of the CCU, ward refurbishments as well as investment in ICT infrastructure and device upgrades, and medical equipment. The Trust also continued to invest in the buildings infrastructure to ensure the most pressing maintenance needs were addressed. In recent months the main theatres complex at the King's College Hospital (KCH) site has been extensively refurbished.

In order to provide additional critical care capacity through COVID-19, the Trust took the decision to open part of the new Critical Care Unit, leading to the recognition of the CCU as an asset in the accounts. As a result of this, the Trust's annual accounts also recognise an impairment of £50m.

Borrowings and Capital Plan

The Trust's reported total borrowings include past expenditure on the Private Finance Initiative (PFI) schemes for the Golden Jubilee Wing and Ruskin Wing at KCH and the PRUH, and total £141.825.

On 2 April 2020, the Department of Health and Social Care (DHSC) and NHS England and NHS Improvement announced reforms to the NHS cash regime for the 2020/21 financial year. During 2020/21 existing DHSC interim revenue and capital loans as at 31 March 2020 of £735m were extinguished and replaced with the issue of Public Dividend Capital (PDC).

Going Concern

IAS 1 requires management to undertake an assessment of the NHS Foundation Trust's ability to continue as a going concern.

The Trust has prepared its accounts on a going concern basis based on the requirements of the DHSC Group Accounting Manual that: "DHSC group bodies must prepare their accounts on a going concern basis unless informed by the relevant body or DHSC sponsor of the intention for dissolution without transfer of services or function to another entity".

After making enquiries, the Directors have concluded that there is sufficient evidence that services currently delivered by the Trust will continue to be provided and that there is financial provision for this within the forward plans of commissioners. The Directors have therefore prepared these financial statements on a going concern basis.

COVID-19

2020/21 has been an unprecedented year for healthcare. At King's we faced the toughest of challenges, with two significant waves of COVID-19 and at the peak in January 2021, over 770 beds were occupied by COVID-19 patients.

The first COVID-19 positive swab was processed at King's College Hospital (KCH) on the 25th February 2020. One week later on the 3rd March 2020, the Trust admitted the first COVID-19 inpatient, and the number of COVID-19 inpatients rose rapidly during the month. On 4th March 2020 the Trust declared a Critical Incident, and then declared a Major Incident on the 12th March 2020, and moved into a seven day a week Incident Response. On 11th March 2020 the first patient died from COVID-19 at The Princess Royal University Hospital (PRUH), and 4 days later - on the 15th March 2020 - the first death occurred at Denmark Hill (DH).

The Trust moved quickly to implement operational changes in order to increase bed capacity to treat COVID-19 patients and release staff to reallocate them as needed, whilst ensuring the Trust continues to deliver high quality care for all our patients including:

- Instigating the gold-silver-bronze command structure designed to provide the Trust with a clear and easy to understand process for strategic planning and decision making in times of crisis. Gold command being responsible for strategy, and overall management of the Trust; silver being responsible for developing a tactical plan or response; and bronze implementing the tactical plan on the ground.
- Stopping all elective inpatient activity, with the exception of life- or limb-threatening conditions.
- Changing staff roles and responsibilities, for both clinical and non-clinical staff to meet the needs of King's during these challenging times. Staff affected have been provided with the appropriate training and support to upskill them.
- Staff health and wellbeing hubs to provide a space for staff to take a break and learn techniques for managing stress have been established and staff testing for COVID-19 is in place.
- Ensuring adequate provision of personal protective equipment (PPE) in line with PHE guidance, providing fit-testing and fit-checking of PPE.
- Procuring additional medical equipment and supplies as demand increases.
- Extending the seven-day working model to clinical and non-clinical areas to support our staff that are on the frontline.
- Strengthening our 'deteriorating patients' quality improvement workstream through development of a COVID-19 specific resource to enable our staff to recognise early patient deterioration, to assess the patient in a systematic approach, early escalation and prioritise safety at all times.
- Ensuring appropriate and robust financial governance frameworks were in place to support a fast-moving situation.
- Opened part of the new Critical Care Unit to provide additional critical care capacity for very sick patients.

It is important to recognise the speed at which the COVID-19 pandemic has impacted the Trust. King's College Hospital has been one of the largest treatment centres for COVID-19 in the country.

Between Waves One and Two of the pandemic there was a period of approximately 5 months where, as an organisation, and as a system, the process for recovery commenced.

As with all organisations in the NHS, COVID-19 has triggered incredible transformation. The Trust accelerated innovative ways of working and expanded its horizons to imagine a radically different way of providing patient care.

The Trust developed and implemented a Reset and Recovery programme focusing on using the opportunity of our learning to embed the transformation afforded by the first Wave, to manage the very significant patient backlogs, and to build resilience for a second and any subsequent waves.

A South East London (SEL) Acute Provider Collaborative (APC) with neighboring acute Trusts was established with the goal of working together to provide equity of care across our sector. Worked at a London region level to standardize and formalize our approach in a range of areas including critical care, diagnostics, elective care hubs, and workforce.

The Trust carried out a Wave One Review and identified what had worked well, what the Trust needed to do better in future, and what had not been addressed but needed to be in subsequent waves. This Review proved invaluable in dealing with the second wave of the pandemic.

The ongoing pandemic has led to us facing further significant operational, clinical and workforce challenges, and the response of our staff has continued to be inspirational. Not only have our colleagues

delivered exceptional care to patients often in some of the most difficult circumstances, but they have also continued to provide each other with great kindness and support.

The second wave of the COVID-19 Pandemic arrived quickly. On the 18th December 2020 there were 90 patients in the Trust with COVID-19, and by the 11th January 2021 this had risen to 776 - a nearly 9-fold increase within a 24 day period. Operationally, the approach was not dissimilar to wave one, with a continuous cycle of converting wards to accommodate COVID-19 patients, redeployment of staff across the Trust, and with a similar command and control structure in place. However, there were some notable differences:

- Our approach to staff wellbeing was enhanced by a psychosocial offer to support teams, with a focus on trauma, fatigue, anxiety and retention.
- Patients were younger (average age 64) and the balance between white and BAME patients was more reflective of the general population.
- Mortality rates were lower in Wave 2 than in Wave 1 and average length of stay for patients under 80 was lower.
- There were changes to clinical treatment including increased use of drugs such as Remdesivir and Dexamethasone.

PERFORMANCE ANALYSIS

Summary of performance

As noted elsewhere in this report, 2020/21 has been unprecedented for King's. The Trust dealt with two waves of COVID-19 over several months. In turn, this has impacted on the Trust's ability to meet its core constitutional targets, particularly in relation to referral to treatment targets. The need to ensure social distancing measures as well as the need for enhanced cleaning regimes has reduced the Trust's efficiency and impacted on all aspects of our delivery.

Nevertheless, the Trust made some progress in delivering against its strategic objectives as shown below.

DOMAIN	OBJECTIVE	Achievements
<p>People and culture We care about each other We are inclusive, empowered and engaged</p>	<ul style="list-style-type: none"> • Deliver embedded and comprehensive health and wellbeing programme – including staff support, personal development and leadership development • Learn from our staff and best practice to drive inclusivity and equality and tackle prejudice in all forms – aiming for King's to be an exemplar in this field • Develop and nurture a culture where our shared values are consistently celebrated and demonstrated every day • Implement and embed the new clinically-led, site-based group model 	<ul style="list-style-type: none"> • <i>A full programme of well-being and recovery support for staff, informed by best practice, as well as staff well-being hubs established at main sites.</i> • <i>New structures in place, with clinically led care groups.</i> • <i>Engagement with staff to refresh the Trust Values and to develop the new People and Culture Strategy.</i>
<p>Clinical care We care about our patients and their families</p>	<ul style="list-style-type: none"> • Develop and deliver post COVID-19 recovery trajectories for elective, emergent and diagnostic needs of our patients, working with system partners • Develop and deliver agile and responsive winter and surge plans, working with system partners • Embed a culture of continuous quality improvement, learning from and listening to our patients and their families 	<ul style="list-style-type: none"> • <i>Recovery trajectories in place</i> • <i>Winter and surge plans developed and implemented.</i>
<p>Collaboration & partnership We collaborate with our partners</p>	<ul style="list-style-type: none"> • Work within the SE London ICS Acute Provider Collaborative to deliver our clinical care objectives • Develop our clinical strategy, with GSTT and other system partners • Deliver the Pathology collaborative 	<ul style="list-style-type: none"> • <i>APC established & contributing to our clinical care objectives</i> • <i>Delivery of the clinical strategy progressed and Pathology collaborative developed and delivered</i>
<p>Research, innovation and education We are curious</p>	<ul style="list-style-type: none"> • Maintain our position as a leader in delivery of COVID and non-COVID research, with KCL colleagues • Develop PRUH as a research active site, increasing participation and improving equity of access 	<ul style="list-style-type: none"> • <i>Trials open & no of participants, overall and across sites (see page 24 for more detail on King's research)</i>
<p>Enablers We can do</p>	<ul style="list-style-type: none"> • Deliver our 2020/21 control total and invest in our estate to deliver our key needs as a Trust and system • Progress the FBC & mobilisation for an integrated EHR with GSTT • Deliver key capital schemes, including backlog and infrastructure, to capital plan 	<ul style="list-style-type: none"> • <i>Financial Targets met</i> • <i>EHR BC agreed, mobilisation under way</i> • <i>A number of capital schemes delivered, including ward refurbishments, backlog maintenance and equipment renewal.</i>

Meeting Core Constitutional Targets

Performance has been severely impacted by the impact on COVID-19, throughout the year. The Trust made the difficult decision to stop all elective activity during Wave One at the start of the year, and although some activity continued during Wave two, it was extremely limited.

At peak periods of COVID-19 demand in 2020/21 over half of our available beds were occupied by COVID-19 positive patients, making the Trust one of the largest COVID-19 treatment centres nationally. Successive COVID-19 admission waves meant the Trust had to curtail elective activity to safely treat those with immediate care needs, and to reduce admissions during period of high infection risk.

The Trust has put considerable emphasis on improving performance against the core NHS access targets for emergency care, referral to treatment (RTT), cancer treatment and diagnostics, and recovery programmes, which are regularly monitored, are in place for all targets. Through the Acute Provider Collaborative, a partnership with Guy's and St Thomas' NHS Foundation Trust (GSTT) and Lewisham and Greenwich NHS Trust (LGT), the Trust is ensuring patients with the greatest clinical need are being prioritised, as well as those that have been waiting the longest.

This enforced reduction in elective throughput has created a distorted elective waiting list profile for diagnostics and elective treatment, and significantly increased the number of patients waiting longer than the target 18 weeks.

In response, the Trust has deployed enhanced clinical prioritisation protocols and clinical harm assessment methods. Patients who are a high clinical priority have been seen and treated normally, usually within a few weeks.

In parallel, the Trust has developed a detailed recovery plan to ensure we restore routine elective waiting times as rapidly as possible, while also meeting the needs of our urgent care demand at pre pandemic levels. We have worked with our neighbouring provider Trusts to ensure our plans exploit all available options for mutual aid and equalisation of waiting times across our sector.

Referral to Treatment (RTT)

The total number of patients waiting on the Trusts RTT waiting lists has continued to increase as referrals return to normal levels following the January peak in COVID-19 demand. At end of March 21 the Trust had 61,635 patients waiting for treatment.

The number of patients in the 18+ week backlog has also increased to 21,670 in March in comparison to a low of 15,559 at the end of December. This generated a compliance level of 60.5% against the constitutional standard of 92.0% of patients waiting less than 18 weeks.

Despite the growth in waiting list size the Trust stabilised the number of patients waiting 52+ weeks in March at 6,788. This compared to less than 500 at the end of 2019/20.

Emergency Care Standard

Having reduced significantly in the early part of the year, A&E attendance volumes have increased consistently since January 21 and had returned to the pre COVID-19 baseline range by the end of March 2021. The Trust achieved an average of 83% over the 12 month period, well below the target of 95%. Recovery plans are in place for both sites, which focus on improving patient flow.

Diagnostic waiting times

The number of patient waiting greater than 6 weeks for a diagnostic test increased significantly over the 12 month period and averaged 63.6% over the year. By the end of March 2021, through focused recovery schemes compliance improved to 30.98%.

Cancer

2 Week Wait standard (GP referral): The Trust averaged 69.5% over the year against a target of 85%. In respect of the target for all cancer referrals from a GP to have their first treatment within 62 days, the Trust averaged 69.2% against a target of 90%.

Single Oversight Framework performance for 2020/21

Single Oversight Framework Indicator		Kings College Hospital NHS Foundation Trust												Total for 2020/21
	Target	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	
RTT Incomplete Performance	92.0%	68.5%	58.7%	46.7%	39.3%	48.2%	57.2%	64.8%	70.4%	72.7%	70.5%	65.9%	64.8%	60.5%
Cancer 62 day referral to treatment - GP Referral	85.0%	63.4%	66.2%	64.3%	64.6%	73.0%	76.8%	76.6%	80.7%	74.7%	58.3%	49.4%	70.3%	69.5%
Cancer 62 day referral to treatment - Screening Service	90.0%	75.0%	66.7%	0.0%	0.0%	62.5%	84.6%	90.0%	89.1%	84.8%	56.4%	65.8%	70.0%	69.2%
Diagnostic Waiting Times Performance < 6 weeks	> 99%	40.7%	39.8%	48.4%	58.4%	65.3%	73.2%	78.3%	80.7%	78.6%	59.8%	60.2%	69.0%	63.6%
A&E 4 hour performance (Sitrep)	95.0%	82.8%	91.1%	90.7%	93.6%	88.9%	85.3%	81.5%	82.3%	73.7%	67.4%	76.4%	80.9%	83.0%
Summary Hospital-level Mortality Indicator (SHMI)	< 1	0.98	0.98	0.97	0.96	0.96	0.96	0.96	0.97	0.98				0.97
VTE Risk Assessment	95.0%	98.7%	98.7%	98.6%	98.4%	98.3%	98.0%	98.1%	98.5%	98.4%	98.3%	98.1%	98.3%	98.4%
Clostridium difficile rates	110	5	6	6	10	7	9	5	8	10	9	9	11	95

Infection Prevention and Control

The Trust continues to monitor all other instances of healthcare-associated infections as a matter of priority. In 2020/21 there were 4 cases of meticillin-resistant staphylococcus aureus (MRSA) at the Trust.

In 2020/21 there were 95 cases of C. difficile across the Trust. This was below the target set by the Department of Health and Social Care (DHSC) of 110, although higher than last year's incidence.

C. difficile performance

	Cases in 2020/21	DHSC site quota for 2020/21	Cases in 2019/20
Total C. difficile cases at King's	95	110	80

Clinical Outcomes

King's continues to report excellent outcomes in relation to mortality. As a Trust, its mortality, as assessed using the NHS Digital Summary Hospital-level Mortality Indicator (SHMI), is 0.97, which is consistent with 2019/20. There are some differences between the two main Trust sites – KCH and the PRUH. This is generally as a result of differences in the demographics of the two patient groups.

Mortality is lower than expected or as expected for: trauma, stroke, acute myocardial infarction, pneumonia, sepsis, acute kidney injury, hip fracture, endocrine surgery, bariatric surgery, nephrectomy, hip and knee replacement surgery, emergency laparotomy and renal replacement therapy.

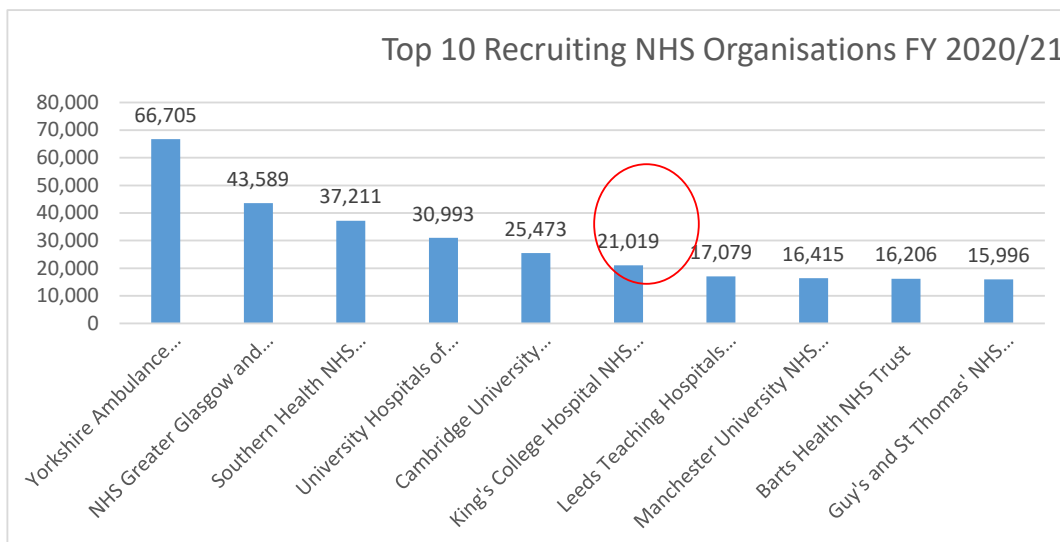
More detail on the Trust's clinical outcomes can be found in the Quality Account, later in this document.

Research at King's

Research at King's was significantly affected during 20/21 due to the COVID-19 pandemic. Many clinical staff were redeployed to the clinical frontline or to support Urgent Public Health (UPH) Research studies at both Denmark Hill and PRUH. The non-COVID-19 portfolio was suspended for a time nationally to allow focus on the Urgent Public Health Studies and the high priority non-COVID-19 studies which would potentially have a favourable outcome on extending life or preserving limbs.

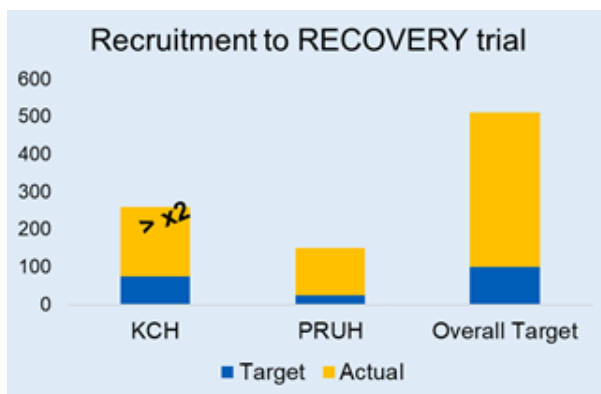
Despite the restrictions noted above, the Trust was able to report an excellent performance in research for both the overall research portfolio and the COVID 19 studies:

Overall KCH recruited 21,019 patients to studies on the NHR portfolio in FY 20/21 – **The 6th highest NHS organisation in the UK and the highest recruiting NHS Organisation in South London.** The top three NHS organisations have a large single COVID-19 study that accounts for the very high numbers.



In terms of COVID-19 research, two COVID-19 research teams – one at Denmark Hill and one at PRUH – were established to recruit to the Urgent Public Health COVID-19 studies as well as other COVID-19 studies that were sponsored by the Trust or other King's Health Partners (KHP) organisations.

- King's opened and recruited to 55 Urgent Public Health studies – 12th highest Trust for number of UPH studies open in the UK.
- The Denmark Hill COVID-19 research team recruited the first UK patient to the Gilead Remdesivir study – the results of this study led to rapid FDA and MHRA approval. By the second wave Remdesivir was being used clinically within the Trust.
- The PRUH COVID-19 research team recruited the first European patient to a commercial COVID 19 study – ALEXION
- The premier Urgent Public Health study is RECOVERY – through this platform study the use of Dexamethasone in intermediate and severe cases of COVID 19 has now been implemented into clinical guidelines across the UK. KCH significantly over-recruited to this study against the agreed recruitment target.



Freedom to Speak Up Guardian



All NHS Trusts and NHS Foundation Trusts are required by the NHS contract to have a named Freedom to Speak Up (FTSU) Guardian. The way the role is implemented is up to each individual Trust. There is also a National FTSU Guardian whose role is to advise NHS Trusts and Guardians on best practice, to enable staff to speak up safely in their local Trusts. In 2020, the Trust appointed a full time Freedom to Speak Up Guardian, Jacqueline Coles. She is supported by a network of ambassadors to promote the importance of being able to speak up across the Trust. Nicholas Campbell-Watts is the Non-Executive Champion for Freedom to Speak Up. More information about FTSU Guardian can be found in the Quality Account.

Anti-Bribery Policy

King's has a zero-tolerance policy towards fraud and bribery. Appropriate policies are in place and the Counter Fraud Team ensures compliance, overseen by the Audit Committee.

Community Engagement

The Trust recognises the importance of working with patients, stakeholders and the wider community to ensure that service delivery meets their needs. A summary of how the Trust has met this goal in the last year can be found on pages 56-7.

Equality and Human Rights

The delivery of services at Kings in supporting the needs of our diverse local population remains a priority for the Trust. This has been heightened as we continue to respond to the pressures and demands of COVID -19. The learning following the first wave of COVID-19 and the impact on specific groups of people for example our Black and Minority Ethnic (BME) patients, and Older Adults, has enabled the Trust to tailor support, services and interventions to respond sensitively to the specific needs of individuals carers and their families.

The agenda of Equality Diversity and Inclusion (EDI) has been a key focus for the Trust, resulting in a range of activities and interventions to support equality of service delivery, for example they include:

- Testing of our revised Equality Risk Assessment Framework (ERAF) whilst still in draft the framework has been tested on key policy, procedures and specific areas of decision making during the 2nd wave of COVID-19.
- Workforce EDI awareness raising and understanding difference when delivering care to our patients carers and families
- Geriatric Medicine LGBTQ+ awareness in supporting the needs of older adults from our LGBTQ+ communities
- Connecting with our local communities, through local voluntary sector organisations
- **End of Life and Bereavement care** respecting religious beliefs, rituals and culturally sensitive care at End Of Life
- Refocus of our Access to Services Programme, prioritising:
 - Customer Care**
 - Signage and Wayfinding** – Dementia friendly, languages of our local communities
 - Physical space** – Accessible changing room facilities for patients and carers who have a disability
 - Telephony** and Accessible information/communication.

King's Sustainable Healthcare for All

Summary of Sustainability Performance in 2020/21

The past year has presented significant challenges to the way we deliver our services, and in some respects has affected our environmental impact, for example the heightened consumption of plastic PPE. Nonetheless, as we review our performance over 2020/21, notable progress has been made in terms of sustainable development, carbon reduction and establishing a clear action plan for the next 5 years.

Table 1: Summary of performance

	2019/20	2020/21	% change	Variance
Energy Management				
Energy Expenditure (£)	6,713,380	6,554,307	-2%	-159,073
Energy Consumption (kWh)	147,526,557	148,518,835	0.7%	992,278
Energy Carbon Emissions (tCO ₂ e)	28,337	28,093	-1%	-244
Waste Management				
Waste (tonnes)	5,653	5,131	9.2%	521
Waste Management Expenditure (£)	1,850,000	1,499,492	18.9%	350,508
Water Management				
Water Consumption (m ³)	295,478	294,099	0%	-1,379
Procurement Management*				
Procurement Expenditure (£)	423,234,831	586,574,622	39%	163,339,791
Procurement Carbon Footprint (tCO ₂ e)	189,117	285,722	51%	96,605
Medical Gases				
Anaesthetic Gases (tCO ₂ e)	3,015	2,460	-18%	-555
Inhalers (tCO ₂ e)	456	271	-41%	-185

*Note: procurement expenditure and carbon footprint data analysis use a spend data proxy and P4CR methodology provided by the SDU which presents significant limitations and inaccuracies. A detailed account of our emissions from procurement activity (carbon footprint plus) will be initiated in 2021/22.6

Sustainable Healthcare for All: a Green Plan for King's

King's is committed to being an anchor institution in South East London, continually improving the sustainability of our healthcare by reducing the environmental impact of our services, activities and supply chain, delivering social value to our community and embedding carbon awareness and literacy among our staff.

Our King's Green Plan (Sustainability Strategy) has been developed for 2021-2026, setting out our commitment to sustainable development, a vision of where we need to be, and a plan for how to get there.

In October 2020, England's National Health Service announced its commitment to achieve net zero carbon emissions. The NHS set two clear targets for their net zero commitment:

- The NHS Carbon Footprint (emissions they control directly), will be net zero by 2040, with ambition to reach an 80% reduction from 2028-2032
- The NHS Carbon Footprint Plus (emissions they can influence), will be net zero by 2045, with ambition to reach an 80% reduction from 2036-2039

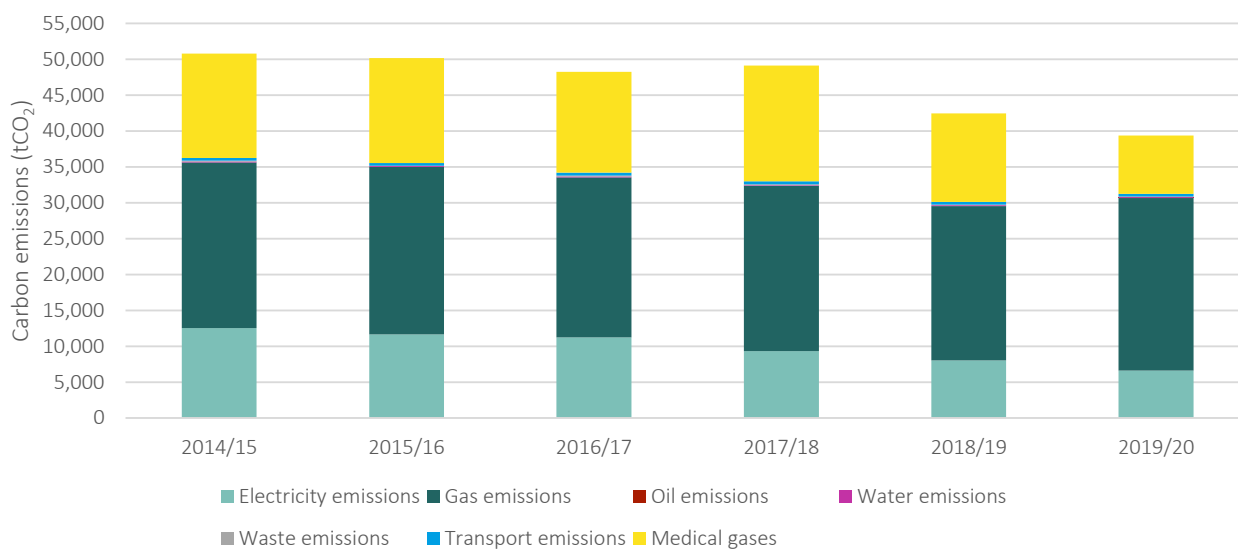
As outlined in the report, *Delivering a 'Net Zero' National Health Service*, every area of the Trust will need to act if net zero carbon is to be achieved. Embedding climate action as a key responsibility for all staff and assigning a board-level sustainability lead to support this agenda are also crucial to delivering upon commitments.

Various stakeholders were involved in the development of the Green Plan via a series of workshops and a sustainability survey held throughout Spring 2021. Individuals provided feedback which shaped a number of the priorities and actions established within the strategy. Following this engagement, a Sustainability Steering Group has been established to bring together expertise from across the Trust to enable the delivery of our Green Plan across the key themes of the Sustainable Development Assessment Tool provided by the Greener NHS campaign. King's adopts a holistic approach to sustainability, from encompassing social value and community involvement to greenspace and clinical models.




The Green Plan has been approved by the King's Executive and is awaiting approval by the Finance, Commercial and Sustainability committee of the Board (July 2021) and is sponsored by Lorcan Woods, Chief Financial Officer.



Progress Against Carbon Reduction Targets



Aligned with the NHS' net zero targets outlined above, King's has set an interim target of a 44% reduction by 2026 against a 2019/20 baseline. This will position the Trust favourably to achieve net zero carbon by 2040 and net zero carbon footprint plus by 2045.









Key successes in 2020/21

Green Plan Theme		Key achievements
	Corporate approach	<p>Over the past year, the Trust has established a strong governance and management structure for its sustainability programme, this includes:</p> <ul style="list-style-type: none"> • Continuing to successfully operate an Environmental Management System (EMS) accredited to ISO 14001 since October 2012. This covers the activities and responsibilities of the Capital, Estates and Facilities Department on the KCH, PRUH and Orpington Hospital sites which are now audited regularly against the standard. • Developing a Trust-wide Green Plan for Board approval • Establishing a clear governance for sustainability, including a Sustainability Steering Group and Board-level Sustainability Lead to drive the delivery of the Green Plan
	Asset management and utilities	<p>Capital, Estates and Facilities have had a successful year in identifying carbon reduction opportunities and setting out a strategy to deliver energy efficiency and carbon reduction across the Trust's Estate. Some key projects from 2020/21 include:</p> <ul style="list-style-type: none"> • The Capital Estates and Facilities is investing rolling-out of energy-efficient LED lighting whenever areas are refurbished or when new buildings are constructed. In 2020/21, King's invested £520,000 on LED Lighting, generating savings of £69,000 and 140 tonnes of CO₂e. • As of the 1st April 2021 King's has switched 100% of the electricity it is responsible for purchasing to renewable electricity. The renewable electricity will come from a blend of sources including hydro, wind, solar, biomass and landfill gas. • New Energy Centre March 2020. • Development of the King's Carbon Roadmap and Decarbonisation Strategy: King's engaged with a technical expert to provide a suite of options outlining the roadmap to net zero estates for the Trust. Over the next 2 years, King's will engage a technical expert to develop a technical solution and develop a strategic outline business case (SOBC) for a decarbonisation plan. • In early 2021, the Trust was awarded £3.2 million grant funding from Phase 2 of the Public Sector Decarbonisation Scheme. This will deliver a £1m LED lighting project and a low carbon heating system to the Golden Jubilee PFI. Both projects are currently anticipated to be completed before the end of 2021, saving around 400 tonnes of carbon emissions annually.
	Travel and logistics	<p>As part of King's commitment to active travel, we are part funding a new secure cycle parking facility next to the new station entrance on Windsor Walk – further information is provided below:</p> <ul style="list-style-type: none"> • Construction Start Date: April 2021 - Completion Date: July 2021 • £200,000 Project, where King's contributed £10,000 • The cycle storage will provide 81 cycle spaces with approximately 16 cycle spaces dedicated to King's / SLaM • Key card access and CCTV monitored <p>King's provides free Dr Bike sessions which run monthly at Denmark Hill, quarterly at Princess Royal University Hospital and quarterly at</p>

		<p>Orpington Hospital. In 2020-21, 32 sessions took place across the three main sites, and 290 bikes were serviced.</p> <p>Electric Vehicle Charge Points In 2020 there was one EV Charge Point at the PRUH. In 2021-22, this will be increased to six across the three sites for use by Capital, Estates and Facilities.</p> <p>Virtual appointments Throughout the pandemic, there has been a shift towards virtual alternatives to reduce the risk of spreading the virus. Video consultations can save patients time and money, eliminating the need to travel to one of our hospitals. Many learnings have been observed and we will continue to embrace new ways of working to improve patient experience and our environmental performance.</p> <p>Additionally, King’s is advancing our “digital by default” strategy through a patient portal and eClinic video consultation platform aimed at increasing patient safety and staff efficiency. The patient portal is designed to inform patients about appointments by automatically sending updates and digital letters to their smartphones. It also enables patient-initiated follow-ups (PIFU) and helps the Trust reduce inbound phone traffic by allowing patients to confirm, cancel or rebook appointments digitally.</p> <p>Monitoring our vehicles for Electric Vehicle suitability: Both KFM and KCH Performance & Compliance fleet were found to be suitable to switch to an EV alternative. KFM has gone on to purchase one Renault Kangoo and KCH has purchased two Renault Kangoo vehicles. Additionally 100% of our fleet is ULEZ compliant.</p>
	<p>Climate adaptation</p>	<p>Air Quality Improvement Initiatives with Cross River Partnership King’s has partnered with Cross River Partnership (CRP) on their Clean Air Villages project which is running for its 3rd year. The project is working with 16 ‘villages’ within 12 London boroughs that have been identified by the <u>Greater London Authority</u> as areas of high pollution and high footfall. KCH staff have been working with Cross River Partnership on an air quality monitoring programme as well as a vehicle energy efficiency assessment.</p>
	<p>Capital projects</p>	<p>Critical Care Centre Work has begun to create a new, 60-bed Critical Care Centre. The facility is being built on top of an existing surgical block. Set over two floors and equipped with state-of-the-art assessment and monitoring equipment, it will provide a better environment for critically unwell patients as well as the staff treating them. The scheme aims to set a new global standard and will improve the sustainability performance of the building through energy efficiency measures, reduced patient stays and a specially-designed rooftop garden, allowing patients who are on life support to spend some time outdoors.</p> <p>Net Zero Hospital Buildings In late 2021, King’s will begin to align our capital project requirements with the upcoming Net Zero Standard for Hospital Buildings. This will involve a thorough review and update of project requirements,</p>

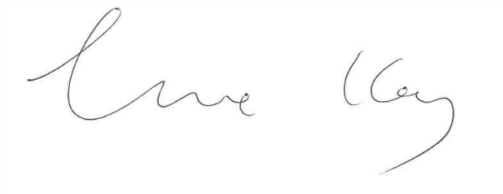
		strategies and policies – as well as providing training among our Capital, Estates and Facilities staff to embed carbon literacy.
	<p>Greenspace and biodiversity</p>	<p>Despite the challenges presented by lack of space, we recognise the importance of greenspaces being part of the sustainability and wellbeing agenda and have been very creative in providing greenspaces across sites. Various greenspace projects have been undertaken in 2020/21:</p> <ul style="list-style-type: none"> • Walk in the Wild Side Garden • Every year we planted £5K worth of bulbs • Newly refurbished children’s garden • Garden Donated by Chelsea Flower Show • A number of window ledge gardens • Wildflower beds in the car park <p><u>King’s College Hospital Charity</u> The charity fundraised from various sources including an appeal to the local community for this and fully funded the Outdoor CCU. The charity continues to explore greening projects at Denmark Hill, including new garden areas for staff and for patients. Additionally, they fund the maintenance of DH gardens and last year, fully funded the installation of apple trees at all three hospital sites.</p>
	<p>Sustainable care models</p>	<p>As part of the work of the Sustainability Steering Group at Kings, Dr LJ Smith has created a SusQI programme. This brings together Quality Improvement methodology with methods to move to more sustainable healthcare, and uses tools developed by the Centre for Sustainable Healthcare.</p> <p>In early 2020, the Trust held an introductory session which covered the impact of Climate Change on human health, the contribution of healthcare activity to the climate emergency, and targets to reduce our carbon footprint set out in the NHS Net Zero plan. Staff then formed teams to work on particular areas and are continued to be supported in developing their projects. We currently have projects working on: PPI and plastic waste; oxygen use; green spaces; active travel; inhaled medications; and carbon footprinting specific services. To meet our targets, this needs to be a focus for the whole organisation. A key role for the Sustainability Steering Group is to provide training but also to connect clinical ward staff to colleagues in infection control, waste services, estates and pharmacy so that we can think broadly about interventions with impact.</p> <p>The aspiration is for this to be a rolling programme of training and support for QI projects, supporting staff to lead on changes to the way we practice every day. This will help the Trust meet its responsibilities in relation to its carbon footprint, but more than this, it will help empower our workforce and live our values. The next phase of the project will be working with the Continuous Improvement Team to develop a SusQI programme for IMTs which will be embedded in their training programme.</p>

	<p>Our people</p>	<p>The Trust's Green Champions Network has expanded and is now made up of over 200 staff representatives. This group provides feedback on initiatives and is a forum for idea sharing to be escalated and agreed by the Sustainability Steering Group. Following the development of the Green Plan, a sustainability communications plan has been developed. This provides an ongoing calendar of activities, in line with upcoming events such as NHS Sustainability Day and COP26. Our sustainability badge, Sustainable Healthcare for All has also been established to strengthen the identity of King's sustainability programme and the Trust is working to introduce sustainability within corporate induction in 2021.</p>   
	<p>Sustainable use of resources</p>	<p>Procurement KFM With our South East London ICS partners, we have committed to implementing an inventory optimisation and intelligence service. Efficient management of medicine and hospital supplies will reduce unnecessary, costly waste. The key goals of the project include:</p> <ul style="list-style-type: none"> • Develop analytics and reporting tools with a goal of improving patient safety, achieving increased operational efficiency and cost efficiencies • Utilise the analytics and reporting tools with a goal of achieving agreed efficiencies and cost reductions • Demonstrate the impact of managing clinical supplies and medicine spend together at scale • Build a service model for the ICS which can be scaled up and adopted by other hospital groups in the UK <p>Waste Management The Trust aims to continually improve the sustainability of waste management across its sites. In 2020/21, key projects include:</p> <ul style="list-style-type: none"> • Offensive waste segregation • Recycling segregation • Crisp packet recycling • Re-usable cups • Waste refresher training • Theatre/Day Surgery Recycling • Shrink wrap recycling • All plastic cups are now paper • Order paper bags to replace the plastic ones • Trial of reusable cups on wards instead on plastic <p>In 2021/22, the Trust aims to sign the NHS Plastics Pledge and further eliminate single-use plastics across highly wasted items.</p>

	<p>Greenhouse gas emissions</p>	<p>Medical gases contribute approximately 10% of King’s carbon emissions. In 2020/21, we have continued to drive improvements to reduce the environmental footprint of our medical gases, particularly from anaesthetic gases and inhalers.</p> <p>The current interventions for anaesthetic gas reduction have been focused on desflurane and include:</p> <ul style="list-style-type: none"> • Certain clinical area’s vaporisers have been removed from the back-bars. • Conducting an hour-long educational webinar for the department on sustainable anaesthetic practices. • Creating billboards showing a monthly usage of desflurane to measure and communicate progress. • Developing recycling in the various theatre footprint anaesthesia covers • Beginning to rationalise our nitrous usage. <p>Dry powder inhalers (DPIs) have a carbon footprint 18 times lower than metered dose inhalers (MDIs). Pharmacists and clinical staff are supporting patients to switch to low carbon inhalers (DPIs), where clinically appropriate. In 2020/21 24% of the inhalers prescribed were low carbon DIPs, decreasing the carbon footprint of inhalers by 41% since 2019/20.</p>
---	---------------------------------	---

Summary of Performance

The strategic report was approved by the Board of Directors on 29th June 2021 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'Clive Kay', is centered within a light gray rectangular box.

Professor Clive Kay
Chief Executive

Date: 29th June 2021

Significant issues and events since the end of 2020/21

The impact of the COVID-19 pandemic continues on the Trust's ability to deliver the full range of services normally provided.

The performance report was approved by the Board of Directors on 29th June 2021 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'Clive Kay', is centered within a light gray rectangular box.

Professor Clive Kay
Chief Executive

Date: 29th June 2021

ACCOUNTABILITY REPORT 2020/21

2.1 Directors' Report

Governance Framework

King's governance framework comprises its membership body, the Council of Governors and the Board of Directors.

The Trust's membership is drawn from patients, staff and individuals from the local constituencies it serves. More information about recruiting and involving members in the life of King's starts on page 56.

The Council of Governors is elected by the membership or appointed in accordance with the Trust Constitution and the 'fit and proper' persons test described in the provider licence. The Council of Governors is responsible for representing the interests of members and stakeholders in the governance of King's. The Council of Governors exercises statutory powers, such as the appointment or removal of non-executive directors, appointing the external auditor, approving mergers, acquisitions and significant transactions, holding the non-executive directors individually and collectively to account, and representing the interests of members and the public. The Council of Governors meets formally four times per year to discharge its duties. The matters specifically reserved for the Council's decision are set out in the Trust's Constitution. More information about the Council of Governors, including its composition and terms of office, can be found on page 49.

Led by the Chair, the Board of Directors sets King's strategy, determines objectives, monitors performance and ensures that adequate systems are maintained to measure and monitor effectiveness, efficiency and economy. It decides on matters of risk and assurance, and is responsible for delivering high quality and safe services. It provides leadership and effective oversight of King's operations to ensure it is operating in the best interests of patients within a framework of prudent and effective controls that enables risk to be assessed and managed. Further information about King's internal controls and approach to clinical and quality governance can be found in the Annual Governance Statement starting on page 93.

The Board of Directors, comprising the Chair, non-executive directors and executive directors, are collectively responsible for the success of King's. All directors meet the 'fit and proper' persons test. The terms of office and voting rights of each director is recorded later in this section of the annual report. The Board considers that all of its non-executive directors are independent in character and judgement, including Professor Richard Trembath, who is the representative from the Medical School at King's College London. Non-executive directors bring a breadth of expertise to the Board and provide objective and balanced opinions on matters relating to Trust business. The independence of non-executive directors is tested at interview and at their annual performance review.

The Board meets quarterly and has a formal schedule of matters specifically reserved for its decision. The Board delegates some other matters to its committees and the executive directors.

The Trust's Constitution sets out the roles and responsibilities of the membership body, Council and the Board. It also details the procedures for resolving any disputes between the Council of Governors and the Board of Directors. To develop an understanding of the views of members and governors, Board members attend meetings of the Council of Governors and its committees, the Annual Members' Meeting, and community events.

Board of Directors

Executive directors are full-time King's employees. Non-executive directors are appointed by the Council of Governors on a four year fixed term. The Council of Governors has the power to remove non-executive directors. Executive Directors manage the day-to-day running of King's whilst the Chair and the Non-Executive Directors provide strategic and board-level guidance, support and challenge. The Board benefits from the wide range of skills and experience of its members, gained from NHS organisations, other public bodies and private sector organisations. The skills portfolio of the directors, both executive and non-executive, includes accountancy, audit, education, management consultancy, commercial, communications, transformation and medicine. This broad coverage of knowledge and skills strengthens the effectiveness of the Board, giving assurance that it is balanced, complete and appropriate to supporting King's in meeting its objectives.

During 2020/21, the Board of Directors comprised:

Chair	Sir Hugh Taylor
Non-Executive Directors	Nicholas Campbell-Watts Professor Jonathan Cohen Akhter Mateen (from 16th July 2020) Professor Ghulam Mufti (to 31 December 2020) Sue Slipman Christopher Stooke (to 18th June 2020) Professor Richard Trembath Steve Weiner
Chief Executive Officer	Professor Clive Kay
Chief Financial Officer	Lorcan Woods
Chief People Officer	Dawn Brodrick (to 30th June 2020)
Acting Chief People Officer	Louise Clark (from 1st July 2020)
Chief Nurse and Executive Director of Midwifery	Professor Nicola Ranger
Chief Medical Officer	Dr Leonie Penna
Executive Director for Clinical Strategy & Research (Joint GSTT)	Professor Julia Wendon (to 4th January 2021)
Chief Digital Information Officer (Joint GSTT)	Beverley Bryant
Executive Director of Integrated Governance	Caroline White (to 31st December 2020)
Chief Strategy Officer	Jackie Parrott (to 12th February 2021)
Denmark Hill Site Chief Executive and Group Deputy CEO	Bernie Bluhm (to 20th May 2020)

	John Palmer (from 18 th May to 20 th August 2020)
Denmark Hill Site CEO	Julie Lowe (from 7 th September 2020)
PRUH and South sites CEO	Jonathan Lofthouse

Following a restructure of portfolios and posts, the following posts were disestablished.

Executive Director of Integrated Governance	Caroline White (to 31 st December 2020)
Executive Director for Clinical Strategy & Research (Joint GSTT)	Professor Julia Wendon (to January 2021)

Non-Executive Directors

Sir Hugh Taylor

Sir Hugh was appointed as interim Chairman of King's in February 2019 and commenced the role at the beginning of March 2019. He had a long and distinguished career in the civil service, which included senior roles in the Department of Health and NHS Executive, the Cabinet Office and the Home Office.

His most recent appointment before joining the Trust was as Permanent Secretary at the Department of Health, from which he retired in July 2010. Sir Hugh is also Chair of Guy's and St Thomas' NHS Foundation Trust.

Sir Hugh Taylor's appointment as Chair of the Trust was extended by the Council of Governors in December 2020.

Voting Board Member. Term in Office: March 2019 to January 2023

Nicholas Campbell-Watts

Nicholas Campbell-Watts has spent much of his career predominantly at a senior level in the voluntary sector, working with people and communities experiencing multiple and complex health and social care challenges, linked to mental health, learning disabilities, homelessness or offending.

Currently working for Certitude, a London charity, he has a track record of involvement in system and organisational change and transformation and also previous experience as a Non-Executive Director at Lambeth NHS Primary Care Trust. Nicholas lives in Lewisham, and has lived and worked in South London for over 30 years.

Voting Board Member. Term in office: January 2020 to Current (four-year term)

Professor Jonathan Cohen

Professor Cohen completed his medical degree at Charing Cross Hospital Medical School in 1975 and has worked in the NHS in the field of infectious diseases for over 30 years, becoming Chair and Head of Department at Hammersmith Hospital and Imperial College School of Medicine. His research interest is severe bacterial infections and he has an international reputation for his work in helping to develop new forms of treatment for sepsis and septic shock.

He was the founding Dean of Brighton and Sussex Medical School, which has already provided over 1,000 new doctors to the NHS. He has also served as member or Chair for a wide range of national and international bodies, and spent five years as Editor-in-Chief of the International Journal of Infectious Diseases. He is immediate past President of the International Society for Infectious Diseases, a Trustee of Versus Arthritis and Chair of the Appeal Panel for NICE.

Voting Board Member. Term in office: September 2015 to Current (re-appointed in December 2019 for a further four-year term)

Akhter Mateen

Akhter Mateen is a former Chief Auditor of Unilever. He retired from Unilever in Dec 2012. In his 29 year career he has held high-level finance roles in Pakistan, Bangladesh, U.K., Latin America, South East Asia and Australasia. Since 2014 he has held non-executive roles in various public, private and not-for-profit organisations. Currently he is Deputy Chairman and Audit Committee Chair of Great Ormond Street Hospital Foundation Trust, a Non-Executive Director of CABI - a not for profit international development organisation, Chair and Trustee of Malala Fund UK – focusing on 12 years of free, safe and quality education for girls around the world, and a trustee of Developments in Literacy (DIL) UK – a charity contributing to the education of the underprivileged in Pakistan. He has an MBA in Finance.

Voting Board Member. Term in office: July 2020 to Current (four-year term)

Sue Slipman

Sue Slipman was the founding Chief Executive of the Foundation Trust Network, the national trade association for authorised and aspirant Foundation Trusts in the NHS. She was also Director of the campaigning charity The National Council for One Parent Families, and ran the Gas Consumers Council.

She was an Executive Director at Camelot, where she held the role of Director of Corporate Responsibility before becoming Director of Communications. She has been Chair of the Financial Ombudsman Service and has held a number of non-executive positions in public life.

Voting Board Member. Term in office: July 2012 to Current (re-appointed in 2020 until July 2022)

Professor Richard Trembath

Professor Trembath completed his medical degree at Guy's Hospital Medical School, University of London, in 1981. He is a clinician scientist, internationally recognised for sustained contributions to medical science through the development and application of genetics and genomics to an enhanced understanding of the pathogenesis of rare and common human disease. He has championed translational bio-medical research and provides leadership for academia in the UK and beyond. His research interests include the identification and characterisation of genes and the molecular pathways underlying a range of human common and rare disorders.

He is the Provost/Senior Vice President (Health) at King's College London and Executive Director of King's Health Partners. From 2011 to 2015 he was Vice-Principal for Health at Queen Mary, University of London, and a non-executive director of Barts Health NHS Trust.

He was a founding Director of the National Institute for Health Research Comprehensive Biomedical Research Centre in association with Guy's and St Thomas' NHS Foundation Trust. He is a Fellow of the Academy of Medical Sciences and a former Senior Investigator for the National Institute of Health Research.

Voting Board Member. Term in office: December 2016 to Current (University appointment)

Steve Weiner

Steve has spent most of his career in finance with international consumer goods group Unilever. He retired from his role as Global Controller and part of Unilever's finance leadership team in 2018. He has extensive experience in making operational and commercial decisions involving large budgets and complex financial constraints, and in leading and developing multicultural teams.

Voting Board Member. Term in office: January 2020 to Current (extension from March 2021 for four-year term)

Executive Directors

Professor Clive Kay

Professor Clive Kay joined King's as Chief Executive in April 2019. Clive has extensive clinical and leadership experience, and prior to taking up his position at King's he was Chief Executive at Bradford Teaching Hospitals NHS Foundation Trust from January 2015. Previously he was Clinical Director of Radiology (2001-2006) and subsequently the Medical Director (2006-2014). Prior to working at Bradford, Clive was a Visiting Associate Professor of Radiology at the Medical University of South Carolina. He was a Member of Council of the Royal College of Radiologists, and is a former Chairman of both the Royal College of Radiologists' Scientific Programme Committee and the British Society of Gastrointestinal and Abdominal Radiology. He is currently a Fellow of the Royal College of Radiologists and a Fellow of the Royal College of Physicians of Edinburgh.

Voting Board Member. Term in office: April 2019 to Current (permanent contract, six-month notice period)

Beverley Bryant

Beverley joined King's College Hospital and Guy's and St Thomas' NHS Foundation Trusts as Chief Digital Information Officer in September 2019. Prior to this, she worked as Chief Operating Officer for System C Healthcare. Previously, Beverley has held a number of senior leadership roles within the NHS. She was Director of Digital Technology for NHS England and Improvement, and Director of Performance and Improvement (NHS Leeds/Mid Yorkshire Hospitals NHS Trust). She has also held senior health-related roles as Managing Director for Capita Health, and Chief Information Officer for the Department of Health.

Non-Voting Board Member. Term in office: September 2019 to Current (permanent contract, six-month notice period)

Louise Clark

Louise joined King's in January 2018 as Deputy Director of Workforce. She was appointed Acting Chief People Officer in July 2020. Louise joined the Trust from the Royal Marsden NHS

Foundation Trust, where she was Deputy Director of Workforce. She has held a number of roles at Imperial Healthcare NHS Trust and founded Être Coaching in New York in 2006.

Voting Board Member. Term in office: July 2020 to Current (permanent contract, four-month notice period)

Jonathan Lofthouse

Jonathan joined the Trust in February 2020. He is responsible for the overall management of the PRUH and South Sites division. Prior to this, he was Director of Improvement at Liverpool University Hospitals NHS Foundation Trust. He has previously held senior operational roles in a number of organisations. These include the Royal Orthopaedic Hospital NHS Foundation Trust, Barts Health NHS Trust and NHS Grampian.

Voting Board Member. Term in office: February 2020 to Current (permanent contract, 6 month notice period)

Julie Lowe

Julie joined the Trust in September 2020 as Interim Site Chief Executive for the King's College Hospital site. Julie joined the NHS in 1992 as a national NHS management trainee. She has worked in hospitals in London, Yorkshire and Hertfordshire in a variety of positions, including nine years in Chief Executive roles. Prior to joining King's, Julie spent three years as Programme Director for the South East London Integrated Care System.

Voting Board Member. Term in office: September 2020 to Current (permanent appointment made May 2021, 6 month notice period)

Dr Leonie Penna

Dr Penna joined the Board as acting Chief Medical Officer (Professional Standards) in February 2020. She has worked at King's since 2003, when she started work as a consultant in obstetrics and foetal medicine. She was the lead for obstetrics until 2010 when she became the Clinical Director for obstetrics and gynaecology. In 2017 she became the Divisional Medical Director for Urgent, Planned and Allied Clinical Services. Throughout her previous leadership roles she has maintained a clinical profile as a high-risk obstetrician with an interest in foetal monitoring and has continued to be active in both postgraduate and undergraduate education in Women's Health.

Voting Board Member. Term in office: February 2020 to Current (permanent, six month notice period)

Professor Nicola Ranger

Professor Nicola Ranger joined King's as Chief Nurse and Executive Director of Midwifery in July 2019. Prior to this she was Chief Nurse at Brighton and Sussex University Hospitals NHS Trust.

Nicola was previously Chief Nurse at Frimley Health NHS Foundation Trust. She has also held a number of senior nursing roles at University College London Hospital NHS Foundation Trust and Surrey and Sussex Healthcare NHS Trust. Earlier in her career she worked at George Washington University Hospital (Washington) and Mount Sinai Medical Centre (New York) in the United States.

Voting Board Member. Term in office: July 2019 to Current (permanent appointment, six month notice period)

Lorcan Woods

Lorcan joined King's in July 2018. He has overall responsibility for the Trust's financial strategy. This includes the development and delivery of the Trust's financial plan and ensuring that effective financial management and control is maintained across the organisation. He is also responsible for the Trust Strategy and Capital, Estates and Facilities.

Lorcan was a board director at Four Seasons Health Care; an investment held by the private equity firm Terra Firma, where he also held a number of board positions in the healthcare, renewable energy and infrastructure sectors. Prior to this he worked in senior roles at Unilever internationally.

Voting Board Member. Term in office: July 2018 to Current (permanent, six-month notice period)

To contact an Executive send an email to the Foundation Trust Office at kchtr.FTO@nhs.net

Board Meetings and Committees

The Board of Directors meets regularly throughout the year. It also holds a series of strategy discussions and workshops.

The Board has six Committees, which also meet regularly and are each chaired by a Non-Executive Director. The Board approves terms of reference for Board Committees, which set out the remit and delegated authority of each Committee.

In addition to regularly reporting to the Board of Directors, Committee minutes are a standing item on each Board agenda. Patient stories and/or video stories are a regular item on the agenda.

Audit Committee

The Audit Committee is chaired by Non-Executive Director Akhter Mateen and its membership is composed entirely of Non-Executives. It is responsible for providing independent assurance to the Board of Directors in a range of areas including internal control, governance, fraud, corruption, impropriety and externally reported financial performance. The internal audit function is provided by KPMG and the external audit function is provided by Grant Thornton UK LLP. Grant Thornton UK LLP was appointed by tender in 2020 for a period of two years. KPMG was re-appointed by tender in early 2020 for a three year period. King's has a zero-tolerance policy towards fraud and bribery and this Committee is responsible for overseeing the work of the Local Counter Fraud Specialist.

The internal and external auditors regularly attend Committee meetings, as do the Chief Financial Officer and Chief Executive, although they are not members of the committee. The Trust Chair, the Lead Governor and other members of the executive team attend meetings of the Committee by invitation. The broad knowledge and skills of the members and attendees strengthens the effectiveness of the Committee. King's is satisfied that the Committee is sufficiently independent.

Bromley Committee

The Bromley Committee is chaired by Non-Executive Director Sue Slipman and is authorised by the Board of Directors to investigate any activity within its terms of reference. Its membership is composed of two non-executive, the Site Chief Executive Officer (PRUH and South Sites), the Chief People Officer, Chief Nurse and Chief Medical Officer. The Site Medical Director and Site Nursing Director are also members of the committee. The purpose of the Committee is to consider the performance of the PRUH and South Sites, as well as the wider impact of One Bromley. The Committee's remit includes oversight of the ongoing development of, and approve, the Trust's contribution to the One Bromley Integrated Care System following consultation stakeholders as appropriate. All aspects of the Trust's engagement in external partnerships and relationships particularly in respect of the STP, integrated care systems and CCGs are considered. It also supervises the development and discharge of performance improvement and quality and safety issues and ensures that their development, management and implementation matches the Trust's expectations.

Finance and Commercial Committee

The Finance and Commercial Committee is chaired by Non-Executive Director Sue Slipman and is authorised by the Board of Directors to review activities falling within its terms of reference and from time to time to act on behalf of the Board. Its membership is composed of three Non-Executive Directors, the Chief Finance Officer, the Site Chief Executives, Chief Digital Information Officer, and either the Chief Nurse or the Chief Medical Officer – Professional Standards. The Committee's key responsibility is to provide assurance to the Board of Directors of the delivery of the Trust's budget and financial recovery programme as well as compliance against NHSI governance and financial risk ratings. The overriding responsibility is to assure the Board that its finances and commercial interests are well run by reporting, reviewing and monitoring on areas such as financial strategy/budgets, resource implications of risk assessments from other committees, funding requirements, income and expenditure and CIP updates including RAG rated proposals. The Committee also gives advice to the Board on the development of future year budgets and financial recovery plans as well as providing assurance to the Board on the operational and financial delivery of the Trust's commercial entities, including KFM, KCS and Viapath.

Major Projects Committee

During 2020/21, the Major Projects Committee was chaired by Sir Hugh Taylor, the Trust Chair. The Committee is authorised by the Board of Directors to review activities falling within its terms of reference and from time to time to act on behalf of the Board. Its membership comprises three Non-Executive Directors, the Chief Finance Officer, the Chief Operating Officer, and the Chief Digital Information Officer. The key purpose of the Committee is to oversee the Trust's major projects and satisfy the Board that initiatives are professionally and properly directed to provide assurance to the Board. The Committee discharges its duties by reporting, reviewing and monitoring on areas such as the Trust's major improvement and transformation programmes, including digital, clinical and other Trust-wide transformation programmes, and being satisfied that day-to-day risks and issues are handled by the relevant executive group. It also supervises the delivery of major commercial programmes including those that form the main components of the commercial strategy. The range of projects within its sphere of responsibility includes the delivery of the longer term financial strategy, including associated savings and cost-improvement plans, developing and delivering benchmarking projects (such as the model hospital and GIRFT programmes), implementing the Trust's capital plans, including estates and equipment, major IT programmes, such as electronic health records and other digital initiatives, and the Trust's major commercial programmes.

Quality, People and Performance Committee

The Quality, People and Performance Committee is authorised by the Board of Directors to investigate any activity within its terms of reference and from time to time to act on behalf of the Board. It is chaired by Non-Executive Director Professor Jon Cohen and its membership comprises three Non-Executive Directors, the Chief Nurse, the Chief Medical Officer (Professional Practice), the Site Chief Executives and the Chief People Officer. The Committee's role is to provide assurance to the Board through monitoring and reviewing the overall quality and safety of services, the workforce, and the operational and performance of the Trust and information governance. This includes reporting on operation and quality performance, serious incidents inquests, complaints and concerns management and quality improvement, and patient safety proposals and initiatives. The Committee is also responsible for ensuring that the services delivered by the Trust comply with all external regulatory requirements including CQC registration. This includes considering the performance indicators and national targets for quality, risk, control and clinical governance which have been established in the organisation, and its associated assurance processes within which safety, workforce and operational issues should be considered.

Strategy, Research and Partnerships Committee

The Strategy and Partnerships Committee is a standing committee of the Trust Board of Directors. Chaired by Sir High Taylor, its membership is composed of five Non-Executive Directors, including the Trust Chair, the Chief Executive Officer, the Chief People Officer and the Chief Medical Officer. The Committee is concerned with the medium- to longer-term perspective taken by the Trust and supervises the development and discharge of strategic partnerships and relationships. It considers all aspects of the Trust's engagement in external partnerships and relationships, particularly in respect of King's Health Partners, the STP, integrated care systems and CCGs, and ensures that the development, management and implementation of the Trust's overall strategy matches the Trust's expectations. The Committee's remit is to oversee the ongoing development of, and approve, the Trust's strategy and priorities for all aspects of the Trust's activity, including clinical, people, estates and commercial ventures, following consultation with stakeholders as appropriate.

Remuneration and Appointments Committee

The Remuneration and Appointments Committee is chaired by the Trust Chair Sir Hugh Taylor. On behalf of the Board of Directors, this Committee agrees Executive Directors' remuneration and terms of service. Together with the Chief Executive Officer, Committee members form a panel for the appointment of Executive Directors. More information can be found in the Remuneration Report on page 60.

Acute Provider Collaborative Committee-in Common

The Trust works closely with Guy's and St Thomas' NHS Foundation Trust and Lewisham and Greenwich NHS Trust, and the Acute Provider Collaborative was established in 2020 to formalise these arrangements. The purpose of the Committee-in-Common is to align decision-making between the three Trusts and to provide oversight of joint working. At a high level, the Committee is responsible for driving and overseeing alignment activities between the Trusts in the context of the COVID-19 recovery plans for the South East London Integrated Care System and building relationships between the three Trusts.

Evaluation and Development of the Board

Executive directors hold a weekly meeting to monitor and respond to current issues, particularly in relation to quality, performance and finance. The Chair and non-executive directors hold informal meetings regularly to discuss matters relating to the running of King's without the Executive Directors present. The Board did not undertake any formal evaluation of its performance during 2020/21 although its preparedness for a Well-Led Inspection by the CQC was reviewed by an external assessor.

Collectively, the Board holds development sessions periodically throughout the year to allow for deeper discussion and investigation of key topics.

Board members also undertake personal development on an ongoing basis. All Executive and Non-Executive Directors have an annual performance appraisal and personal development plan, which forms the basis of their individual development. The performance of Executive Directors is reviewed by the Chief Executive and considered by the Remuneration and Appointments Committee.

The process for evaluating the performance of the Chair and Non-Executive Directors was agreed in consultation with the Council of Governors.

In line with the Constitution, only the Council of Governors may terminate the tenure of the Chair and the Non-Executive Directors.

Board of Directors - Meetings, Attendance, Committee Memberships

	Board and Committee Attendance 2020/21								
Board of Directors (Current Members)	Board of Directors	Audit Committee	Bromley Committee	Finance & Commercial Committee	Quality People and Performance Committee	Strategy, Research & Partnership Committee	Major Projects Committee	Remuneration & Appointments Committee	
Total number of meetings held	4	6	2	7	5	3	3	4	
Non-Executive Directors									
Sir Hugh Taylor**/** Trust Chair	4	4	2	5	3	3	3	4	
Sue Slipman Deputy Chair / Non-Executive Director	4	6	2	7		3		4	
Professor Jon Cohen	3	5			4	2		3	
Professor Ghulam Mufti* (<i>Left Dec 2020</i>)	2(3)				2(3)			3(3)	
Chris Stooke* (<i>Left June 2020</i>)	1(1)	2(2)						1(1)	
Akhter Mateen*	3(3)	4(4)	2	6(6)		3	3	2(2)	
Professor Richard Trembath	3			6		3		4	
Nicholas Campbell-Watts	4				5	3		4	
Steve Weiner	4	5		5	2	2	2	4	
Executive Directors									
Clive Kay**/** Chief Executive Officer	4			7	5	3	3	4	
Beverley Bryant Chief Digital Information Officer (Joint GSTT)	4	2		4			3		
Louise Clark Acting Chief People Officer	4		2		4	3		1(2)	
Jonathan Lofthouse Site Chief Executive PRUH and South Sites	4		2	6	5		2		
Julie Lowe* Site Chief Executive, DH	3			5(5)	2(3)		2(2)		
Dr Leonie Penna Chief Medical Officer	4		2	4	5				
Professor Nicola Ranger Chief Nurse and Executive Director of Midwifery	4		2	5	5				
Lorcan Woods** Chief Financial Officer	4	6		6			3		

Board Members no longer in post									
Bernie Bluhm* Interim Site Chief Executive, DH	0(0)								
Dawn Brodrick* Executive Director of Workforce Development	0(1)								
John Palmer* Deputy Group Chief Executive and Site CEO, DH	1(1)			2(2)	2(2)		1(1)		
Jackie Parrot* Chief Strategy Officer (Joint GSTT)	3(3)					3			
Professor Julia Wendon* Executive Director for Clinical Strategy & Research (Joint GSTT)	3(3)					3			
Caroline White* Executive Director of Integrated Governance	2(3)	3(3)			2(3)		1(2)		

* Board Members who joined/left the Trust at a point during 2020/21; therefore, would not have been able to attend all meetings within the reporting year. The total number of meetings each person attended are indicated in the following format: x(y), with 'x' being the number of meetings attended by the Board member, and 'y' the maximum number of meetings they would have been able to attend during the reporting period.

**REMCO and Audit Committee Members are all Non-Executive Directors, but the meetings are attended by relevant Executive Members as noted in the table.

*** The Chair and Chief Executive are ex-officio members of all committees.

Council of Governors

The Council of Governors is made up of elected and appointed stakeholders. Elected governors make up the majority of the Council; appointed stakeholder governors include representatives from CCGs, partner health provider organisations Guy's and St Thomas' and South London and Maudsley, and local councils, which play an important part in stakeholder relations. Governors are elected by the members of the Trust. The membership constituencies include patients, staff and residents from Bromley, Lambeth, Lewisham and Southwark.

The composition of the Council, names of individual governors and their terms of office can be found in the tables on page 52. To contact a Governor, send an email to the Foundation Trust Office at kch-tr.FTO@nhs.net

Function and Meetings of the Council of Governors

The Council of Governors met four times during the reporting period. The attendance of individual governors at these meetings, which were held via video conference call due to the COVID-19 pandemic, is detailed in a table on page 52.

All directors are invited to attend Council meetings. Individual Directors, Executive and Non-Executive, regularly present items at Council meetings, in accordance with the planned agenda.

The Council of Governors has two key functions, which are to hold Non-Executive Directors to account for the performance of the Board and to represent the interests of members and the public. The Council of Governors also has specific responsibilities, which include the appointment, remuneration and removal of the Chair and other Non-Executive Directors. During the reporting period, the Council of Governors:

- received and considered the Annual Report and Accounts and the auditor's report on the accounts
- received regular updates on the operational and financial performance challenges facing the Trust
- held Non-Executive Director review sessions
- attended a number of engagement sessions on accessibility, the development of the Trust strategies and improvement patient bedside entertainment.

The Council of Governors elects one of its members to be the Lead Governor. The Lead Governor acts as a communication link between Governors and the Board of Directors. In very rare circumstances the Lead Governor will act as a direct communication link between regulators such as NHSI and the Council of Governors where it is inappropriate for regulators to communicate directly with the Trust Chair or Trust Secretary.

Governors in the Community

Governors are active within the community, helping to facilitate communication between the Trust, members and the local communities of Southwark, Lambeth, Bromley and south-east London more widely. Governors are pivotal to sharing the Trust's vision and performance with key stakeholders.

As guardians of the community interest, the Council of Governors ensures that the needs of members are considered in the planning of future services.

Governor Committees

The Council of Governors has committees which provide the opportunity to delve deeper into issues that are of interest to members, patients and the local community. All governors are eligible to sit on governor committees, with the exception of the Nominations Committee, for which governors stand and are elected.

Patient Experience and Safety Committee

This Committee acts as a reference group for the Trust's planned activity relating to patient experience and safety. Committee members are involved with a range of initiatives to improve patient experience and safety and to monitor progress against King's quality priorities.

Strategy Committee

This Committee reviews the Trust's strategy and annual forward plan, and feeds back to the Council of Governors. The Committee provide a Governor perspective on system developments, including the South East London Sustainability and Transformation Partnership (STP), and King's Health Partners and in particular the impact of these on King's strategic priorities.

Nominations Committee

This Committee is responsible for determining and administering the selection process for the appointment and remuneration of the Chair and Non-Executive Directors, and recommending the preferred candidates to the Council of Governors for appointment. This includes consideration of the structure, size and composition of the Board. It also monitors the performance of Non-Executive Directors and makes recommendations to the Council of Governors for the reappointment or removal of individual Non-Executive Directors.

During the period the Committee met a number of times. It worked with external recruitment providers to fill vacancies on the Board. It recommended the appointment of two new Non-Executive Director and the reappointment of an existing Non-Executive Director. Committee members had received relevant training in prior years.

The membership of the Committee is shown in the table overleaf.

Non-Executive Directors Review Sessions

The Council of Governors held review sessions during July 2020 and March 2021, at which Non-Executive Directors were questioned on how they discharged their duties to provide constructive challenge and strategic expertise to the executive team and what level of assurances they received.

Governor Development and Engagement

King's is committed to providing support and training for governors and opportunities to engage with staff, directors, members and one another. Governor development days could not be organised during the year due to the Covid-19 pandemic.

Governors, members and directors came together to share ideas about King's vision and future plans at community events and the Annual Members' Meeting. All governors are invited to attend meetings of the Public Board of Directors. Nominated governors are also invited to

observe all Board sub-committee meetings with the exception of the Strategy, Research and Partnerships Committee.

Governors' engagement and activity was curtailed as a result of COVID-19 restrictions.

Current Nominations Committee Membership

Nominations Committee Members	Status	Constituency
Sir Hugh Taylor	Current	n/a – Chair of the Trust and Council of Governors
Jane Allberry	Current	Public Governor Southwark
Paul Cosh	Current	Patient Governor
Emmanuel Forche	Current	Patient Governor
Dr Devendra Singh Banker	Current	Public Governor Bromley
Claire Wilson	Current	Staff Governor Allied Health Professionals

Council of Governors – Meetings and Attendance (four Council of Governor meetings during the reporting period*)

Council of Governors Tenures and Meeting Attendances, April 2020 – March 2021				
		Constituency	Tenure	Meetings Attended
Patient Governors	Paul Cosh	Patient	01/12/2017 – 15/06/2021	3(4)
	Emmanuel Forche	Patient	01/12/2017 - 15/06/2021	4(4)
	Kirsty Alexander	Patient	01/12/2019 - 30/11/2022	4(4)
	Billie McPartlan	Patient	01/12/2017 - 30/11/2022	3(4)
	Alan Doctors	Patient	01/12/2019 - 30/11/2022	0(2)
Public Governors	David Jefferys	Bromley	01/02/2020 - 31/01/2023	4(4)
	Jane Clark**	Bromley	07/12/2020 -31/01/2023	2(2)
	Tony McPartlan	Bromley	01/02/2020 - 31/01/2023	4(4)
	Devendra Singh Banker	Bromley	01/02/2020 - 31/01/2023	3(4)
	Alfred Ekellot	Lambeth	01/12/2017 - 15/06/21	1(4)
	Marcus Ward	Lambeth	01/12/2019 - 30/11/2022	4(4)
	Barbara Goodhew	Lambeth	01/12/2017 - 15/06/2021	3(4)
	Victoria Silvester	Southwark	01/12/2017 -15/06/2021	4(4)
	Stephanie Harris	Southwark	01/12/2017 -15/06/2021	3(4)
	Jane Allberry	Southwark	01/12/2017 - 15/06/2021	4(4)
	Hilary Entwistle	Southwark	01/12/2019 - 30/11/2022	4(4)
	Susan Wise	Lewisham	01/02/2020 - 30/11/2023	0(4)
	Staff Governors	Kevin Labode	Admin, Clerical and Management	01/12/2017- 15/06/21
Claire Wilson		Allied Health Professionals	01/12/2017 - 15/06/21	4(4)
Mike Dowling		Nurses and Midwives	01/12/2019 – 30/11/2022	2(4)
Carole Olding		Nurses and Midwives	01/12/2017- 15/06/2021	2(4)
VACANCY		Medical and Dentistry		
Stakeholder Governors	Anne Marie Rafferty	King's College London	01/10/2016 - 30/09/2019	1(4)
	Cllr Jim Dickson	Lambeth Council	22/08/2018 – 21/08/2021	3(4)
	Dr Di Aitken	Lambeth CCG	28/02/2019 - 31/03/2022	4(4)
	Charlotte Hudson	South London and Maudsley NHS Foundation Trust	14/03/2018-13/03/2021	4(4)
	Phidelma Lisowska	Joint Staff Office	01/07/2019 30/05/2021	3(4)
	Richard Leeming	Southwark Council	03/11/2017 - 30/09/2020	3(3)
	Cllr Dora Dixon Fyle	Southwark Council	01/10/2020 – 30/09/2023	2(2)
	Cllr Robert Evans	Bromley Council	19/11/2016 - 18/11/2019	3(4)
Vacant	Southwark Clinical Commissioning Group			

* Alan Doctors sadly passed away during 2020.

** Completing the tenure of office of a vacant seat left by a governor who demitted and joined at a point during 2020/21; therefore, would not have been able to attend all meetings within the reporting year. The total number of meetings attended are indicated in the following format: x(y), with “x” being the number of meetings attended by the governor, and “y” the maximum number of meetings they would have been able to attend during the reporting period.

Governor elections in 2020 were postponed due to COVID-19, so the tenure period for a number of Governors (patient, staff, Lambeth and Southwark constituencies) was extended to June 2021.

Board Members attend the Public Council of Governor meetings.

Management framework

The Board of Directors is the key decision-making body at the Trust. It is responsible for ensuring compliance with the Trust's provider licence, constitution, mandatory guidance issued by NHS Improvement, and with relevant statutory requirements and contractual obligations.

Commercial opportunities and activities are subject to scrutiny by the Board of Directors, to ensure that benefits derived from non-NHS income are channelled into supporting King's core NHS activities without incurring significant financial or reputational risk. Information about King's services outside the UK can be found in the performance report on page 16.

Information, development and evaluation

Directors and governors are supplied with information to enable them to discharge their duties.

The performance of the Board of Directors, its committees and individual directors are subject to regular review. The Board is committed to the NHS/CQC Well-Led Framework and was inspected by the CQC during January and February 2018/19. A full action plan was drafted following receipt of the report in June 2019 and this was regularly reviewed by both the executive management team and the relevant Board committee.

Company directorships and other significant interests and commitments

King's maintains a register of interests for its directors and governors. Arrangements to view the register can be made by contacting the Foundation Trust Office at kch-tr.FTO@nhs.net. The register is also published on the Trust's website.

Board members and governors are asked to declare any interests and to self-certify that they meet the eligibility criteria set out in the Trust's Constitution. In addition, governors and directors are subject to a check by the Disclosure and Barring Service.

Political Donations

The Trust has made no political donations during 2020/21.

Better Payments Practice Code (BPPC)

King's has a responsibility to meet the Better Payments Practice Code (BPPC). This focuses on the speed at which the Trust pays its invoices to the private sector and to other NHS organisations. The BPPC requires the NHS Trusts to aim to pay all valid invoices by the due date or within 30 days of receipt of a valid invoice, whichever is later.

The target is to pay 95% of invoices, in terms of value and volume, within 30 days.

Better Payment Practice Code - measure of compliance

The Better Payment Practice Code requires the Foundation Trust to aim to pay all undisputed invoices by the due date or within 30 days of receipt of goods or a valid invoice, whichever is the earlier. The target is to pay 95% of invoices, in terms of value and volume, within 30 days.

The Foundation Trust's performance against this target was as follows:

	Group 2020-21	
	Number	£000
Non-NHS trade invoices:		
Paid in the year	119,170	875,357

Paid within target	65,099	521,842
Percentage paid within target	55%	60%
NHS trade invoices		
Paid in the year	3,066	84,745
Paid within target	2,176	69,326
Percentage paid within target	71%	82%
Total trade invoices		
Paid in the year	122,236	960,102
Paid within target	67,275	591,168
Percentage paid within target	55%	62%

The Trust successfully implemented a new financial system during Quarter 3. The planning phase and embedding of new robust processes were executed during the COVID pandemic. The system facilitates rigorous monitoring of prompt payment responsibilities which the Trust is committed to meeting, aided by the enhanced functionality now in place. The Trust is working through its action plan from system implementation and will monitor and challenge the planned 2021/22 improvement in payment performance at Finance & Commercial Committee.

Cost Allocation Requirements

King's has complied with the cost allocation and charging guidance issued by HM Treasury.

Summary of the Trust's financial performance

The Trust's out-turn for the year was a deficit of £58.067m and this includes the asset impairment of £59.417m. This charge relates to impairments that arise from a clear consumption of economic benefits or service potential in the asset. The NHS Improvement financial performance control total measures the surplus (deficit) before impairments and after removing the income and expense impact of capital donations/grants. The control total surplus after adjusting for asset impairments and the impact of donated assets was £0.331.

Because of the continuing service provider relationship that the Trust has with NHS England and CCGs, and the way those commissioners are financed, the Trust is not exposed to the degree of financial risk faced by business entities. The Trust has limited powers to borrow or invest surplus funds and financial assets. Liabilities are generated by day-to-day operational activities rather than being held to change the risks facing the Trust in undertaking its activities.

Full details of financial performance in 2020/21, the responsibilities of the Accounting Officer and a statement from the auditors can be found in the Annual Accounts 2020/21 later in this report.

Income Disclosures

King's is a public benefit corporation and its principal purpose is the provision of goods and services for the purposes of the health service in England. During the reporting period, income from the provision of goods and services for the purposes of the health service in England was greater than from the provision of goods and services for any other purpose. Income received from non-NHS services is directly invested in the provision of NHS services and does not impact the services provided to NHS patients. For the financial year 2020/21, no surplus was available for reinvestment.

Full details of financial performance in 2020/21, the responsibilities of the Accounting Officer and a statement from the auditors can be found in the Annual Accounts 2020/21 on pages later in this report.

Responsibility of Directors for Preparing the Annual Report and Accounts

Directors are responsible for preparing the Annual Report and Accounts. The Directors of King's College Hospital NHS Foundation Trust consider that the Annual Report and Accounts 2020/21, taken as a whole, are fair, balanced and understandable, and provide the information necessary for patients, regulators and other stakeholders to assess the Trust's performance, business model and strategy.

The Directors have taken all reasonable steps they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the Trust's auditor is aware of that information. So far as the Directors are aware, there is no relevant audit information of which the Trust's auditors are unaware.

Accountability and Audit

Grant Thornton UK LLP was appointed as the Trust's external auditor in November 2020. The firm was appointed for a two-year term (to cover the audits of the 2020/21 and 2021/22 financial years).

The Board of Directors maintained a system of evaluating and continually improving effectiveness of risk management and internal control processes. KPMG continued as internal auditors during 2020/21, having been re-appointed in April 2020 on a three year contract. KPMG provide a comprehensive internal audit function and they now also provide the Trust's Counter-Fraud function. The internal audit plan is discussed with Executive Directors, Non-Executive Directors and the Audit Committee.

The Board of Directors ensures effective scrutiny of financial and operational matters through its designated committees and by receiving reports from the executive which present a balanced and understandable assessment of King's performance and forward plans. Information about King's financial, quality and operational objectives and performance, including clinical outcome data, is published to allow members and governors to evaluate its performance.

Furthermore, all the Board Directors have made enquiries of fellow directors and the Trust's internal and external auditors through the Board of Directors' meeting and Audit Committee, and taken any steps required to give effect to their duties to the Trust to exercise reasonable care, skill and diligence.

The Audit Committee is responsible for reviewing the effectiveness of the external auditors and does this via a survey of key stakeholders, which is reported to Board.

Independence of the External Auditor

King's external Grant Thornton UK LLP, has confirmed to the Trust that there are no significant matters that impact on their independence as auditors that they are required or wish to draw to the Trust's attention. They have complied with, and implemented policies and procedures to meet the requirements of the Financial Reporting Council's Ethical Standard and confirm that as a firm, and each covered person, they are independent and are able to express an objective opinion on the financial statements.

They confirmed that they have complied with the requirements of the National Audit Office's Auditor Guidance Note 01 issued in December 2019 which sets out supplementary guidance on ethical requirements for auditors and local public bodies.

Ensuring the Trust is Well-led

The Trust has a governance framework in place that aims to ensure it is well-led. Quality governance, the approach to risk management and internal control are outlined elsewhere in this report. The Board, through its committee, assures itself in relation to patient care. More detail on this can be found in the Annual Governance Statement below and the Quality Account in section three of this document. Details of the development and evaluation of the Board can be found earlier in this section. The Board had an external review of its “Well-Led” arrangements during 2020/21 and is putting an action plan in place to address the recommendations from the review.

Stakeholder Engagement

The Trust continues to work with a wide range of stakeholders, including local Healthwatch groups, CCGs, local MPs and local authorities. It is actively engaged in developing integrated care systems in the relevant local authority areas (Bromley, Lambeth and Southwark). The Trust has good relationships with a number of local charities and community groups.

Putting our Patients and Public in Focus

King’s membership

King’s membership is split into four constituencies: public, patient, voluntary/community groups and staff.

Public membership – anyone who is 16 years old or over and lives within the London Boroughs of Lambeth, Southwark, Bromley or Lewisham is entitled to become a public member.

Patient membership – anyone who is 16 years old or over and lives outside the four boroughs but has been a patient of King’s in the past six years, or has been the carer of a patient of King’s in the past six years, is entitled to become a patient member.

Staff membership – All staff that have employment contracts lasting more than 12 months are automatically opted into membership. They have the option to opt out should they wish. King’s Volunteers and full-time employees of King’s contractors are also eligible to become members, though they have to opt in to become a member.

Associate membership – Any voluntary or community organisation working in our boroughs or serving our patients and communities can join King’s as an Associate member. Associate membership provides an opportunity to increase partnership working and communication between King’s and local voluntary and community groups for the benefit of our patients and their families.

Membership strategy

The King’s Membership Strategy was due to be reviewed during 2020, but due to limitations on the Trust’s ability to engage effectively with Members, as a result of COVID-19 this action was deferred to 2021/22.

On 31st March 2021, our patient and public membership stood at 10,508. This remains within our target of between 9,800 and 11,100 members.

There are now around 60 voluntary and community organisations which have joined King’s as Associate members.

Membership communication

We have distributed our membership leaflets for adults and a dedicated young person's leaflet across our sites and online.

Our monthly e-bulletin reaches over 4,000 members. Associate members also received regular e-bulletins during the year.

Annual Members' Meeting 2020

Due to COVID-19 restrictions, the Trust's Annual Members Meeting was held virtually in 2020. The meeting included a Trust update on finance and quality, presentations from clinical staff about developments in both our EDs and a governors' update, with question and answer sessions.

Member engagement in quality programmes

Due to COVID-19 restrictions, the Trust's ability to engage members in quality programmes including PLACE and nutrition audits was severely curtailed. However, the Trust continued to engage with Members where possible through virtual meetings.

Current membership numbers:

Public constituency	2020/21
At year start (1 April)	7,804
New members	90
Members leaving	171
At year end (31 March)	7,723
Staff constituency	2020/21
At year start (1 April)	12,445
New members	1,757
Members leaving	1,636
At year end (31 March)	12,566
Patient constituency	2020/21
At year start (1 April)	2,776
New members	85
Members leaving	76
At year end (31 March)	2,785

King's Volunteers

The volunteer service was proud to be part of the Trust's COVID-19 response over the past year. We are indebted to the 377 volunteers who contributed 21,938 hours of their time to improve patient, visitor and staff experience.

Volunteer Response – First Wave

Volunteers supported the Trust in three key areas

1. Staff Wellbeing Hubs
2. Front of House
3. Packing and Distributing of staff and patient packs (this ended in June)

Activity packs were created for patients including newspapers, crosswords, magazines, colouring packs and volunteers dropped these off at ward doors.

In addition to the above roles, the volunteer service fielded hundreds of offers of support, both in kind, donations and voluntary support.

Volunteer Response – Second Wave

Volunteers provided support in the following key areas

1. Vaccine Centres
2. Front of House/Runner
3. Fit Testing
4. Lateral Flow Test
5. Patient Communication
6. Visitor passports
7. Activity bags
8. Staff Wellbeing hubs

With the rollout of the vaccine, volunteer support has been crucial with our vaccine centres particularly at the PRUH. Volunteers have supported the distribution of lateral flow testing (asymptomatic testing) kits and assisted with the fit testing of masks for staff.

The front of house guiding role expanded to include the distribution of face masks at entrances, dropping off patient belongings at wards, assisting in patient communication with the pick-up and collection of tablets so that patients could engage with friends and family.

The volunteer service have led on the administration of visitor passports. Due to the restricted visitor policy, those who are able to visit require a visitor passport. Alongside this, the volunteer service also provided a Letters to Loved Ones service.

The volunteer service continued making up activity bags and dropping them off at wards each day. Volunteers also supported the staff wellbeing hubs and assisted with the packing and distribution of wellbeing packs for staff.

Support for Wards

As the number of COVID-19 positive patients reduced, volunteers were able to return to wards from June at Denmark Hill, PRUH and Orpington. Volunteers were stood down during the second wave but have now returned to most wards across the Trust.

Additional Roles

As outpatient services started to resume after the first wave, areas we supported previously started requesting volunteer support again. During the second wave and as outpatient appointments moved to being more on the phone or virtual, the areas we were able to support reduced. At Denmark Hill, volunteers also provided admin support for the following departments: Neurology, Silver Command and Nuclear Medicine.

Denmark Hill	
First Wave	Second Wave
Breast clinic	Cardiology
Day surgery	Fetal Institute
Diabetic OP	Renal OP
Dermatology	Sexual Health Clinic
Fetal Institute	Spinal Project
Hospital School	Therapies OP
Paediatrics OP	
Radiology	
Renal OP	
Sexual Health Clinic	
Therapies OP	

At the PRUH and SS, the service was able to provide support during the second wave as capacity increased with volunteers returning and an increase in new volunteers.

PRUH and South Sites
Pharmacy
Chemotherapy OP
Maternity Diabetes
Discharge Lounge

Activity boxes on wards

At the PRUH, the volunteer service collaborated with the Friends of PRUH in supporting activity boxes being placed on each ward. The volunteers will be using the items from the activity boxes to enhance their engagement with patients. The service will also support in ensuring the boxes are maintained and topped up.

Home Hamper Support

The Home Hamper Scheme offers patients a food parcel to take home with them on discharge. Due to KCH charity securing funds and other in kind donations we were able to continue supporting patients through our Home Hamper Scheme. 516 hampers have been distributed since April.

Recruitment and Training

We have continued to recruit during the past year unlike many other Trusts. In March, volunteer recruitment and training was adapted as face to face engagement was not possible. All volunteers were interviewed by telephone and volunteers were asked to complete checks and key training modules online. Once volunteer roles included wards, training expanded to include ward specific information. All recruitment and training has now moved online. We have also been able to offer volunteers additional dementia awareness training which enables all volunteers to become Dementia Friends.

Support for volunteers at home during COVID-19

Volunteers who were unable to come onsite were offered the opportunity to buddy up with each other to provide emotional support during this past year.

Festive Season

On social media we hosted a 12 days of Volunteering Campaign to recognise and thank our volunteers for their efforts. In the week leading up to Christmas, volunteers dropped off cards and presents to over 500 patients. We hosted a zoom drop in event on Christmas Day with volunteer service staff. Volunteers, their families and pets joined in for the session and feedback from volunteers was that they appreciated the consideration been given to them on what was an uninterrupted service throughout the festive period.

Volunteer Forums

Previously we used to have volunteer catch ups in person, this has now moved online so that volunteers have the opportunity to speak with each other, ask us questions and provide feedback regarding their volunteer experience. At the most recent forums, to support those who are interested in careers in the NHS, we have had guest speakers (Consultants from Neuro and Liver as well as the Deputy Director of Nursing at the PRUH). These sessions have been well attended and feedback from volunteers has been very positive.

External Funding

The Volunteer Service is indebted to King's College Hospital Charity for its continued support of the service.

The service was also fortunate to secure additional funding in the past year from NHSE/I. (1) Winter pressures funding stream and (2) COVID-19 funding stream. This has allowed us to increase our capacity to improve the support we provide to our volunteers through the volunteer journey.

2.2 REMUNERATION REPORT

The information provided in this part of the remuneration report is not subject to audit.

Foreword

The Trust has had a number of changes at Board level. The Remuneration and Appointments Committee has worked with the Chief Executive Officer and Chief People Officer to ensure that the resilience of the leadership team has been maintained throughout the year and has made a number of changes to the executive management structure in support of this. There have been no changes to the Trust's remuneration policies in the past year. Taking into consideration national pay agreements, the Board agreed a 1% cost-of-living increase for all very senior and executive staff. The paragraphs below outline the key activities of the Committee during the year.

Sir Hugh Taylor, Chair of the Remuneration Committee

The Annual Statement

The following very senior management (VSM) appointments were made in 2020/21:

- Dr Leonie Penna as Chief Medical Officer
- Julie Lowe as Interim Site CEO (DH)
- Claudette Elliot as Acting Director of Equality Diversity and Inclusion
- Louise Clark as Acting Chief People Officer
- Mark Preston as Chief People Officer (he will join the Trust in Autumn 2021).

The Remuneration and Appointments Committee also agreed a number of changes to the structure of the senior leadership team which aim to provide better, stronger leadership to the Trust.

Senior Manager Remuneration Policy

There have been no changes to the Trust's remuneration policies during 2020/21. All new appointments were made within standard NHS terms and conditions; this includes establishing earn-back clauses on posts that attract a salary of more than £150k.

The remuneration and terms of service of the Chair and Non-Executive Directors are determined by the Council of Governors, taking account of market and survey data from relevant benchmark sources which can include the Foundation Trust Network and the Trust's NHS peer group. More information about this process and the role of the Council of Governors' Nominations Committee can be found on page 51.

Remuneration for King's most senior managers (Directors accountable to the Chief Executive) is determined by the Remuneration and Appointments Committee, which comprises the Chair and the Non-Executive Directors. See page 47 for committee membership and meeting attendance.

The work of the Remuneration and Appointments Committee is informed by relevant benchmark data, periodic assessments conducted by independent remuneration consultants and by salary awards and terms and conditions applying to other NHS staff groups. The work of the committee is supported by the Chief Executive Officer and the Chief People Officer, who are not members of the Committee.

The Trust's strategy and annual planning processes set key business objectives which, in turn, inform individual and collective objectives for senior managers. Individual performance and that of King's as a whole is closely monitored, discussed throughout the year and forms part of the annual appraisal.

Details of senior employees' remuneration can be found on pages 65-7. Note 4.2 in the annual accounts sets out accounting policies for pensions and other retirement benefits.

The Trust has taken a number of steps to ensure that the salaries for Executive Directors and Chief Officers are reasonable, especially where payment is more than £150,000. These steps include:

- Posts are evaluated using a recommended independent external agency. The Trust commissions Hays Executive to undertake this task in line with the Hays job evaluation scheme
- Hays considers a number of factors in the evaluation, comparing similar-sized Trusts and functions/complexity, factoring in the London market dimension and the relative remuneration amongst the Shelford Group, of which King's is a member. Hays provides the Trust with a salary range and recommendation
- The Remuneration and Appointments Committee agrees the salary range and benefits package before the post is advertised based on the advice from Hays Executive and market advice from the executive search organisation
- Due cognisance is given to the VSM annual pay survey, which includes executive pay levels. The post is advertised and once appointed and remuneration agreed via the Remuneration and Appointments committee, the Trust seeks guidance from NHSI to support the salary range
- The Department of Health and Social Care Pay, Pensions and Employment Services Branch is informed and Lord Prior (Formerly Minister for NHS Productivity, Department of Health and Social Care) has in turn provided further guidance as appropriate
- The only non-cash element of the most senior managers' remuneration packages is pension-related benefits accrued during membership of the NHS Pension Scheme. Contributions into the scheme are made by both the employer and employee in accordance with the statutory regulations
- The Trust does not consult with staff on its senior staff remuneration. This is solely a matter for the Remuneration and Appointments Committee.

Service Contract Obligations

All senior managers have a standard King's service contract. Each individual Executive Director and Non-Executive Director has their appointment date, contract status and notice period (for Executive Directors only) listed in the Director's report.

Policy on Payment for Loss of Office

All senior managers are required to have a six-month period in their service contract. Policy for loss of office is in line with the NHSI VSM guidance and the Trust has a policy of not paying over contractual entitlement.

Compensation in the event of early termination for substantive directors is in accordance with contractual entitlements, as set out in the Agenda for Change national terms and conditions of service. There were no exceptions to this policy during 2020/21.

Diversity and Inclusion

In line with the Trust policy on diversity and inclusion, the Remuneration and Appointments Committee has considered the diversity at the most senior levels of the organisation as part of a wider review of talent management and succession.

Non-Executive Director Remuneration Framework

Remuneration for Non-Executive directors and the Chair is at a spot rate and is not pensionable. It has not been reviewed for a number of years, and will be subject to formal review by the Council of Governors during 2021/22.

Senior Manager Remuneration Framework

	Explanation
Salary	Senior manager pay is awarded on a spot rate and is not subject to incremental increase. Senior managers may, at the discretion of the Remuneration and Appointments Committee, be awarded a cost-of-living increase, in line with the rest of the Trust (in 2020/21 this was 1.03%).
Pension benefits	Senior managers may opt to be members of the NHS Pension Scheme. Contributions to the scheme are made by the employee and the employer in line with statutory regulations.
Performance-related pay	In general, senior managers do not receive performance related pay.
Earn-back	In line with NHS policy, directors with salaries above £150k will be subject to 'earn back'. This means that 10% of their salary is at risk unless they achieve the objectives agreed at the start of the year.
Other employee benefits	One director received a benefit-in-kind during 2020/21, to the value of £3559.
Performance Management Framework	Performance is managed on an annual baseline in line with the financial year. Individual objectives are agreed with line managers, in line with the Trust Strategy and monitored throughout the year. The Trust has an online appraisal process which is used by all staff.

Annual Report of the Remuneration and Appointments Committee

The membership, meetings and attendance of the Remuneration and Appointments Committee can be found on page 47. The Chief Executive Officer and Chief People Officer attended the Committee for relevant agenda items but were not full members. During 2020/21 the Committee took advice from Hays and used executive search agencies to fill key posts.

The Committee took a number of reports during the year including:

- The appointments outlined on page 61
- The resignations of a number of executive directors.
- The creation of new posts including the Director of Equality, Diversity and Inclusion.

There have been no other major decisions on senior managers' remuneration or substantial changes relating to senior managers' remuneration in 2020/21.

The committee agreed to award senior managers a 1.03% pay increase, in line with the national pay award for Agenda for Change staff.

The Committee engaged the services of a recruitment company to support the recruitment of a number of posts including the Chief People Officer, Director of Communications, Director of Equality, Diversity and Inclusion. The estimated cost of these services was £60k. A process is in place to ensure the appointment of recruitment consultants complies with the Trust's procurement policy, and will invite tenders as appropriate.

The information in this section of the remuneration report is subject to audit.

Median Salary Disclosures

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director/member in their organisation and the median remuneration of the organisation's workforce.

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director/member in their organisation and the median remuneration of the organisation's workforce.

	2020-21 (bands of £5,000)	2019-20 (bands of £5,000)
Band of highest paid director/member's total remuneration	285 - 290	295 - 300
Median total remuneration (£)	41,522	36,583
Ratio	6.9	8.1

In 2020/21, 0 (2019/20: 0) employees received remuneration in excess of the highest-paid director/member. Remuneration ranged from £18k to £288k (2019/20: £17.7k to £298k). Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind, but not severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions. The reduction in the fair pay multiple from 8.1 to 6.9 is as a result of the increase in average pay resulting from the three year pay reforms introduced in 2018 and the inclusion of relocation expenses in the highest paid director/member's total remuneration.

The information in this section of the remuneration report is not subject to audit.

Director and Governor Expenses

There were no governor expenses during 2020/21.

The information in this section is subject to audit.

A) Salary and pension entitlements of senior managers

Remuneration

Name	Title	2020-21			2019-20		
		Salary & Fees (bands of £5,000) £000	Pension Related Benefits (bands of £2,500) £000	Total (bands of £5,000) £000	Salary & Fees (bands of £5,000) £000	Pension Related Benefits (bands of £2,500) £000	Total (bands of £5,000) £000
Chairman and Non-Executive Directors							
Sir Hugh Taylor ****	Interim Chair	45 - 50	-	45 - 50	45 - 50	-	45 - 50
Faith Boardman	Non-Executive Director	-	-	-	10 - 15	-	10 - 15
Professor Ghulam Mufti	Non-Executive Director	15 - 20	-	15 - 20	10 - 15	-	10 - 15
Sue Slipman	Non-Executive Director	10 - 15	-	10 - 15	10 - 15	-	10 - 15
Chris Stooke	Non-Executive Director	0 - 5	-	0 - 5	10 - 15	-	10 - 15
Professor Jonathan Cohen	Non-Executive Director	10 - 15	-	10 - 15	10 - 15	-	10 - 15
Dr Alix Pryde	Non-Executive Director	-	-	-	5 - 10	-	5 - 10
Professor Richard Trembath	Non-Executive Director	10 - 15	-	10 - 15	10 - 15	-	10 - 15
Nicholas Campbell-Watts	Non-Executive Director	10 - 15	-	10 - 15	0 - 5	-	0 - 5
Akhter Mateen	Non-Executive Director	5 - 10	-	5 - 10	-	-	-
Steve Weiner***	Non-Executive Director	-	-	-	-	-	-
Executive Directors							
Professor Clive Kay	Chief Executive	285 - 290	-	285 - 290	295 - 300	-	295 - 300
Lorcan Woods	Chief Financial Officer	165 - 170	37.5 -40.0	205 - 210	190 - 195	42.5 - 45.0	200 - 235
Professor Julia Wendon *	Chief Medical Officer (Clinical Strategy and Research)	170 - 175	-	170 - 175	240 - 245	-	240 - 245
Dr Kate Langford***	Chief Medical Officer (Professional Standards)	-	-	-	85 - 90	-	85 - 90
Dr Leonie Penna *	Chief Medical Officer (Professional Standards)	185 - 190	67.5 - 70.0	255 - 260	25 - 30	-	25 - 30
Dr Michelle (Shelley) Dolan	Chief Nurse	-	-	-	75 - 80	-	75 - 80
Professor Nicola Ranger	Chief Nurse	175 - 180	7.5 - 10.0	185 - 190	115 - 120	-	115 - 120
Dawn Brodrick	Chief People Officer	130 - 135	-	130 - 135	155 - 160	-	155 - 160
Abigail Stapleton **	Director of Strategy & Commercial	-	-	-	30 - 35	-	30 - 35

Jackie Parrott ***	Chief Strategy Officer	-	-	-	-	-	-
Bernie Bluhm	Denmark Hill Site Chief Executive and Group Deputy CEO	35 - 40	-	35 - 40	185 - 190	-	185 - 190
Lisa Hollins *	Director of Improvement, Informatics and ICT	-	-	-	140 - 145	12.5 - 15.0	155 - 160
Steve Bannister	Interim Director of Capital, Estates & Facilities	-	-	-	15 - 20	-	15 - 20
Fiona Wheeler	Acting Executive Managing Director PRUH & South Sites	-	-	-	115 - 120	-	115 - 120
Beverley Bryant****/+	Chief Digital Information Officer	110 - 115	-	110 - 115	55 - 60	-	55 - 60
Caroline White	Executive Director of Integrated Governance	120 - 125	-	120 - 125	95 - 100	-	95 - 100
Jonathan Lofthouse	Site Chief Executive - PRUH and South Sites	150 - 155	-	150 - 155	20 - 25	-	20 - 25
Louise Clark	Acting Chief People Officer	110 - 115	82.5 - 85.0	195 - 200	-	-	-
John Palmer	Deputy Group Chief Executive and Site Chief Executive - Denmark Hill	120 - 125	-	120 - 125	-	-	-
Julie Lowe	Acting Site Chief Executive - Denmark Hill	100 - 105	-	100 - 105	-	-	-

+salary reflects

*** Non-Managerial Salary**

Professor Julia Wendon	-	-	-	195 - 200	-	195 - 200
Lisa Hollins	-	-	-	80 - 85	-	80 - 85
Dr Leonie Penna	135 - 140	-	135 - 140	20 - 25	-	20 - 25

****Amounts attributable to the Trust's subsidiary companies**

Abigail Stapleton	-	-	-	15 - 20	-	15 - 20
-------------------	---	---	---	---------	---	---------

***** Salary paid by Guys and St Thomas' NHS Foundation Trust**

Jackie Parrott	Chief Strategy Officer	165 - 170	-	165 - 170	150 - 155	10.0 - 12.5	160 - 165
Steve Weiner	Non-Executive Director	20 - 25	-	20 - 25	15 - 20	-	15 - 20
Dr Kate Langford	Chief Medical Officer (Professional Standards)	-	-	-	210 - 215	-	210 - 215
Julie Lowe	Acting Site Chief Executive - Denmark Hill	100 - 105	-	100 - 105	-	-	-

****** Total Salary paid by Guys and St Thomas' NHS Foundation Trust and Kings College Hospital NHS Foundation Trust**

Beverley Bryant	Chief Digital Information Officer	225 - 230	-	225 - 230	110 - 115	-	110 - 115
-----------------	-----------------------------------	-----------	---	-----------	-----------	---	-----------

None of the Directors were paid bonuses or taxable expenses in FY2020-21

One Executive Director received a taxable benefit in kind in 2020/21, value £3559

Directors claimed non-taxable expenses of £4,926.33 over the course of 2020/21

Salary and pension entitlements of senior managers

Hugh Taylor	Chair	1 April 2020 - 31 March 2021
Professor Ghulam J Mufti	Non-Executive Director	1 April 2020 – 31 December 2020
Sue Slipman	Non-Executive Director	1 April 2020 - 31 March 2021
Chris Stooke	Non-Executive Director	1 April 2020 – 18 June 2020
Professor Jon Cohen	Non-Executive Director	1 April 2020 - 31 March 2021
Professor R. Trembath	Non-Executive Director	1 April 2020 - 31 March 2021
Nicholas Campbell-Watts	Non-Executive Director	1 April 2020 - 31 March 2021
Steve Weiner	Non-Executive Director	1 April 2020 – 31 March 2021
Akhter Mateen	Non-Executive Director	16 July 2020 - 31 March 2021
Professor Clive Kay	Chief Executive	1 April 2020 - 31 March 2021
Lorcan Woods	Chief Financial Officer	1 April 2020 - 31 March 2021
Professor Julia Wendon	Chief Medical Officer (Clinical Strategy and Research)	1 April 2020 - 04 Jan 2021
Dr Leonie Penna	Chief Medical Officer (Professional Standards)	1 April 2020 - 31 March 2021
Professor Nicola Ranger	Chief Nurse	1 April 2020 - 31 March 2021
Dawn Brodrick	Chief People Officer	1 April 2020 - 30 June 2020
Bernie Bluhm	Denmark Hill Site Chief Executive and Group Deputy CEO	1 April 2020 - 20 May 2020
Beverley Bryant	Chief Digital Information Officer	1 April 2020 - 31 March 2021
Caroline White	Executive Director of Integrated Governance	1 April 2020 - 31 Dec 2020
Jonathan Lofthouse	PRUH and South Sites CEO	1 April 2020 - 31 March 2021
Louise Clark	Director of Workforce	1 July 2020 - 31 March 2021
John Palmer	Deputy Group Chief Executive for KCH NHS	18 May 2020 - 30 Nov 2020
Julie Lowe	Site Chief Executive - Denmark Hill	7 September 2020 - 31 March 2021

None of the Non-Executive received benefits in kind in 2019-20 or 2020-21. One Executive Director received a benefit in kind in 2020/21, to the value of £3559.

B) Pension Benefits**Pension Benefits**

Name	Title	Real Increase in pension at age (bands of £2,500)	Real Increase in pension lump sum at pension age (bands of £2,500)	Total accrued pension at age at 31 March 2021 (bands of £5,000)	Lump sum at pension age at 31 March 2021 (bands of £5,000)	Cash Equivalent Transfer Value at 1 April 2020	Real increase in Cash Equivalent Transfer Value	Cash Equivalent Transfer Value at 31 March 2021	Employer's Contribution to stakeholder pension
		£000	£000	£000	£000	£000	£000	£000	
Executive Directors									
Lorcan Woods	Chief Financial Officer	2.5 - 5	-	5 - 10	-	82	17	124	24
Professor Nicola Ranger	Chief Nurse	0 - 2.5	2.5 - 5	55- 60	165 - 170	1,174	38	1,238	25
Louise Clark	Director of Workforce	2.5 - 5	2.5 - 5	20 - 25	30 - 35	226	30	294	16
Leonie Penna	Chief Medical Officer	2.5 - 5	7.5 - 10	60 - 65	180 - 185	1,368	105	1,479	6
Jonathan Lofthouse	Site Chief Executive - PRUH and South Sites	(17.5 - 20.0)	(22.5 - 25.0)	-	-	222	-222	0	0

As Non-Executive members do not receive pensionable remuneration, there will be no entries in respect of pensions for Non-Executive members.

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capital value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures and the other pension details include the value of any pension benefits in another scheme or arrangement which the individual has transferred to the NHS pension scheme. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

The real increase in CETV reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another scheme or arrangement) and uses common market valuation factors for the start and end of the period.

The value of pension benefits accrued during the year is calculated as the real increase in pension multiplied by 20, less, the contributions made by the individual. The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights. This value does not represent an amount that will be received by the individual. It is a calculation that is intended to convey to the reader of the accounts an estimation of the benefit that being a member of the pension scheme could provide. The pension benefit table provides further information on the pension benefits accruing to the individual.

Following the government's announcement that all public sector pension schemes will be required to provide the same indexation on the Guaranteed Minimum Pension (GMP) as on the remainder of the pension, the NHSPS has revised its method to calculate the CETV values. The real increase in CETV will therefore be impacted as it will include any increase in CETV due to the change in GMP methodology.

NHS Pensions are still assessing the impact of the McCloud judgement in relation to changes to benefits in the NHS 2015 Scheme. The benefits and related CETVs disclosed do not allow for any potential future adjustments that may arise from this judgement.

Remuneration report

The disclosures in the remuneration report fulfil our obligations under the Health and Social Care Act 2012.

A handwritten signature in black ink, appearing to read 'Clive Kay', is positioned above the printed name.

Signed:

Date: 29th June 2021

Professor Clive Kay
Chief Executive and Accounting Officer

2.3 Staff Report

The information in this section of the staff report is not subject to audit.

The following tables provide information on staff costs and numbers during 2020/21. The Trust is also required to make a number of disclosures in its staff report. These are also detailed below.

The information in this section of the staff report is subject to audit.

Workforce data

Group	Total 2020/21	Permanent 2020/21	Other 2020/21	Total 2019/20	Permanent 2019/20	Other 2019/20
Medical and dental	2,421	922	1,499	2,304	883	1,421
Administration and estates	2,855	2,555	300	2,817	2,235	582
Healthcare assistants and other support staff	1,479	1,395	84	1,368	1,291	77
Nursing, midwifery and health visiting staff	5,081	4,099	982	4,960	3,826	1,134
Nursing, midwifery and health visiting learners	4	1	3	7	1	6
Scientific, therapeutic and technical staff	1,707	1,381	326	1,578	1,231	347
Healthcare science staff	348	298	50	333	288	45
Social care staff	17	14	3	17	14	3
Other	0	0	0	0	0	0
Total average numbers	13,912	10,665	3247	13384	9,769	3,615

Staff Costs

Employee benefits

	Group	
	2020-21	2019-20
	Total	Total
	£000	£000
Salaries and wages	609,820	552,335
Social security costs	60,390	55,464
Apprenticeship levy	2,870	2,617
Employer contributions to NHS Pensions	67,551	63,393
Employer contributions to NHS Pensions paid by NHS England on behalf of the Trust	29,145	27,192
Temporary staff (including bank and agency)	87,501	67,017
Total gross employee benefits	857,277	768,018
Recoveries from other bodies in respect of staff cost netted off expenditure	-	-
Total employee benefits	857,277	768,018
Of which		
Costs capitalised as part of assets	(20)	(306)
Total employee benefits excluding capitalised costs	857,257	767,712

The information in this section of the staff report is not subject to audit.

Sickness Absence data

For 2020/21 staff sickness absence data is not required by the Foundation Trust Annual Reporting Manual (FT ARM) of the DHSC Group Accounting Manual (GAM) to be disclosed in annual reports.

Information on staff sickness can be found at: <https://digital.nhs.uk/data-and-information/publications/statistical/nhs-sickness-absence-rates>

**The information in this part of the staff report is not subject to audit.
Workforce Equality Analysis**

	2019/20		2020/21	
	Headcount	%	Headcount	%
Age				
(0-16)	0	0%	0	0%
(17-21)	83	0.7%	94	0.7%
22+	12777	99%	13453	99%
Ethnicity				
White	5877	46%	6016	44%
BAME	6407	50%	6930	51%
Unknown	576	4%	601	4%
Gender (All staff)				
Male	3152	25%	3394	25%
Female	9708	75%	10153	75%
Gender (Senior Managers)				
Male	21	44%	24	45%
Female	27	56%	29	55%
Gender (Directors)				
Male	8	53%	9	60%
Female	7	47%	6	40%
Recorded Disability				
Yes	335	3%	341	3%
No	11186	87%	10999	81%
Not declared	947	7%	964	7%
Unknown	392	3%	1243	9%
Sexual Orientation				
Bisexual	150	1%	172	1%
Gay	194	2%	215	2%
Heterosexual	10014	78%	10513	78%
Lesbian	169	1%	179	1%
Other	1	0%	3	0%
I do not wish to disclose	1972	15%	2163	16%
Unknown	360	3%	302	2%
Religion				
Atheism	1373	11%	1513	11%
Buddhism	293	2%	326	2%
Christianity	6679	52%	6896	51%
Hinduism	491	4%	558	4%
Islam	734	6%	839	6%
Jainism	18	0%	14	0%
Judaism	40	0%	35	0%
Sikhism	129	1%	173	1%
Other	648	5%	679	5%
I do not wish to disclose	2100	16%	2217	16%
Unknown	355	3%	297	2%
Total Staff Numbers	12860		13547	

The information in this section of the staff report is subject to audit.

Exit package cost band (including any special payment element)	Number of compulsory redundancies		Cost of compulsory redundancies		Number of other departures agreed		Cost of other departures agreed		Total number of exit packages		Total cost of exit packages		Number of departures where special payments have been made		Cost of special payment element included in exit packages	
	Whole Numbers Only	£'s	Whole Numbers Only	£'s	Whole Numbers Only	£'s	Whole Numbers Only	£'s	Whole Numbers Only	£'s	Whole Numbers Only	£'s	Whole Numbers Only	£'s		
Less than £10,000	0	0	8	37,986	8	37,986	0	0	8	37,986	0	0	0	0		
£10,000 - £25,000	0	0	6	95,443	6	95,443	0	0	6	95,443	0	0	0	0		
£25,001 - £50,000	2	78,280	2	86,445	4	164,726	0	0	4	164,726	0	0	0	0		
£50,001 - £100,000	0	0	2	150,485	2	150,485	0	0	2	150,485	0	0	0	0		
£100,001 - £150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
£150,001 - £200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
>£200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total	2	78,280	18	370,359	20	448,640	0	0	20	448,640	0	0	0	0		

Off Payroll Arrangements

Off Payroll Engagement 2020/21

For all off-payroll engagements as of 31 March 2021, for more than £245 per day and that last for longer than six months	
Number of existing engagements as of 31 March 2021	3
Of which:	
number that have existed for less than one year at time of reporting	2
number that have existed for between one and two years at time of reporting	0
number that have existed for between two and three years at time of reporting	0
number that have existed for between three and four years at time of reporting	1
number that have existed for four or more years at time of reporting	0

For all new off-payroll engagements, or those that reached six months in duration, between 1 April 2020 and 31 March 2021 for more than £245 per day and that last for longer than six months	3
Number of new engagements, or those that reached six months in duration, between 1 April 2020 and 31 March 2021	2
Of which:	
number assessed as within the scope of IR35	0
number assessed as not within the scope of IR35	3
number engaged directly (via PSC contracted to Trust) and are on the Trust's payroll	0
number of engagements reassessed for consistency/assurance purposes during the year	0
number of engagements that saw a change to IR35 status following the consistency review	0

For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2020 and 31 March 2021	
Number of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, during the financial year.	0
Number of individuals that have been deemed 'board members and/or senior officials with significant financial responsibility' during the financial year. This figure must include both off-payroll and on-payroll engagements.	0

The Trust follows NHSI policy on off-payroll arrangements and any highly paid appointment is subject to NHSI approval and, where necessary, Trust Board approval.

During 2020/21, no Board members were off-payroll.

The Trade Union (Facility Time Publication Requirements) Regulations 2017

This is the third year that organisations have been required by law to publish Trade Union (TU) facility time information. The data below is for the financial year 1 April 2020 to 31 March 2021

Relevant union officials

<i>Number of employees who were relevant union officials during the relevant period (full time equivalent)</i>	<i>Full-time equivalent employee number</i>
24	23.33

Percentage of time spent on facility time

<i>Percentage of time</i>	<i>Number of employees</i>
0%	0
1-50%	23
51%-99%	0
100%	1

Percentage of pay bill spent on facility time

	<i>Figures</i>
Provide the total cost of facility time	£84,080
Provide the total pay bill	£744,816,000
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time ÷ total pay bill) x 100	0.01

Paid trade union activities

<i>Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) x 100</i>	0
--	---

Expenditure on Consultancy

On occasions the Trust brings in consultants from outside to provide advice and support that cannot be provided within the Trust. In 2020/21, King's spent £3.078m on external consultancy. This was to provide specific targeted support in areas such as financial recovery and emergency care.

	Group including consolidated Charity Accounts	
	2020/21	2019/20
	£000	£000
Consultancy costs	3,078	2,715

Staff Policies

The Trust recognises that there is clear evidence supporting the link between staff health and wellbeing and safe patient care and is committed to continually working to improve the health and wellbeing of staff. The Trust's recruitment policy ensures that all applicants with a disability who meet the essential criteria are offered an interview. Successful candidates are asked what adaptations they may require to carry out their role. Similarly, staff who become disabled after commencing employment with the Trust will be supported and individual packages of support and training will be offered depending on need.

The Trust has an in-house occupational health department which is in place to support both managers and staff by providing the full remit of occupational health services. In accordance with the Trust policies on sickness absence and equality and diversity, the occupational health department offers advice to both managers and staff on appropriate working arrangements, which may include reasonable adjustment or modifications to working hours to accommodate a medical condition. Reasonable adjustments are specific to individuals and could include making adjustments to premises, duties, working hours or acquiring or modifying equipment. The Trust also seeks guidance from specialist external agencies, such as Access to Work, where necessary. The Trust is recognised as a disability confident employer and is committed to promoting equality of access, opportunity and treatment for candidates and employees.

The Trust has established a Health & Wellbeing team and have developed a framework and plan to provide a focus on wellbeing activities. As a result, a wide range of targeted and innovative wellbeing programmes are available for staff. These include permanent wellbeing hubs, regular health and wellbeing events, access to psychological support, ongoing exercise classes, staff benefits platform, mental health awareness and support, mindfulness and counselling services.

This has been well received across the organisation and has been celebrated nationally by being named as the HSJ Workforce Initiative of the Year, in March 2021.

The Trust recognises that the best outcomes often come when concerns are dealt with at the earliest opportunity, quickly and informally. To support this an Early Resolution Policy has been developed and implemented which provides guidance to managers and staff on this approach. This policy replaces the Bullying & Harassment and Grievance Policy. We have also undertaken a significant review of our Disciplinary Policy to place an emphasis on 'just culture' principles and restorative justice. Since its introduction, 60% of our cases have been managed informally without the need for formal investigations.

The Trust has an approved counter-fraud and corruption policy and does not tolerate any form of fraud, bribery or corruption by its employees, partners or third parties acting on its behalf. We investigate allegations fully and apply sanctions to those found to have committed a fraud, bribery or corruption offence.

We have continued to work on streamlining our policies, benchmarking where possible with other NHS Trusts and professional bodies. We aim to provide a streamlined process which is less onerous for all staff and managers. We carry out this work in partnership with our staff side colleagues. Our policies are discussed and agreed at the Trust's Policy Review Group before final ratification at Joint Consultative Committee (JCC)

Our Approach to Staff Engagement and our National Staff Survey Results

The Trust has continued to support its workforce during a very challenging year. Building on our engagement plans from 2019/20, King's continued to focus on four priority areas:

- equality, diversity and inclusion,
- health and wellbeing,
- leadership development, and
- ways of working and behaviours.

Staff Wellbeing

Recognising the extraordinary challenges faced by our staff this year King's allocated significant additional funding and resource to support staff wellbeing. At its peak over 14,000 staff a week were using staff wellbeing hubs across our sites. During COVID-19 surges over 100 mental health trained redeployed staff supported King's staff via the wellbeing hubs and in-reach in wards, units and departments. During the summer of 2020 the Trust funded a permanent staff wellbeing service, including a team of clinical psychologists, and established permanent Wellbeing hubs at PRUH, Orpington and Denmark Hill sites. The Trust has also launched an online Wellbeing platform for all staff to be able to access wellbeing and welfare resources through both work and personal devices. King's won a National Health Service Journal award for the wellbeing service during our COVID-19 response and our model has been adopted by other Trusts.

Organisational Development

In the autumn of 2019 the Trust funded creation of an Organisational Development function and programme. Throughout 2020-21 the OD team worked with colleagues in Workforce, EDI and FTSU to adapt the OD programme to support the Trust during COVID-19. The programme aims to engage, empower and enable staff at all levels in order to improve organisational effectiveness and health by aligning the way we work to our values and behaviours.

During 2020 the OD programme focused on:

- Developing the People and Culture Strategy in collaboration with the development of the Trust Strategy and aligned with the NHS People Plan;
- Refreshing the Trust values and developing a supporting behavioural framework
- Launching leadership development programmes, initially with clinical care group leaders and cascading to leaders throughout the Trust. These are:
 - *Care Group Leadership Programme*
Delivering new Care Group restructure to support the delivery of a clinically led site model, the Care Group Leadership programme was launched in November 2020 to focus on three critical development areas:
 - Management Fundamentals ensuring that managers have that core skills and knowledge to perform as a King leader.

- Creating an authentic style of leadership that would support the development of a culture of compassion, inclusion and respect and encourage talent pipelines
 - Developing insight amongst our leaders by enabling them to lead and influence across *systems*.
- *Mary Seacole Programme*
Developing new managers at band 6 – 7, Kings have collaborated with the NHS Leadership Academy to bring the Mary Seacole Leadership Programme in-house from May 2021. The programme will equip managers with the key fundamentals of management and on successfully completing the programme they will achieve an NHS Leadership Academy Award in Healthcare Leadership.
- Leadership and Management Apprenticeships Level 3 to Level 7 will also be relaunched in 2021-22.

The wider Apprenticeship Strategy will be also be relaunched across the Trust to up skill our workforce and to identify development pathways through Apprenticeships across a variety of professions.

Staff Feedback

We use the data and commentary from leavers' surveys, the quarterly Staff Friends and Family Test (FFT) and the annual Staff Survey to inform us on how staff feel about working at King's. We also get regular feedback via our Joint Consultative Committee (JCC) and theFTSU Guardians on the key concerns being raised by our staff. This year have put in place a research contract to enable us to conduct in-year pulse surveys. We have also had additional feedback through the Values, Wellbeing and People and Culture programmes.

The Trust employs a number of methods for ensuring staff are engaged and informed about service changes that might affect them, including newsletters, all-staff emails, monthly magazines, drop-in sessions and management cascades. The Trust sends out a daily news update and directs staff to the detailed intranet.

Staff Survey

This year the NHS staff survey was adapted to take into account the pressures of COVID-19. These changes meant that it is not possible to benchmark against other Trusts this year, although there is an Acute Trust average. However, many of the survey themes remained the same and it is possible to compare ourselves against our scores from before COVID-19. There has also been the addition of some specific questions about the COVID-19 pandemic, in order to give a more in depth understanding of the impact that the pandemic has had on NHS staff.

Summary of Results

The 2020 Staff Survey took place between the 7th of September and 30th of October. King's had a 40% response rate with 4979 staff completing. This is a decrease of 3.2% from the 2019 Staff Survey. The results were thematically analysed across 11 themes. The overall staff engagement theme score was 6.8 which has remained the same since 2017.

In 2020 the theme of Health and Wellbeing theme improved by 0.2 points. The theme of Equality, Diversity and Inclusion decreased by 0.2 points. During 2021 King's will continue to focus on four priority areas: Equality, diversity and inclusion, health and wellbeing, leadership development, and ways of working and behaviours.

Staff Survey Theme Scores 2018-2020

	2018		2019		2020	
	Trust	Acute Trust Average	Trust	Acute Trust Average	Trust	Acute Trust Average
Equality, Diversity and Inclusion	8.3	9.1	8.4	9.0	8.2	9.1
Health and Wellbeing	5.2	5.9	5.3	5.9	5.5	6.1
Immediate Managers	6.5	6.7	6.7	6.8	6.6	6.8
Morale	5.6	6.0	5.7	6.1	5.8	6.2
Quality of Appraisals	5.4	5.4	5.6	5.6	n/a	n/a
Quality of Care	7.3	7.4	7.4	7.5	7.4	7.5
Safe environment – bullying and harassment	7.3	7.9	7.4	7.9	7.5	8.1
Safe environment – violence	9.2	9.4	9.3	9.4	9.3	9.5
Safety culture	6.5	6.7	6.5	6.7	6.5	6.8
Staff engagement	6.8	7.0	6.8	7.0	6.8	7.0

Improvement Plans for 2021/2022

The Trust will continue to focus on improving staff engagement and experience throughout 2021-22, building on the work that has been put in place this year. This includes multiple strands of work at Trust (system) level, local (care group) level and individual level (especially leaders and managers). These strands will be interlinked and there will be dependencies between them. At Trust level we will work together to ensure that we identify dependencies and enablers between our recovery, change and improvement programmes and that our enabling policies, process and the way we implement them are aligned. This will form part of the embedding values programme. The key strands of work are the:

- Launch of the People and Culture Strategy, underpinned by the values refresh programme
- Continued roll-out of the Wellbeing framework and programme of work.
- Launch of the EDI strategy and supporting programme of work.
- Cascade of leadership development programmes for all leadership levels in the Trust.

Local level improvement plans are being held at care group level and through the leadership development programme, clinical leaders are being supporting in leading improvement in their areas.

Staff Insight

In addition to the in-year pulse survey function that was set up in 2020 we will also be establishing an employee listening programme to ensure that that we that we gather honest and timely insight from our staff on an ongoing basis. We will use this to inform future decisions impacting staff at system and local levels. This will be accessible for all leaders and managers across the Trust to use.

Equality Diversity and Inclusion

The Trust continues to highlight the importance of Equality, Diversity and Inclusion and has invested in the permanent appointment of a Director Equality Diversity and Inclusion reporting to the Chief Executive. This is a key strategic role working with the Board and Executive Team to ensure that the agenda of EDI is embedded in the Trust. The Director of Equality Diversity and Inclusion has a newly-formed dedicated EDI team that will act as the Trust's change agent working collaboratively with operational staff, further developing our services to respond to the diverse needs of our communities.

The Equality Diversity and Inclusion Team are working to deliver an ambitious EDI Programme Plan with defined outcomes for our diverse workforce, patients, carers and our wider communities. The EDI Programme Plan seeks to make demonstrable changes in the following areas:

- **Our People and Culture Strategy - Belonging to King's Equality and Diversity**
King's will be an inclusive organisation where everyone feels welcome. We will embrace diversity, value difference and ensure equality of opportunity for everyone. Detailed within the People and Culture Strategy are the actions we will take to fulfil our ambitions with our staff.
- **EDI governance process**
- **Implementation of our revised Equality Risk Assessment Framework**
- **Reset and Relaunch of staff networks**, agreed annual objectives
- **Staff Engagement – Health and wellbeing offer**
- **Strategic Recruitment –** Our end to end review of recruitment processes introduction of values based recruitment, revised induction programme, implementation of NHSE/I Model Employer 10 year plan, target setting for a more representative workforce at all levels within the Trust
- **Trusts wide EDI awareness programme –** building a culturally competent workforce
- **EDI annual celebrations –** calendar of events and patient and staff story boards
- **Connecting with our Communities**
- **EDI standards** developed and included within our procurement and contracting activities

Gender Pay Gap

Information on the Gender Pay Gap can be found on our website:

<https://www.kch.nhs.uk/Doc/corp%20-%20660.1%20%20gender%20pay%20gap%20report%20-%202020.pdf>

Counter Fraud and Corruption

The Trust has a number of policies in place to counter fraud and corruption and has a good track record in reporting suspected fraud. The work of the Local Counter Fraud Representative is outlined elsewhere in this report and is reported to the Audit Committee. During 2020/21,

KPMG was appointed to provide the Trust with counter-fraud services, following a competitive tender process.

Annual Health and Safety Summary 2020/21

The following paragraphs provide analysis of standards of health and safety management throughout the Trust for the financial year 01 April 2020 to 31st March 2021.

The Health and Safety at Work etc. Act 1974 (HASAWA) provides the legislative framework to promote, stimulate and encourage proper health and safety at work standards across the Trust and beyond.

The Chief Executive has delegated accountability to the Chief Financial Officer to implement systems that ensure the King's College Hospital NHS Foundation Trust (KCH) staff and ancillary contractors, work in a safe and compliant manner to protect both themselves and other service users from significant or avoidable harm. The Executive Director of Finance has delegated the responsibility of Health and Safety to the Director of CEF.

In particular, the act requires KCH to provide and maintain:

- A Health and Safety Policy;
- A system to manage and control risks in connection with the use, handling, storage and transport of articles and substances;
- A safe and secure working environment, including provision and maintenance of access to and egress from premises;
- Safe and suitable plant, work equipment and systems of work that are without risks;
- Information, instruction, training and supervision as necessary;
- Adequate welfare facilities.

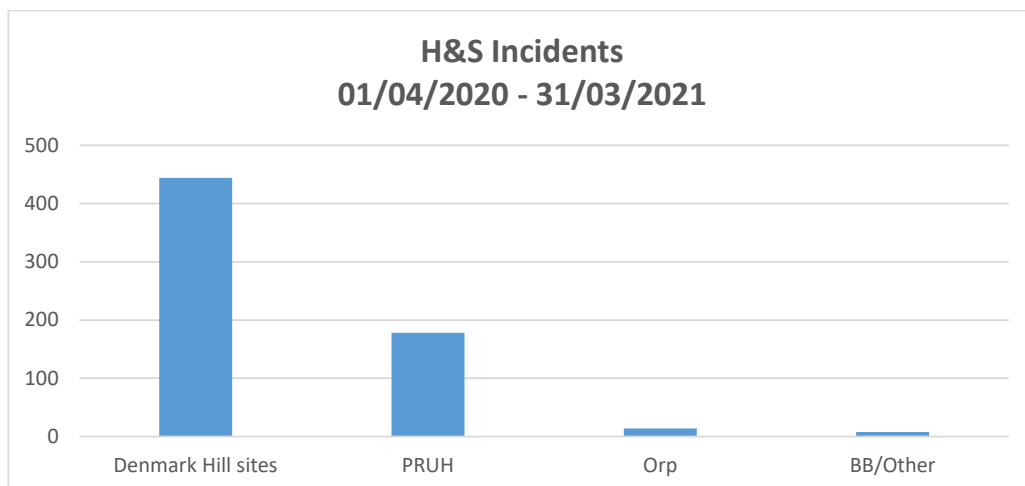
In progressing the management strategy of health and safety throughout the Trust, the Health and Safety Team continues to observe the Health and Safety Executive (HSE) HSG65 model "Managing for Health and Safety". The key components of the Plan, Do, Check, Act (PDCA) framework can be summarised, as follows:

- Plan** Determine policy, plan for implementation.
- Do** Profile health and safety risks, organise for health and safety management, and implement the plan.
- Check** Measure performance, investigate accidents and incidents.
- Act** Review performance, apply learning.

This continual practice of the HSE's PDCA principles achieves a balance between the systems and behavioural aspects of management and treats health and safety management as an integral part of good management generally, rather than as a stand-alone system and is fundamental in the application of the Trust's health and safety strategy.

By continuing the promotion of the PDCA approach, it is anticipated that a healthier health and safety culture will become established throughout KCH. It also provides reassurance to the Board that health and safety is being fully implemented throughout the Trust's working environment.

Reported Health and Safety Accidents and Incidents for 2020/2021



A total of 9106 Health and Safety incidents were reported throughout the reporting period. From these, 4209 were associated to Violence & Aggression and 644 were valid H&S incidents or near misses from the remaining 4897 incidents logged.

Significant Events

- The Integrated Governance Directorate was dissolved in October 2020 and the Trust’s Health and Safety Team has once again been embedded into the Capital Estates and Facilities (CEF) directorate.
- In early 2020, the Trust started to prepare for a possible pandemic response from the Corona Virus (COVID-19). As the virus spread, the impact on the demands on the Trust increased in all areas, which necessitated that governance be reviewed. All resources were focused on front line care via the direction of Gold/Silver Command, both in terms of staff allocation and supporting departments’ priorities. Many of the Groups and Committees were run with limited key staff and agendas during this time. A variety of King’s staff were reallocated to front line and subsidiary areas to meet resourcing requirements. Working practices were reviewed in line with Government guidance that was promulgated by the HSE and PHE. Many non-clinical staff worked from home and attendance on site was rotated to reduce possible infection. Some Trust staff were deemed “Clinically Vulnerable/Extremely Clinically Vulnerable” and were obligated to self-isolate at home. The Trust continues to deliver health care and operate under COVID 19 guidance from the Government.
- HSE Letter of Enquiry – 06 August 2020 – Dangerous Occurrence Relating to Asbestos on 22 May 2020. The HSE made enquiries following the submission of a RIDDOR relating to Asbestos Management. The consequence was that the HSE determined it to be a dangerous occurrence and required the Trust to put in place a robust Asbestos Management Plan and to remove certain fixtures which were identified to have contained asbestos materials. CEF had commissioned an Asbestos Management Plan and replaced the fixtures containing asbestos, resulting with the HSE closing off the investigation with the Trust having to pay a small fee.
- HSE Letter of Enquiry – 28 Sep 2020. The HSE delivered a letter of enquiry to the

Head of Nursing in PRUH. The HSE were following a whistle-blowing complaint raised by a member of PRUH staff with regards to incidents concerning PPE and COVID 19 patients. The Trust responded to the HSE with the evidence required and are currently awaiting the HSE to close this line of enquiry.

- HSE Letter of Enquiry – 10 Feb 2021. The HSE received another whistle-blowing complaint regarding the COVID controls at the trust's Outpatient Appointment Centre in Jennie Lee House. The concern covered the allegations that the OPAC was operating at almost full capacity, and therefore, not possible for employees to maintain a 2 metre distance, windows not being opened and regular non-compliance with mitigating measures such as the wearing of face masks and lack of management challenges to those not complying with rules. Evidence rejecting these claims were supplied to the HSE and consequently, the HSE formally closed this case on 29 March 2021.

Gaps Identified

- Some Trust staff continue to congregate in public areas, such as Costa Coffee venues, Well-Being Hubs and dining rooms and were not observing the required social distancing requirements or wearing Respiratory Protective Equipment (RPE) correctly. Concerns, as well as criticisms, of the failure of staff to follow government and Trust guidance was raised by both staff and members of the public visiting the hospital. These concerns were discussed at Silver Command and the Trust promulgated frequent reminders to staff to observe social distancing rules. The HSE announced in March 2020 that employers will be subject to Enforcement and Prohibition Notices, prosecution and other disciplinary measures, should they not adhere to strict social distancing measures for the workforce in the workplace.
- Due to the pandemic and a consequential lack of resources, the Trust has been hampered in its ability to complete H&S audits over the reporting period. As a consequence, the data gathered to assist in the analysis and measurement of the safety culture for the Trust has been not been as comprehensive as would normally expected, therefore preventing the formulation of plans to improve upon it.
- A total of 18 RIDDORs were submitted during this reporting period. All of these met the timeline required by the HSE (10 days from an incident or 15 days for an over-seven days' period of absence from work as a consequence of the incident), due to a late report submitted from a division. The total days of staff absences for the period of this report equates 338 days. These were not COVID-19 related.
- Due to the pandemic and a change of regulations, some Trust Staff had not been able to complete the mandatory Display Screen Equipment self-assessments, contrary to the Display Screen Equipment Regulations 1992. Although there has been an improvement in the completion of these for this reporting period, only approximately 550 staff members have completed self-assessment forms. The Health and Safety team have formulated a plan to address this deficit and the campaign to rectify this will commence in June 2021.
- Gaps remain in some areas regarding anti-ligature assessments throughout the Trust. The highest risk areas have now all been assessed, however, those areas deemed a lesser risk have only received rudimentary assessments due to H&S resource constraints. The Trust Health and Safety team endeavours to complete all assessments by Q3 2021, although this might be delayed due to the current pandemic.

Health and Safety Committee

The Health & Safety Committee has been established to plan, manage and monitor organisational compliance with statutory health and safety requirements and specific NHS duties. In this way, compliance with external organisational requirements such as the HSE, NHS Resolution (formerly the NHSLA), Department of Health, CQC etc. are managed.

The Executive Director of Finance Chairs the Health & Safety Committee, being the Director with delegated responsibility for health and safety within Kings College Hospital NHS Foundation Trust. The Health and Safety Committee is accountable to the Quality, People and Performance Committee (QPPC), which is in turn, responsible to the Trust Board.

The Health & Safety Committee is tasked with monitoring the development, implementation, audit and delivery of health and safety organisational management throughout all working aspects of the Trust’s diverse activities. The Health & Safety Committee receives reports from its sub-committees and forwards policies approved at sub-committee level to the QPPC for ratification.

Sub-Committees include:

Sub-Committee	Reporting Frequency
Manual Handling	Bi - Monthly
Fire Safety*	Bi- Monthly , Annually
Radiation Safety	Bi - Monthly
Water Safety*	Bi - Monthly
Medical Gases*	Bi - Monthly
Asbestos Safety	Bi - Monthly
Security (Violence & Aggression)	Bi – Monthly, Annually
Waste Management*	Bi- Monthly

*As part of the overall CEF Report to the HSC.

The principal actions considered by the Health & Safety Committee during the year 2020/21 included:

- a. The Trust performance relating to mandatory training for Health & Safety
- b. The Fire Safety compartmentalisation work within higher risk areas of the Trust.
- c. Compiling various assessments in line with Government recommendations regarding the COVID-19 pandemic.
- d. The Health and Safety Committee risk management reports format.
- e. The risks associated with total waste management services.
- f. The continued threat of legionella and pseudomonas infections;
- g. The detail of the water safety group reporting function.
- h. The continued collation and review of safety data on DATIX and circumstances of an incident: location, category, persons affected etc.
- i. Completion of the Asbestos Management Plan following HSE’s concerns over Asbestos Management.
- j. Responding to HSE’s official letter of query regarding activities in PRUH.
- k. Responding to HSE’s official letter of query following a whistle-blowing complaint from attributed to Jennie Lee House.

Legal Safety Compliance Overview

The table below outlines the main H&S legislation and identifies the proactive work that the Trust has carried out in order to comply with it.

Legislation Description of actions for Health & Safety at Work Act 1974 etc.

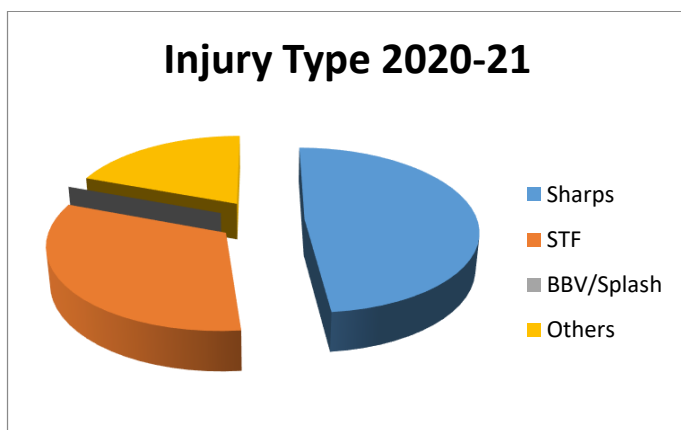
Legislation	Description of Actions
Health and Safety at Work Act 1974 etc.	<ul style="list-style-type: none"> • Health & Safety COVID-19-related assessments in place and monitored. • Competent persons in place to provide compliance advice (Health and Safety team). • Health and Safety Committee meetings held six times a year – well attended.
Management of Health & Safety at Work Regulations 1999	<ul style="list-style-type: none"> • Annual H&S audit programme. • Over 80% Workplace Risk Assessment (WRA) conducted in the Trust. • Divisions responsible for ensuring that they have adequate numbers of Champions. (Volunteer numbers continue to remain low and needs to increase post pandemic).
Display Screen Equipment Regulations 1992	<ul style="list-style-type: none"> • The updated DSE self-assessment tool has been operational since May 2021 and Occupational Health (OH) now has specialists to advise on the DSE recommendations in collaboration with the Health and Safety Team.
Control of Noise at work Regulations 2005	<ul style="list-style-type: none"> • Draft Noise at Work policy awaiting ratification. Expected to be fully operational by Q2 2021.
Health & Safety Information for Employees Regulations (Amendment) 2009	<ul style="list-style-type: none"> • H&S representatives and trade union H&S representatives are low and new personnel need to be engaged. • Site-based Health and Safety Committee (PRUH and Orpington Hospital) suspended due to COVID-19. These need to be held six times a year and should be well attended by managers, trust-competent persons, trade union representatives and H&S Champions.
Safety Representatives and Safety Committees Regulations 1977	<ul style="list-style-type: none"> • Reports on audits, action plan progress and risk register.
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)	<ul style="list-style-type: none"> • 100% reported within the HSE's required timeline. • Investigations have been implemented for all RIDDOR incidents and the findings are shared with the Health & Safety Committee.
Health & Safety Consultation with Employees Regulations 1996	<ul style="list-style-type: none"> • New RIDDOR amendments have been implemented following COVID-19. • Terms of reference have been ratified for the H&S Committee.

Reporting of Injuries, Diseases and Dangerous Occurrences (at work) Regulations [RIDDOR]

A total of 18 RIDDOR reports were submitted to the HSE in 2020/21, a decrease of 58% from the previous year's total of 31 and a decrease of 54% from 2018/19.

	KCH	ORPING	PRUH	Grand Total
Falls (Patient/Staff)	1	1		2
Health & Safety (including BBV, needle stick and Manual Handling)	4	1	5	10
Violence, Aggression & Security	3		3	6
Grand Total	8	2	8	18

The categories in which injuries were reported were:



Historically, the leading categories for reportable injuries were from needle sticks and/or sharps injuries. However, in 2019/20 the leading category became Slips, Trips and Falls (STF) and BBV splash injuries. The majority of STF cases have been attributed to staff failing to observe and adhere to safe systems of work. For this reporting period, the most frequent injuries come under the “Other” category, which consists of Violence and Aggression, burns, crush and other types of non-specific occupational injuries.

A total of 13 members of staff were absent from work as a consequence of incidents or accidents for a period of more than seven consecutive days, representing a fall of 31.5% compared with the last reporting period.

Submitted RIDDOR reports accounted for 0.36% of the 4897 H&S incidents reported; this is a decrease on the previous year's amount by 0.5% and is in keeping with the downwards trend.

Violence and Aggression

The Trust remains committed to the delivery of a secure environment for those who use or work in KCH so that the highest possible standard of care can be delivered. To this end, security continues to remain a priority within the development and delivery of health services across the Trust.

All of those working within the Trust have a responsibility to assist in preventing security related incidents or losses. This approach underpins and directly links to the Trust's values and objectives. The provision of a 'pro-security' culture remains the key aim.

Violence and Aggression (V&A) levels against staff members by patients and the public have slightly decreased in the Trust during the period of 2020/21. This reflects the reduction in the amount of general patients and visitors to the Trust during the pandemic.

During the reporting period, there has been further progress with efforts to address levels of violence and aggression towards staff from patients and visitors, coupled with development in the Trust Security Department, which reflects the Trust's commitment to deliver a safe and secure environment.

Post assault, staff are mandated to attend A&E for assessment and treatment. They are also encouraged to attend Occupational Health where support and further guidance is offered including informative literature.

The overall total of 8418 reported incidents over the year represents a slight decrease overall in all V&A incidents in comparison to the last reporting period. The 4209 valid security incidents show a reduction for the last year but the general trend nationally is to see a gradual increase in violence and aggression aimed at NHS staff. It is expected this figure will increase when the Trust begins to resume normal services and when the levels of visitors/patients return back to normal.

Incidents by Type and Sites 2020-2021

	Bec'ham Beacon	Community Dental Clinics	Denmark Hill	Orp'ton	PRUH	Queen Mary's	Renal Satellite Units	The Havens	Total
V&A Security	24	01	2573	69	1523	02	15	02	4209
Assault Wounds	02		427	23	195		01		648
Verbal Abuse Threats	07		719	15	518	02*	6	01*	1265
Violent Behaviour	15	01*	1427	31	810		8	01*	2291
Total	24	01	2573	69	1523	02	15	02	8418

* Denotes same incident

DATIX

The introduction of “Datix Cloud” has been instigated to provide a platform for reporting incidents and the reporting of ‘near misses’, which at present, the Trust is not capturing all the time. It is anticipated the new software may assist in triangulating the ability to assist in trend analysis to ultimately prevent accidents at work.

The 2020/21 objectives outlined the key focus areas for the Health and Safety Team to work on in order to improve on identified weaknesses. Progress against these objectives will continue to be monitored at the Trust Health and Safety Committee and forwarded to the Quality, People and Performance Committee for information.

Conclusion

The Safety team has been working with Trust divisions to increase compliance of audit actions and to close identified gaps. In addition, rapid COVID-19-related reactions were successfully implemented across the Trust in keeping with the latest Government guidelines.

However, the comparatively small size of the team hinders progress and the COVID-19 pandemic has affected its ability to close identified gaps as the team is needed to deal with new issues solely arising from COVID-19, especially given the redeployment of staff across the Trust into new and often unknown areas of work.

The Trust Board rightly demands assurance that the quality and complexity of the service delivery is safely maintained via an informed staff and contractor group who are provided with clear direction from targeted training and effective Trust-wide communication. King’s H&S team is empowered to champion the H&S declared objectives within their peer groups, supported by approved policies, procedures, relevant legislation and Government guidelines.

Improvements in prioritising audits and improving H&S across the Trust will inevitably lead to a greater level of legal compliance. It is recognised that both the audit programmes and incident reporting are fundamental to King’s being able to identify, analyse and address high-risk areas. This relies on the involvement of all staff and managers working with the Health and Safety team to deliver a safer environment and the team is working Trust-wide to promote this.

2.4 Disclosures set out in the NHS Foundation Trust Code of Governance Statutory Framework

King's College Hospital NHS Foundation Trust applies the principles of the NHS Foundation Trust Code of Governance (Code) on a 'comply or explain' basis. The Code is founded on the principles of the UK Corporate Governance Code, and was most recently revised in July 2014. The required disclosures in relation to the Board of Directors and the Council of Governors are outlined in section 2.1 above.

King's meets all main principles of the Code, including those relating to the development and management of patient services and accountability for the use of public resources. The composition of the Board and the Council of Governors is laid out in the Director's Report above. In principle the Board has fewer voting executive members than non-executive members (excluding the Chair) and therefore meets the requirement of the Code. However, due to vacancies during the year, in practice the Trust has not met this requirement. The Nominations Committee is actively working to appoint a new NED.

The Trust is required under the NHS Foundation Trust licence condition FT4, to set out how it is able to assure itself of the validity of its corporate governance statement. The Board signs this statement in parallel with this Annual Report, having been apprised of the information provided by external and internal auditors.

2.5 NHS Oversight Framework

NHSI issued the NHS Oversight Framework (Framework), which provides the framework for NHSI to oversee providers and assist in identifying potential support needs. The Framework looks at quality of care; finance and use of resources; operational performance; strategic change; and leadership and improvement capability.

The Trust was placed in an enhanced regime of Financial Special Measures by NHSI in 2017/18 following a substantial variation to the planned deficit for the year.

2.6 Statement of the Chief Executive's responsibilities as the Accounting Officer of King's College Hospital NHS Foundation Trust

The NHS Act 2006 states that the Chief Executive is the Accounting Officer of the NHS Foundation Trust. The relevant responsibilities of the Accounting Officer, including their responsibility for the propriety and regularity of public finances for which they are answerable, and for the keeping of proper accounts, are set out in the NHS Foundation Trust Accounting Officer Memorandum issued by NHS Improvement.

NHS Improvement, in exercise of the powers conferred on Monitor by the NHS Act 2006, has given Accounts Directions which require King's College Hospital NHS Foundation Trust to prepare for each financial year a statement of accounts in the form and on the basis required by those Directions. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of King's College Hospital NHS Foundation Trust and of its income and expenditure, other items of comprehensive income and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the DHSC Group Accounting Manual, with particular regard to:

- Observe the Accounts Direction issued by NHSI, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the NHS Foundation Trust Annual Reporting Manual (and the DHSC Group Accounting Manual) have been followed, and disclose and explain any material departures in the financial statements;
- Ensure that the use of public funds complies with the relevant legislation, delegated authorities and guidance;
- Confirm that the annual report and accounts, taken as a whole, is fair, balanced and understandable, and provides the information necessary for patients, regulators and stakeholders to assess the NHS Foundation Trust's performance, business model and strategy; and
- Prepare the financial statements on a going-concern basis and disclose any material uncertainties over going concern.

The Accounting Officer is responsible for keeping proper accounting records, which disclose with reasonable accuracy, at any time the financial position of the NHS Foundation Trust and to enable him/her to ensure that the accounts comply with requirements outlined in the above mentioned Act. The Accounting Officer is also responsible for safeguarding the assets of the NHS Foundation Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as I am aware, there is no relevant audit information of which the Foundation Trust's auditors are unaware, and I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

To the best of my knowledge and belief, I have properly discharged the responsibilities set out in the NHS Foundation Trust Accounting Officer Memorandum.



Signed:

Date: 29th June 2021

Professor Clive Kay
Chief Executive and Accounting Officer

2.7 Annual Governance Statement and Enhancing Quality Governance

Scope of Responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the NHS Foundation Trust's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me. I am also responsible for ensuring that the NHS Foundation Trust is administered prudently and economically and that resources are applied efficiently and effectively. I also acknowledge my responsibilities as set out in the NHS Foundation Trust Accounting Officer Memorandum.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk or failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the policies, aims and objectives of King's College Hospital NHS Foundation Trust, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place within the Trust for the year ended 31 March 2021, and up to the date of approval of the annual report and accounts. A review of the effectiveness of the system of internal control can be found on page 104.

Capacity to Handle Risk

As Chief Executive and Accounting Officer, I have overall responsibility for risk management with the Chief Nurse providing operational leadership. Each Executive Director is responsible for managing the risks within their portfolio. All Executive Directors report to me and I have a range of forums in place to ensure that they are held to account for the performance and delivery of individual, team and Trust objectives.

A new Risk Management Strategy was approved by the Board in March 2021, which is being rolled out and embedded into the organisation over the coming year. The Trust began the process of a significant review of its risk registers in 2020/21. The risk register assists with the development of an organisation-wide risk-awareness culture and enables risk management decision making to occur as near to the risk source as possible. This process will be a significant focus during 2021/22 to ensure that our risk management arrangements meet the requirements of the Trust. The new strategy articulates the Trust's appetite for risk, which was developed through detailed discussion at Board level.

To support the organisation to maintain good practice in risk management, new risk management training and awareness sessions for staff were delivered throughout 2020. The Trust recognises that risk management is critical to patient and staff safety as well as ensuring the Trust meets its objectives, and therefore this will be taken forward with renewed vigour in 2021/22 as the Trust starts to implement the principles of the NHS Patient Safety Strategy and as the new care group structure is embedded. During 2021/22, the Trust will also be working with an external provider to strengthen governance capability at care group level across the Trust.

The Board Assurance Framework provides a high-level management assessment process and record which enables the Trust to focus on the principal risks to delivering its strategic objectives

and the robustness of internal controls to reduce or manage the risks to acceptable levels. In 2020, the Board undertook a substantive review of the Board Assurance Framework to align it with the Trust's new strategic objectives, controls and assurances, as well as national best practice. Where required, action plans were agreed to improve controls or assurances.

In early 2021, the Board held a facilitated Board discussion, focused on developing shared agreement of the strategic risks facing the Trust. This will support the further refinement of the BAF during 2021, to provide the Trust with an effective management system for significant risks which could impact upon the delivery of annual and strategic objectives. Work will continue in 2020/21 to redefine the BAF and to address the recommendations made by the Trust's internal auditors in its 2019/20 review of the Framework.

In the light of this review, the following risks to strategic objectives were identified:

- In ability to meet demand for services due to capacity issues, exacerbated by COVID-19.
- Impact on the financial stability of the Trust as a result of a failure to achieve key financial targets, including income projections.
- Risks to quality and safety as a result of an aging estate and a significant equipment maintenance and replacement backlog.
- Impact on staff morale due to bullying and harassment, vacancies, and concerns about violence and aggression. The impact of the COVID-19 on staff well-being is a further risk to the Trust.

The Board Assurance Framework is updated by the Trust Secretary and reviewed by the Board.

Due to COVID-19 restrictions, the Board had to suspend its patient safety walk-arounds, which were established to ensure that Board members received feedback directly from operational staff and patients, and in line with a 'ward to Board approach'. The Board hears directly from patients at each Board meeting.

In response to continual review of its effectiveness, the Board undertook a number of initiatives to improve strategy development, whilst assuring itself of the performance of the Trust. It did this by:

- Improving the Integrated Performance Report which was presented at each Board meeting;
- Revising the structure of the Board agenda and improving the quality of Board reports;
- Arranging a series of Board development sessions to debate key strategic and development issues.

The Risk and Control Framework

As noted in the Director's Report, the Trust has governance arrangements with committee structures implemented at Board and Executive level. These structures aim to provide focus on delivering operational priorities and performance recovery plans, as well as developing the broader strategic ambition for the Trust.

A Risk and Governance Committee has been in place since July 2019. Chaired by the Chief Executive, it ensures that the Trust risk and control framework is effective. A key function is regular review of the corporate risk register, which in March 2021 contained 27 risks.

Other key control and assurance processes include:

- A Performance Management Framework, including performance dashboards and integrated finance, HR, quality and operational performance report.

- Regular analysis of patient safety, experience and outcomes reported to the Board and the Executive.
- Regular Board reporting on key issues such as safeguarding children and adults, complaints, and infection prevention and control.
- Internal audit and other external review bodies, including CQC, MHRA, Royal Colleges, Health Education England and Patient Led assessments of the Care Environment (PLACE Audits).
- Quarterly performance reporting to the Council of Governors.
- Freedom to Speak Up Guardian and other workforce safeguards.
- Quality focused walkabouts by Board members (although these have been on hold during 2020/1 due to COVID-19 restrictions).
- The annual staff survey, which provides feedback on the staff experience and concerns.
- A policy framework covering corporate, data security, information governance, HR, financial management and clinical issues, as well as a scheme of delegation and standing financial orders.

Embedding Risk Management and Incident Reporting

The Trust has an incident management process in place and actively encourages staff to report incidents through the online reporting system Datix. During 2020/21 there were 135 serious incidents and seven Never Events. All incidents are reviewed through the Serious Incidents Review Panel and are reported to Commissioners.

During the last financial year there was an increase in the number of Never Events reported (six were reported in 2019/20).

Maternity is a high-risk area for retained foreign bodies because of the interface between the delivery suite and theatres, change in birth plans and multiple teams being involved in delivering care. There has been one in maternity during the last financial year. The service implemented improved checking systems, which remain in place, and they continue to audit their practice. Additionally, they introduced the use of pink wrist bands to highlight intentionally retained vaginal packs. The wristbands have been well received and are being used for other surgeries where there are intentionally retained foreign bodies.

The other area of key concern is wrong-site surgery and there were a number of instances of this during 2020/21 in Dental and Ophthalmology. As a result of this and a cluster of serious incidents, a task and finish group was established to review arrangements in Ophthalmology. The review found good governance arrangements and a learning culture was in place but made a number of recommendations to improve information sharing and some of the processes in place.

Serious Incidents

During 2020/21, the Trust recorded 135 serious incidents. Over half of these related to pressure ulcers, patient falls and missed or delayed diagnosis.

During the last financial year there has also been a concerted effort to reduce the time taken to complete serious incident investigations and reduce the backlog of outstanding investigations. By the end of the year, the Trust had completed 96 of the 113 backlog serious incident investigations as well as continuing to manage the current investigations. While capacity was an issue in most areas, there were a number of learning points, in particular around patient tracking, staffing resource and communication with patients. Challenges experienced within each service have been managed at the highest level with Executive oversight. Additionally, there has been collaborative working with external partners to improve care for these patient cohorts across the system.

There have been a number of actions put in place to continue to reduce the number of pressure ulcers and falls of patients while in hospital. While King's is below the national average with regard to such incidents, the teams continue to drive improvements in these areas. To reduce the number of pressure ulcers, the Trust is currently completing a two-year deep-dive review of acquired pressure ulcers by BAME grouping and has launched the **Say What You See** campaign regarding documentation of pressure damage. There has been improved liaison with community teams on admission and discharge and there remains a great deal of focus on training, care pathways and improving resource.

To reduce patient falls, the Trust has developed an electronic integrated falls risk assessment and electronic falls care plan. The PRUH is trialling yellow socks for patients with dementia and delirium in ED. The teams have developed a decision-making algorithm to support management post-falls. There are continuous teaching programmes and promotion of best practice across the Trust. Volunteers have been recruited to be fall sitters where they carry out meaningful activities and exercise with patients.

In addition to the formal processes, good practice and learning was shared with staff through governance meetings and informal methods such as internal e-bulletins, the intranet and Safety Net publications and meetings.

The Trust Safety Net continues to be a key method of sharing lessons learned with staff and consistently receives positive feedback from front-line staff. Grand rounds are held regularly under the Safety Net banner.

The Trust continues collaborative learning across organisations. Safety Connections is a collaborative between King's, KCL, GSTT and SLaM but due to COVID-19 restrictions, the Trust has been unable to hold learning events as it has done in previous years.

Key Elements of Quality Governance Arrangements

The Trust's quality governance framework has at its centre the Quality, People and Performance Committee with a membership comprising three Non-Executive Directors and the majority of the Executive Directors. Governor Representatives also attend the scheduled Committee meetings, providing a written report to the Council of Governors on the matters discussed. During 2020/21 the Quality, People and Performance reporting committees included: patient safety, patient experience, maternity, and health and safety, all chaired by Executive Directors. The reporting structures and processes are in place across all sites down to care group level. A key challenge for 2021/22 will be ensuring robust arrangements are consistently in place across all care groups and external support has been commissioned to deliver this.

The Board receives a quarterly Integrated Performance Report and Performance Scorecard, which provides up-to-date information on key quality indicators, such as infection control, patient safety, patient experience and clinical effectiveness, highlighting current quality and safety issues and actions being taken.

The Chief Nurse provides a quarterly report to the Board of Directors on nursing numbers in comparison to an acuity-based evaluation of safe staffing levels. Nurse establishment levels are also regularly reviewed and reported to the Board. Medical staffing levels have been reviewed where particular concerns have been identified.

At the Quality, People and Performance Committee, quarterly reports addressing health and safety, patient safety, patient outcomes and patient experience are presented by the Chief

Nurse. The reports include updates on quality priorities, CQC key five domains and driving improvement across the quality dimensions as follows:

- **Patient Outcomes:** mortality monitoring and review of mortality outliers, progress against NCEPODs and participation in National Audits, updates on public health priorities, NICE Quality standards
- **Patient Safety:** profile and analysis of adverse incidents and progress against related improvement work streams, serious incidents and improvement actions, adverse incident benchmarking data
- **Patient Experience:** national surveys, monthly internal How Are We Doing Survey, updates from patient opinion websites, complaints, and PALS trends and analysis, service improvements, outcome of ombudsman investigations, local CQUIN, Friends and Family Test
- **Health and Safety:** analysis of health and safety incidents, and inspection findings.

An annual report on infection and prevention control is provided by the Chief Nurse, who is also the Trust's Director of Infection Prevention and Control (DIPC).

The performance of care groups is formally reviewed by the site executive teams. These discussions inform the Performance Report, which is considered by the Board. The reports are structured so the Board can drill down to sites specific performance and quality information.

Major Risks to the Trust in 2020/21

The thematic risks to strategic objectives were identified as:

- The impact of COVID-19 on the Trust's ability to delivery operational targets and the harm to patients as result of missed access targets. A detailed recovery plan was reported to the Board. Remedies included additional capacity both in-Trust and in the independent sector and improvements to the management of the patient treatment list (PTL). A process is in place to ensure any clinical harm is identified. The Trust was delivering against trajectories, but these have had to be re-profiled as a result of Wave 2 in Quarter 4 of 2020/21 The Trust is working closely with the other acute providers in South East London to ensure patients are treated according to clinical priority.
- Inability to meet key access targets due to delays in assessment and treatment in the ED caused by capacity constraints and the need for social distancing, as well as slow patient flow through the hospital. Recovery plans are in place in both sites to deliver improved performance in 2021/22.
- Impact on the financial stability of the Trust as a result of a failure to achieve key financial targets including income projections. Financial governance has improved significantly and bespoke arrangements were put in place during COVID-19 peaks. Due to the change in the funding formula for the year, the Trust delivered a balanced budget during 2020/21, but the Trust still has a sizeable operating deficit. Mitigating activity included regular financial forecasting and reporting at every level within the Trust, integrated activity, workforce and financial reporting and robust pay control.
- Risks to quality and safety as a result of an aging estate and a significant equipment maintenance and replacement backlog. A clinical space group was established during 2019/20 to review use of the Trust estate, particularly on the KCH site. The Trust also embarked on a significant programme, with support from an external partner, to address maintenance and to ensure the Trust is compliant with key safety standards.
- Risks to staff and patient safety as a result of violence and aggression. The Chief Nurse has led a programme to provide staff with skills and support to manage violence and aggression.
- Risks to clinical and patient safety due to backlogs in complaints and moderate and serious incident investigations. The serious incident backlog has reduced significantly in the second

half of the year and focus is now on improving response timeliness and the investigation of moderate incidents.

- Low staff morale caused by bullying and harassment, poor staff engagement, limited health and well-being and poor leadership. Staff-wellbeing has been a key area of focus for the Board during 2020/21, given the impact the pandemic has had on staff morale. The staff report, earlier in this document, outlines how the Trust addressed these issues during 2020/21. During the past year the Board has also strengthened the senior operational leadership capacity and capability to provide stability to staff and improve engagement, so there is ownership and accountability at every level for delivering the Trust’s recovery programmes.
- The system in which the Trust operates is complex and subject to change, with the development of the Acute Provider Collaborative and system-wide accountability for financial and operational delivery. The Trust is fully engaged with the Integrated Care System and is providing leadership to the APC. The Trust is working with partners to ensure appropriate information governance is in place and to develop shared data dashboards, to inform decision making.

The Trust also reviewed the arrangements in place for continuity of supplies and workforce in the event of a no-deal exit from the European Union.

Assurance on compliance with relevant regulations, internal policies and procedures is undertaken through the Trust’s committee structure, for example, CQC registration through the Quality, People and Performance (QPP) Committee and fire regulations through the Health and Safety Committee. Compliance assessments are also undertaken by internal audit.

Internal Audit

The Internal Audit programme is a key part of the Trust’s control and assurance framework. During 2020/2021, the programme included eleven reviews, two of which were deferred. The overall Head of Internal Audit Opinion is one of **‘Partial Assurance with improvements required’**. The auditors noted areas of improvement in the Trust’s system of internal control, for example the positive assurances achieved in 2020/21 in respect of the financial control environment, there are further aspects that need further improvement in 2021/22, for example, implementing and embedding the new risk management framework.

Review	Rating
Estates Safety and Compliance	Partial Assurance with Improvement Required
COVID-19 Financial Governance and Control	Significant assurance with minor improvement opportunities
King’s Commercial Services	Significant assurance with minor improvement opportunities
Whistleblowing and Freedom to Speak Up	Significant assurance with minor improvement opportunities
Incident Management	Partial Assurance with Improvement Required
Data Quality: Diagnostics	Partial Assurance with Improvement Required
Ledger Implementation	Significant assurance with minor improvement opportunities
Key Learning from COVID-19	Significant assurance with minor improvement opportunities
Risk Management	N/A: Not rated

External Assurance

Care Quality Commission Registration

The Trust is required to register with the Care Quality Commission and its current registration status is Requires Improvement. Following a trust-wide inspection in January 2019, the Trust received a rating of Requires Improvement Trust-wide and for the KCH and PRUH sites.

CQC Ratings

CQC's Overall Rating for King's College Hospital NHS Foundation Trust						
	Safe	Effective	Caring	Responsive	Well-led	Overall
Overall Trust	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement

The detailed scores show a slight improvement at the KCH site but a deterioration at the PRUH, where the ED was found to be Inadequate. The Trust was also considered Inadequate in the Use of Resources domain.

Key issues highlighted in the CQC report were:

- End-of-life care improved at both sites and was considered Good (previously Requires Improvement).
- Maternity services at KCH have improved and are now considered Good (previously Requires Improvement).
- Emergency care has deteriorated at both sites, particularly at the PRUH, which is now considered Inadequate (KCH remained at Requires Improvement but had deteriorated in three domains).
- Surgery at KCH has deteriorated in two domains.

As a result of the inspectors' assessment of both ED in early 2019, the CQC wrote to the Trust indicating it would take enforcement action if the Trust did not urgently address a number of issues it found when the inspectors visited the ED at the PRUH. King's has implemented a full action plan as a result of the CQC findings. Both EDs were re-inspected in November 2019. The reports were published in February 2020 and although the CQC found some improvement, the ratings remained unchanged.

Whilst the Trust continues to face challenges related to activity levels, it is generally meeting all the key milestones set out in its CQC Action Plan. These actions are being reviewed through the executive CQC Oversight meetings and at the Quality, People and Performance Committee. The CQC has not carried out any inspection activity in the Trust in the past year, but the Chief Nurse meets with them on a regular basis. The Trust is fully compliant with the registration requirements of the CQC.

External Visits Register

The Trust has an external visits register in place to ensure that all external reviews, visits and inspections are documented and any actions arising out of the visits are appropriately tracked. There has been limited activity due to 2020/21 although a small number of visits (some virtual) have taken place including by the National Institute for Health Research (NIHR), Health Education England and JACIE. The reviews generally found that the Trust provided appropriate

services and a number of minor recommendations were made. The Trust invited the Human Tissue Agency into review neuropathology arrangements following two incidents early in 2020.

Responding to Complaints and Concerns

Complaints and concerns provide a good indication of the quality of service delivery across the Trust. The Trust received 1016 complaints during 2020/21

During COVID-19 Wave 1, the Trust (in line with national direction), extended the length of time take to respond to complaints. Complaint levels fell during this time, but returned to previous levels in Quarter 2. Complaints staff were redeployed to support the Trust's COVID-19 response and as a result is now dealing with a backlog of complaints. The team is working hard to reduce this across both sites. Robust monitoring is in place and the Executive has agreed to a new policy and process, which will be implemented during 2021/22.

The profile of complaints has broadly remained the same as last year with clinical treatment (provided by doctor/dentist) representing the highest proportion of complaints. Running throughout most complaints is a concern around our communication, which has affected patient care. However, approximately one third of the total complaints received cited communication as the main cause for their poor experience. Alongside these are concerns relating to staff attitude, outpatient appointment arrangements and discharge decisions. Over 40% of PALS casework recorded relates to communication and outpatient appointments.

As an organisation, the Trust recognises complaints as a means of improving performance. Learning from complaints is ongoing and is often linked with outcomes following clinical incident investigations. Complainants and patients have participated in meetings with staff and feedback has contributed to a number of general improvements across the organisation.

Workforce Safeguards

The nursing and midwifery workforce is reviewed twice a year in line with NHS Improvement (2018) Developing Workforce Safeguards guidance. Safer staffing nursing levels are also monitored quarterly by the Board.

The local policy for agreeing nursing and midwifery establishments sets out a cycle to review wards, theatres, endoscopy, intensive care (including paediatrics and special care) and maternity. Where possible a recognised evidenced-based tool, such as the Safer Nursing Care Tool, is used to gather acuity and dependency data that in turn informs the nursing establishment.

Currently, there are no evidence-based tools available to support the review of the EDs, outpatients and ambulatory services; these services are reviewed using benchmarking data, where available, alongside professional judgement. The Trust is currently exploring the process to review the establishment of nurses and midwives in specialist roles. This will ensure that the nursing and midwifery workforce in totality can be reviewed twice a year as recommended by the Workforce Safeguards Guidance.

The Trust has less robust processes in place for monitoring workforce staffing levels in other areas, relying on vacancy and bank and agency data as a proxy. The Board receives assurances on a number of medical workforce issues including compliance with the junior doctor contract, GMC revalidation and appraisal. A Guardian of Safe Working is in place (Dr Ed Glucksman), who reports quarterly to the Quality, People and Performance Committee. The Trust has a medical guardian for the Duty of Candour.

The Trust updates its workforce plan annually, and this includes a strategic assessment of the internal and external challenges facing the Trust.

King's has agreed a conflict of interest policy in line with NHS guidance, but there is more to do in ensuring that all relevant staff have declared any relevant interests. The Trust did not publish an up-to-date register of interest for all decision-making staff within the last 12 months as required by Managing Conflicts of Interest in the NHS guidance. All Board and Executive-level meetings record declarations of interest and an up-to-date Register of Directors' Interests is published on the Trust website. The Trust's arrangements in relation to its Register of Interest and approach to gifts and hospitality was subject to review by Internal Audit during 2020/21 and a number of improvements are being made as a result their recommendations.

The Trust has undertaken risk assessments and is in the process of developing a sustainable development management plan which takes account of UK Climate Projections 2018 (UKCP18). The Trust ensures that its obligations under the Climate Change Act and the Adaptation Reporting requirements are complied with.

As an employer with staff entitled to membership of the NHS Pension Scheme, control measures are in place to ensure all employer obligations contained within the Scheme regulations are complied with. This includes ensuring that deductions from salary, employer's contributions and payments into the Scheme are in accordance with the Scheme rules, and that member Pension Scheme records are accurately updated in accordance with the timescales detailed in the regulations.

Control measures are in place to ensure that all the organisation's obligations under equality, diversity and human rights legislation are complied with. The Workforce Race Equality Scheme is reviewed annually by the Board. The Trust has undertaken risk assessments and Carbon Reduction Delivery Plans are in place in accordance with emergency preparedness and civil contingency requirements, as based on UK Climate Impacts Programme (UKCIP) 2009 weather projects, to ensure that the Trust's obligations under the Climate Change Act and the Adaptation Reporting requirements are complied with.

Review of Economy, Efficiency and Effectiveness of the Use of Resources

The Board of Directors ensures that resources are used economically, efficiently and effectively by means of robust governance structures and processes. Monthly finance reports are considered by the Executive and there is detailed review on a group basis at the Finance and Commercial Committee, a committee of the Board, chaired by a non-executive director, which met every two months during 2020/21. The Audit Committee receives regular reports from the Trust's internal auditors, KPMG LLP, and its external auditors, Grant Thornton UK LLP. The Board itself met in public on four occasions during 2020/21.

On 11 December 2017, the Trust was placed in Financial Special Measures by NHSI due to the substantial variation off plan. Since that time, significant improvements to the Trust's approach to budget management have been achieved.

The Investment Board is a sub-committee of the King's Executive. It has the overall purpose of ensuring that resource allocation is directed to the achievement of the Trust's objectives and is in line with the current operating plan. It considers and either makes decisions on business cases or a recommendation to the King's Executive or Board, depending on the scale and nature of the investment. The Investment Board also monitors the progress of agreed projects and the realisation of savings and other benefits. The Investment Board is chaired by the Chief Financial Officer and meets monthly. The Major Projects Committee, chaired by a non-executive director reviews and where appropriate agrees significant programmes, and oversees implementation.

Due to changes to the funding model in 2020/21, the Trust reported a small surplus. The Trust will be funded to the same level for the first 6 months of 2021/22, but will have a planned deficit in the second part of 2021/22 when the COVID-19 funding arrangements are revoked. The Trust did not require any unsecured cash support during 2020/21 but may require it for 2021/22 if the NHS funding model reverts to pre-COVID-19 arrangements. Benchmarked productivity data from Model Hospital (NHSI's benchmarking tool), indicate the Trust has achieved productivity improvements in a number of areas since 2019/20.

Information on the Trust's going concern can be found in the annual accounts and in the performance section in this report.

Many years of underinvestment in the Trust's buildings, infrastructure and equipment have placed the Trust at considerable risk in a number of areas. The estates maintenance backlog figure for the KCH site was assessed at £200 million following an independent survey in 2016/17. The Trust's capital budget for 2020/21 was considerably high than in previous years, which has resulted in an extensive programme of maintenance during 2020/21. This has included the refurbishment of a number of wards on the Denmark Hill site, a bed replacement programme, improvements to both Emergency Departments and improvements to the oxygen supply at Denmark Hill and the PRUH. Solutions for equipment replacement are being also developed in the areas of radiology, and proposals to introduce managed equipment services are currently being explored.

During 2019/20, a number of estates compliance issues were identified. As a result, a significant rectification programme was established to ensure that the Trust's estate meets all the relevant regulatory requirements. Progress in meeting the action plan is reported to the Major Projects Committee.

We have therefore concluded that the Trust does currently have proper arrangements in place to secure economy, efficiency and effective use of its resources.

Data Quality Governance and Assurance

The Trust has integrated performance scorecards from Trust to specialty level which replicate the Integrated Performance Report that is published to Trust Board and relevant sub-committees.

A revised Data Quality Strategy has been implemented and the new Coding and PbR Assurance Team has been established. This team works to increase the visibility of clinical performance related data for ward and clinical teams, thereby increasing clinical engagement and hence accuracy of data recording.

A revised monthly Data Quality Steering Group is in place, which reports into the executive-led Information Governance Steering Group meeting. Its main purpose is to provide Board level assurance that the Trust has a robust strategy to direct and implement the overall data quality agenda.

The Trust does not have an RTT-compliant module within its current Patient Administration System (PiMS) so a strategic solution of having an off-line RTT PTL has been developed and is maintained by the Trust's Business Intelligence Unit (BIU). An extensive central RTT validation team provides focussed validation on backlog and 52+ week patients, in addition to validation that is performed within the operational administration and management teams.

The central team has a number of RTT trainers who provide training to operational staff members, but also provide an audit function to wider members of the validation team to ensure consistency in the application of RTT rules to their validation work.

The Trust Access Policy is reviewed annually and this forms the basis of how operational teams are required to manage their clinical pathways. There is an annual internal audit review of data collection and reporting processes.

The Data Quality Steering Group reviews monthly data quality dashboard reports produced from the Secondary Users Service (SUS) and investigates any areas by exception. A monthly Finance Information Group (FIG) which meets with local and specialised commissioners to review its activity and financial/income reporting. A detailed work programme has been produced to address any agreed areas of concern and is reviewed by this group.

The Activity Recording Panel (ARP) reviews proposed changes to existing pathway recording and ensure consistency of data recording. It also reviews new service developments that require approval at the External ARP, which includes local and specialised commissioner representatives

Information Governance

The Trust is required to process information (personal and corporate) in line with current standards set out in statute – Data Protection Legislation (including Data Protection Act 2018 and UK General Data Protection Regulations 2021) as well as other government guidance (for example, NHS IG Assurance Framework).

Information Governance (IG) at the Trust comprises identified responsibilities and strategy, together with policy and procedures that enable staff to handle personal information in line with these requirements. This is overseen by the Trust Information Governance Steering Group (IGSG) which reports to the Risk and Governance Committee).

The Chair of the IGSG is the Chief Digital Information Officer in their role as the Senior Information Risk Owner (SIRO) with membership including key roles such as the Caldicott Guardian, Data Protection Officer, Freedom of Information Lead, Patient Records Service Managers and representatives across the Trust.

The Trust measures its compliance with the IG Assurance Framework via the NHS Digital Data Security and Protection Toolkit (DSPT). Assurance of compliance with DSPT standards is demonstrated by achievement of requirements set out in ISB 1512 Information Governance Standards Framework. This assurance is audited by King's internal auditors each year to support the Trust's position.

The Trust's 2020/21 DSPT submission achieved a Standards Not Met (Improvement Plan approved) rating. The key area of focus was training, which is set at 95% of all staff having completed the annual Data Security and Protection training. Whilst there has been a drive to improve training compliance, the Trust had not met the target by year-end.

IG Incidents

During the year 2020/21, in line with the NHS Improvement Serious Incident Framework (including amendments made by NHS Digital to reporting confidential breaches), the Trust reported no serious incident relating to IG and breaches of confidentiality compared with one during the previous year.

IG Incidents

There were 3 complaints from the Information Commissioner's Office (ICO) in regards to Data Protection.

- All were around the delays in responding to Subject Access Request.
- The cause was the impact of the Covid-19 pandemic.
- All requests were fully met and no further action had been taken by the ICO.

Review of Effectiveness of the System of Internal Controls

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors, clinical audit and the executive managers and clinical leads within the NHS Foundation Trust who have responsibility for the development and maintenance of the internal control framework. I have drawn on the content of the quality report attached to the Annual Report and other performance information available to me.

My review is also informed by comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board, the Audit Committee, the Quality, People and Performance Committee, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The processes that have been applied in maintaining and reviewing the effectiveness of the system of internal control are described in this Annual Governance Statement and throughout the report.

The control framework in place within the Trust continues to require improvement during 2020/21. The Trust was placed into financial special measures in December 2017 for failing to comply with its licence conditions because of a failure to deliver its forecast budget, continued financial decline and a lack of financial control. The enforcement undertakings issued by NHSI include requirements to deliver financial recovery and to improve performance against the national Emergency Care Standard and the Referral to Treatment target.

During 2020/21, the Trust's focus has been on COVID-19 and the implications this has had for operational delivery. Nevertheless, the Trust has made some progress in improving governance. This has included:

- Refining Board and Executive governance structures so the Board can properly exercise its strategic leadership and decision-making role as well as being assured that effective controls are in place to deliver Trust objectives safely and efficiently and to meet the targets and trajectories laid out in the annual plan. Importantly, this has included the establishment of clinically led care groups, and improved site governance structures.
- Strengthening the senior operational and clinical leadership capacity and capability to provide stability to staff and improve engagement, so that there is ownership and accountability at every level for delivering the Trust's recovery programmes.
- Improving the quality and availability of financial and operational data so that managers at every level have the information they need to make informed decisions about their services.
- Improving the monitoring and governance of major programmes and complex contracts, including any actions arising from any regulatory oversight as well as developing more robust programme delivery and contract management approaches.
- Ensuring financial governance arrangements were in place during the COVID-19 pandemic.
- Implementing ongoing review of the PTL to ensure patients are prioritised and treated due to clinical need. .

- Starting to implement and embed the new risk management strategy and Board Assurance Framework so that the management of risk in the Trust is genuinely 'Ward to Board' and 'Board to Ward'.
- Addressing the equipment maintenance and estates compliance regime so that limited capital funding is appropriately targeted and prioritised.
- Reviewing the Trust approach to Duty of Candour and reporting of serious incidents to ensure that its reporting, investigations and responses are fit for purpose.

It has been noted elsewhere in the 2020/21 annual report that the Trust is not meeting key access targets including the Emergency Care Standard, Diagnostic and Referral to Treatment targets. Whilst this has been in part due to the impact of COVID-19, the Trust is focused on addressing a number of underlying issues. In response:

- The Trust has reviewed emergency care and has detailed improvement plans in place on both of the sites that provide emergency care improvements and improving patient flow through the hospital. A trajectory for improvement has been agreed as part of the 2021/22 annual plan.
- Agreeing a system-wide elective recovery plan across South East London to ensure patients with the greatest clinical need are prioritised.
- Improving diagnostic capacity using in-/outsourcing providers as well as developing plans for a sustainable longer-term solution for endoscopy at the PRUH.

The Trust's internal and external auditors have identified areas for improvement during the year including but not limited to the governance of risk, whistleblowing arrangements, patient safety, the management of private patients and conflicts of interest.

The Board accepts that the internal control environment requires improvement. Whilst progress has been made during 2020/21, there is much more to do, including ensuring all the improvements outlined above are fully embedded as business as usual.

Conclusion

As set out above, internal control weaknesses have been identified during 2020/21. This annual governance statement, accountability report and specifically the paragraphs above identify what they are and how they are being addressed.


Review of Effectiveness of the System of Internal Controls Signed by:



Professor Clive Kay
Chief Executive and Accounting Officer

29th June 2021

Accountability Report Signed by:

A handwritten signature in black ink, appearing to read "Clive Kay". The signature is written in a cursive style with a large initial 'C' and a long, sweeping tail on the 'y'.

Professor Clive Kay
Chief Executive and Accounting Officer

29th June 2021

Quality account

*King's College Hospital NHS Foundation Trust
Quality Report and Accounts 2020/21*

***Presented to Parliament pursuant to Schedule 7, paragraph 25(4)
(a) of the National Health service Act 2006***

ANNUAL ACCOUNTS 2020/21

*INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF GOVERNORS AND
BOARD OF DIRECTORS OF KING'S COLLEGE HOSPITAL NHS
FOUNDATIONTRUST*

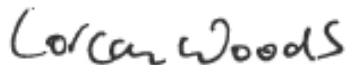
Report on the audit of the financial statements

Trust Accounts Consolidation (TAC) Summarisation Schedules for King's College Hospital NHS Foundation Trust

Summarisation schedules numbers TAC01 to TAC34 and accompanying WGA sheets for 2020/21 are attached.

Finance Director Certificate

1. I certify that the attached TAC schedules have been compiled and are in accordance with:
 - the financial records maintained by the NHS Foundation Trust
 - accounting standards and policies which comply with the Group Accounting Manual issued by the Department of Health and Social Care and
 - the template accounting policies for NHS Foundation Trusts issued by NHS Improvement, or any deviation from these policies has been fully explained in the Confirmation questions in the TAC schedules.
2. I certify that the TAC schedules are internally consistent and that there are no validation errors.
3. I certify that the information in the TAC schedules is consistent with the financial statements of the NHS Foundation Trust.



Lorcan Woods Chief Financial Officer

Date 29th June 2021

Chief Executive Certificate

1. I acknowledge the attached TAC schedules, which have been prepared and certified by the Chief Finance Officer, as the TAC schedules which the Foundation Trust is required to submit to NHS Improvement.
2. I have reviewed the schedules and agree the statements made by the Chief Finance Officer above.



Professor Clive Kay Chief Executive Officer

Date: 29th June 2021



King's College Hospital
NHS Foundation Trust

Quality Account 2020-21



Contents

Part One

Introduction	3
Statement on Quality from the Chief Executive	3
About us and the service we provide	6

Part Two

Priorities for improvement and statements of assurance from the Board	7
2.1 Priorities for improvement	8
Results and achievements for the 2020-21 Quality Account Priorities	8
2020-21 Quality Priority 1: Reducing harm to deteriorating patients	9
2020-21 Quality Priority 2: Reducing violence and aggression to staff and increasing patient safety	12
2020-21 Quality Priority 3: Improving patient experience for inpatients, outpatients, emergency departments, maternity services and cancer services	14
2020-21 Quality Priority 4: Improving outcomes for people with Chronic Obstructive Pulmonary Disease (COPD)	18
Choosing Priorities for 2021-22	20
2021-22 Quality Priority 1: Reducing harm to deteriorating patients	22
2021-22 Quality Priority 2: Improving outcomes for people with long term effects of COVID-19 ('long COVID' or Post COVID Syndrome)	23
2021-22 Quality Priority 3: Improving patient experience for inpatients.	24
2021-22 Quality Priority 4: Reducing violence and aggression to staff and increasing patient safety	25
2.2 Statements of Assurance from the Board	26
2.3 Reporting Against Core Indicators	35

Part Three

Other information	45
Overview of the quality of care offered by the King's College Hospital NHS Foundation Trust	46
Performance against relevant indicators	48
Access to services	48
Freedom to Speak Up	50
Analysis of King's data	51
Rota gaps and the plan for improvement	53
Annex 1: Statements from commissioners, local Healthwatch organisations and Overview and Scrutiny Committees	54
Commissioners' feedback; Lambeth Overview and Scrutiny Committee feedback	54
Healthwatch Bromley, Healthwatch Lambeth, and Healthwatch Southwark' comments on KCH's Quality Account 20-21	55
Overview and Scrutiny Committee, London Borough of Lambeth, feedback	58
Overview and Scrutiny Committee, London Borough of Southwark, feedback	58
Overview and Scrutiny Committee, London Borough of Bromley, feedback	58
Trust Governors, feedback	58
Annex 2: Statement of Directors' Responsibilities for the Quality Report	59
Annex 3: Independent Auditor's Report to the Council of Governors	60



Part 1: Introduction

Part 1 Introduction

Statement on Quality from the Chief Executive

I am delighted to introduce the Quality Account for King's College Hospital NHS Foundation Trust. This report summarises the progress the Trust has made across our quality domains during 2020/21. It highlights our successes and also acknowledges the areas in which we partially met our quality priority targets. High quality care demands a responsive approach, one which enables our teams to be able to react effectively to the immediate needs of our patients. In 2020/21 it is fair to say that our priorities for quality care changed.

The last year has been a year like no other. Our staff rose to meet the toughest challenge in the history of King's and the NHS during the COVID-19 pandemic. I could not be more proud of them. This includes our volunteer workforce who continued to support the Trust throughout the year providing valuable resource, expertise, compassion and kindness to our staff and patients.

We treated 7421 patients with COVID-19 over the year. This puts King's in the top 10% of all NHS Trusts in England and Wales for primary COVID-19 admissions. The impact of COVID-19 has been devastating and tragic for many of our patients, our staff and their families. The sacrifices and losses are impossible to describe in words. Every single death from COVID-19 is heartbreaking in its own right. I have been reassured to see early data suggesting that the expertise, skill and dedication of our clinical teams ensured that the COVID-19 mortality rate at King's has remain amongst the lowest in the country.

The experiences of the last year have reinforced the need to ensure that staff safety and wellbeing is at the heart of everything we do. We worked alongside colleagues from South London and the Maudsley (SLaM) and King's Health Partners (KHP) to develop a staff wellbeing programme to support our 14,000 staff in response to the COVID-19 pandemic. The programme was awarded the Health Service Journal (HSJ) Workforce Initiative of the Year in March 2021. The COVID-19 Staff Support and Wellbeing Programme was recognised for its ambition and demonstrable positive impact on patient and staff experiences. I was delighted to see this vital collaborative programme recognised nationally, but I am even more pleased that our staff are benefitting from this evidence-based approach. Our staff survey results are clear on the areas that we need to improve, and this work helps us to deliver a much-improved working

environment.

Outside of our pandemic response, we have achieved a great deal during 2020/21. I include a number of highlights below. This is by no means an exhaustive list:

- The King's Variety Children's Hospital Neuro Team were named Neuro Team of the Year by the Brain Tumour Charity UK. The team were selected from over 300 nominations from across the country. The charity specifically recognised the team's collaborative and innovative approach to caring for children and their families following the diagnosis of a brain and/or spinal tumour.
- Our Denmark Hill team of orthopaedic and plastic surgeons successfully completed their first combined orthoplastic surgical "fix and flap" procedure. This involved combining the fixing of complex fractures of the femur and tibia, followed by the use of microsurgical techniques to tackle soft tissue injuries using a 'free flap' transfer of skin and muscle from the chest wall. This landmark first for King's is the culmination of over four years of planning and the team aims to establish this as a regular part of the treatment pathway for severely injured patients.
- Newsweek has ranked the King's College Hospital's gastroenterology service 7th in the world and best in the UK. Our Endocrinology and Diabetes Department also made it into the Newsweek Top 50 for Endocrinology - ranked 45th in the world. Newsweek's ranking's are based on a global survey of healthcare professionals who would refer or use the service themselves.
- The European Association for the Study of Obesity (EASO) has assessed our bariatric unit and accredited it as a Collaborating Centre for Obesity Management. The unit is only the 4th to be awarded this status in the

UK and it will allow our specialist staff to join European expertise exchange programmes.

- Channel 4 broadcast a feature length documentary on the experience of four COVID-19 patients at Denmark Hill. Filmmakers followed the patients and their families over six months showing their struggles with the virus and the incredible care they received from our staff. This will be aired as a Netflix documentary.
- King's researchers were awarded a prestigious grant, totalling more than £1.7m to trial new liver treatment. This will be a "world first" in the treatment of children with liver disease.
- Our recent "Big Thank You" campaign won the prestigious recruitment award at the RAD Awards. Under the Employee Engagement category, our work with the creative agency TMP Worldwide has brought our sites to life with vibrant and colourful images of various staff displayed. Each image is accompanied by a message of thanks from the person's management team, producing a really powerful display.

During the year we have completed the organisational structure review implementing a clinically-led model with 25 Clinical Care Groups each with a Clinical Director, Head of Nursing and General Manager to lead on quality, operational performance, workforce and financial stability.

The last year has also reinforced the crucial need to have a renewed and robust focus on equality and diversity for our staff and for our patients. We have conducted a full review of our Equality, Diversity and Inclusion (EDI) programme to ensure our deliverables were clearly articulated and aligned to what our patients and staff are telling us. We have designed and tested a new Equality Impact Assessment (EIA) Toolkit, guidance and training for managers. We have appointed an EDI Director who reports directly to the Chief Executive, we have developed an EDI training programme and we continue to engage with our three staff networks to ensure we are able to hear and respond to the needs of our staff.

We know that the recovery from the pandemic will prove challenging, and we recognise the impact of delayed tests, treatments and admissions for our population. We have a Reset and Recovery work-stream which is helping to ensure that we are proactively working to manage and reduce delays and ensure patients who most need our care are able to access it.

During the year we have completed a number of capital projects to improve our estate. This included oxygen equipment at the PRUH; high voltage cabling extensions; comfort cooling for Fisk and Cheere Wards; an additional endoscopy suite to increase capacity; new modular MRI, new modular buildings for PRUH Urgent and Emergency Care to support mental health, frailty, waiting areas and assessment; PRUH and Orpington Staff wellbeing hubs; ward refurbishments; replacement of 8 of the sites oldest lifts and refurbishment of the main theatre block at Denmark Hill. Improving our estate and infrastructure remains a key area of focus for us.

Our electronic health record (EHR) system is in need of a major overhaul to significantly support clinical staff with managing patients across the trust and other organisations

and in October 2020, we developed and approved the business case for Apollo, which is the most ambitious programme of clinical pathway transformation we have undertaken. Powered by Epic software, this new system will replace many of the systems we currently use with a single, integrated and comprehensive source of information. At King's, we plan to roll out this programme from late 2023.

The Care Quality Commission has continued with close monitoring of our services during the pandemic such as reviewing our COVID-19 infection prevention and control framework, emergency department Patient First reviews for both sites and regular monitoring meetings.

The challenges of the last year have impacted our ability to deliver against all of the aims we set for ourselves last year. We welcome the input and feedback from our commissioners and from Healthwatch on our assessments of progress for last year and we look forward to working more closely with them this year to monitor our progress towards achieving our aims for this year and to shape our priorities for the future. Based on their feedback and our assessments of progress, we are carrying forward three of our four priorities from last year so that we can effectively deliver on these important targets and embed the changes that we know will support our people to continuously deliver higher quality care. The three which we will carry forward are:

- Reducing harm to the deteriorating patient
- Reducing violence and aggression towards staff and improving patient safety
- Improving patient experience for inpatients

We recognise that our work to improve the clinical outcomes for patients with Chronic Obstructive Pulmonary Disease (COPD) was severely impacted by the pandemic last year. This work remains very important to us, and we will continue to support this collaborative work with the British Lung Foundation. However, we have prioritised the need to focus on the delivery of a 'Long Covid' service in 2021/22 in order to be responsive to the broader needs of our population at this time.

I am incredibly proud to be the Chief Executive of King's College Hospital NHS Foundation Trust. Our dedicated and passionate staff provide high quality care for every patient, every time.

There are a number of inherent limitations which may affect the reliability or accuracy of the data reported in this Quality Account. These include data being derived from a large number of different systems; local interpretations of national data and evolving data collection practices and data definitions. The Trust and its Board have sought to take all reasonable steps and exercise appropriate due diligence to ensure the accuracy of the data reported, but recognises that it is nonetheless subject to these inherent limitations. To the best of my knowledge, the information contained in the following Quality Account is accurate.



Professor Clive Kay
Chief Executive

About us and the service we provide

King's College Hospital NHS Foundation Trust (King's) is one of London's largest and busiest teaching hospitals and is a founding partner of the Academic Health Science Centre with Guys and St. Thomas NHS Foundation Trust, South London and Maudsley NHS Foundation Trust and King's College London University. King's works with many partners across South East London including the two mental health providers: South London and Maudsley NHS Foundation Trust and Oxleas NHS Foundation Trust. King's has strong relationships delivering local services with its borough partners across Lambeth, Southwark, Lewisham and Bromley part of South East London Clinical Commissioning Group. King's provides many services across five sites including the following:

Local services such as:

- Two Emergency Departments - one at King's College Hospital and one at the Princess Royal University Hospital (PRUH)
- An elective Orthopaedic Centre at Orpington Hospital
- Acute dental care at King's College Hospital
- Sexual Health Clinics at Beckenham Beacon and King's College Hospital
- Two Maternity Units - one at King's College Hospital and one at the PRUH.

Community Services such as:

- A number of satellite renal dialysis units, community dental services, and a Breast Screening service for South East London
- The Haven sexual assault referral centres at King's College Hospital and at the Royal London and St Mary's Hospitals
- Antenatal and community midwifery services.

Specialist services such as:

- Specialist care for the most seriously injured people via our Major Trauma Centre, our two Hyper Acute Stroke Units, our Heart Attack Centre and a bed base of 98 critical care beds on the King's College Hospital site
- Europe's largest liver centre
- Internationally renowned specialist care for people with blood cancers and sickle cell disease
- World leading Neurosciences Institute providing research, education and care for patients who have suffered major head trauma and brain haemorrhages as well as brain and spinal tumours

- A centre of excellence for primary angioplasty, thrombosis and Parkinson's disease
- The Variety Children's Hospital based at King's College Hospital
- COVID-19 vaccination clinics at King's College Hospital and Princess Royal University Hospital and a mass vaccination centre at Bromley Civic Centre.

Research and Innovation

King's is a major research centre hosting the Collaborations for Leadership in Applied Health Research and Care (CLAHRC) and currently chairing the National Institute for Health Research (NIHR) Clinical Research Network for South London.

King's works closely with King's College London and the Institute of Psychiatry, Psychology and Neurosciences to ensure patients benefit from new advances in care across a range of specialties.

We have over 12,500 staff across five main sites King's College Hospital, Princess Royal University Hospital, Orpington Hospital, Queen Mary's Hospital Sidcup and Beckenham Beacon as well as several satellite units.



Part 2: Priorities for improvement and statements of assurance from the Board

Part 2: Priorities for improvement and statements of assurance from the Board

2.1 Priorities for improvement

Results and achievements for the 2020-21 Quality Account Priorities

Progress with the quality priorities has been affected by the COVID-19 pandemic as our all our resources moved to supporting the trust in treating patients and establishing new systems. Whenever possible we

continued to work on the priorities. Table 1 below summarises the achievements made against the targets in 2020-21.

Table 1: Summary of results and achievements for the 2020-21 Quality Account priorities

Domain		Quality Account Priority Targets for 2020-21
Patient Safety		
Priority 1	Reducing harm to deteriorating patients	Partially achieved
Aim 1	Support staff in documenting observations at the time they are taken, improve oversight of patient observations, improve dashboards for patients scoring NEWS \geq 5, collate reasons for delayed documentation	Partially achieved
Aim 2	Review and standardise education in relation to deteriorating patients for all staff:	Achieved
Aim 3	Learn from incidents relating to deteriorating patients and improve practice	Achieved
Priority 2	Reducing violence and aggression to staff and increasing patient safety	Partially achieved
Aim 1	Complete listening workshops with staff across the Trust. We held approximately 40 listening	Achieved
Aim 2	Engage with staff to identify and try ideas for improvement.	Achieved
Aim 3	Provide robust training for staff to prevent and manage violence and aggression.	Partially achieved
Patient Experience		
Priority 3	Improving patient experience for inpatients, outpatients, emergency departments, maternity services and cancer services	Partially achieved
Aim 1	Establish and deliver the Connected Leadership Programme for 24 wards.	Achieved
Aim 2	Support provided to all the wards from the central corporate teams such as Patient Experience, Kings Way Team and Quality Improvement Team.	Achieved
Aim 3	Involvement of patient representatives for feedback and progress.	Partially achieved
Aim 4	Identification of 4-5 core themes to work on based on the survey results and other feedback that will have the greatest impact on improved patient experience for inpatient area, outpatients, maternity, cancer services and emergency departments.	Partially achieved

Clinical Effectiveness / Patient Outcomes		
Priority 4	Improving outcomes for people with Chronic Obstructive Pulmonary Disease (COPD)	Partially achieved
Aim 1	Identify the outcomes that are most important to our patients. We will work with the British Lung Foundation to get feedback from people with COPD on their experience of living with the condition, the things that matter most to them and the things that make the greatest difference to their quality of life.	Partially achieved
Aim 2	Identify the key clinical outcomes. We will work with the integrated respiratory team to define the outcomes measures that provide clinicians with the best indication of an improvement in health status.	Partially achieved
Aim 3 to 6	<ul style="list-style-type: none"> • Measure outcomes. We will develop the feedback from our patients and clinicians into clear measures and we will gather data against these to give us a clear picture of the outcomes we achieve for people with COPD at King's. • Obtain qualitative feedback. We will present this information to our clinical teams and understand how this data might influence their practice. We intend to include general practitioners in this work. • Embed outcomes measurement. We will refine our measures and then work with the Trust's support teams to incorporate into our clinical systems, as well as into our performance and governance frameworks, as the most important measure of our performance and care quality. • Identify key changes that will lead to an improvement in our provision of care to our patients. 	Not achieved [2][1]

[2][1] This work could not be undertaken due to the COVID-19 response.

2020-21 Quality Priority 1: Reducing harm to deteriorating patients

Why was this a priority?

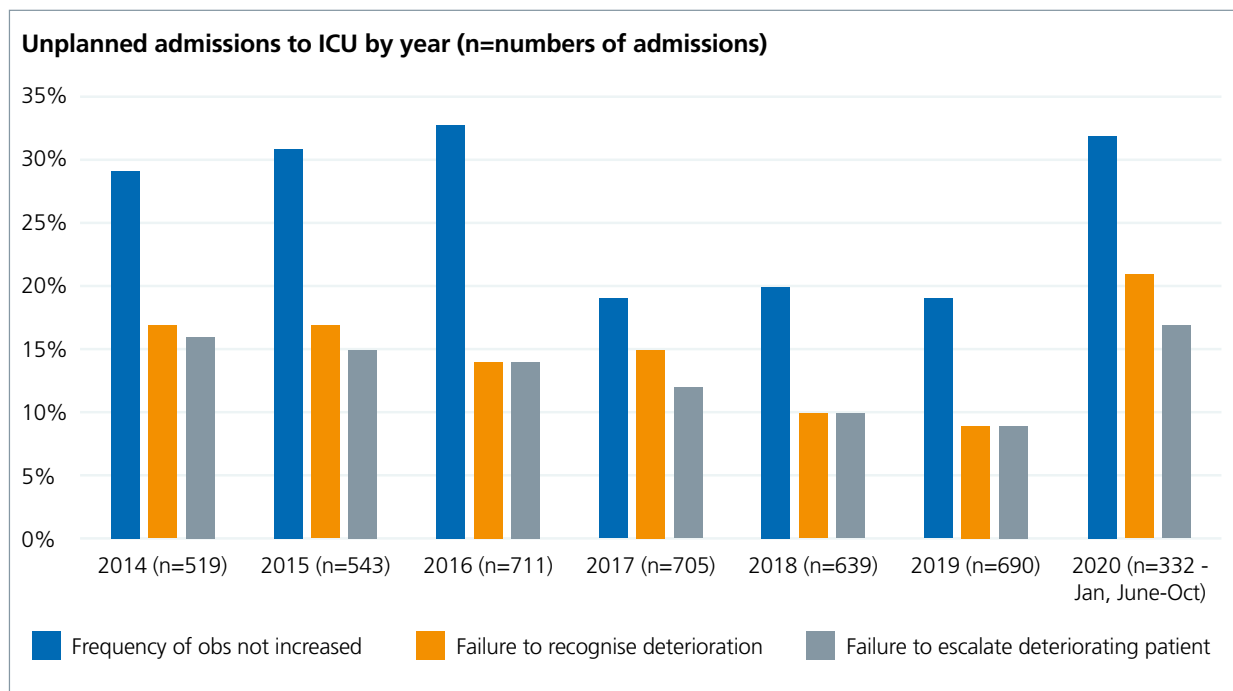
Reducing harm to deteriorating patients is one of the quality priorities for King's because detailed analysis has shown that we have opportunities to improve how we recognise, record, manage and escalate deteriorating patients.

We know, through learning from our incidents and complaints, that patient harm has been caused through delays in identifying and escalating patients who have deteriorated. We recognise that these incidents could be avoided if vital signs are taken at appropriate intervals, recorded, triggered on the National Early Warning Scoring System (NEWS 2) so that the iMobile Team (Critical Care Outreach) can be contacted to provide additional clinical support.

Between 2017 and 2019 we saw sustained improvement in both recognition and escalation of unwell patients. However, we recognise there is still work to do to keep our patients safe particularly in relation to escalating the frequency of observations in response to patient need. There were significant changes to our patient dynamics in 2020/21 as we dealt with large volumes of COVID-19 patients through wave 1 and wave 2, that make data comparisons more complex.

The graph in figure 1 below shows data collected from 2014. Data during 2020 only covers January and June to October and is vastly affected by the COVID-19 pandemic

Figure 1: Unplanned admissions to ICU from 2014 to 2020



Unplanned admissions to ICU 2014-2020– areas for focus. Sophie Hadfield, November 2020

Aims and progress made in 2020-21

Partially Achieved: Aim 1 - Support staff in documenting observations at the time they are taken, improve oversight of patient observations, improve dashboards for patients scoring NEWS ≥ 5, collate reasons for delayed documentation:

We have continued to work hard on improving safety in this area, and over the last year we have successfully implemented the following measures to support the oversight of patient observations:

- A new observation guideline has been ratified, published and cascaded (September 2020)
- In conjunction with the Electronic Patient Record team, amendments have been made to the e-Observations section so that staff can document and visualise data relating to their patients early warning score more easily.
- We have designed new reports for clinical leaders to help them identify and respond to emerging safety issues more quickly. This enables us to be more responsive day to day, but also to better identify emerging trends and themes so we can act more quickly to prevent harmful incidents.

We plan to do further work on ensuring that observations are entered onto the electronic patient record as soon as they have been completed so that staff receive an immediate prompt to escalate, if required. We can now see reasons for delay in entering observations and will work directly at ward level to understand the

systems and human factors which may be causing these delays and support staff in overcoming them.

Achieved: Aim 2 - Review and standardise education in relation to deteriorating patients for all staff:

While COVID-19 has created delays in some project work, it has provided an opportunity to expedite training. This training has been instrumental in helping King’s to achieve a lower mortality rate for COVID-19 patients that that seen nationally in both waves of the pandemic. King’s also saw a further decrease in the mortality of patients with COVID-19 during the second wave. While all the reasons for this are being explored and we know this will include variations in treatments, age, demographics and differences in COVID-19 variants, there is no doubt that providing staff with the skills and expertise to treat patients has had a beneficial effect on patient outcomes.

Early in March 2020 the Trust recognised the need to train staff at pace, to best prepare for wave one of the pandemic. Nearly 500 staff were trained in care of the deteriorating patient in six weeks. Following the initial peak, a further 240 nurses from surgery and medicine care groups were trained in a two-week programme as follows:

Week 1: Modified in-house ALERT themed course

Week 2: Simulation training for nurses in charge.

The Trust collected feedback at each of these sessions. Themes identified included:

- Human factors training is as important as physiological teaching
- A multi-disciplinary approach is vital to mirror practice and improve confidence.

Between waves 1 and 2 of the pandemic the iMobile Team ran facilitated sessions aimed at the medical nursing teams. These sessions were designed with a respiratory focus taking into account the learning from wave one and the need to optimise patients' respiratory systems in areas outside of Critical Care Units (CCU). Topics covered included:

- Acute respiratory failure and COVID-19, safe monitoring, care of the patient receiving Optiflow, CPAP and NIV, safe transfer of acutely unwell patients, fluid management, skills sessions covering ABCDE assessments and oxygen delivery methods, basic life support and practicalities of setting up advanced non-invasive respiratory support

An education package was designed with the intention of each nurse spending protected time with iMobile, specialist Practice Educator Nurses and in specialist areas to ensure confidence and competence in caring for higher acuity patients. As wave two approached at pace the education plan was put on hold. Wards caring for higher acuity patients were allocated the support of a supernumerary senior ICU nurse to support the ward teams to safely care for patients seven days a week. This was supplemented by the iMobile team and overseen by the Deputy Director of Nursing.

Next steps:

Taking account of the discovery work with ward teams as part of this quality improvement programme, and the direct feedback given by staff during and after training, the Trust has reviewed and redesigned its training needs analysis (TNA) for deteriorating patients. This face-to-face and simulated training will commence in June 2021.

The Trust is also addressing human factors elements in escalating deterioration and films have been commissioned and completed to reflect patient, relative and staff stories around real life unplanned admissions to King's ICUs. These will be shown as part of facilitated sessions to the MDT to foster discussion, reflection and learning.

In addition to the TNA, an enhanced training package, with practical one-to-one bedside support is underway focusing on the care of tracheostomies. This is to support staff with the care of patient discharges from the Critical Care Units.

The Trust has also seconded a nurse full-time for several months to the Deteriorating Patient programme to work directly with wards in improving observation compliance and upskilling wards on each site.

Achieved: Aim 3 - Learn from incidents relating to deteriorating patients and improve practice

The Trust refocused the Harm Free Care (HFC) Forum between COVID-19 waves to encourage shared MDT discussion among care groups and teams. The forum agenda was balanced to examine root causes and actions in well-managed cases as well as incidents, so that we could learn from what we do well in addition to where we should be doing better. The HFC Forum was paused during the second wave of COVID-19. Further development and refinement of the terms of reference is underway and the group was relaunched in April 2021.

The Trust recognises that there are opportunities to improve the data collection about the harm that patients suffer as a result of incidents, so that we can readily translate that into changes in practice. A quality improvement project was commenced in 2020 with frontline clinical staff and the Electronic Patient Record teams to identify root causes and solutions to these issues. Project work was suspended as we focused all efforts on our COVID-19 response. However, we have now recommenced the project and will drive improvements in this area over 2021.

2020-21 Quality Priority 2: Reducing violence and aggression to staff and increasing patient safety

Why was this a priority?

The national staff survey (2018/19 and 2019/20) made it clear that King's College Hospital that our staff are experiencing some of the highest levels of violence and aggression in the workplace. The Trust's incident reports also reflects the day to day challenges our staff face in trying to deliver high quality care to our patient population. These incidents are detrimental to our peoples' health and wellbeing, which in turn, may impact on patient care. In the 2020, NHS staff survey the trust results showed in an improved position against the national picture comparative to other hospitals. However, the percentage of staff experiencing violence and aggression at King's has remained broadly similar, with a 1.4% reduction in the number of times staff reported experiencing physical violence at work from patients and members of the public.

The Trust has implemented a range of measures over the

last decade based on learning from our incident reports. Although incidents have started to reduce in 2020/21 it is not clear if this is because of the number of related restrictions such as reduced visiting and the positive messaging around NHS staff and the response to the pandemic.

The Trust remains committed to preventing and dealing robustly with violence against our staff. We also recognise that we can help to build staff resilience and their ability to de-escalate volatile situations and resolve conflict.

Violence and Aggression programme work was suspended twice during 2020/21 to allow all staff to focus on our response to the COVID-19 pandemic. Nevertheless, the Trust has seen many achievements against the objectives set out, and we remain committed to delivering on these priorities over the course of 2021.

Aims and progress made in 2020-21

Achieved: Aim 1 - Complete listening workshops with staff across the Trust.

We held approximately 40 listening events (almost 500 members of staff) and gained insight into peoples' experience of violence and aggression in the course of their work. We were very impressed by the insight and understanding staff showed into the causes of violence and aggression, often recognising that we can sometimes cause frustration to patients through our own Trust processes, protocols, environment and behaviours. Staff displayed great empathy for patients and relatives who may be in pain, anxious, confused or suffering from a condition that may affect their behaviour. They expressed the desire to learn more about conflict resolution and mental and physical conditions that affect patient behaviour.

It was also clear from the listening events that staff were concerned about the behaviour of some patients and members of the public who were openly aggressive regardless of how teams and individuals tried to help them.

Achieved: Aim 2 - Engage with staff to identify and try ideas for improvement.

Following the listening events, we identified the main topics that staff think contribute to violence and aggression. These were stratified into themes and we have mapped the improvement ideas that people have suggested to these themes. The areas that we are working on include

- Education for staff on recognition of escalating agitation and aggression, de-escalation, conflict resolution, customer care, Dementia, Mental Health;
- Better support systems for staff during and after a violent or aggressive incident. A staff charter has been agreed with selected groups of staff. This charter will be piloted in hot spot areas and developed before roll out across the Trust. A shift reflection tool has been piloted on five wards across the Trust's three inpatient sites. Review is underway and the Trust anticipates rolling this out across all wards pending results of the pilot;

- Improvements to the environment and patient entertainment – a programme of work is underway to improve Wi-Fi connectivity in all areas. The Trust is also in the process of procuring better entertainment solutions for patients at the bedside. Tenders have been received and are under consideration;
- Review of some of our pathways and processes (e.g. nicotine replacement, alcohol/drug withdrawal, visiting, etc.) so that we can support patients and relatives better. The substance misuse project has been restarted and improvements agreed with staff include earlier identification of withdrawal and rapid treatment with replacement therapy or medication;
- The Trust’s visiting policy has been rewritten and includes sections on compassionate visiting, particularly for patients who have special needs, mental health conditions (including Dementia) and are at the end of their lives;
- Innovations in caring for patients with dementia;
- Standardised processes to help us to engage or disengage consistently with patients/the public who behave violently or aggressively – the process for behavioural contracts, warning and/or banning patients is under review.

Partially Achieved: Aim 3 - Provide robust training for staff to prevent and manage violence and aggression.

Due to the COVID-19 restrictions, the Trust has not been able to provide regular face-to-face conflict resolution training (CRT). However, all new staff are now offered online CRT through the Trust’s learning and development platform (LEAP). The Trust also provides access to externally provided (IKON) online training for staff working in areas where violence and aggression is more frequent, e.g. the emergency department.

The Trust has continued to provide “bite sized” face-to-face training in “hot spot” areas identified through learning from our incident reports, so that staff are supported in recognition of escalating situations, de-escalation and break away.

We modelled how training will be provided going forwards. This includes:

1. An online package for staff who do not have contact with patients or the public in their work
2. CRT training for all frontline staff (either virtually or face-to-face)
3. Face-to-face training for staff in “hot spot” areas.

A training needs analysis (TNA) for Mental Health and Dementia training has been agreed and will be rolled out over the course of 2021/22.

Additional work undertaken includes updating the Trust’s Intranet (Kwiki) for staff and the new “Not a Target” posters were designed, agreed and are now in place across the Trust. In addition, we held a webinar for all staff on 9 December 2020 to update staff on work done to date and to listen to any comments and suggestions.



2020-21 Quality Priority 3: Improving patient experience for inpatients, outpatients, emergency departments, maternity services and cancer services

Why was this a priority?

Patient feedback from the 2019 National Cancer Patient Experience Survey has shown a significant improvement from the last survey with the Trust moving from 137 out of 143 Trusts, to 107 out of 143, with 47 survey questions within the expected range and 5 below the expected. Patient feedback from National Inpatient, Emergency Department and Cancer Surveys clearly highlights there were ways in which we could make the experience of care for our patients better. The results of

the national surveys align with internal Friends and Family Test (FFT); 'How are We Doing' data; and also with feedback from Trust Governors, Healthwatch, the Care Quality Commission. We want to ensure all our patients accessing our services have a good experience of their care; and we identified that we needed to do more in these areas.

Aims and progress made in 2020-21

Achieved: Aim 1 – Establish and deliver the Connected Leadership Programme for 24 wards.

It is well recognised that there are links between staff experience and patient engagement. In order to support all of our staff to deliver the best possible experience for patients, we need to ensure that we are also working hard to ensure that our staff are well supported, well developed and well-led. This is why we have connected our quality priority on improving patient experience with the Connected Leadership programme for ward leaders. The Connected Leadership programme for Ward Leaders aims to bring together Ward Leaders from across the organisation for networking and professional development as a group of peers in a safe space for learning, reflection and sharing. The programme incorporates assessment of leadership skills and styles,

shadowing of the Ward Leaders in practice and coaching based on their developmental needs and objectives/ goals identified. The programme also includes a series of leadership masterclasses to empower the leaders, each masterclass has a different focus to improve day-to-day troubleshooting, management of complex issues and the ability to escalate with a focus on professionalism, effective communication and values and behaviours.

The Connected Leadership programme has now successfully been developed and launched. The table below (Table 2) sets out some of the key milestones and achievements over the last year. Progress has been slowed somewhat, rightly, when our organisational priorities shifted to pandemic support. We continue to work to evaluate and embed this programme.

Table 2: Overview of progress made with the Connected Leadership Programme in 2021-21

24x Ward Leaders (Cohort 1)	Programme completed and cohort now working with the King's Way team in their ward areas
	Feedback gathered highlighted various strengths of the programme
24x Ward Leaders (Cohort 2)	Programme completed
	Staff from ITU, Theatres, Maternity and Emergency Depts. Feedback gathered highlighted various strengths of the programme
	Programme on-going, currently finishing leadership masterclasses with some dates postponed due to COVID-19
Coaching course	Attended by King's Way team Feedback gathered highlighted various strengths of the programme
24 Matrons (Cohort 1)	Programme on-going
	Dates postponed due to COVID-19 and content delivered online rather than face-to-face. Will gather feedback during, post the programme, and share Trust wide.
	Programme on-going
24 Matrons (Cohort 2)	Dates postponed due to COVID-19 and content delivered online rather than face-to-face. Will gather feedback during and post the programme and share Trust wide

Achieved: Aim 2 – Support provided to all the wards from the central corporate teams such as Patient Experience, King's Way Team and Quality Improvement Team.

The central corporate teams play a critical role in improving patient experience and their input has massively contributed to achieving the Quality Account priorities. In addition to projects mentioned elsewhere in the quality account, the fooling teams have provided the following additional support to the wards:

- 1) The King's Way Continuous Improvement Team provided support to 18 wards across the DH, PRUH and Orpington sites through the Outstanding Care programme. The project includes analysis of patient experience related issues and setting up ward based quality improvement projects to address the issues. Support will continue into 2021/22.
- 2) In addition to the supporting wards with the nutrition and hydration and patient property project detailed in aim 4, the Continuous Quality Improvement Team provide the following additional support to the wards:
 - Supporting the End of Life Care (EoLC) Clinical Lead with the implementation of the EOLC strategy including improving Advanced Care Planning for patients and their relatives
 - Supporting the set-up of a new Pre-Operative Assessment facility in the Day Surgery Unit at DH
 - Supporting the Skull Base Surgery team to make improvements to the patient pathway and experience
 - Improving patient experience at the bedside through implementation a new bedside entertainment system for patients, which will be accessible from any Wi-Fi, enabled device with

a web browser. Patients will be able to use their own smart phone or tablet or use one of the 500 tablets that will be provided to the Trust as part of this contract. The platform will be suitable for our paediatric patients and is adaptable for use by patients with visual or hearing difficulties.

Partially Achieved: Aim 3 – Involvement of patient representatives for feedback and progress.

We are pleased to report that substantial progress has been made in the last year to improve the involvement of patient representatives.

- **Involvement Register:** Over 90 patients and members of the public recruited to Involvement Register.



- Over 200 patients who took part in COVID-19 interviews expressed an interest in further involvement.
- **Foundation Trust Associate Members** have over 64 organisations from the voluntary and community sector.
- **Virtual patient reference groups** established for

- outpatients, Emergency Department and specific workstreams including 'Accessibility', improved patient nutrition and hydration.
- Further successful development of the **Cancer Voice group** which has increased its membership, established core workstreams and has two members attending the Trust Cancer Board.
 - **Mental Health:** Scoping underway for **mental health service users** to support work streams led by the Trust Mental Health Board. Patient involvement is being scoped for all workstreams in the mental health strategy as agreed by the new mental health delivery group. Also scoping involvement of Governors and patient representatives from the Mind and Body Advisory Group. Initial scoping work completed with most of the workstreams to review existing feedback from service users to inform the development of their programmes and to identify existing groups/networks of service users who could advise the programme. 4 service users and the local Healthwatch are represented on the mental health delivery group, informing the development of a new Emergency Department psychiatric liaison survey.
 - **Children and Young People:** Currently scoping plans for online listening events with parents/young people and the establishment of a parent/young people's advisory network to inform the Child health Board.

We consider that we have only partially achieved this priority aim, as we had planned to develop Care Group Patient Reference Groups aligned to the new organisational structure. The re-structure took place in October 2020, but the development of the associated patient reference groups has been impacted by COVID-19 pressures.

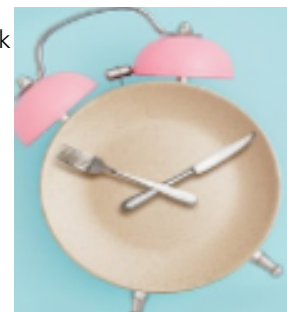
Partially Achieved: Aim 4 – Identification of 4-5 core themes to work on based on the survey results and other feedback that will have the greatest impact on improved patient experience for inpatient area, outpatients, maternity, cancer services and emergency departments.

The following core themes have been identified:

- (1) For inpatient services, improvement projects focussed on:
- **nutrition and hydration for inpatients**, specifically providing enough help from staff for patients to eat their meals and ensuring that patients have enough to drink. An Improvement Action Plan was agreed through Patient Food Service Group with the following actions achieved in 2020/2021:
 - o Nutrition and Hydration Charter developed and piloted
 - o Series of mealtime audits carried out at Denmark Hill to inform improvement actions going forward. These include: reinstating of protected mealtimes and work with clinical colleagues to avoid diagnostic appointments during this time;
 - o Introduction of large mugs and new washable water cups on all wards to ensure they are easy to handle for patients and are a more sustainable

choice for the Trust

- o Introduction of squash as an alternative to water to encourage hydration – now routinely on hostess trolley and offered to patients at each beverage round
- o New pictorial menu developed, positively evaluated and rolled out to ensure we communicate our food options to our diverse communities in a language that they can understand
- o Training for hostesses now includes feedback from patients relating to mealtimes, communication and bedside manner, to improve interactions with patients.
- o In February 2021 we launched a new Nutrition and Hydration Improvement programme launched with support from Trust's continuous improvement team to focus on: protected mealtimes, patient screening, staff training, information, policies and processes.



- **Providing enough emotional support** for patients. This work is being led by the Trust Chaplaincy Team. An initial pilot was undertaken on five wards trialling additional support for patients from chaplaincy team, information leaflets and sessions for staff, reflective sessions with staff.
- **Improving the management of patient property** through a new Patient property policy. This has been completed and is currently being implemented across the Trust. This includes the provision of colour coded patient property bags and an electronic property form on the electronic patient record that follows the patient during their journey in the Trust. We hope that this will help to reduce the incidence of patient property being forgotten/lost if the patient moves wards.
- Clear **admission and discharge** booklet for wards have been developed and launched and being rolled out trust wide.
- **Increasing volunteer presence** on the wards is something which we know can have a really beneficial impact on patient experience. However, during the pandemic it was right that we scaled back this support to ensure that we protected the safety of our volunteers, our patients and staff. Overall we saw a decrease in the number of volunteers and the volunteer hours contributed to the hospital. Between April 2020 and February 2021, we had 353 volunteers contribute 18,281 hours, a reduction from 587 volunteers, contributing 29,387 hours between April 2019 to February 2020.

During the first and second COVID-19 waves, volunteers supported in the following key areas:

- Staff Wellbeing Hubs,
- Front of House,



- Packing and Distributing of staff and patient packs,
- COVID-19 vaccination clinics
- distribution of lateral flow testing
- fit testing
- distribution of facemasks
- assisting in patient communication and administration of visitor passports

In the period between the waves, volunteers returned to wards and were supporting as patient befrienders, providing company and conversation, supporting at mealtimes, engaging through activities. In the week leading up to Christmas, volunteers dropped off cards and presents to over 500 patients. The volunteers also created Eid activity packs for patients which were very well received.

As the results of the 2020 CQC National Adult Inpatient Survey are not available at the time of writing to quantify improvements, detailed results will be reported in Quality Account 2021/2022

(2) In our **Emergency Departments**, a patient experience improvement plan has been put together based on detailed analysis of national and internal patient feedback at Denmark Hill. Achievements to date include:

- A new system to text patients in ED waiting for to collect medication from the pharmacy has been introduced to avoid patients waiting outside or in the pharmacy queue
- New patient information leaflet produced to explain paediatric ED department tested with young people
- System in place for nursing and medical staff to receive positive named feedback about their care from patients

- New cleaning schedule introduced to address patient feedback about cleanliness
- Audits of pain management to understand areas that we can improve
- Food and drink trolley reinstated in adult ED
- Improved adult mental health facilities developed in consultation with the ED patient user group.

Other parts of the plan are ongoing including a task and finish group to develop solutions to explaining waiting times; revision of the food and drink policy, further patient information, customer care training for admin staff.

(3) Continue with the Cancer Improvement programme and target specialties flagging on the survey feedback.

In 2020-21, we aimed to deliver work against 9 priority areas identified as requiring improvements in the National Cancer Patients Experience Survey (NCPES).

Our achievements and progress include:

- 100% of patients starting new cycles of chemotherapy are offered pre-chemotherapy consultations with high satisfaction.
- Cancer patient involvement group was set up in March 2020 and successfully imbedded during 2020-21. Patients are present in all workstreams, participating in interviews; development of patient information and available in advisory capacity for projects; surveys and service co design. Patient representatives are also part of the Cancer Board.
- Continuing professional development of the cancer Clinical Nurse Specialist workforce delivered with staff training in level 2 psychology holistic needs assessment and Sage and Thyme communication training.

We are starting to see the impact of these initiatives in the reported experience of our patients, which is very welcome. The 2019 National Cancer Patient Experience survey highlighted that the Trust had improved. Fourteen questions showed an improvement based on the baseline in 2018 and overall the Trust has moved up 30 places in the national league table. It is recognised that there is more to do, but it is reassuring to see that our work on these priority areas is making the experience better for our patients.

(4) Continue with the Outpatient improvement programme.

The Outpatient Transformation through a digitalised platform has continued to progress through the COVID-19 pandemic and, once complete, will improve the experience and effectiveness for patients accessing our outpatient services. The following innovations are well underway and implementation will continue during 2020/2021;

- Live chat service using chat bots to answer patient questions and enquiries while visiting the Trust website. Patient questions and chat bot answers are tracked to ensure accuracy of responses.

- Video consultation clinics
- Use of text reminders to patient mobiles at 1 week and 2 days prior to their appointments.
- Patient access to view their electronic clinic letters via a patient portal which is accessible on mobiles and tablets.
- Touch screen check-in for all outpatient units with waiting times displayed
- Electronic remote pre-assessment
- Video technology to remotely conduct clinical consultation, video consultations, and assess patients (i.e. view skin conditions). The Trust will be moving to a new platform, e-clinic which offers improved functionality.

2020-21 Quality Priority 4: Improving outcomes for people with Chronic Obstructive Pulmonary Disease (COPD)

Why was this a priority?

The NHS Long Term Plan identifies respiratory conditions as one of the top five causes of early death for the people of England. It affects one in five people and is the third biggest cause of death. Hospital admissions for lung disease have risen over the past seven years at three times the rate of all admissions generally and remain a major factor in the winter pressures faced by the NHS. Incidence and mortality rates for those with respiratory disease are higher in disadvantaged groups and areas of social deprivation, such as the populations local to KCH.

At KCH, we have long recognised the impact of COPD on quality of life and premature deaths. We are fortunate to

have an integrated respiratory team, which works across hospital and community and with our local GPs to deliver excellent care to our patients.

We set out to improve the information we have on the outcomes that we achieve for our patients. By 'outcomes' we mean a change in health and/or wellbeing status, i.e. how well do we achieve what we set out to achieve. We initially planned for this to be a two-year quality priority but, as explained in the next section, our priorities changed due to the COVID-19 pandemic, which clearly had a significant impact on the work of our respiratory team.

Aims and progress made in 2020-21

Partially Achieved: Aim 1 - Identify the outcomes that are most important to our patients. We will work with the British Lung Foundation to get feedback from people with COPD on their experience of living with the condition, the things that matter most to them and the things that make the greatest difference to their quality of life.

- We undertook a detailed literature review on patient-defined outcomes. This concluded that patient-defined outcomes can be very different to clinically-defined outcomes. In collaboration with the British Lung Foundation (BLF), we set out to talk to COPD patients about the outcomes that matter most to them.
- The furloughing of BLF staff and the need for shielding for key project staff at KCH led to delays in identifying patients for interview. We believe that the pandemic also resulted in fewer patients coming forward than anticipated. Despite these difficulties, the British Lung Foundation identified a group of engaged patients and thirteen in-depth interviews took place online between September and November 2020.

- Although the sample was small, two themes could be identified in relation to outcomes that are most important to COPD patients:
 - o Return to previous physical activity abilities.
 - o Reduced time spent in hospital/clinical settings.

In addition, patients told us that they would like to see their wishes and/or hopes for treatment to be more central to communication and clinical decision-making. The intention was to use this feedback to inform indicators which would then be measured with feedback from a sample of KCH patients. This stage of the project has had to be put on hold due to COVID-19.

Partially Achieved: Aim 2 – Identify the key clinical outcomes. We will work with the integrated respiratory team to define the outcomes measures that provide clinicians with the best indication of an improvement in health status.

- A prototype set of clinical outcomes indicators was developed and, in the summer of 2020, the clinical team undertook in-depth reviews of patients' hospital records to collect pilot data and test the indicators. Although the project had to be paused in September 2020, useful learning in relation to the methodology was obtained and this has been recorded for use once the project is able to recommence.

Not Achieved: Aim 3 - Measure outcomes. We will develop the feedback from our patients and clinicians into clear measures and we will gather data against these to give us a clear picture of the outcomes we achieve for people with COPD at King's.

- This work could not be undertaken due to the COVID-19 response.

Not Achieved: Aim 4 - Obtain qualitative feedback. We will present this information to our clinical teams and understand how this data might influence their practice. We intend to include general practitioners in this work.

- This work could not be undertaken due to the COVID-19 response.

Not Achieved: Aim 5 - Embed outcomes measurement. We will refine our measures and then work with the Trust's support teams to incorporate into our clinical systems, as well as into our performance and governance frameworks, as the most important measure of our performance and care quality.

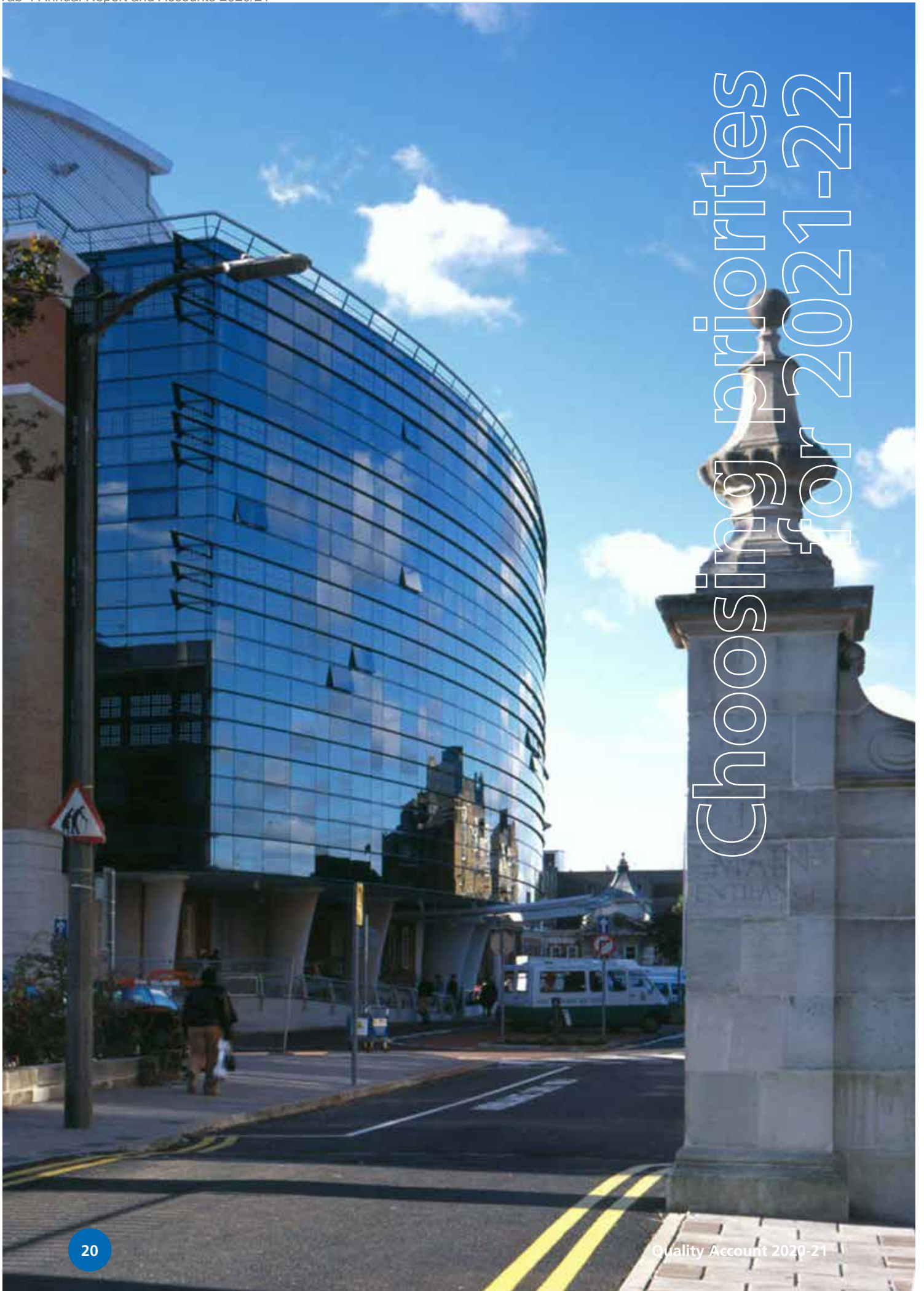
- This work could not be undertaken due to the COVID-19 response.

Not Achieved: Aim 6 – Identify key changes that will lead to an improvement in our provision of care to our patients.

- This work could not be undertaken due to the COVID-19 response.

Next steps:

The respiratory team is leading the development of new services in relation to COVID-19 rehabilitation and this will be the focus of operational work, and the Trust's quality priority for patient outcomes, during 2021-22. The Patient Outcomes Committee will consider the learning from the patient interviews with a view to developing further outcomes indicators in relation to time spent in healthcare and greater involvement of patients in decision making.



Choosing priorities for 2021-22

Choosing Priorities for 2021-22

The following improvement schemes have been agreed by the King's Executives and the Board for 2021-22. These will be reported in full in the 2021-22 Quality Account with quarterly reporting to the Quality, People and Performance Committee.

Each priority has been aligned to a quality domain (patient safety, patient experience, and clinical effectiveness). The trust made the decision to continue with three of the 2019/20 priorities as we were unable to complete due to pandemic pressures in 2020/21.

The priorities were shared and our approach discussed with the Trust Governors, Healthwatch and our

Commissioners. Whilst working on the delivery of each priority we will use patient and or governor representatives as part of the working groups and seek patient or staff feedback at set points in the plans.

Our aims for each are set out below.

2021-22 Quality Priority 1: Reducing harm to deteriorating patients

Why was this a priority?

In 2020-21, we made a commitment to reduce harm to deteriorating patients, improving patient safety and outcomes. In 2021-22, reducing harm to deteriorating patients will continue to be a quality priority across the Trust.

Reducing harm to deteriorating patients is one of the quality priorities for King's because detailed analysis has shown that we have opportunities to improve how we recognise, record, manage and escalate deteriorating patients.

We know, through learning from our incidents and complaints, that patient harm has been caused through delays in identifying and escalating patients who have deteriorated. We recognise that these incidents could be

avoided if vital signs are taken at appropriate intervals, recorded, triggered on the National Early Warning Scoring System (NEWS 2) so that the iMobile Team (Critical Care Outreach) can be contacted to provide additional clinical support.

Between 2017 and 2019, we saw sustained improvement in both recognition and escalation of unwell patients. However, we recognise there is still work to do to keep our patients safe particularly in relation to escalating the frequency of observations in response to patient need. There were significant changes to our patient dynamics in 2020/21 as we dealt with large volumes of COVID-19 patients through wave 1 and wave 2, that make data comparisons more complex.

What are our aims for the coming year?

In 2021-22, we will:

- Implement the Deteriorating patient training needs analysis(TNA)
- Deliver on the Live dashboard to monitor compliance on observations
- Improve the completion of timely observations and escalation
- Ensure the correct observation equipment is purchased and in place on wards.

How will we monitor and measure our progress?

Progress against these aims will be reviewed by the Deteriorating patient working group and reported to, and monitored by the Patient Safety Committee and the Quality, People and Performance Committee in the Trust's Quarterly Quality Priorities Report.

Measures of success will include the following:

- Monitor % compliance against the Deteriorating patient training needs analysis
- Delivery of the live dashboard with key metrics including
 - o NEWS score ≥ 5 and percentage (%) compliance in repeating observations within one hour on Electronic Patient Record (EPR).
 - o Documentation with FiO₂>40% or 10 Litres
 - o Previous 24 hours observation compliance
 - o Role completing observations
- Identification of themes and associated improvement plans from analysis of the reasons documented by staff as to why observations are not recorded within one hour
- Reduction in unplanned admissions to Intensive Care Unit (ICU)
- Trust-wide equipment audit in quarter 2 reviewing if the of correct observation equipment is purchased and in place on wards.

2021-22 Quality Priority 2: Improving outcomes for people with long term effects of COVID-19 ('long COVID' or Post COVID Syndrome)

Why was this a priority?

Some people experience symptoms that last weeks or months after the COVID-19 infection has gone. These long term effects have become known as 'long COVID'. Symptoms are wide-ranging and include, among many others, fatigue, shortness of breath, chest pain/tightness, 'brain fog' and depression and anxiety. The full range of long-term effects has not yet been defined.

Over the past 12 months, King's has cared for over 3,500 inpatients with COVID-19, making it one of the busiest Trusts nationally. We were one of the first Trusts to establish COVID-19 follow-up clinics and the research undertaken in these clinics has informed the

NICE guidelines on managing the long-term effects of COVID-19.

King's will continue to set up new clinical services to support people with long COVID over the next year, and to be involved in ground-breaking research to understand long COVID so that we, and others, can develop effective treatments and support. This will be a clinical priority for King's over the next year.

It is appropriate, therefore, that the Trust's Quality Priorities support this clinical priority.

What are our aims for the coming year?

This quality priority brings together several aspects of quality improvement – service provision, measuring outcomes including patients' experience to inform service development, and research and innovation.

In 2021-22, we intend to:

- **Set up new clinical services** to support people with long COVID, including (working collaboratively with colleagues in Guys and St Thomas') the specialist post COVID-19 syndrome assessment clinics for the South East London Integrated Care System.
- **Measure the outcomes of these services** including the outcomes that are most important to patients, so

that we can use data to inform the development of services and shared decision-making between patients and clinicians.

- **Collaborate and innovate**

We will continue to undertake and to collaborate in research on long COVID, to inform the development of our clinical services. This will include collaboration in the national Post-hospitalisation COVID-19 study (PHOSP-COVID). This is a consortium of leading researchers and clinicians from across the UK who are working together to understand and improve long-term health outcomes for patients who have been in hospital with confirmed or suspected COVID-19.

How will we monitor and measure our progress?

Measures of success will include:

- We will aim to see more than 1000 patients in the long covid assessment clinic in 2021-22
- We will aim to collect 3 month and 6 month outcome data from more than 50% of patients who attend the long covid assessment clinics within 2021-22.
- We will aim to publish the outcomes of our research collaborations in a high impact journal

Progress against our aims and using these measures will be reported to the Quality Improvement and Prioritisation Committee and included in the Trust's Quarterly Quality Priorities Report.

2021-22 Quality Priority 3: Improving patient experience for inpatients.

Why was this a priority?

Patient feedback from the 2019 National Cancer Patient Experience Survey has shown a significant improvement from the last survey with the Trust moving from 137 out of 143 Trusts, to 107 out of 143, with 47 survey questions within the expected range and 5 below the expected. Patient feedback from National Inpatient, Emergency Department and Cancer Surveys clearly highlights there were ways in which we could make the experience of care for our patients better. The results of

the national surveys align with internal Friends and Family Test (FFT); 'How are We Doing' data; and also with feedback from Trust Governors, Healthwatch, the Care Quality Commission. We want to ensure all our patients accessing our services have a good experience of their care; and we identified that we needed to do more in these areas. Over 2020/21, we have made good progress with our patient experience improvement plan and want to continue to build on this.

What are our aims for the coming year?

- To continue delivering the Connected Leadership Programme for nursing and midwifery leaders
- To improve nutrition and hydration for inpatients
- To deliver an emotional support improvement programme that has been co-designed with our patients
- To embed, assess and improve our admission and discharge information based on feedback from patients and relatives
- To roll out a new patient entertainment system, which includes access to streaming services, television, print, film, web access and messaging/video calling functionality. We are planning to purchase an additional 500 tablets over the next 5 years.
- To improve communication between patients and healthcare professionals on the wards.

How will we monitor and measure our progress?

Progress against these aims will be reported to, and monitored by the Quality, People and Performance Committee in the Trust's Quarterly Quality Priorities Report.

Measures of success will include:

- By December 2021, to achieve 96% Friends and Family Test recommendation rate across all inpatient services
- By March 2022, to sustain 96% Friends and Family Test recommendation rate across all inpatient services
- By March 2022, to increase Friends and Family Test response rate to 20%
- To achieve the following improvements in the National CQC Inpatient Survey Results:
 - o 7.2 score for patients reporting receiving help with feeding
 - o 9.2 score for patients reporting having enough to drink whilst in hospital
 - o 6.8 score for patients reporting receiving enough emotional support from hospital staff, if needed
- Completion of patient entertainment system roll out across all sites, including:
 - o Full business case developed and signed off at King's Executive / Investment Board
 - o Specification developed with - and agreed by - relevant internal teams (e.g. Procurement, ICT, Estates, Finance, etc.)
 - o Procurement and implementation of the system.

2021-22 Quality Priority 4: Reducing violence and aggression to staff and increasing patient safety

Why was this a priority?

The national staff survey (2018/19 and 2019/20) made it clear that King's College Hospital that our staff are experiencing some of the highest levels of violence and aggression in the workplace. The Trust's incident reports also reflects the day-to-day challenges our staff face in trying to deliver high quality care to our patient population. These incidents are detrimental to our peoples' health and wellbeing, which in turn, may impact on patient care. In the 2020, NHS staff survey the trust results showed in an improved position against the national picture comparative to other hospitals. However, the percentage of staff experiencing violence and aggression at King's has remained broadly similar, with a 1.4% reduction in the number of times staff reported experiencing physical violence at work from patients and members of the public.

The Trust has implemented a range of measures over the

last decade based on learning from our incident reports. Although incidents have started to reduce in 2020/21 it is not clear if this is because of the number of related restrictions such as reduced visiting and the positive messaging around NHS staff and the response to the pandemic.

The Trust remains committed to preventing and dealing robustly with violence against our staff. We also recognise that we can help to build staff resilience and their ability to de-escalate volatile situations and resolve conflict.

Violence and Aggression programme work was suspended twice during 2020/21 to allow all staff to focus on our response to the COVID-19 pandemic. Nevertheless, the Trust has seen many achievements against the objectives set out, and we remain committed to delivering on these priorities over the course of 2021.

What are our aims for the coming year?

- Clearly define the Trust approach to conflict resolution training
- Roll out comprehensive training package to improve staff confidence in managing complex patients
- Complete Trust assessment on NHS Violence prevention and reduction standard
- Roll out patient entertainment system (see priority 3)
- Develop and embed a comprehensive mechanism for staff support following incidents.

How will we monitor and measure our progress?

- Develop a series of monitoring measures to assess progress internally.
- Improvement in national staff survey results.

2.2

Statements of Assurance from the Board

1. During 2020-21, the King's College Hospital NHS Foundation Trust provided eight relevant health services.
 - Assessment or medical treatment for persons detained under the 1983 Act
 - Diagnostic and screening procedures
 - Family planning services
 - Management of supply of blood and blood derived products
 - Maternity and midwifery services
 - Surgical procedures
 - Termination of pregnancies
 - Treatment of disease, disorder or injury.
- 1.1 The Trust has reviewed all data available to it on the quality of care in these services.
- 1.2 The income generated by the relevant health services reviewed in 2020-21 represents 90.0% of the total income generated from the provision of health services by the King's College Hospital NHS Foundation Trust for 2020-21.

Clinical Audits and National Confidential Enquiries

2. During 2020-21, 70 national clinical audits and 13 national confidential enquiries covered relevant health services that King's College Hospital NHS Foundation Trust provides.
 - 2.1 During that period, King's College Hospital NHS Foundation Trust participated in 100% of the national clinical audits and 100% of the national confidential enquiries of the national clinical audits and national confidential enquiries in which it was eligible to participate.
 - 2.2 The national clinical audits and national confidential enquiries in which King's College Hospital NHS Foundation Trust was eligible to participate during 2020-21 are as follows (see Table 3).
 - 2.3 The national clinical audits and national confidential enquiries in which King's College Hospital NHS Foundation Trust participated during 2020-21 are as follows (see Table 3).
 - 2.4 The national clinical audits and national confidential enquiries in which King's College Hospital NHS Foundation Trust participated, and for which data collection was completed during 2020-21, are listed below alongside the number of cases submitted to each audit or enquiry as a percentage of the number of registered cases required by the terms of the audit or enquiry (see Table 3).

Table 3: Participation in national clinical audits and confidential enquiries

PARTICIPATION IN NATIONAL CLINICAL AUDITS AND CONFIDENTIAL ENQUIRIES		
In which KCH was eligible to participate	Participation	% submitted
BAUS Urology Audits- Nephrectomy	Yes	Awaiting publication
BAUS Urology Audits- Bladder Outflow Obstruction Audit	Yes	Awaiting publication
BAUS Urology Audits- Cytoreductive Radical Nephrectomy Audit	Yes	Awaiting publication
BAUS Urology Audits- Renal Colic Audit	Yes	Awaiting publication
British Spine Registry	Yes	Data collection in progress
Intensive Care National Audit and Research Centre Case Mix Programme	Yes	Data collection in progress
Child Health Clinical Outcomes Review Programme- Young People's Mental Health	Yes	Not provided
Child Health Clinical Outcomes Review Programme- Long-term ventilation in children, young people and young adults	Yes	Not provided
Cleft Registry and Audit Network (CRANE)	Yes	Data collection in progress
Emergency Medicine Quality Improvement Projects (QIPs) - Assessing Cognitive Impairment in Older People/Care in Emergency Departments	Yes	Awaiting publication

PARTICIPATION IN NATIONAL CLINICAL AUDITS AND CONFIDENTIAL ENQUIRIES		
In which KCH was eligible to participate	Participation	% submitted
Emergency Medicine QIPs- Care of Children in emergency departments	Yes	Awaiting publication
Emergency Medicine QIPs- Fractured Neck of Femur (care in emergency departments)	Yes	Data collection in progress
Emergency Medicine QIPs- Infection Control	Yes	Data collection in progress
Emergency Medicine QIPs- Mental Health	Yes	Awaiting publication
Emergency Medicine QIPs- Pain in Children	Yes	Data collection in progress
Falls and Fragility Programme (FFFAP)- Fracture Liaison Service Database	Yes	Awaiting publication
Falls and Fragility Programme (FFFAP)- Fracture Liaison Service Database/Vertebral Fracture Sprint Audit	Yes	Data collection in progress
Falls and Fragility Programme (FFFAP)- National Audit of Inpatient Falls	Yes	Awaiting publication
Falls and Fragility Programme (FFFAP)- National Hip Fracture Database	Yes	Data collection in progress
Inflammatory Bowel Disease (IBD) Programme (IBD registry)	Yes	Data collection in progress
Learning Disability Mortality Review Programme (LeDeR)	Yes	Not available
Liver Transplantation	Yes	Not available
Mandatory Surveillance of Health Care Associated Infections	Yes	Data collection in progress
Maternal, Newborn and Infant Clinical Outcome Review Programme – Perinatal Mortality Surveillance	Yes	Data collection in progress
Maternal, Newborn and Infant Clinical Outcome Review Programme – Saving Lives, Improving Mothers’ Care	Yes	Data collection in progress
Maternal, Newborn and Infant Clinical Outcome Review Programme – Perinatal mortality and morbidity confidential enquiries	Yes	Data collection in progress
Medical and Surgical Clinical Outcome Review Programme (NCEPOD)- Dysphagia in Parkinson’s Disease	Yes	Data collection in progress
Medical and Surgical Clinical Outcome Review Programme (NCEPOD) – Acute Heart Failure	Yes	57%
Medical and Surgical Clinical Outcome Review Programme (NCEPOD) – Cancer in Children, Teens and Young Adults	Yes	Not available
Medical and Surgical Clinical Outcome Review Programme (NCEPOD) – Perioperative diabetes	Yes	83%
Medical and Surgical Clinical Outcome Review Programme (NCEPOD) – Pulmonary Embolism	Yes	80%
Medical and Surgical Clinical Outcomes Review Programme (NCEPOD) – Acute Bowel Obstruction	Yes	33%
Medical and Surgical Clinical Outcomes Review Programme (NCEPOD) – In-Hospital Management of Out-of-Hospital Cardiac Arrest	Yes	35%
National Asthma and COPD Audit Programme (NACAP)- Paediatric Asthma Secondary Care	Yes	Awaiting publication
National Asthma and COPD Audit Programme (NACAP)- Adult Asthma Secondary Care	Yes	Data collection in progress
National Asthma and COPD Audit Programme (NACAP)- COPD Secondary Care	Yes	Data collection in progress
National Asthma and COPD Audit Programme (NACAP)- Pulmonary Rehabilitation	Yes	Data collection in progress
National Audit of Breast Cancer in Older People (NABCOP)	Yes	Data collection in progress
National Audit of Cardiac Rehabilitation	Yes	Data collection in progress
National Audit of Care at the End of Life (NACEL)	Yes	Data collection in progress
National Audit of Dementia (NAD)	Yes	Data collection in progress
National Audit of Seizures and Epilepsies in Children and Young People (Epilepsy 12)	Yes	Data collection in progress
National Bariatric Surgery Registry	Yes	Data collection in progress
National Cardiac Arrest Audit (NCAA)	Yes	Data collection in progress
National Cardiac Audit Programme (NCAP)- National Audit of Cardiac Rhythm Management (CRM)	Yes	Data collection in progress

PARTICIPATION IN NATIONAL CLINICAL AUDITS AND CONFIDENTIAL ENQUIRIES		
In which KCH was eligible to participate	Participation	% submitted
National Cardiac Audit Programme (NCAP)- Myocardial Ischaemia National Project (MINAP)	Yes	Data collection in progress
National Cardiac Audit Programme (NCAP)- National Adult Cardiac Surgery	Yes	Data collection in progress
National Cardiac Audit Programme (NCAP): National Audit of Percutaneous Coronary Interventional Procedures (PCI) (Coronary Angioplasty)	Yes	Data collection in progress
National Cardiac Audit Programme (NCAP): National Heart Failure Audit	Yes	Data collection in progress
National Comparative Audit of Blood Transfusion programme: 2019 Re-audit of the Medical Use of Blood	Yes	Data collection in progress
National Comparative Audit of Blood Transfusion programme: 2020 Audit of the Perioperative Management of Anaemia in Children Undergoing Elective Surgery	Yes	Data collection in progress
National Diabetes Audit (ADULTS)- National Diabetes Foot Care Audit	Yes	Data collection in progress
National Diabetes Audit (ADULTS)- National Diabetes Inpatient Audit (NADIA)	Yes	Data collection in progress
National Diabetes Audit (ADULTS)- National Diabetes Inpatient Audit (NADIA)- Harms	Yes	Data collection in progress
National Diabetes Audit (ADULTS)- Core Audit	Yes	Data collection in progress
National Diabetes Audit (ADULTS)- National Pregnancy in Diabetes (NPID)	Yes	Awaiting publication
National Early Inflammatory Arthritis Audit (NEIA)	Yes	Not given
National Emergency Laparotomy Audit (NELA)	Yes	Data collection in progress
National Gastro-intestinal Cancer Programme- National Oesophago-Gastric Cancer (NOGCA)	Yes	Data collection in progress
National Gastro-intestinal Cancer Programme- National Bowel Cancer Audit (NBOCA)	Yes	Data collection in progress
National Joint Registry (NJR)	Yes	Awaiting publication
National Lung Cancer Audit (NLCA)	Yes	Awaiting publication
National Maternity and Perinatal Audit (NMPA)	Yes	Data collection in progress
National Neonatal Audit Programme (NNAP)	Yes	Awaiting publication
National Ophthalmology Database Audit	Yes	Data collection in progress
National Paediatric Diabetes Audit (NPDA)	Yes	Data collection in progress
National Prostate Cancer Audit (NPCA)	Yes	Data collection in progress
Vascular Services Quality Improvement Programme (VSQIP)-National Vascular Registry (NVR)	Yes	Data collection in progress
Neurosurgical National Audit Programme (NNAP)	Yes	Data collection in progress
Paediatric Intensive Care Audit Network (PICANet)	Yes	Awaiting publication
Perioperative Quality Improvement Programme (PQIP)	Yes	Data collection in progress
Prescribing Observatory for Mental Health (POMH-UK)- Monitoring of Patients Prescribed Lithium	Yes	Data collection in progress
Prescribing Observatory for Mental Health (POMH-UK)- Antipsychotic Prescribing in People with a Learning Disability	Yes	Data collection in progress
Potential Donor Audit	Yes	Data collection in progress
Sentinel Stroke National Audit Programme (SSNAP)	Yes	Data collection in progress
Serious Hazards of Transfusion (SHOT)	Yes	Data collection in progress
Society for Acute Medicine's Benchmarking Audit (SAMBA)	Yes	Awaiting publication
Surgical Site Infection Surveillance Service	Yes	Data collection in progress
Trauma Audit & Research Network (TARN)	Yes	Data collection in progress
UK Cystic Fibrosis Registry	Yes	Awaiting publication
UK Registry of Endocrine and Thyroid Surgery	Yes	Awaiting publication
UK Parkinson's Audit	Yes	Awaiting publication
UK Renal Registry	Yes	Awaiting publication

2.5 The reports of 24 national clinical audits were reviewed by the provider in 2020-21.

2.6 King's College Hospital NHS Foundation Trust intends to take the following actions to improve the quality of healthcare provided (see Table 4).

Table 4: Improvement actions taken as a result of national clinical audits reviewed

National Audit title	Improvement actions to date
Pulmonary Rehabilitation Clinical and Organisational Audits 2019 (published Dec 20)	The pulmonary rehabilitation service will undergo a detailed review as part of the COVID-19 recovery work.
National Oesophago-Gastric Cancer Audit (published Dec 20)	Participation in public health campaigns aim to improve earlier identification of oesophago-gastric cancer.
National Cardiac Arrest Audit Q2 (published Dec-20)	To improve data quality, a new case submission system was introduced in August 2020.
National Neonatal Audit Programme (NNAP) (published Nov 20)	<ul style="list-style-type: none"> • A quality improvement project called "hot on cold babies" aiming to achieve normothermia in all babies admitted to the Neonatal Units at KCH and PRUH. • The use of non-invasive ventilation and LISA (Less Invasive Surfactant Administration) as appropriate, to address bronchopulmonary dysplasia. • Action to improve magnesium sulphate administration including continuous neonatology liaison with obstetrics team at the perinatal meetings and provision of advice about the importance of administering magnesium sulphate to mothers who fulfil the NNAP criteria.
Royal College of Emergency Medicine – Care of Children in the Emergency Department (ED) (published Jan 21)	<p>A Did Not Wait (DNW) pathway has been launched in Paediatric ED, designed by the Paediatric Emergency Medicine Modern Matron, to improve capture of information on all vulnerable children and young people.</p> <p>A presentation of children's safeguarding data (a comparison of data in lockdown compared to data from a similar time period and months pre-lockdown) was provided at the RCEM 2021 conference by Dr Lala Asim, and shortlisted for a prize.</p>
National Heart Failure Audit (published Dec-20)	Data capture issues will be reviewed as part of the roll-out of the planned new Electronic Health Record programme. Collaboration between KCH heart failure specialists and acute medicine to ensure that the care pathway in relation to follow-up review works effectively for all patients.
National hip fracture database	Quality of data submitted in relation to in-hospital hip fractures has improved.

2.7 The reports of over 96 local clinical audits were reviewed by the Trust in 2020-21. In addition, the Trust has a comprehensive programme of clinical audits known as Perfect Ward, an assurance framework for ward managers to inspect their wards against evidenced based criteria. This is a tool developed to give assurance around the following areas:

- Treatment and welfare
- Medicine Management
- Environment
- Documentation and confidentiality
- Staffing
- Equipment, Supplies & Devices
- Quality
- Hand Hygiene
- Outpatients
- Infection Prevention and Control.

2.8 King's College Hospital NHS Foundation Trust intends to take the following actions to improve the quality of healthcare provided, through implementing the structured quality and continuous improvement programme. Its core components are outlined below:

- **Pathway redesign across clinical settings** – the Trust's structured approach to project management and service redesign is D5. This straightforward methodology takes teams through five phases of project management using a range of lean tools and techniques and comprehensive project management. Lean philosophy (which is typically described as a methodology that increases value to the customer/patient, reduces waste and supports continuous improvement), is used as a basis for our quality improvement work. It maps well to the IHI Model for Improvement and these methodologies are seen as complementary ways of improving quality.
- **The King's Academy Continuous Improvement Training** – this is a capability building programme developed to equip our people with the skills, confidence and tools they need to deliver service redesign and continuous improvement. While the COVID-19 pandemic has interrupted our face-to-face training, we have converted our White Belt training to a virtual course and an e-learning package has been developed for roll out in 2021. Since our training programme started, over 4,100 people have received training. While the bulk of this training is White Belt, King's has also trained 325 Yellow and Green Belts.

- o Yellow and Green Belt improvement projects have been completed across a range of departments and services. To date, these projects have largely been chosen by individual students based on their personal preferences. Future projects will be prioritised and linked to support the Trust’s quality priorities outlined above.
- o Educational supervisors and doctors in training have access to continuous improvement training and are encouraged to undertake QI projects during their time at KCH.
- **Continuous improvement on a daily basis through the application of lean philosophy and techniques** - The Outstanding Care programme which is led by the Executive Nursing team is being implemented on our wards. It is linked to a ward

accreditation scheme, which in turn, has been built around the CQC domains of Safe, Effective, Caring, Responsive and Well-Led. The approach has undergone continuous improvement over the last year and has been developed in conjunction with a ward manager leadership programme. The Outstanding Care programme is designed to address culture and behaviours in addition to making practical changes so that the Trust runs its services in the most efficient and effective way. Frontline teams are equipped with tools that enable them to see and measure how they are doing, solve problems and make improvements every day.

The Quality and Continuous Improvement team are supporting the programmes outlined in the table 5 below during 2020-21:

Table 5: Quality and Continues Improvement programmes for 2021-22

Name of Programme	Brief description of work
Reducing violence and aggression towards staff	See Quality Priority Section
Improved recognition of the deteriorating patient	See Quality Priority Section
Patient Safety	Harm free care – implement improvements in the capture, recording and sharing of patient safety data
Patient Safety	Portering – implement improvements in flow to reduce delays in patient diagnostics
Patient Safety	Support the set-up and governance of the Patient Safety Committee
Patient Safety	Support the implementation of new risk and incident management processes
Patient Experience	Nutrition and Hydration - support the six workstreams of this programme
Patient Experience	Procure and implement a new patient entertainment system at the bedside
Patient Experience	Accessibility - Support the six workstreams of this programme
Patient Experience	Support the implementation of the End of Life Care strategy through the four pillars of Care of the Patient, Care of the Relative, Care of Staff and Care after Dying.
Patient Experience	Skull surgery - Together with the MDT define and implement improvements that will improve the experience of patients with brain tumours.
Continuous Improvement training and support	<p>This programme has a critical role in supporting the Trust to adapt its culture to one of continuous quality improvement. The following support is provided;</p> <p>In house training - The CI training programme (White, Yellow and Green Belt) is based on lean thinking and incorporates elements of the IHI Model for Improvement. The courses support staff to become familiar with improvement tools and comfortable with implementing their own improvement projects.</p> <p>Flow Coaching Academy - Following a rigorous application and interview process the Trust was accepted as one of only three hospitals to become a flow-coaching academy in 2020 in collaboration with the Health Foundation and Sheffield Microsystems Academy. This programme did not start in 2020 due to COVID-19. We will commence this work in April 2021.</p> <p>Life QI – this is a web platform that allows us to keep a record of all quality improvement projects underway in the Trust, it provides template improvement tools to help people describe and measure their improvement projects and it supports communication and engagement between people who are undertaking improvement work. We support any member of staff undertaking improvement work to access this website and QI tools.</p>

Information on participation in clinical research

3. The number of patients receiving relevant health services provided or subcontracted by King's College Hospital NHS Foundation Trust in 2020-21 that were recruited during that period to participate in research

approved by a research ethics committee was 20,999. This is comparable to the numbers recruited in the previous year and an illustration of the hospital's commitment to research.

Commissioning for Quality and Innovation (CQUIN) framework

Due to the ongoing COVID-19 pandemic, all Trusts were instructed to operate under monthly block contracts, of a value dictated by NHSE. CQUINs were also suspended, throughout 2020/21 with the following instruction:

providers do not need to implement CQUIN requirements, carry out CQUIN audits nor submit CQUIN performance data. For Trusts, an allowance for CQUIN will continue to be built into nationally-set block payments.

NB: the normal value of CQUINs is currently 1.25% of the

Trusts contracted income.

(This direction remains the same for, at least, the first part of 2021/22).

Initial CQUIN guidance, published in early 2020 (before the pandemic), included the continuation of some CQUINs undertaken in 2019/20. Recognising the importance of continuing the work focusing on the Quality of care provided to our patients, the Trust supported a number of fixed term posts to ensure this work was able to continue.

Care Quality Commission (CQC)

4. King's College Hospital NHS Foundation Trust is required to register with the Care Quality Commission (CQC) and its current registration status is 'Requires Improvement'. King's College NHS Foundation Trust does not have any conditions on registration. The

Care Quality Commission has not taken enforcement action against King's College Hospital NHS Foundation Trust during 2020-21. The tables 6 and 7 below show the overall ratings by site.

Table 6: Overall CQC rating, King's College Hospital, published Jun-19

Ratings for King's College Hospital

	Safe	Effective	Caring	Responsive	Wel-led	Overall
Urgent and emergency services	Requires improvement ↓ May 2019	Good ↔ May 2019	Good ↔ May 2019	Requires improvement ↔ May 2019	Requires improvement ↓ May 2019	Requires improvement ↓ May 2019
Medical care (including older people's care)	Good ↑ Sept 2017	Good ↔ Sept 2017	Good ↔ Sept 2017	Good ↔ Sept 2017	Good ↔ Sept 2017	Good ↔ Sept 2017
Surgery	Requires improvement ↓ May 2019	Requires improvement ↔ May 2019	Good ↔ May 2019	Requires improvement ↔ May 2019	Requires improvement ↓ May 2019	Requires improvement ↔ May 2019
Critical care	Requires improvement ↔ Sept 2017	Good ↔ Sept 2017	Good ↔ Sept 2017	Good ↑ Sept 2017	Good ↑ 2017	Good ↑ Sept 2017
Maternity	Requires improvement ↔ May 2019	Good ↔ May 2019	Good ↔ May 2019	Good ↑ May 2019	Good ↑ May 2019	Good ↑ May 2019
Services for children and young people	Requires improvement Sept 2015	Good Sept 2015	Good Sept 2015	Good Sept 2015	Good Sept 2015	Good Sept 2015
End of life care	Good ↑ May 2019	Good ↑ May 2019	Good ↔ May 2019	Good ↑ May 2019	Good ↑ May 2019	Good ↑ May 2019
Outpatients	Requires improvement May 2019	N/A	Good May 2019	Requires improvement May 2019	Good May 2019	Requires improvement May 2019
Overall*	Requires improvement ↔ May 2019	Good ↑ May 2019	Good ↔ May 2019	Requires improvement ↔ May 2019	Good ↑ May 2019	Requires improvement ↔ May 2019

Table 7: Overall CQC rating, Princess Royal University Hospital, published Jun-19

Ratings for Princess Royal University Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Inadequate ↓ May 2019	Requires improvement ↔ May 2019	Requires improvement ↓ May 2019	Inadequate ↓↓ May 2019	Inadequate ↓ May 2019	Inadequate ↓ May 2019
Medical care (including older people's care)	Good ↑ Sept 2017	Good ↑ Sept 2017	Good ↔ Sept 2017	Good ↔ Sept 2017	Requires improvement ↓ Sept 2017	Good ↑ Sept 2017
Surgery	Requires improvement ↔ May 2019	Good ↔ May 2019	Good ↔ May 2019	Requires improvement ↔ May 2019	Good ↔ May 2019	Good ↔ May 2019
Critical care	Good ↑ Sept 2017	Good ↔ Sept 2017	Good ↔ Sept 2017	Requires improvement ↔ Sept 2017	Good ↑ Sept 2017	Good ↑ Sept 2017
Maternity	Good Sept 2015	Good Sept 2015	Good Sept 2015	Good Sept 2015	Good Sept 2015	Good Sept 2015
Services for children and young people	Requires improvement Sept 2015	Good Sept 2015	Good Sept 2015	Outstanding Sept 2015	Good Sept 2015	Good Sept 2015
End of life care	Requires improvement ↔ May 2019	Requires improvement ↔ May 2019	Good ↔ May 2019	Good ↑ May 2019	Good ↑ May 2019	Requires improvement ↔ May 2019
Outpatients	Requires improvement Apr 2019	N/A	Good Apr 2019	Requires improvement Apr 2019	Requires improvement Apr 2019	Requires improvement Apr 2019
HIV and sexual health services						
Overall*	Requires improvement ↔ May 2019	Requires improvement ↓ May 2019	Good ↔ May 2019	Requires improvement ↔ May 2019	Requires improvement ↔ May 2019	Requires improvement ↔ May 2019

- King's College Hospital NHS Foundation Trust has established a quality improvement framework outlining key priorities with measurable outcomes for each core services.
- King's has also recently developed a self-assessment quality toolkit based on the CQC Key Lines of Enquiry, which is currently being rolled out. This will enable them to know where to focus and provides us with an overview of compliance and areas of weakness. We are presenting this as a quality assessment to embed in normal practice rather than a specific CQC exercise. We have undertaken work to review compliance with the CQC well-led domain, identifying the key areas for improvement.
- King's College Hospital NHS Foundation Trust has not participated in any special reviews or investigations by the CQC during the reporting period.

Records Submission

- King's College Hospital NHS Foundation Trust submitted 1,765,295 records during 2020-21 M1-12 to the Secondary Uses Service for inclusion in the Hospital Episode Statistics, which are included in the latest published data.

The percentage of records in the published data April 2020 – March 2021, which included the patient's valid NHS number, was:

- 99.4% for admitted patient care;
- 99.4% for outpatient (non-admitted) patient care; and
- 95.2% for accident and emergency care.

The percentage of records in the published data April 2019 – March 2021, which included the patient's valid General Medical Practice Code, was:

- 100.0% for admitted patient care;
- 99.8% for outpatient (non-admitted) patient care; and
- 99.6% for accident and emergency care.

Information Governance Assessment

- King's College Hospital NHS Foundation Trust's 2020/21 submission of the Data Security and Protection Toolkit reports an overall assessment of Standards Not Met (Approved Improvement Plan in place). The key area not met was staff annual Data Security and Protection Training.

Payments by Results (PbR)

10. King's College Hospital NHS Foundation Trust was not subject to the Payment by Results (PbR) clinical coding audit during 2020-21 by the Audit Commission.

Data Quality

11. There are a number of inherent limitations in the preparation of Quality Accounts which may affect the reliability or accuracy of the data reported. These include:

- Data are derived from a large number of different systems and processes. Only some of these are subject to external assurance, or included in internal audit's programme of work each year.
- A large number of teams collect data across the Trust alongside their main responsibilities, which may lead to differences in how policies are applied or interpreted. In many cases, data reported reflect clinical judgement about individual cases, where another clinician might reasonably have classified a case differently.
- National data definitions do not necessarily cover all circumstances, and local interpretations may differ.
- Data collection practices and data definitions are evolving, which may lead to differences over time, both within and between years. The volume of data means that, where changes are made, it is usually not practical to re-analyse historic data.

The Trust and its Board have sought to take all reasonable steps and exercise appropriate due diligence to ensure the accuracy of the data reported, but recognises that it is nonetheless subject to the inherent limitations noted above.

The requirement for external audit has been removed from the Quality Accounts due to national NHS response to managing the COVID-19 pandemic. The Trust had asked our internal auditors, KPMG, to conduct a data quality review and they have specifically tested diagnostic waiting time indicators. A final report into their findings and supporting management actions has been approved by the Trust.

Learning from Deaths

During 2020-21, 2521 King's College Hospital NHS Foundation Trust patients died. This comprised the following number of deaths, which occurred in each quarter of that reporting period:

- 709 in the first quarter (April to June 2020);
- 443 in the second quarter (July to September 2020);
- 521 in the third quarter (October to December 2020);
- 848 in the fourth quarter (January to March 2021).

By 31 March 2021, 152 case record reviews and 22 investigations have been carried out in relation to 174 of the 2521 deaths included above.

In 9 cases, a death was subjected to both a case record review and an investigation. The number of deaths in each quarter for which a case record review or an investigation was carried out was:

- 67 in the first quarter;
- 48 in the second quarter;
- 56 in the third quarter;
- 41 in the fourth quarter.

1 patient death (0.04% of the deaths in the relevant period) during the reporting period are judged to be more likely than not to have been due to problems in the care provided to the patient. In relation to each quarter, this consisted of:

- 1 representing 1.5% for the first quarter;
- 0 representing 0 % for the second quarter;
- 0 representing 0% for the third quarter;
- 0 representing 0% for the fourth quarter.

These numbers have been estimated using the locally adapted version of the structured judgment review method of case record review.

No death in this period was judged to be probably avoidable (i.e. more than 50:50 likelihood of being avoidable).

The usual mortality review processes were put on hold during 2020-21 due to the COVID-19 response. Trend analyses continued and detailed analyses of COVID-19 deaths were undertaken and reported to the Trust Board throughout the year. A total of 448 structured judgement reviews of COVID-19 deaths were undertaken.

Summary of learning from case record reviews and investigations

Cases of hospital onset COVID-19 were identified and rates were benchmarked against other trusts. A programme of response and Duty of Candour for the bereaved was initiated. Monitoring of areas with high levels of mortality led to the rapid identification of 'wards under pressure' and this led to the provision of real-time support and pastoral care for staff. Data on the Trust-level outcomes for COVID-19 has been fed back to staff in all disciplines to recognise their exceptional care and commitment during this challenging year.

A description of the actions which King's College Hospital NHS Foundation Trust has taken in the reporting period, and proposes to take in the next period, in relation to Learning from Deaths

The standardised reporting process has been re-instituted following COVID-19 and work is in progress to integrate with the working of the new medical examiner system.

Previous reporting period

- 64 case record reviews and 1 investigation were completed after 31 March 2020, which related to deaths, which took place before the start of the reporting period.
- One representing 0.04% of the patient deaths before the latest reporting period was judged to be more likely than not to have been due to problems in the care provided to the patient.

These numbers have been estimated using the locally adapted version of the structured judgment review method of case record review.

2.3

Reporting Against Core Indicators

The following set of nationally performance core indicators are required to be reported using data made available to the trust by NHS Digital.

Table 8: Reporting against core indicators

Indicator	Measure	Current Period	Value ³	Previous Period	Value ³	Highest Value Comparable ^{2,3} Foundation Trust	Lowest Value Comparable ^{1,3} Foundation Trust	National Average	Data Source	Regulatory/Assurance Statement
Summary Hospital-level Mortality Indicator (SHMI)	Ratio of observed mortality as a proportion of expected mortality	01/09/2019 to 31/08/2020	0.9508 (95% Over-dispersion control limit 0.8904, 1.1231)	01/09/2018 to 31/08/2019	0.9507 (95% Over-dispersion control limit 0.8868, 1.1277)	0.9984 (95% Over-dispersion control limit 0.8909, 1.1224) – better than expected	0.6946 (95% Over-dispersion control limit 0.8865, 1.1280) – better than expected	1.0	NHS Digital	King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons: it is based on data submitted to NHS Digital and the Trust takes all reasonable steps and exercises appropriate due diligence to ensure the accuracy of data reported. King's College Hospital NHS Foundation Trust intends to take/ has taken the following actions to improve the SHMI, and so the quality of its services, by continuing to invest in routine monitoring of mortality and detailed investigation of any issues identified, including data quality as well as quality of care.
	Percentage of patient deaths with palliative care coded at diagnosis	01/09/2019 to 31/08/2020	52%	01/09/2018 to 31/08/2019	51%	57%	28%	36%	NHS Digital	

² Shelford Group³ Displayed by NHS Digital

Indicator	Measure	Current Period	Value	Previous Period	Value	Highest Value Comparable Foundation Trust	Lowest Value Comparable Foundation Trust	National Average	Data Source	Regulatory Statement
Patient Reported Outcomes Measures - hip replacement surgery	EQ-5D Index: 118 modelled records	Apr 19 - Mar 20	Adjusted average health gain: 0.452	Apr 18 - Mar 19	Adjusted average health gain: 0.482	0.462	0.392	0.453	NHS Digital	King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons - our performance is in line with Shelford Group peers. King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services: <ul style="list-style-type: none"> • Improve PROMS data collection through the implementation of a new IT system from April 2021.
	EQ VAS: 120 modelled record		Adjusted average health gain: 12.922		Adjusted average health gain: 14.534	15.558	12.199	13.966		
	Oxford Hip Score: 121 modelled records		Adjusted average health gain: 22.549		Adjusted average health gain: 22.457	23.176	20.042	22.315		
Patient Reported Outcomes Measures - knee replacement surgery	EQ-5D Index: 167 modelled records	Apr 19 - Mar 20	Adjusted average health gain: 0.340	Apr 18 - Mar 19	Adjusted average health gain: 0.328	0.359	0.289	0.334		
	EQ VAS: 165 modelled records		Adjusted average health gain: 6.164		Adjusted average health gain: 8.213	10.530	2.955	7.805		
	Oxford Knee Score: 179 modelled records		Adjusted average health gain: 16.707		Adjusted average health gain: 15.773	17.333	15.212	17.356		

Indicator	Measure	Current Period	Value	Previous Period	Value	Highest Value Comparable Foundation Trust	Lowest Value Comparable Foundation Trust	National Average	Data Source	Regulatory Statement
Percentage of patients readmitted within 28 days of being discharged	Patients aged 0-14 - %	Apr-20 to Feb-21	1.22%	Apr-19 to Mar-20	1.20%	Data not comparable due to differences in local reporting.	Data not comparable due to differences in local reporting.	N/A	PIMS	<p>King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons – readmissions data forms part of the divisional Best Quality of Care scorecard reports, which are produced and reviewed by divisional management teams, and forms part of the monthly-integrated performance review with the executive team.</p> <p>King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by rolling out a 7 day occupational therapy and physiotherapy service across medicine to support early identification, acute treatment and onward referral to for rehabilitation and discharge planning needs; proactive referrals to community health, social care and voluntary sector services for those who need support to enable seamless transfer and delivery of onward care on discharge.</p>
	Patients aged 15+ - %		7.96%		6.63%	Data not comparable due to differences in local reporting.	Data not comparable due to differences in local reporting.	N/A		
Trust's responsiveness to the personal needs of its patients: <ul style="list-style-type: none"> Were you involved as much as you wanted to be in decisions about your care and treatment? 	Score out of 10 trust-wide	2019 National Inpatient Survey	7.1	2018 National Inpatient Survey	7.1	8.8	6.5		CQC	<p>King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons as CQC national patient surveys are a validated tool for assessing patient experience and in line with local survey results.</p> <p>King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by launching regular Care Group patient experience reviews with key actions for improvement. National Inpatient Action Plan in place.</p>

Indicator	Measure	Current Period	Value	Previous Period	Value	Highest Value Comparable Foundation Trust	Lowest Value Comparable Foundation Trust	National Average	Data Source	Regulatory Statement
<ul style="list-style-type: none"> Did you find someone on the hospital staff to talk to about your worries and fears? 	Score out of 10 trust-wide	2019 National Inpatient Survey	4.4	2018 National Inpatient Survey	5.3	7.7	4.3		CQC	<p>King's College Hospital NHS Foundation Trust considers that this data is as described as CQC national patient surveys are a validated tool for assessing patient experience.</p> <p>King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by launching regular Care Group patient experience reviews with key actions for improvement. National Inpatient Action Plan in place.</p>
<ul style="list-style-type: none"> Were you given enough privacy when discussing your condition or treatment? 	Score out of 10 trust-wide	2019 National Inpatient Survey	8.6	2018 National Inpatient Survey	8.3	9.5	7.9		CQC	
<ul style="list-style-type: none"> Did a member of staff tell you about medication side effects to watch for when you went home? 	Score out of 10 trust-wide	2019 National Inpatient Survey	4.3	2018 National Inpatient Survey	4.5	7.4	3.5		CQC	

Indicator	Measure	Current Period	Value	Previous Period	Value	Highest Value Comparable Foundation Trust	Lowest Value Comparable Foundation Trust	National Average	Data Source	Regulatory Statement
<ul style="list-style-type: none"> Did hospital tell you whom to contact if you were worried about your condition or treatment after you left hospital? 	Score out of 10	2019 National Inpatient Survey	6.5	2018 National Inpatient Survey	7.4	9.7	6.5		CQC	<p>King's College Hospital NHS Foundation Trust considers that this data is as described as CQC national patient surveys are a validated tool for assessing patient experience</p> <p>King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by launching regular Care Group patient experience reviews with key actions for improvement. National Inpatient Action Plan in place</p>
Staff employed by, or under contract to the Trust who would recommend the Trust as a provider of care to their family or friends.	%	Q1 2019-20 Q2 2019-20 Q3 2019-20 Q4 2019-20	No data (COVID-19) 72% 79%	Q1 2019-20 Q2 2019-20 Q3 2019-20 Q4 2019-20	76% 76% 67% 77%	No comparable data available at time of writing accounts	No comparable data available at time of writing accounts	No comparable data available at time of writing accounts	NHS England staff family and friends test data	<p>King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons – This is taken from NHS England national staff family and friends test website.</p> <p>King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by: Improving staff morale and engagement through specific engagement work streams and introducing a new culture programme</p>

Indicator	Measure	Current Period	Value	Previous Period	Value	Highest Value Comparable Foundation Trust	Lowest Value Comparable Foundation Trust	National Average	Data Source	Regulatory Statement
The percentage of patients who were admitted to hospital and who were risk-assessed for venous thromboembolism during the reporting period	%	Q1-4 2020-21	97.6%	Apr-19 to Mar-20	97.2%	Bart's Health NHS Trust 99.1%	Sheffield Teaching Hospital NHS Foundation Trust 95.0 %	95.5%	NHS Improvement	<p>King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons: This data was collected electronically. Ward audits are completed every month and they reflect similar compliance scores.</p> <p>King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by: Optimising use of electronic solutions to enhance surveillance of VTE risk assessment rates. VTE CNSs will work closely with areas not meeting the National target for VTE risk assessment of 95% and develop action plans to address this. Use GIRFT VTE survey data to highlight areas for improvement.</p>

Indicator	Measure	Current Period	Value	Previous Period	Value	Highest Value Comparable Foundation Trust	Lowest Value Comparable Foundation Trust	National Average	Data Source	Regulatory Statement
The rate per 100,000 bed days of cases of <i>C. difficile</i> infection reported within the Trust among patients aged 2 or over during the reporting period	rate/ 100,000 bed days	April 2020 – March 2021	92 cases	April 2019 – March 2020	98 cases	National data not available at time of finalising Quality Account	National data not available at time of finalising Quality Account	National data not available at time of finalising Quality Account	https://www.gov.uk/government/statistics/clostridium-difficile-infection-monthly-data-by-nhs-acute-trust	<p>King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons – there were 92 Trust-apportioned cases of CDI (for patients aged ≥2) in total; thus the performance target was met, and we achieved a 5% reduction (n=6 cases) compared to the previous year, 19-20.</p> <p>King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by:</p> <ul style="list-style-type: none"> • Training of junior doctors as regards review, choice & duration of antimicrobials. • Improve compliance & engage with medical teams • Discuss scores and compliance in team meetings • Increased focus on commode and environmental cleaning. • Document assessment and bowel movements in EPR • Ensure all staff groups comply with training • Ward-based training at handover.

Indicator	Measure	Current Period	Value	Previous Period	Value	Highest Value Comparable Foundation Trust	Lowest Value Comparable Foundation Trust	National Average	Data Source	Regulatory Statement
The number and, where available, rate of patient safety incidents reported within the Trust during the reporting period	Number (rate per 1,000 bed days)	April 2020 – March 2021	18,902 total and 39.40 per 1000 bed days	April 2019 – March 2020	25,859 total and 46.61 per 1000 bed days	12-month Data not available from NRLS yet. In 6-month NRLS data, KCH reported 12787 incidents. Birmingham reported 23692 incidents in 6 months. King's was 4th highest in reporting number of incidents.	12-month Data not available from NRLS yet. In 6-month NRLS data, KCH reported 12787 incidents. Weston Health Foundation Trust reported 565 incidents in 6 months. King's was 4th highest in reporting number of incidents.	12-month Data not available from NRLS yet. In 6 month NRLS total average was 5582	NRLS reporting system	<p>King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons –</p> <p>12-month national data is not yet available for benchmarking. Source is NRLS (National Reporting and Learning System)</p> <p>King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by:</p> <p>Continue positive feedback from incident reporting, continue supporting open and transparent culture, allow for anonymous reporting, automatic feedback installed on incident reporting system.</p>

Indicator	Measure	Current Period	Value	Previous Period	Value	Highest Value Comparable Foundation Trust	Lowest Value Comparable Foundation Trust	National Average	Data Source	Regulatory Statement
The number and percentage of such safety incidents that resulted in severe harm or death	Number (rate per 1,000 bed days)	April 2020 – March 2021	Death: 15 (0.03%) Serious Harm 89 Severe Harm (0.19%)	April 2019 – March 2020	Death: 26 (0.05%) Serious Harm 123 Severe Harm (0.22%)	12-month Data not available from NRLS yet. In 6-month NRLS data, KCH reported 8 death incidents. Guy's and St Thomas reported 22 death incidents in 6 months. KCH reported 52 serious harm incidents. Birmingham reported 72 serious harm incidents in 6 months	12-month Data not available from NRLS yet. In 6-month NRLS data, KCH reported 8 death incidents. Multiple Trusts reported 0 death incidents in 6 months. KCH reported 52 serious harm incidents. Three Trusts reported 0 serious harm incidents in 6 months	12-month Data not available from NRLS yet. In 6 month NRLS data based on figures only was 5.4 average for deaths and 13.5 average for major harm	NRLS reporting system	King's College Hospital NHS Foundation Trust considers that this data is as described for the following reasons – 12-month national data is not yet available for benchmarking. Source is NRLS (National Reporting and Learning System). To note that Trusts vary in size and incident numbers. King's College Hospital NHS Foundation Trust intends to take the following actions to improve this score, and so the quality of its services, by: Most of the serious harm incidents relate to pressure ulcers or falls for which the Trust has steady work-streams to reduce the number of such events. After a successful pilot in 2018 seeing a reduction of such incidents in specific areas, the learning is being used across the Trust. As ever the Trust encourages reporting and has a positive culture, which allows the organisation to learn from such serious events collaboratively with staff and patients/relatives. Any themes identified have specific work-streams to address them and reduce the likelihood of reoccurrence.



Part 3:
Other information

Part 3: Other information

Overview of the quality of care offered by the King's College Hospital NHS Foundation Trust

Please see table 9 on page 47

Table 9: Overview of the quality of care offered by King's

Indicators	Reason for selection	Trust Performance 2020-21	Trust Performance 2019-20	Peer Performance (Shelford Group Trusts) 2020-21	Data Source
Patient Safety Indicators					
Duty of Candour	Duty of Candour was chosen as high performance is a key objective for the Trust as it demonstrates its positive and transparent culture. The Trust changed its reporting mechanism in April 2017 making it more robust, measuring full compliance rather than spot check audits. The higher the compliance % the better.	97%	>93%	Not available	Datix
WHO Surgical Safety compliance	Even though the Trust has not listed Surgical Safety as a quality priority for 2019-20 it remains a key objective and workstream at the Trust. Since the beginning of 2017, the Trust has been able to electronically monitor compliance with the WHO checklist. The higher the compliance % the better.	92.2%	96%	Not available	Local audit of data on Galaxy surgical system
Total number of never events	Outside of Surgical Safety, the Trust has a number of workstreams that aim to reduce the number of Never Events.	5	6	Information available at:	
Clinical effectiveness indicators					
SHMI Elective admissions	Summary Hospital-level Mortality Indicator (SHMI) is a key patient outcomes performance indicator, addressing Trust objective 'to deliver excellent patient outcomes'.	0.63 (95% CI 0.49, 0.79) – Better than expected	0.83 (95% CI 0.68, 1.00) – Better than expected	0.67 (95% CI 0.63, 0.71) – Better than expected	NHS Digital data via HED, period: November 2019 to October 2020
SHMI Weekend admissions		0.95 (95% CI 0.88, 1.03) – As expected	0.95 (95% CI 0.87, 1.02) – As expected	0.98 (95% CI 0.95, 1.0) – As expected	
Patient experience indicators					
Friends & Family – A&E	Patients discharged from Accident & Emergency (types 1/2) who would recommend the Trust as a provider of care to their family or friends	Not available due to suspension of reporting due to COVID-19.	74%	Not available due to suspension of reporting due to COVID-19.	NHS England national statistics
Friends & Family – inpatients	Inpatients who would recommend the Trust as a provider of care to their family or friends	Not available due to suspension of reporting due to COVID-19.	95%	Not available due to suspension of reporting due to COVID-19.	NHS England national statistics
Friends & Family - outpatients	Outpatients who would recommend the Trust as a provider of care to their family or friends	Not available due to suspension of reporting due to COVID-19.	86%	Not available due to suspension of reporting due to COVID-19.	NHS England national statistics

Performance against relevant indicators

Table 10: Performance against relevant indicators

Indicators	Trust Performance 2020-21	Trust Performance 2019-20	National average	Target
Maximum time of 18 weeks from point of referral to treatment (RTT) in aggregate – patients on an incomplete pathway	60.5%	78.7%	61.6%	92.0%
A&E: maximum waiting time of 4 hours from arrival to admission/transfer/discharge	83.0%	71.5%	86.9%	95.0%
All cancers: 62-day wait for first treatment from Urgent GP referral for suspected cancer	69.5%	72.2%	75.1%	85.0%
All cancers: 62-day wait for first treatment from NHS Cancer Screening Service referral	69.2%	86.3%	75.1%	>99%
<i>C. difficile</i> :	95 cases	97 cases	n/a	110
Maximum 6-week wait for diagnostic procedures	63.6%	91.6%	61.8%	>99%
Venous thromboembolism risk assessment	98.4%	97.8%	n/a	95.0%

Access to services

The Trust's operational response to the first wave of COVID-19 at the start of the 2020/21 financial year and the second wave from early December 2020 has had a profound impact on the achievement of elective access targets during 2020-21.

Consistent with 'Next Steps on NHS Response to COVID-19' issued by NHSE/I, the Trust limited elective inpatient admissions to urgent and life threatening cases during both the first wave and second wave, generating a 35.9% decrease in admitted elective patients seen (including day cases) and a 22.1% decrease in tertiary admissions. In parallel, the Trust implemented restrictions on e-Referral Service (eRS) so that only cancer two week wait and clinically urgent referrals were being accepted, with appointments being seen on a virtual basis where practical to do so. These actions significantly reduced the number of patients coming onto our hospital sites for elective surgery, attendance at outpatient clinics, and/or for diagnostic tests, which has greatly increased the average waiting times for key elective access targets.

We have transformed our outpatient services at pace to meet infection control standards required in response to the COVID-19 pandemic. Overall outpatient attendances have reduced by 18.8% compared to previous year due to enforced service cessation, but the number of non-

face-2-face attendances has increased by 192.6% (over 132,040 appointments).

The Trust's ED four-hour performance based on monthly ED Sitrep return submissions is 83.2% for the period April to February 2020-21, which is an improvement compared to the performance level of 71.5% achieved for April - March 2019-20. Performance has improved on both the Denmark Hill and PRUH sites this year compared to 2019/20. We have seen fewer patients attending our Emergency Department (ED) and urgent care centres on both the Denmark Hill and PRUH sites this year, with a 28.3% overall reduction in patients seen at a Trust level for the period April to February 2020.

Cancer referral demand in Q1 of 2020/21 reduced to 49% of referrals received in the same period of 2019/20 due to the impact of the first COVID-19 wave. The elective activity restrictions have also meant an increase in diagnostic and treatment delays impacting our ability to meet with 31 and 62-day cancer standards.

Diagnostic and endoscopy service demand and activity was greatly reduced in the first part of the year due to COVID-19 leading to an increase in the diagnostic waiting list from 9,740 patients waiting at the end of April 2020 to an in-year high of nearly 14,000 patients

waiting by the end of October 2020. We had seen a recovery in our performance from 39.7% of patients waiting less than 6 weeks for their diagnostic test to 81.7% in November as diagnostic services were brought back on-line, however during the second COVID-19 wave subsequent activity restrictions have meant that performance worsened again with only 40% of patients waiting less than 6 week compared to the 99% target at the end of February 2021.

Referral to Treatment (18 Weeks)

Delivery against the Referral to Treatment (18 Weeks) performance standard continued to be a challenge for the Trust during 2020-21. The total RTT waiting list has reduced by over 14,100 pathways due to the demand restrictions that have been imposed by the two COVID-19 waves during the year. There are over 60,330 patients on our RTT waiting list, and based on the latest publicly published data, King's has the 11th largest waiting list in England. The volume of completed pathways for the period April to February 2021 reduced by 21.5% compared to last year.

During 2019/20 the Trust continued to work with other NHS and independent sector hospitals to provide additional capacity, specifically in bariatric surgery, elective Orthopaedics and Neurosurgery to reduce the number of over-52-week breach and longer waiting patients. There were 196 patients waiting over 52 weeks at the end of the last financial year. With the reduced elective activity that was delivered from March 2020 onwards as part of our operational response to COVID-19, the number of patients waiting over 52 weeks increased to 6,813 patients by February 2021, including over 1,800 patients waiting in both Oral Surgery and Ophthalmology.

During 2020/21 the Trust continues to work closely with local commissioners and providers to secure access to Independent Sector capacity to reduce the backlog that has developed for cancer as well as long waiting patients. These actions also link with Trust transformation programmes in outpatient re-design and digitisation, as well as theatre productivity improvement programmes to maximise the use of our day case and inpatient theatres and outpatient clinic throughput in-week. We have also implemented a new pre-operative assessment system (Synopsis) initially at the PRUH and South Sites to increase the pool of patients who are assessed as fit for surgery and to reduce the number of on-the-day cancellations.

Cancer Treatment within 62 Days

Urgent 2-week rule GP referral demand has decreased by 22.2% when comparing April 2020 to February 2021 against 2019/20, with significant reduces observed in Colorectal Surgery, Dermatology and Gynaecology. As services resumed post-COVID-19 wave one, our 2-week wait compliance improved during the year achieving the

national 93% target in November and December 2020, and the Trust is currently achieving the target for March 2021.

We have not been compliant with the 62-day GP referral to treatment standard during 2020-21, where we have reported an average monthly performance of 69.4% compared to the national 85% target.

Our cancer waiting time programme has remained suspended during to the second COVID-19 wave. PRUH pathway mapping workshops were held in November 2020 to highlight new themes and areas for improvement. The root cause analysis review process was additionally re-commenced in November Trust-wide.

Increased numbers of suspected cancer patients referred are being triaged in telephone assessment clinics, and more virtual clinics introduced to reduce the proportion of patients who require a new outpatient appointment.

Diagnostic Test within 6 Weeks

The Trust has not been compliant against the 99% target since December 2017, and there are a number of diagnostic modalities where available capacity has been exceeded by demand; notably in endoscopy. There was a particular capacity gap within the PRUH endoscopy service which resulted in a significant backlog of patients on the activity diagnostic (DM01) waiting list as well as surveillance patients.

The Trust has continued to increase its use of Independent Sector endoscopy capacity particularly at BMI Chelsfield Park and Shirley Oaks, as well as at Lyca Health Care. On-site Trust capacity has been focussed on inpatient, urgent and 2 week wait suspected cancer demand.

Radiology continues to utilise additional capacity including the use of independent sector providers and mobile imaging scanners, in order to meet the changes in pathways and demands from cancer and emergency pathways. There is a significant volume of long waiters in MRI, particularly on the Denmark Hill site with capacity running at circa 60% pre-COVID-19 levels towards the end of the year. Recovery plans are being balanced alongside two major equipment replacement programmes for MRI and CT scanners.

Emergency Department four-hour standard

Achievement of the Emergency Department four-hour performance standard continues to be a significant challenge at King's despite reduced Type 1 and Type 3 attendance levels, particularly on its Denmark Hill site.

Four-hour performance at the Denmark Hill site was below 71% at the end of 2019/20 and achieved 91.8%

in July 2020 in a period where reduced numbers of patients were attending the department during wave one of COVID-19. Performance has since deteriorated to 62.2% in January 2021, but improved to 77.8% for March 2021. Attendance levels have been 69.3% of those observed in 2019/20.

As the number of COVID-19 patient attendances have reduced in Feb/March of 2021, all areas within the Emergency Department including the Medical ACU have re-opened on the Denmark Hill site. Swab turnaround times have improved since the implementation of ePlex which has been operational in the ED from 8am to 8pm. The Urgent Treatment Centre has also been re-tendered with plans to the service in place by September 2021.

On the PRUH site performance was achieving the 95% national target between May and July 2020 with a monthly average of 88.1% achieved for this financial

year. Attendance levels have been 74.4% of those seen during 2019/20.

At the PRUH, a joint ED and Acute Improvement Group has been established alongside senior medical, nursing and operational leads to review scope and effectiveness of ambulatory care models in line with national guidance on same day emergency care. Focus of the group includes delivery of the ten national presenting conditions, workforce models required to support acuity and demand, and operational hours of the ambulatory units.

Investment approval has also been given for two modular buildings to be co-located with ED and allow establishment of dedicated older person's assessment unit mental health assessment unit and an extended emergency waiting room area.

Freedom to Speak Up

Fostering a culture that encourages workers to speak up, as a normal aspect of their job, produces a healthy working environment. Listening to workers, helps reduce risk, prevent harm to patients and leads to improvements. It is also essential in making workers feel valued and supported.

At King's, we firmly believe that listening to workers is everyone's business. In 2020/2021, we have taken a proactive approach to identifying hotspots of poor workplace culture and barriers to speaking up. We believe that a supportive 'speak up' culture is one where we are all able to voice concerns about any issue, knowing that it will be well received and the right action taken. Where we can share ideas, seek advice, offer feedback, challenge decisions and speak without fear of repercussions.

In our determination to embrace a 'speak up', 'listen up', 'follow up' culture at King's, we have recruited a substantive full time post holder as the Freedom to Speak Up (FTSU) Guardian. We listened to our previous Guardian, (who had a substantive full time clinical role as well) and recognised that the FTSU role required the development of a full time post.

In July 2020, the Investment Board approved a business case submitted by the previous Guardian and Executive Lead for Freedom to Speak Up, for the appointment of a substantive 8b post. There is clear evidence that trusts with a full time FTSU Guardian have higher reporting and a safer culture. The King's full time Guardian took up post on 28 September 2020. At the same time, we also approved a non-pay budget for promotional materials, communication and training strategies.

Our Guardian is supported by a full time band 4 FTSU Support Officer, who came into post on 27 January 2021. As Vice Chair of the London Regional Network of Guardians, the King's Guardian not only represents our trust, but also our region, with the National Guardians Office (NGO). Through that contact they are able to ensure wider learning and best practice is brought back to King's.

The spread of King's staff across a number of sites and our engagement with significant numbers of contractors on site means that there are still challenges to overcome in ensuring full visibility and access to the FTSU service for all 'workers', including agency, bank staff, and volunteers, not just those staff directly employed by King's.

Looking back on the last year 2019/20

COVID-19 has had an impact on everybody. We recognise that there will be long term impacts on both the personal and professional lives of NHS workers and as a consequence, speaking up is even more important.

NGO reporting categories

The NGO requires Guardians to specifically identify concerns that involve elements of bullying and harassment and/or patient safety. From 1 April 2021 'Worker safety' has been added as a category. Also, the term 'detriment' has been replaced with 'disadvantageous and/or demeaning treatment'.

Nationally - 2019/20 NGO data:

- 36% of cases reported by Guardians had an element of bullying and harassment
- 23% of cases related to patient safety issues
- 13% of cases were reported anonymously
- 3% of those raised concerns regarding detriment

King's Cases

The breakdown of concerns reported at King's for 2019/20 and 2020/21 is detailed in table 11 below. For

the purpose of this report, categories have been aligned to NGO data reporting requirements.

Table 11: Breakdown of concerns reported at King's for 2019/20 and 2020/21

Quarter	Number of cases	Anonymous	Patient Safety / Quality	Bullying and Harassment	Reported detriment after speaking up
2019/20					
Q1 19/20	34	0	10	4	1
Q2 19/20	31	1	5	2	0
Q3 19/20	28	0	3	8	0
Q4 19/20	33	6	8	15	1
Total 19/20	126	7	26	29	2
2020/21					
Q1 20/21	41*	7	9	13	0
Q2 20/21	20	6	10	8	0
Q3 20/21	43*	0	8	15	4
Q4 20/21	45*	3	14	18	2
Total 20/21	149	16	41	54	6

* The COVID-19 pandemic, may be a caveat to higher case numbers as concerns regarding, vaccination, social distancing and PPE (first wave) were raised.

Analysis of King's data

(Please note, the figures for FTSU cannot reliably be analysed against the staff survey results, as FTSU is accessed by all 'workers' not just staff)

- In 2020/21, 146 concerns were raised, compared to just 126 in 2019/20. This represents an increase of 18% and of those 149 cases, 60% have been raised since 1st October, which coincides with the appointment of the full time Guardian.
- Anonymous reporting has reduced by 50% in the last 2 quarters of 20/21, compared to the same period last year. Of the anonymous concerns reported for Q4 20/21, 1 relates to PRUH, 1 Orpington and 1 at Denmark Hill (a detailed site by site breakdown will be included in the Annual Report)
- A downward trend in anonymous reporting and an increase in the number of concerns raised, implies a FTSU culture is being accepted and embedded at King's.
- Concerns involving an element of patient safety totalled 41 cases, equating to 27.5%. Overall an increase of 54% on the previous year. The rising willingness to report these issues, indicates an increased confidence in reporting, when things go wrong. Joint working with the patient safety and early resolution teams to embed a 'just culture' has contributed to this.
- The number of cases reported with an element of bullying and harassment equates to 36.2%. However, not all the cases relate to King's staff and include contract workers. Joint working with employee relations, middle managers and contract leads, is underway to effect cultural change in this particular area.
- The increase in reported 'detriment' is currently an unreliable statistic, as the definition of detriment has previously been open to interpretation. Some Guardians reported detriment in the legal context only, others reported it as disadvantageous treatment. Two of the cases of detriment reported in Q4 relate to staff working for one of our contract partners. The Executive team at King's support the Guardian with the message, 'Those who speak up, will not be disadvantaged'.
- Nursing and Midwifery remains the highest reporting group under FTSU, followed by Administrative and Clerical. However, this is to be expected as registered nurse/midwives account for 34.5% of trust staff. Administrative and clerical employees represent 19.35% of staff. A full breakdown of professional groups/level of workers raising concerns will be included in the FTSU Annual Report.

Areas of concern highlighted in the 2020/21 report, identified for improvement in 2021/22

Those facing barriers to speaking up

Many of the staff falling within this category are from ethnic minority and/or low pay working groups. To address this issue, the Guardian has established joint working with the Equality and Diversity and Inclusion teams and with the companies providing contract staff to the trust, to ensure they can access Freedom to Speak up. The Guardian is also a member of King's Able, the trust disability network

FTSU Ambassadors did not reflect the workforce

Between 1 October 2020 and 31 March 2021, 68 Ambassadors were recruited to support the FTSU culture at King's. Currently, 55 are based at Denmark Hill and 13 at the Princess Royal Hospital, Orpington. Ambassadors are supported by a supervision framework. The Guardian is in the process of delivering a bespoke training package. Ambassador ethnicity reflects the diversity of the workforce at King's, with 73% of Ambassadors from BAME or recognised disadvantaged groups
Lack of FTSU training for all staff

Training for all workers is now available on our learning platform. The Guardian has worked closely with the Organisational Development Team, to ensure training is embedded trust-wide. The NGO core training is available for all staff to complete. Training of Senior/Middle managers is strongly encouraged and disseminated through leadership programmes and meetings. The Guardian is highly visible and attends many team meetings to deliver training on FTSU. Due to COVID-19, the use of Teams for team meetings has enabled the Guardian to deliver training to all sites.

Lack of trust-wide awareness of FTSU

Since 1 October 2020, a proactive communication campaign has been in place to raise awareness and accessibility of FTSU. Joint working with employee relations, recruitment EDI, network leads, communication and wellbeing teams, has been successful in increasing knowledge. A budget provided for promotional materials, has ensured all workers have access to the FTSU confidential email address and phone number. A snapshot awareness survey, current live on the trust intranet demonstrates that 80% of King's staff know how to make contact with the FTSU Guardian and 70% of respondents answered that they felt confident to speak up.

The trust intranet has been updated to ensure FTSU information is easily accessible for all staff and workers.

A lack of a Just culture

The FTSU Guardian is working jointly with the Early Resolution team, for an approach that seeks to change and improve, rather than to blame. The FTSU Guardian is also working with the Patient Safety team and clinical leads. Listening events are carried out in areas with multiple concerns. This method has helped to establish themes and allow workers a voice in a confidential environment, leading to improvements for staff and patients.

Poor performance on Freedom to Speak Up Index

The FTSU Index allows trusts to see how any aspect of their FTSU culture compares with other organisations, so learning can be shared and improvements made. In the 2021, National Staff Survey, there will be an additional question relating specifically to access to Freedom to Speak Up.

The quarterly data submitted by the trust Guardian, is also used to inform the FTSU Index. The 2020 Index report was the second time an index had been published. In 2019 King's was one of 40 trusts which had the greatest overall decrease in the index (scoring 75%), implying that the FTSU culture at King's required improvement.

In the 2020 Index, King's score was 75.3%. The highest scoring trust achieved 86.6% and the lowest 68.3%. Trusts with the highest index score are usually those rated good or outstanding and employ full time Guardians.

Incomplete Board Self-Review Tool / Board Assurance

In the 2019/20, Quality Accounts the trust reported that completion of the Board Self-Review Tool was outstanding. The tool allows the Board to reflect on what it perceives King's culture to be. The tool has now been made a live document and is managed by the Board Secretary.

The FTSU Guardian has direct access to the Chief Executive, Executive Lead for FTSU (Chief Nurse), Chair and Non-Executive Lead for FTSU (Nicholas Campbell-Watts). Scheduled meetings take place with the Executive Leads and CEO, on a monthly basis and include the Chair every quarter.

FTSU focus for 2021/22

The overall increase in the number of cases is a positive indicator of an improving trust culture, regarding FTSU. Going forward, the Guardian intends to build on the foundations of the last six months.

At King’s, it is recognised that managers should be the first point of contact for workers raising a concern and do play a key role in fostering a culture where speaking up is valued. However, it is recognised that managers may also feel vulnerable when people speak up, particularly if the issue is personal or undermines their role. Managers

need support to listen without judgement and use the information to improve and share learning. From 1 April 2021, managers and senior leaders at King’s will be encouraged and supported to make a pledge to ‘listen up.’

It is acknowledged that one of the reasons why workers do not speak up, is because they don’t believe anything will change. Embedding a follow up culture is essential. Working with the leadership team, the Guardian will ensure concerns are followed up, lessons learned and those who speak up are thanked.

Rota gaps and the plan for improvement

Consolidated annual report on rota gaps

In 2020-21, Health Education England (HEE) were unable to provide junior doctor trainees for 139 posts and put on hold filling an additional 40 junior doctor trainee posts. This puts additional strain on Specialties to fill these gaps

with local recruitment in addition to their own Trust junior doctor posts. The monthly breakdown is shown below in table 12.

Table 12: HEE rota gaps and hold gaps 2020-21

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
HEE Rotation Gaps	13	2	3	0	34	15	20	6	10	0	26	10
HEE Hold Gaps	7	0	0	0	16	3	2	0	12	0	0	0

Plan for improvement to reduce these gaps:

- Where registrar positions are not filled additional trainees may be available from HEE to fill the gaps.
- For posts which prove difficult to appoint to, clinical fellows are appointed and locums utilised to temporarily cover positions.
- Recruitment is also undertaken in anticipation depending on skill mix within the care groups.
- Ensure schemes such as the Medical Training Initiative (MTI) are being fully utilised for International Recruitment and working closely with the Royal Colleges.
- Continue to introduce roles such as Physicians Associates to support Junior Doctor rotas.

Annex 1 - Statements from commissioners, local Healthwatch organisations and Overview and Scrutiny Committees

Commissioners' feedback: South East London Clinical Commissioning Group Statement on King's College Hospital NHS Foundation Trust Quality Account 2020/21

South East London Clinical Commissioning Group was formed in April 2020 from a merger of the six borough based Clinical Commissioning Groups in Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark and is grateful to King's College Hospital NHS Trust for the opportunity to comment on its 2020/2021 Quality Account. The Quality Account has been produced in the most unprecedented circumstances and the South East London Clinical Commissioning Group wishes to acknowledge the enormous amount of work undertaken by King's College Hospital NHS Foundation during the pandemic and would like to thank staff for their continued endurance, compassion and commitment shown by all of the staff. Special recognition is also given to the volunteer workforce who supported the Trust throughout the year.

The South East London Clinical Commissioning Group continued to work with and support King's College Hospital NHS Trust and have attended their serious incident meetings in lieu of the Clinical Quality Review Group which were stood down during the height of the pandemic. The fact that they were awarded the Health Service Journal's Workforce Initiative of the year in March 2021 is testimony that their staff have a commitment to deliver safe care despite the trials that Covid brought with it.

The CCG recognises the work undertaken to achieve the quality priorities set in 2019/2020 and acknowledged that some were affected as a result of the pandemic.

The work undertaken to improve documentation of observations is noted as is the standardisation of education in relation to deteriorating patients and learning from incidents within this category. The work being undertaken to address and improve violence and aggression against staff is to be commended including the introduction of conflict resolution training. Other notable activities are:

- The progress made with the involvement of patient representatives.
- The identification of core themes based on the results of various surveys.
- The progression of the digitised platform for outpatients
- The ongoing work for patients who suffer from chronic obstructive pulmonary disease.

The Quality Account demonstrates that despite the pandemic a lot of work continued and was delivered to their patient population and it identifies areas where work is continuing. We commend the work undertaken to date and look forward to their continued determination in providing a quality service and endorse the new quality priorities for 2020/2021. We look forward to continuing our collaborative approach to quality improvement via attendance at their Quality, People and Performance Committee and via informal meetings with the Director of Nursing, Medical Director and Associate Director for Quality in the year ahead.

Healthwatch Bromley, Healthwatch Lambeth, and Healthwatch Southwark' comments on KCH's Quality Account 20-21



General comment:

We would like to highlight that this is the first time Healthwatch Bromley, Lambeth and Southwark are collectively providing a joint statement on King's College Quality Accounts, and we appreciate the opportunity to comment as 'critical friends' on KCH's Quality Account. Our responses are based on the experience of the public and service users which have been shared with us as we aim to promote the voice of patients to improve care.

We appreciate that the pandemic has had impact on the delivery of health services, with King's College Hospital at the forefront in responding to the needs of COVID-19 patients whilst continuing with the other non-COVID-19 related matters. Despite the challenges, the Trust has had some successes.

There is also an appreciation of the relationship that the Trust has built with the three Healthwatch. In particular, we commend the Patient Engagement and Experience Team for reaching out to us on relevant projects or accommodating us as we scoped engagement activities with King's patients.

Given the time that was given for us to respond to the report, our comments are not exhaustive. Nevertheless, we tried our best to highlight some aspects that are common to all three London boroughs. However, we would appreciate being given sufficient time and would expect this improves next year.

Specific comments:

Old priorities – all 'partially achieved'

Priority 1 - Reducing harm to deteriorating patients

We highly commend the training of staff in recognising and treating rapidly deteriorating patients, especially in the context of the pandemic. It may be worth exploring non-clinical factors of deterioration, for example patients not being listened to, and engaging patient experience on this.

- It is commendable to see the Trust engaging and listen to staff feedback, particularly in respect to having training around the role of human factors in patient deterioration and we are happy to see the patient stories are included in this training.
- We are unsure whether it is fair to claim that Aims 2 and 3 have been achieved since both projects have been suspended. We thought that 'partially achieved' may be more appropriate.
- In regard to the Harm Free Care quality improvement project, we feel that it would be a great opportunity to feed patient experience into it. This, for example, could be in the form of consulting with patients in well-managed cases and incidents to see what could be learnt and applied.
- It is good to hear that the need for improvement in the care of deteriorating patients has been prioritised, including an increased observation. We would like to see more results from those observations.
- In relation to aim 2, as it has been rightfully indicated, there are many variables to be considered when reviewing and standardising education in relation to deteriorating patients. It would be good to see evidence to show that staff training resulted in the decreased mortality of patients with COVID-19 during the second wave.

Priority 2 - Reducing violence and aggression to staff and increasing patient safety

- It is great to read about the listening events, including opportunities for staff to feedback and the inclusion of staff ideas to reduce violence. It would be good to know the numbers of staff that were able to attend.
- We are also pleased to see the support for staff in these situations especially, as highlighted in Aim 3, ensuring staff are provided with tools during the pandemic and being flexible by providing bite-sized training on preventing and managing violence.

Priority 3 - Improving patient experience for inpatients, outpatients, emergency departments, maternity services and cancer services

- It is very encouraging to see the interest and uptake with the Involvement Registry and that so many patients expressed an interest in further involvement. It would be good to know how many of the 200 people were engaged further and how many have continued to be involved.
- It would also be useful to know the demographics of those patients who are involved, and whether plans are in place to increase patient engagement amongst underrepresented groups.
- We are also glad to read about patient involvement being used to make a difference, especially the virtual patient reference group for 'Improving nutrition and hydration for inpatients. We look forward to seeing continued commitment and progress in patient and public involvement within KCH.
- It is also great to hear about the use of 'discharge booklets. The lack of information at post-discharge was a concern that people have told us about over the year. It would be good to know more about the contents of the booklets.
- Regarding the outpatient digital programme, it would be good to know whether patients' potential barrier to access - e.g., visual impairment, having no working phone or computer, low bandwidth, or data plans - have been recorded in their records, to ensure they receive the most appropriate, efficient communication.
- The 'two-week wait' cancer pathway is very good as there are separate teams to sort out any problems for the patients.
- There is also an excellent Cancer Advisory Service run jointly by KCH and Macmillan.

Priority 4 - Improving outcomes for people with Chronic Obstructive Pulmonary Disease (COPD)

- It is great that despite the challenges of the pandemic, that effort was made to directly consult with patients to define outcome metrics for Chronic Obstructive Pulmonary Disease.
- However, we feel it would be more appropriate to mark this priority as 'Not achieved' rather than 'Partially achieved' as no implementation has taken place – which we understand is related to the pressures of the pandemic.
- Currently, we are unclear if the project has been suspended indefinitely or will continue into its second year at a later stage. If it does continue, it would be good to see the plans for Aims 3 to 6.

New Priorities

Priority 1: Reducing harm to deteriorating patients

- We have heard feedback over the past year, including at King's, that patients can feel they are not being listened to because of discrimination, for example against their age or migration status. In certain cases, this has led to harm or worsened outcomes. We feel it is important to acknowledge that discrimination can underpin the lack of communication and not seriously taking patients concerns.

Priority 2: Long COVID

- We highly commend this as a priority, as a lack of support for people with Long COVID is something we have heard about this year and raised with KCH and GSTT.
- It is great to see KCH is linking with GSTT, but it would be good to see mental health acknowledged or included in the work – for example through a link with SLAM.
- It is also important to us that patient eligibility for Long COVID clinics is wider than in the past and reflects current knowledge on the range of symptoms (e.g., that have been documented on the Zoe app). Local people have raised concerns that those with Long COVID that are too ill for the GP, but do not have respiratory issues, fall through the gaps.
- There is an appreciation of making 'Long COVID' a priority.

Priority 3: Improving patient experience of inpatient's services

- It is great to see plans to improve communication between patients and health professionals, but we would like to know more about how this will be achieved. What strategies or system will be out in place and by when?
- There had been some feedback from service users that some KCH staff do not seem to communicate well with patients and whilst policies are in place to keep patients informed, it seems they are not always followed.
- The KCH telephone system, with most phones being outgoing only or never answered, is a serious problem which has presumably been made worse by COVID-19. This needs to improve for better overall patient experience.
- Patients reported that their experience of staff attitude/behaviours varied. Whilst some are extremely polite, there are a few who are rude to patients. There are also staff members who may benefit from disability awareness training to better support people with disabilities.

Priority 4: Reducing violence and aggression to staff and increasing patient safety

- We note entertainment systems and Wi-Fi are included in actions to reduce violence and aggression and are keen to know if this is based on any patient engagement or external research.

Performance against core indicators

- The decline against waiting times targets is concerning, but we understand the huge impact of COVID-19.
- It would be good to know about longer-term recovery plans to reduce waiting lists. There is some information on 2020/21, but it would be useful to know about plans for 2021/22.
- Following our qualitative report on the experiences of people waiting for hospital treatment, it would be great to see some focus on improving the experience of waiting, for example improving communication.
- During the first wave of the pandemic, some patients have had to wait until September 2021 for their surgery but the communication about this was lacking and made with very short notice. This impacted on the mental health of patients with long term health needs.
- As the use of independent sector services increases to manage waiting lists, we have concerns about record-sharing and communication between services, and with patients. Particularly in Healthwatch Southwark's report Waiting for Hospital Treatment,

we heard about experiences of appointments being missed, miscommunication, and poor communication between hospitals.

Some areas that need further clarification or inclusion:

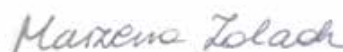
Targets VS Outcomes. We would like to see some indicators that show certain aims are achieved. Also consider including some baseline data against which you measured the achievements.

Mental health. There is currently very little mention of mental health as experienced by service users and how KCH addressed their needs, particularly maternity mental health, and young people's mental health. With the current pandemic, we would love to see mental health made a priority.

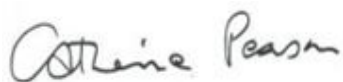
Transition of young people with mental health needs. We would like to see how KCH is supporting young people's transition to adulthood or independence, including the transition from child to adult services. In particular, please elaborate on the engagement of the Trust with primary care and community and voluntary organisations.

We are grateful that KCH has thrived during the pandemic. We hope to work with you more in the coming years as we jointly plan to improve service users' experience of health and care. We hope to continue our partnership as we recover from the pandemic and share learning from it.

Thank you very much.
Yours truly,



Marzena Zoladz
Healthwatch Bromley



Catherine Pearson
Healthwatch Lambeth



Shamsur Choudhury
Healthwatch Southwark

Overview and Scrutiny Committee, London Borough of Lambeth, feedback:

King's College Hospital NHS Foundation Trust Quality Account for 2020-2021.

Comments from Overview and Scrutiny Committee, London Borough of Lambeth.

Lambeth Council's Overview and Scrutiny Committee would like to thank King's College Hospital NHS Foundation Trust for the invitation to submit a statement on the Trust's draft Quality Account 2020/21. It has not been possible to formally consider the draft

QA within the timeline requested and the Committee is not therefore submitting a response. However the Committee would wish to acknowledge that a positive working relationship exists between OSC and the Foundation Trust.

Overview and Scrutiny Committee, London Borough of Southwark, feedback:

No feedback received at time of publication

Overview and Scrutiny Committee, London Borough of Bromley, feedback:

No feedback received at time of publication

Trust Governors, feedback:

The Trust Governors provided detailed feedback. This has been collated, acted upon, incorporated within the Quality Account as appropriate, and a record held for reference.

Annex 2 - Statement of Directors' Responsibilities for the Quality Report

The directors are required under the Health Act 2009 and the National Health Service (Quality Accounts) Regulations to prepare Quality Accounts for each financial year.

NHS Improvement has issued guidance to NHS foundation trust boards on the form and content of annual quality reports (which incorporate the above legal requirements) and on the arrangements that NHS foundation trust boards should put in place to support the data quality for the preparation of the quality report.

In preparing the Quality Report, directors are required to take steps to satisfy themselves that:

- the content of the Quality Report meets the requirements set out in the NHS foundation trust annual reporting manual 2020-21 and supporting guidance, detailed requirements for quality reports 2018-19.
- the content of the Quality Report is consistent with internal and external sources of information including:
 - o board minutes and papers for the period April 2020 to March 2021
 - o papers relating to quality reported to the board over the period April 2020 to March 2021
 - o feedback from commissioners dated 21/06/2021
 - o feedback from governors dated 27/05/2021
 - o feedback from Bromley, Lambeth and Southwark Healthwatch organisations dated 08/06/2021
 - o feedback from Overview and Scrutiny Committee 28/05/2021 (Bromley), 27/05/2021 (Lambeth) and 28/05/2021 (Southwark)
 - o the Trust's complaints report published under regulation 18 of the Local Authority Social Services and NHS Complaints Regulations 2009, dated 30/06/2021
 - o the national patient survey July 2019
 - o the national staff survey March 2021
 - o the Head of Internal Audit's annual opinion of the Trust's control environment dated 29/04/2021
 - o CQC inspection report dated 12/06/2019 and focussed inspection on the EDs dated 18/02/2020.
- the Quality Report presents a balanced picture of the NHS foundation trust's performance over the period covered.
- the performance information reported in the Quality Report is reliable and accurate.
- there are proper internal controls over the collection and reporting of the measures of performance included in the Quality Report, and these controls are subject to review to confirm that they are working effectively in practice.
- the data underpinning the measures of performance reported in the Quality Report is robust and reliable, conforms to specified data quality standards and prescribed definitions, is subject to appropriate scrutiny and review.
- the Quality Report has been prepared in accordance with NHS Improvement's annual reporting manual and supporting guidance (which incorporates the Quality Accounts regulations) as well as the standards to support data quality for the preparation of the Quality Report.

The directors confirm to the best of their knowledge and belief they have complied with the above requirements in preparing the Quality Report.

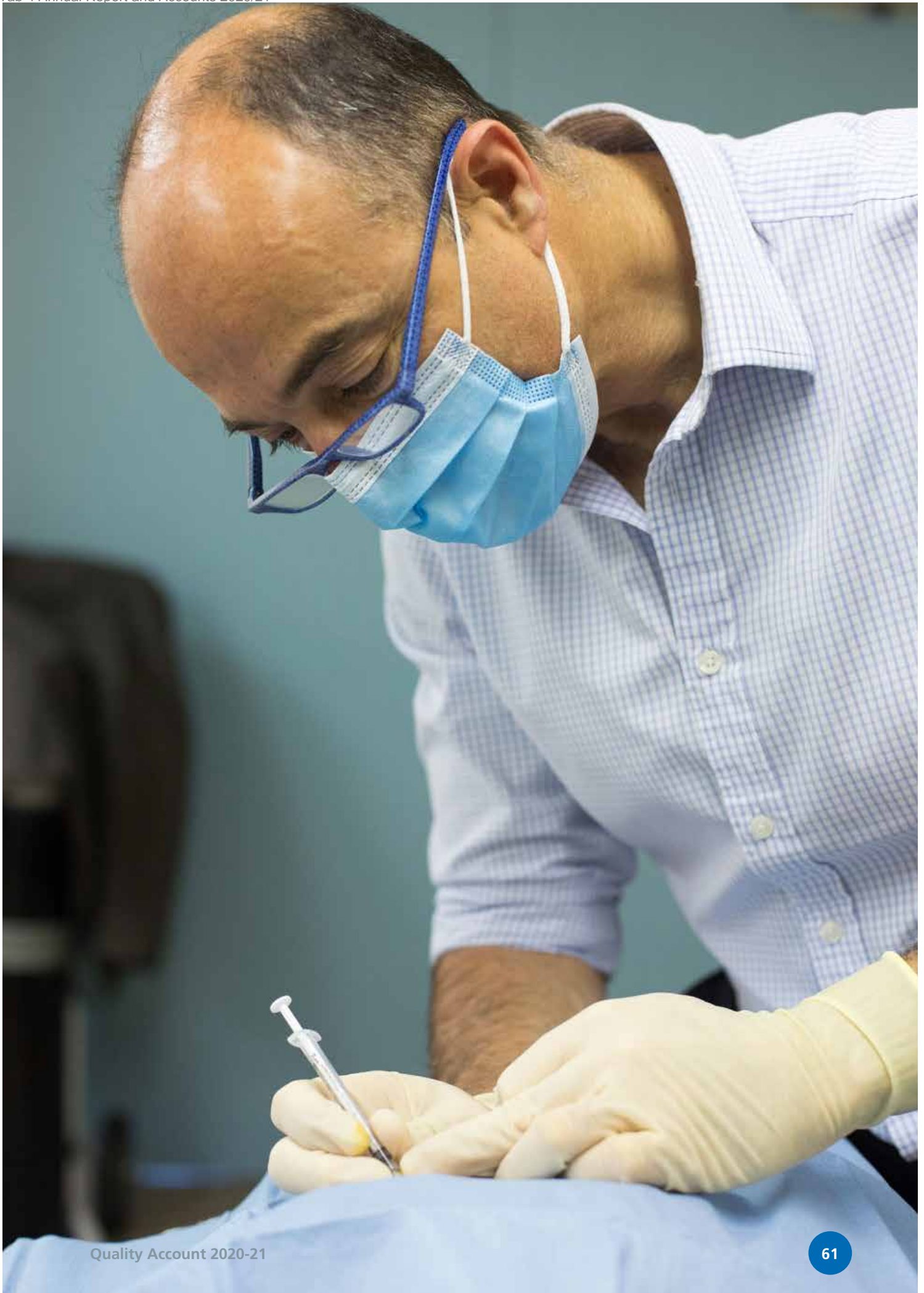
By order of the board

.....
Date
Chairman

.....
Date
Chief Executive

Annex 3 - Independent Auditor's Report to the Council of Governors

Due to the COVID-19 pandemic, NHS providers are not expected to obtain assurance from their external auditor on their quality account / quality report for 2020/21.





King's College Hospital
NHS Foundation Trust

Quality Account 2020-21 - Published June 2021

ANNUAL ACCOUNTS 2020/21

*INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF GOVERNORS AND
BOARD OF DIRECTORS OF KING'S COLLEGE HOSPITAL NHS
FOUNDATIONTRUST*

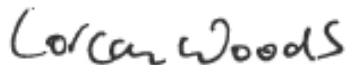
Report on the audit of the financial statements

Trust Accounts Consolidation (TAC) Summarisation Schedules for King's College Hospital NHS Foundation Trust

Summarisation schedules numbers TAC01 to TAC34 and accompanying WGA sheets for 2020/21 are attached.

Finance Director Certificate

1. I certify that the attached TAC schedules have been compiled and are in accordance with:
 - the financial records maintained by the NHS Foundation Trust
 - accounting standards and policies which comply with the Group Accounting Manual issued by the Department of Health and Social Care and
 - the template accounting policies for NHS Foundation Trusts issued by NHS Improvement, or any deviation from these policies has been fully explained in the Confirmation questions in the TAC schedules.
2. I certify that the TAC schedules are internally consistent and that there are no validation errors.
3. I certify that the information in the TAC schedules is consistent with the financial statements of the NHS Foundation Trust.



Lorcan Woods Chief Financial Officer

Date 29th June 2021

Chief Executive Certificate

1. I acknowledge the attached TAC schedules, which have been prepared and certified by the Chief Finance Officer, as the TAC schedules which the Foundation Trust is required to submit to NHS Improvement.
2. I have reviewed the schedules and agree the statements made by the Chief Finance Officer above.



Professor Clive Kay Chief Executive Officer

Date: 29th June 2021

Independent auditor's report to the Council of Governors of King's College Hospital NHS Foundation Trust

Report on the Audit of the Financial Statements

Qualified opinion on the financial statements

We have audited the financial statements of King's College Hospital NHS Foundation Trust (the 'Trust') and its subsidiaries (the 'group') for the year ended 31 March 2021, which comprise the Consolidated Statement of Comprehensive Income, the Statements of Financial Position, the Statement of Changes in Taxpayers' Equity, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and international accounting standards in conformity with the requirements of the Accounts Directions issued under Schedule 7 of the National Health Service Act 2006, as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2020 to 2021.

In our opinion, except for the possible effects on the corresponding figures of the group of the matter described in the Basis for qualified opinion section of our report, the financial statements:

- give a true and fair view of the financial position of the group and of the Trust as at 31 March 2021 and of the group's expenditure and income and the Trust's expenditure and income for the year then ended;
- have been properly prepared in accordance with international accounting standards, as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2020 to 2021; and
- have been prepared in accordance with the requirements of the National Health Service Act 2006.

Basis for qualified opinion

Due to the operational reasons arising from the Trust's response to the Covid-19 pandemic in March 2020 it was not practicable for management to perform physical counting of inventories and as a result the predecessor auditor was not able to observe the counting of physical inventories held at 31 March 2020 or satisfy themselves by using other audit procedures concerning the inventory quantities held at that date, which had a carrying amount in the Statement of Financial Position of the group of £20 million. Consequently, the predecessor auditor was unable to determine whether any adjustment to this amount at 31 March 2020 was necessary and the predecessor auditor's opinion on the financial statements for the year ended 31 March 2020 was modified accordingly. Since opening inventories affect the determination of the surplus or deficit for the year and the income and expenditure reserve balance, our opinion on the financial statements of the group for the year ended 31 March 2021 is also modified because we were unable to determine the possible effect of this matter on the comparability of the current year's figures and the corresponding figures. In addition, were any adjustments to the group opening inventory balance to be required, the Performance Report would also need to be amended.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law, as required by the Code of Audit Practice (2020) ("the Code of Audit Practice") approved by the Comptroller and Auditor General. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and the Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the Accounting Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to

draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or the Trust to cease to continue as a going concern.

In our evaluation of the Accounting Officer's conclusions, and in accordance with the expectation set out within the Department of Health and Social Care Group Accounting Manual 2020 to 2021 that the group and Trust's financial statements shall be prepared on a going concern basis, we considered the inherent risks associated with the continuation of services provided by the group and Trust. In doing so we had regard to the guidance provided in Practice Note 10 Audit of financial statements and regularity of public sector bodies in the United Kingdom (Revised 2020) on the application of ISA (UK) 570 Going Concern to public sector entities. We assessed the reasonableness of the basis of preparation used by the group and Trust and the group and Trust's disclosures over the going concern period.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and the Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the Accounting Officer's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

The responsibilities of the Accounting Officer with respect to going concern are described in the 'Responsibilities of the Accounting Officer and Those Charged with Governance for the financial statements' section of this report.

Other information

The Accounting Officer is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

As described in the basis for qualified opinion section of our report, the predecessor auditor was unable to satisfy themselves concerning the inventory quantities of £20 million held by the group as at 31 March 2020. Since opening inventories affect the determination of the surplus or deficit for the year and the income and expenditure reserve balance we are unable to conclude whether or not the other information is materially misstated with respect to this matter.

Other information we are required to report on by exception under the Code of Audit Practice

Under the Code of Audit Practice published by the National Audit Office in April 2020 on behalf of the Comptroller and Auditor General (the Code of Audit Practice) we are required to consider whether the Annual Governance Statement does not comply with the disclosure requirements set out in the NHS foundation trust annual reporting manual 2020/21 or is misleading or inconsistent with the information of which we are aware from our audit. We are not required to consider whether the Annual Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.

Opinion on other matters required by the Code of Audit Practice

In our opinion, based on the work undertaken in the course of the audit:

- the parts of the Remuneration Report and the Staff Report to be audited have been properly prepared in accordance with international accounting standards in conformity with the requirements of the Accounts Directions issued under Schedule 7 of the National Health Service Act 2006; and
- based on the work undertaken in the course of the audit of the financial statements and our knowledge of the Trust, the other information published together with the financial statements in the annual report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

Under the Code of Audit Practice, we are required to report to you if:

- we issue a report in the public interest under Schedule 10 (3) of the National Health Service Act 2006 in the course of, or at the conclusion of the audit; or
- we refer a matter to the regulator under Schedule 10 (6) of the National Health Service Act 2006 because we have reason to believe that the Trust, or an officer of the Trust, is about to make, or has made, a decision which involves or would involve the incurring of unlawful expenditure, or is about to take, or has begun to take a course of action which, if followed to its conclusion, would be unlawful and likely to cause a loss or deficiency.

We have nothing to report in respect of the above matters.

Responsibilities of the Accounting Officer and Those Charged with Governance for the financial statements

As explained more fully in the Statement of the Chief Executive's responsibilities as the accounting officer, the Chief Executive, as Accounting Officer, set out on pages 91 and 92, is responsible for the preparation of the financial statements in the form and on the basis set out in the Accounts Directions included in the NHS foundation trust annual reporting manual 2020/21, for being satisfied that they give a true and fair view, and for such internal control as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accounting Officer is responsible for assessing the group's and the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer has been informed by the relevant national body of the intention to dissolve the Trust and the group without the transfer of the services to another public sector entity.

The Audit Committee is Those Charged with Governance. Those Charged with Governance are responsible for overseeing the group and Trust's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk

that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and Trust and determined that the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks (international accounting standards and the National Health Service Act 2006, as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2020 to 2021).
- We enquired of management and the Audit Committee, concerning the group and Trust's policies and procedures relating to:
 - the identification, evaluation and compliance with laws and regulations;
 - the detection and response to the risks of fraud; and
 - the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.
- We enquired of management, internal audit and the Audit Committee, whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud.
- We assessed the susceptibility of the group and Trust's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls and fraudulent income and expenditure recognition. We determined that the principal risks were in relation to:
 - journal entries posted which met a range of criteria determined during the course of the audit, in particular those posted around the reporting date which had an impact on the Consolidated Statement of Comprehensive Income
 - accounting estimates made in respect of accruals of expenditure and deferral of income around the reporting date.
- Our audit procedures involved:
 - evaluation of the design effectiveness of controls that management has in place to prevent and detect fraud;
 - journal entry testing, with a focus on entries meeting the criteria determined by the engagement team;
 - challenging assumptions and judgements made by management in its significant accounting estimates in respect of land and buildings valuations and accruals of income and expenditure;
 - assessing the extent of compliance with the relevant laws and regulations as part of our procedures on the related financial statement item.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. However, detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as those irregularities that result from fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.
- The team communications in respect of potential non-compliance with relevant laws and regulations, including the potential for fraud in revenue and expenditure recognition, and the significant accounting estimates related to land and buildings valuations and accruals of income and expenditure.
- Assessment of the appropriateness of the collective competence and capabilities of the group and Trust's engagement team and component auditors included consideration of the engagement team's and component auditor's;

- understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation
- knowledge of the health sector and economy in which the group and Trust operates
- understanding of the legal and regulatory requirements specific to the group and Trust including:
 - the provisions of the applicable legislation
 - NHS Improvement's rules and related guidance
 - the applicable statutory provisions.
- In assessing the potential risks of material misstatement, we obtained an understanding of:
 - the group and Trust's operations, including the nature of its income and expenditure and its services and of its objectives and strategies to understand the classes of transactions, account balances, financial statement consolidation processes, expected financial statement disclosures and business risks that may result in risks of material misstatement.
 - the group and Trust's control environment, including the policies and procedures implemented by the group and Trust to ensure compliance with the requirements of the financial reporting framework.
- For components at which audit procedures were performed, we requested component auditors to report to us instances of non-compliance with laws and regulations that gave rise to a risk of material misstatement of the group financial statements. No such matters were identified by the component auditors.

Report on other legal and regulatory requirements – the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

Matter on which we are required to report by exception – the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

Under the Code of Audit Practice, we are required to report to you if, in our opinion, we have not been able to satisfy ourselves that the Trust has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2021.

Our work on the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources is not yet complete. The outcome of our work will be reported in our commentary on the Trust's arrangements in our Auditor's Annual Report. If we identify any significant weaknesses in these arrangements, these will be reported by exception in our Audit Completion Certificate. We are satisfied that this work does not have a material effect on our opinion on the financial statements for the year ended 31 March 2021.

Responsibilities of the Accounting Officer

The Chief Executive, as Accounting Officer, is responsible for putting in place proper arrangements for securing economy, efficiency and effectiveness in the use of the Trust's resources.

Auditor's responsibilities for the review of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

We are required under paragraph 1 of Schedule 10 of the National Health Service Act 2006 to be satisfied that the Trust has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We undertake our review in accordance with the Code of Audit Practice, having regard to the guidance issued by the Comptroller and Auditor General in April 2021. This guidance sets out the arrangements that fall within the scope of 'proper arrangements'. When reporting on these arrangements, the Code of

Audit Practice requires auditors to structure their commentary on arrangements under three specified reporting criteria:

- Financial sustainability: how the Trust plans and manages its resources to ensure it can continue to deliver its services;
- Governance: how the Trust ensures that it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness: how the Trust uses information about its costs and performance to improve the way it manages and delivers its services.

We document our understanding of the arrangements the Trust has in place for each of these three specified reporting criteria, gathering sufficient evidence to support our risk assessment and commentary in our Auditor's Annual Report. In undertaking our work, we consider whether there is evidence to suggest that there are significant weaknesses in arrangements.

Report on other legal and regulatory requirements – Delay in certification of completion of the audit

We cannot formally conclude the audit and issue an audit certificate for King's College Hospital NHS Foundation Trust for the year ended 31 March 2021 in accordance with the requirements of Chapter 5 of Part 2 of the National Health Service Act 2006 and the Code of Audit Practice until we have completed our work on the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources.

Use of our report

This report is made solely to the Council of Governors of the Trust, as a body, in accordance with Schedule 10 of the National Health Service Act 2006. Our audit work has been undertaken so that we might state to the Trust's Council of Governors those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trust and the Trust's Council of Governors, as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Dossett

Paul Dossett, Key Audit Partner

for and on behalf of Grant Thornton UK LLP, Local Auditor

London

29 June 2021

Independent auditor's report to the Council of Governors of King's College Hospital NHS Foundation Trust

In our auditor's report issued on 29 June 2021, we explained that we could not formally conclude the audit and issue an audit certificate for the Trust for the year ended 31 March 2021, in accordance with the requirements of Chapter 5 of Part 2 of the National Health Service Act 2006 and the Code of Audit Practice, until we had:

- Completed our work on the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources. We have now completed this work, and the results of our work are set out below.

Opinion on the financial statements

In our auditor's report for the year ended 31 March 2021 issued on 29 June 2021 we reported that, in our opinion, except for the possible effect of the matter described in the Basis for qualified opinions section of our report, the financial statements:

- give a true and fair view of the financial position of the group and of the Trust as at 31 March 2021 and of the group's expenditure and income and the Trust's expenditure and income for the year then ended;
- have been properly prepared in accordance with international accounting standards as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2020 to 2021; and
- have been prepared in accordance with the requirements of the National Health Service Act 2006.

The Basis for qualified opinion section of our opinion was as follows:

- Due to the operational reasons arising from the Trust's response to the Covid-19 pandemic in March 2020 it was not practicable for management to perform physical counting of inventories and as a result the predecessor auditor was not able to observe the counting of physical inventories held at 31 March 2020 or satisfy themselves by using other audit procedures concerning the inventory quantities held at that date, which had a carrying amount in the Statement of Financial Position of the group of £20 million. Consequently, the predecessor auditor was unable to determine whether any adjustment to this amount at 31 March 2020 was necessary and the predecessor auditor's opinion on the financial statements for the year ended 31 March 2020 was modified accordingly. Since opening inventories affect the determination of the surplus or deficit for the year and the income and expenditure reserve balance, our opinion on the financial statements of the group for the year ended 31 March 2021 is also modified because we were unable to determine the possible effect of this matter on the comparability of the current year's figures and the corresponding figures. In addition, were any adjustments to the group opening inventory balance to be required, the Performance Report would also need to be amended.

No matters have come to our attention since that date that would have a material impact on the financial statements on which we gave this opinion.

Report on other legal and regulatory requirements - the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

Matter on which we are required to report by exception – the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

Under the Code of Audit Practice, we are required to report to you if, in our opinion, we have not been able to satisfy ourselves that the Trust has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2021.

We have nothing to report in respect of the above matter.

Responsibilities of the Accounting Officer

The Chief Executive, as Accounting Officer, is responsible for putting in place proper arrangements for securing economy, efficiency and effectiveness in the use of the Trust's resources.

Auditor's responsibilities for the review of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

We are required under paragraph 1 of Schedule 10 of the National Health Service Act 2006 to be satisfied that the Trust has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance issued by the Comptroller and Auditor General in April 2021. This guidance sets out the arrangements that fall within the scope of 'proper arrangements'. When reporting on these arrangements, the Code of Audit Practice requires auditors to structure their commentary on arrangements under three specified reporting criteria:

- Financial sustainability: how the Trust plans and manages its resources to ensure it can continue to deliver its services;
- Governance: how the Trust ensures that it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness: how the Trust uses information about its costs and performance to improve the way it manages and delivers its services.

We have documented our understanding of the arrangements the Trust has in place for each of these three specified reporting criteria, gathering sufficient evidence to support our risk assessment and commentary in our Auditor's Annual Report. In undertaking our work, we have considered whether there is evidence to suggest that there are significant weaknesses in arrangements.

Report on other legal and regulatory requirements – Audit certificate

We certify that we have completed the audit of King's College Hospital NHS Foundation Trust for the year ended 31 March 2021 in accordance with the requirements of Chapter 5 of Part 2 of the National Health Service Act 2006 and the Code of Audit Practice.

Use of our report

This report is made solely to the Council of Governors of the Trust, as a body, in accordance with Schedule 10 of the National Health Service Act 2006. Our audit work has been undertaken so that we might state to the Trust's Council of Governors those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trust and the Trust's Council of Governors, as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Dossett

Paul Dossett, Key Audit Partner
for and on behalf of Grant Thornton UK LLP, Local Auditor

London

16 September 2021

King's College Hospital 
NHS Foundation Trust

Final Annual Accounts
for the year ended 31 March 2021

King's College Hospital NHS Foundation Trust

FOREWORD TO THE ACCOUNTS

King's College Hospital NHS Foundation Trust

These accounts, for the year ending 31 March 2021, have been prepared by King's College Hospital NHS Foundation Trust in accordance with paragraphs 24 and 25 of Schedule 7 to the National Health Service Act 2006 and comply with the guidance for NHS Foundation Trusts within the Department of Health Group Accounting Manual.



Signed:

Professor Clive Kay
Chief Executive

Date: 29th June 2021

King's College Hospital NHS Foundation Trust

Statement of the Chief Executive's responsibilities as the Accounting Officer of King's College Hospital NHS Foundation Trust

The NHS Act 2006 states that the chief executive is the accounting officer of the NHS Foundation Trust. The relevant responsibilities of the accounting officer, including their responsibility for the propriety and regularity of public finances for which they are answerable, and for the keeping of proper accounts, are set out in the *NHS Foundation Trust Accounting Officer Memorandum* issued by NHS Improvement.

NHS Improvement, in exercise of the powers conferred on Monitor by the NHS Act 2006, has given Accounts Directions which require King's College Hospital NHS Foundation Trust to prepare for each financial year a statement of accounts in the form and on the basis required by those Directions. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of King's College Hospital NHS Foundation Trust and of its income and expenditure, total recognised gains and losses and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Department of Health Group Accounting Manual and in particular to:

- observe the Accounts Direction issued by NHS Improvement, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the *NHS Foundation Trust Annual Reporting Manual (and the Department of Health Group Accounting Manual)* have been followed, and disclose and explain any material departures in the financial statements
- ensure that the use of public funds complies with the relevant legislation, delegated authorities and guidance
- confirm that the annual report and accounts, taken as a whole, is fair, balanced and understandable and provides the information necessary for patients, regulators and stakeholders to assess the NHS foundation trust's performance, business model and strategy and
- prepare the financial statements on a going concern basis.

The accounting officer is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the NHS foundation trust and to enable him/her to ensure that the accounts comply with requirements outlined in the above mentioned Act. The Accounting Officer is also responsible for safeguarding the assets of the NHS foundation trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as I am aware, there is no relevant audit information of which the foundation trust's auditors are unaware, and I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

To the best of my knowledge and belief, I have properly discharged the responsibilities set out in the NHS Foundation Trust Accounting Officer Memorandum.

Signed:

Date: **29th June 2021**

Professor Clive Kay
Chief Executive



King's College Hospital NHS Foundation Trust

Consolidated Statement of Comprehensive Income for year ended 31 March 2021

	Note	Group	
		2020-21 £000	2019-20 £000
Operating income from patient care activities	2.1, 2.2	1,262,454	1,116,078
Other operating income	2.1	241,819	148,514
Total operating income from continuing operations		1,504,273	1,264,592
Operating expenses	3.1	(1,528,797)	(1,331,890)
Operating deficit from continuing operations		(24,524)	(67,298)
Finance income and costs			
Finance income		30	555
Finance expenses	5	(27,574)	(48,587)
Public Dividend Capital dividends payable		(10,294)	-
Net finance costs		(37,838)	(48,032)
Other (losses) / gains	7	3,642	(131)
Share of profit of associates and joint ventures	7.1	2,438	421
Corporation tax expense		(1,785)	-
Deficit from continuing operations		(58,067)	(115,040)
Surplus of discontinued operations and the gain on disposal of		-	-
Deficit for the year		(58,067)	(115,040)
Other comprehensive income/(expense), that will not be reclassified subsequently to income and expenditure			
Impairments	6	(3,286)	(511)
Revaluations	21	23,064	34,189
Fair value gains/(losses) on equity instruments designated at FV through OCI		320	269
Other recognised gains and losses		95	-
Share of comprehensive income from associates and joint ventures		-	353
Total other comprehensive income/(expenditure)		20,193	34,300
Total comprehensive expense for the year		(37,874)	(80,740)
Allocation of losses for the year			
Deficit for the year attributable to:			
(i) non-controlling interest; and		-	-
(ii) owners of the parent		(58,067)	(115,040)
Total		(58,067)	(115,040)
Total comprehensive expense for the year attributable to:			
(i) non-controlling interest; and		-	-
(ii) owners of the parent		(37,874)	(80,740)
Total		(37,874)	(80,740)

King's College Hospital NHS Foundation Trust

Consolidated Statement of Comprehensive Income for year ended 31 March 2021 (continued)

		Group	
	Note	2020-21	2019-20
Note to Statement of Comprehensive Income		£000	£000
Total comprehensive expense for the year		(37,874)	(80,740)
Add back other comprehensive expenses		(20,193)	(34,300)
Deficit for the year		(58,067)	(115,040)
Add back impairments and reversal of impairments *	3.1	59,417	3,231
Remove capital donations / grants I&E impact		(1,019)	(547)
Adjusted financial performance including PSF/FRF/MRET**		331	(112,356)
Remove PSF, FRF and MRET funding**		0	(36,956)
Adjusted financial performance surplus/(deficit)		331	(149,312)

* This is the total impairments and impairment reversals charged to the Consolidated Statement of Comprehensive Income in the year as disclosed in note 3.1 and note 7.

**PSF, FRF and MRET did not exist in 2020-21.

The adjusted financial performance is the primary view which is used by the Board of Directors to monitor the Trust's financial performance and is in line with NHS England and NHS Improvement's (NHSEI) financial performance measure.

The Group's deficit for the year was £58.1m and this figure includes asset impairments of £59.417m. This charge relates to impairments that arise from changes in market value of Land and Buildings assets. The NHSEI financial performance measures the surplus/(deficit) before impairments and the impact of donated assets.

In accordance with Section 408 of the Companies Act 2006, the Trust is exempt from the requirement to present its own income statement and statement of comprehensive income. The unconsolidated deficit relating to the Foundation Trust for the year ended 31 March 2021 is £69.5m (2020: £118.7m) and total operating income for the year is £1,503.4m (2020: £1,271.8m).

King's College Hospital NHS Foundation Trust

Statements of Financial Position as at 31 March 2021

	Note	Group		Trust	
		31 March 2021	31 March 2020	31 March 2021	31 March 2020
		£000	£000	£000	£000
Non-current assets					
Intangible assets	8	9,007	9,278	8,492	8,523
Property, plant and equipment	9	661,663	643,009	661,663	643,009
Investment in associates, joint ventures and subsidiaries	10.1,10.2	4,135	4,949	250	250
Other investments	10.4	2,614	2,294	335	335
Receivables	12	10,053	7,409	65,314	56,172
Total non-current assets		687,472	666,939	736,054	708,289
Current assets					
Inventories	11	22,375	20,162	7,984	7,844
Receivables	12	87,766	143,214	89,904	146,558
Cash and cash equivalents	13	143,867	59,871	122,219	50,586
Total current assets		254,008	223,247	220,107	204,988
Total assets		941,480	890,186	956,161	913,277
Current liabilities					
Trade and other payables	14	(222,714)	(183,394)	(193,412)	(181,497)
Borrowings	16	(9,972)	(749,473)	(17,666)	(752,855)
Provisions	18	(2,114)	(9,469)	(2,114)	(9,469)
Other liabilities	15	(13,317)	(14,439)	(13,053)	(14,414)
Total current liabilities		(248,117)	(956,775)	(226,245)	(958,235)
Net current liabilities		5,891	(733,528)	(6,138)	(753,247)
Total assets less current liabilities		693,363	(66,589)	729,916	(44,958)
Non-current liabilities					
Borrowings	16	(183,663)	(187,544)	(235,558)	(212,651)
Provisions	18	(3,823)	(3,760)	(3,823)	(3,760)
Total non-current liabilities		(187,486)	(191,304)	(239,381)	(216,411)
Total liabilities employed		505,877	(257,893)	490,535	(261,369)
Financed by:					
Taxpayers' equity					
Public Dividend Capital		1,034,027	232,384	1,034,027	232,384
Revaluation reserve	21	157,756	142,846	157,756	142,846
Financial assets at FV through Other Comprehensive Income reserve		1,933	1,613	-	-
Income and expenditure reserve		(687,839)	(634,735)	(701,248)	(636,599)
Total taxpayers' equity		505,877	(257,892)	490,535	(261,369)

The notes on pages 10 to 55 form part of these accounts.

The financial statements on pages 4 to 9 were approved by the Board on 29th June 2021 and signed on its behalf by

Signed:



Date:

29th June 2021

Prof Clive Kay
Chief Executive

King's College Hospital NHS Foundation Trust

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2021

Group	Note	Public Dividend Capital £000	Revaluation reserve £000	Financial assets at FV through		Income and expenditure reserve £000	Total reserves £000
				Comprehensive Income reserve £000	Other		
Taxpayers' and others' equity at 1 April 2020 - brought forward		232,384	142,846	1,613		(634,735)	(257,892)
Deficit for the year		-	-	-		(58,067)	(58,067)
Impairments	21	-	(3,286)	-		-	(3,286)
Revaluations - property, plant and equipment	21	-	23,064	-		-	23,064
Transfer to retained earnings on disposal of assets	21	-	(4,868)	-		4,868	-
Fair value gains on equity instruments designated at FV through OCI		-	-	320		-	320
Share of comprehensive income from associates and joint ventures		-	-	-		-	-
Public Dividend Capital received		801,643	-	-		-	801,643
Other reserve movements		-	-	-		95	95
Taxpayers' and others' equity at 31 March 2021		1,034,027	157,756	1,933		(687,839)	505,877
Taxpayers' and others' equity at 1 April 2019 - brought forward		230,136	109,168	1,344		(520,048)	(179,400)
Deficit for the year		-	-	-		(115,040)	(115,040)
Impairments	21	-	(511)	-		-	(511)
Revaluations - property, plant and equipment	21	-	34,189	-		-	34,189
Fair value gains on equity instruments designated at FV through OCI		-	-	269		-	269
Share of comprehensive income from associates and joint ventures		-	-	-		353	353
Public Dividend Capital received		2,248	-	-		-	2,248
Taxpayers' and others' equity at 31 March 2020		232,384	142,846	1,613		(634,735)	(257,892)
Trust	Note	Public Dividend Capital £000	Revaluation reserve £000	Financial assets at FV through		Income and expenditure reserve £000	Total reserves £000
				Comprehensive Income reserve £000	Other		
Taxpayers' and others' equity at 1 April 2020 - brought forward		232,384	142,846	-		(636,599)	(261,369)
Deficit for the year		-	-	-		(69,517)	(69,517)
Impairments	21	-	(3,286)	-		-	(3,286)
Revaluations - property, plant and equipment	21	-	23,064	-		-	23,064
Transfer to retained earnings on disposal of assets	21	-	(4,868)	-		4,868	-
Public Dividend Capital received		801,643	-	-		-	801,643
Taxpayers' and others' equity at 31 March 2021		1,034,027	157,756	-		(701,248)	490,535
Taxpayers' and others' equity at 1 April 2019 - brought forward		230,136	109,168	-		(517,882)	(178,578)
Deficit for the year		-	-	-		(118,717)	(118,717)
Impairments	21	-	(511)	-		-	(511)
Revaluations - property, plant and equipment	21	-	34,189	-		-	34,189
Public Dividend Capital received		2,248	-	-		-	2,248
Taxpayers' and others' equity at 31 March 2020		232,384	142,846	-		(636,599)	(261,369)

King's College Hospital NHS Foundation Trust

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2021 (continued)

Public dividend capital

Public dividend capital (PDC) is a type of public sector equity finance based on the excess of assets over liabilities at the time of establishment of the predecessor NHS organisation. Additional PDC may also be issued to trusts by the Department of Health and Social Care. A charge, reflecting the cost of capital utilised by the trust, is payable to the Department of Health as the public dividend capital dividend.

Revaluation reserve

Increases in asset values arising from revaluations are recognised in the revaluation reserve, except where, and to the extent that, they reverse impairments previously recognised in operating expenses, in which case they are recognised in operating income. Subsequent downward movements in asset valuations are charged to the revaluation reserve to the extent that a previous gain was recognised unless the downward movement represents a clear consumption of economic benefit or a reduction in service potential.

Income and expenditure reserve

The balance of this reserve is the accumulated surpluses and deficits of the trust.

Financial assets at FV through Other Comprehensive Income reserve

This reserve holds the valuation gain in respect of the PIK note held by the group.

King's College Hospital NHS Foundation Trust

Statement of Cash Flows for the year ended 31 March 2021

	Note	Group		Trust	
		2020-21	2019-20	2020-21	2019-20
		£000	£000	£000	£000
Cash flows from operating activities					
Operating deficit from continuing operations		(24,524)	(67,298)	(33,311)	(71,236)
Non-cash income and expense					
Depreciation and amortisation	3	31,881	26,256	31,834	26,013
Net Impairments / (reversal)	3	63,926	3,231	63,926	3,231
Income recognised in respect of capital donations		(2,127)	(1,446)	(2,127)	(1,446)
(Increase)/Decrease in trade and other receivables		64,802	(27,148)	47,512	(7,905)
(Increase)/Decrease in inventories		(2,213)	(1,860)	(140)	(857)
Increase/(Decrease) in trade and other payables		33,036	20,239	11,915	(13,671)
Increase in other liabilities		(1,122)	898	(1,361)	873
Increase/(Decrease) in provisions		(7,267)	6,339	(7,292)	6,355
Other movements in operating cash flows		(245)	(567)	208	(481)
Net cash used in operations		156,147	(41,356)	111,164	(59,124)
Cash flows used in investing activities					
Interest received		30	555	1,253	1,290
Purchase of financial assets		(5,500)	-	-	-
Purchase of intangible assets	8	(1,584)	(2,002)	(1,753)	(1,217)
Purchase of property, plant and equipment	9	(85,113)	(30,450)	(51,739)	(15,428)
Sales of property, plant and equipment		289	-	289	-
Receipt of cash donation to purchase asset		697	1,446	697	1,446
Cash flows investments other		3,500	-	-	-
Net cash used in investing activities		(87,681)	(30,451)	(51,253)	(13,909)
Cash flows from financing activities					
Public Dividend Capital received		801,643	2,248	801,641	2,248
Movement in loans from the Department of Health and Social Care		(738,730)	136,316	(738,730)	136,316
Movement in other loans		3,566	(298)	3,844	-
Capital element of finance lease repayments		(591)	(590)	(4,593)	(2,389)
Capital element of PFI and other service concession	22	(4,872)	(4,198)	(4,872)	(4,198)
Interest on DHSC loans		(6,151)	(21,795)	(6,151)	(21,795)
Interest on other loans		(18)	(54)	-	-
Interest element of finance lease		(7)	(7)	(107)	(66)
Interest element of PFI and other service concession obligations		(25,848)	(25,714)	(25,848)	(25,714)
Public Dividend Capital dividend refunded/(paid)		(13,462)	-	(13,462)	-
Net cash from financing activities		15,530	85,908	11,722	84,402
Increase / (decrease) in cash and cash equivalents		83,996	14,100	71,633	11,369
Cash and cash equivalents at 1 April		59,871	45,771	50,586	39,217
Cash and cash equivalents at 31 March		143,867	59,871	122,219	50,586

King's College Hospital NHS Foundation Trust

Notes to the accounts**1. Accounting policies**

NHS Improvement, in exercising the statutory functions conferred on Monitor, has directed that the financial statements of the Trust shall meet the accounting requirements of the Department of Health and Social Care Group Accounting Manual (GAM), which shall be agreed with HM Treasury. Consequently, the following financial statements have been prepared in accordance with the GAM 2020/21 issued by the Department of Health and Social Care. The accounting policies contained in the GAM follow International Financial Reporting Standards to the extent that they are meaningful and appropriate to the NHS, as determined by HM Treasury, which is advised by the Financial Reporting Advisory Board. Where the GAM permits a choice of accounting policy, the accounting policy that is judged to be most appropriate to the particular circumstances of the Trust for the purpose of giving a true and fair view has been selected. The particular policies adopted are described below. These have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Going concern

The Trust has prepared its annual report and accounts on a going concern basis.

Non-trading entities in the public sector are assumed to be going concerns where the continued provision of a service in the future is anticipated, as evidenced by inclusion of financial provision for that service in published documents. The Trust has confirmed that this is applicable to its own services.

1.2 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and certain financial assets and financial liabilities.

Consolidated Accounts**1.3 Basis of Consolidation****Charitable funds**

The King's College Hospital Charity and Friends of King's are independent charities and are not under the control of the Foundation Trust. Therefore, these charities have not been consolidated within these accounts.

1.3.1 Subsidiaries

Subsidiary entities are those over which the Foundation Trust is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The income, expenses, assets, liabilities, equity and reserves of subsidiaries are consolidated in full into the appropriate financial statement lines.

The amounts consolidated are drawn from the draft financial statements of the subsidiaries for the year. Where subsidiaries' accounting policies are not aligned with those of the Foundation Trust then the amounts are adjusted during consolidation where the differences are material. Inter-entity balances, transactions and gains/losses are eliminated in full on consolidation.

The Foundation Trust has a wholly owned subsidiary company, KCH Commercial Services Ltd, which wholly owns KCH Management Ltd. The accounts for these companies have been consolidated into the group accounts.

In 2016/17, the Foundation Trust formed King's Interventional Facilities Management LLP in partnership with Kings Commercial Services Ltd. The accounts for this partnership have been consolidated into the Trust's annual accounts.

The primary statements and notes to the accounts have been presented with separate 'Group' and 'Trust' columns. Where the difference between the 'Group' and 'Trust' figures is considered immaterial, the 'Trust' version of the note has been omitted.

In accordance with Section 408 of the Companies Act 2006, the trust is exempt from the requirement to present its own income statement and statement of comprehensive income. The trust's deficit for the period was (£69.5m) (2019/20: (£118.7m)).

King's College Hospital NHS Foundation Trust

1. Accounting Policies (continued)**1.3.2 Associates**

Associate entities are those over which the Foundation Trust has power to exercise a significant influence. Associate entities are recognised in the Foundation Trust's financial statements using the equity method of accounting. The investment is initially recognised at cost. It is increased or decreased subsequently to reflect the Foundation Trust's share of the entity's profit or loss or other gains and losses (e.g. revaluation gains on the entity's property, plant or equipment) following acquisition. It is also reduced when any distribution (e.g. share dividends) are received by the Foundation Trust from the associate.

1.3.3 Joint ventures

Joint ventures are arrangements in which the Foundation Trust has joint control with one or more other parties, and where it has the rights to the net assets of the arrangement. Joint ventures are accounted for using the equity method.

1.3.4 Joint operations

Joint operations are arrangements in which the Foundation Trust has joint control with one or more other parties, and has the rights to the assets, and obligations for the liabilities, relating to the arrangement. The Foundation Trust includes within its financial statements its share of the assets, liabilities, income and expenses.

1.4 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Trust's accounting policies, management is required to make various judgements, estimates and assumptions. These are regularly reviewed.

In the application of the Foundation Trust's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates. The estimates and underlying assumptions are reviewed on an on-going basis.

Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

1.4.1 Critical judgements in applying accounting policies

The following are the judgements, apart from those involving estimations (see below) that management has made in the process of applying the NHS foundation trust's accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

The following is the judgement made in applying the accounting policy on recognition of property, plant and equipment assets (Note 1.11.1) , apart from those involving estimations (see Note 1.25) that management has made in the process of applying the Trust's accounting policies and that has the most significant effect on the amounts recognised in the financial statements:

The Trust has made a judgement in assessing the time at which the new Critical Care Unit (CCU) was considered to be fully operational and ready to be moved from assets under construction to building assets in the absence of some of the usual transition checkpoints and milestones, and with the complication of emergency arrangements due to the Covid-19 pandemic. At the time of recognition as an operational asset under IAS 16 the asset was revalued in line with Modern Equivalent Asset (MEA) principles outlined in the DHSC GAM and which are applicable to all of the Trust's operational clinical buildings. This valuation process resulted in an impairment loss of around £50m for the asset.

While the building was in use in the early part of the 20-21 financial year, as part of the Trust's emergency response to the Covid pandemic (Wave 1), it was not judged to be a fully operational asset at this time, as this was a temporary situation, and it was known that remedial works to the building were still required. As such the asset remained within assets under construction at this time. The building was subsequently closed to patients during most of the year to allow these remedial works to be carried out.

King's College Hospital NHS Foundation Trust

1. Accounting Policies (continued)

During Wave 2 of Covid (in Q4 of the 20-21 financial year), the Trust experienced a high intake of Covid patients and this resulted in the CCU being reopened for patient use. Although initially a temporary measure, it was identified that the further remedial works to be completed could be done without closing the unit. Once this was clear, it was judged that at this point, the unit should be considered to be an operational asset delivering service benefit to the Trust, and as such, the unit should be transferred to completed assets and follow accounting requirements for that asset category.

1.4.2 Sources of estimation uncertainty

The following are assumptions about sources of estimation uncertainty that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

Estimate - Revaluation of Land and Buildings

Revaluations of property, plant and equipment are performed with sufficient regularity to ensure that carrying values are not materially different from those that would be determined at the end of the reporting period. Current values in existing use are determined as follows:

Non-specialised buildings and Land – market value for existing use

Land (Denmark Hill Site) – alternative site basis, based on patient postcode analysis

Specialised buildings – depreciated replacement cost on a modern equivalent asset basis.

The Trust seeks professional advice from its valuers' annually in determining the value of its land and buildings. The values in the valuer's report have been used to inform the measurement of property assets at valuation in these financial statements. The RICS qualified valuer exercised their professional judgement in providing the valuation and it remains the best information available to the Trust. However, the valuer uses informed assumptions regarding obsolescence, rebuild rates and the area of the sites required to accommodate modern equivalent assets with the same service potential which could change and have a material impact on the valuation.

Consequences of Change in Estimate

The net book value at 31 March 2021 of the Trust's Property Plant & Equipment valued by professional valuers and reflected in these financial statements is £534m.

A change in the estimated values would result in changes to the Revaluation Reserve and / or a loss or gain recorded as appropriate in the Statement of Comprehensive Income. If the value of land and buildings were to reduce by 5% this would be a change of around £27m.

A 5% variance in the value of land and buildings would lead to a £27m difference in the total value of these assets disclosed, with a corresponding charge to revaluation reserve or expenditure position.

Estimate - Future Unitary Charge Commitment (PFI)

The Trust has three PFI schemes in operation using financial models in place since 2010 and provided by experts. The models are updated annually to reflect actual charges and RPI. Future years' service costs are estimated based on the latest actual charges and forecast RPI rates. The annual RPI rate used in the model for remaining life of the contracts is 2.5%.

Interest and finance lease liability charges are unaffected by changes in RPI.

Consequences of Change in Estimate

The total future unitary charge commitment disclosed is £1,600m including £1,308m for service charges and contingent rent charged to income and expenditure.

King's College Hospital NHS Foundation Trust

1. Accounting Policies (continued)

A reduction in the forecast RPI rates of 0.25% per annum used in each of the three models would reduce the future unitary charge commitments by £29m over the remaining years of the contracts - i.e. operating expenditure (service charges and contingent rent) would reduce by £29m over the remaining years.

An increase in the forecast RPI rate of 0.25% per annum used in each of the three models would increase the future unitary charge commitments by £30m over the remaining years of the contracts - i.e. operating expenditure (service charges and contingent rent) would increase by £30m over the remaining years.

The Trust makes a number of other estimates in its financial accounts, which are not considered to be at risk of material uncertainty.

The Trust makes a number of other estimates in its financial accounts, which are not considered to be at risk of material uncertainty.

1.5 Operating segments

The Foundation Trust has a number of business divisions which are aggregated under one reportable segment being the provision of healthcare. The Foundation Trust provides Private Patient, Research and Development and Training and Education services within this healthcare sector, but as they do not have a material impact they are aggregated under this one reportable segment. Note 2 entitled "Operating Income" includes the relevant income figures for these services.

The subsidiary figures have not been disclosed separately in this note as separate Group and Trust only accounts have been provided. The subsidiaries support the Trust in the overall provision of healthcare.

1.6 Revenue from contracts with customers

Where income is derived from contracts with customers, it is accounted for under IFRS 15. The GAM expands the definition of a contract to include legislation and regulations which enables an entity to receive cash or another financial asset that is not classified as a tax by the Office of National Statistics (ONS).

Revenue in respect of goods/services provided is recognised when (or as) performance obligations are satisfied by transferring promised goods/services to the customer and is measured at the amount of the transaction price allocated to those performance obligations. At the year end, the Trust accrues income relating to performance obligations satisfied in that year. Where the Trust's entitlement to consideration for those goods or services is unconditional a contract receivable will be recognised. Where entitlement to consideration is conditional on a further factor other than the passage of time, a contract asset will be recognised. Where consideration received or receivable relates to a performance obligation that is to be satisfied in a future period, the income is deferred and recognised as a contract liability.

Revenue from NHS contracts

The accounting policies for revenue recognition and the application of IFRS 15 are consistently applied. The contracting arrangements in the NHS changed between 2019/20 and 2020/21 affecting the application of the accounting policy under IFRS 15. This difference in application is explained below.

2020/21

The main source of income for the Trust is contracts with commissioners for health care services. In 2020/21, the majority of the trust's income from NHS commissioners was in the form of block contract arrangements. During the first half of the year the trust received block funding from its commissioners. For the second half of the year, block contract arrangements were agreed at a [Integrated Care System/Sustainability and Transformation Partnership] level. The related performance obligation is the delivery of healthcare and related services during the period, with the trust's entitlement to consideration not varying based on the levels of activity performed.

The Trust has received additional income outside of the block and system envelopes to reimburse specific costs incurred and other income top-ups to support the delivery of services. Reimbursement and top-up income is accounted for as variable consideration.

King's College Hospital NHS Foundation Trust

1. Accounting Policies (continued)Comparative period (2019/20)

In the comparative period (2019/20), the trust's contracts with NHS commissioners included those where the trust's entitlement to income varied according to services delivered. A performance obligation relating to delivery of a spell of health care was generally satisfied over time as healthcare was received and consumed simultaneously by the customer as the Trust performed it. The customer in such a contract was the commissioner, but the customer benefited as services were provided to their patient. Even where a contract could be broken down into separate performance obligations, healthcare generally aligned with paragraph 22(b) of the Standard entailing a delivery of a series of goods or services that were substantially the same and had a similar pattern of transfer. At the year end, the Trust accrued income relating to activity delivered in that year, where a patient care spell was incomplete. This accrual was disclosed as a contract receivable as entitlement to payment for work completed was usually only dependent on the passage of time.

In 2019/20, the Provider Sustainability Fund and Financial Recovery Fund enabled providers to earn income linked to the achievement of financial controls and performance targets. Income earned from the funds is accounted for as variable consideration.

Revenue from research contracts

Where research contracts fall under IFRS 15, revenue is recognised as and when performance obligations are satisfied. For some contracts, it is assessed that the revenue project constitutes one performance obligation over the course of the multi-year contract. In these cases it is assessed that the Trust's interim performance does not create an asset with alternative use for the Trust, and the Trust has an enforceable right to payment for the performance completed to date. It is therefore considered that the performance obligation is satisfied over time, and the Trust recognises revenue each year over the course of the contract. Some research income alternatively falls within the provisions of IAS 20 for government grants.

NHS injury cost recovery scheme

The Trust receives income under the NHS injury cost recovery scheme, designed to reclaim the cost of treating injured individuals to whom personal injury compensation has subsequently been paid, for instance by an insurer. The Trust recognises the income when performance obligations are satisfied. In practical terms this means that treatment has been given, it receives notification from the Department of Work and Pension's Compensation Recovery Unit, has completed the NHS2 form and confirmed there are no discrepancies with the treatment. The income is measured at the agreed tariff for the treatments provided to the injured individual, less an allowance for unsuccessful compensation claims and doubtful debts in line with IFRS 9 requirements of measuring expected credit losses over the lifetime of the asset.

1.7 Other Forms of Income**1.7.1 Revenue grants and donations**

Government grants are grants from government bodies other than income from commissioners or trusts for the provision of services. Where a grant is used to fund revenue expenditure it is taken to the Statement of Comprehensive Income to match that expenditure. Where the grant is used to fund capital expenditure, it is credited to the consolidated statement of comprehensive income once conditions attached to the grant have been met. Donations are treated in the same way as government grants.

1.7.2 Apprenticeship Service Income

The value of the benefit received when accessing funds from the Government's apprenticeship service is recognised as income at the point of receipt of the training service. Where these funds are paid directly to an accredited training provider from the Trust's Digital Apprenticeship Service (DAS) account held by the Department for Education, the corresponding notional expense is also recognised at the point of recognition for the benefit.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)**1.8 Expenditure on employee benefits****1.8.1 Short-term employee benefits**

Salaries, wages and employment-related payments, such as social security costs and the apprenticeship levy, are recognised in the period in which the service is received from employees. The cost of annual leave entitlement earned but not taken by employees at the end of the period is recognised in the financial statements to the extent that employees are permitted to carry-forward leave into the following period.

1.8.2 Pension Costs

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Both Schemes are unfunded, defined benefit schemes that cover NHS employers, general practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care, in England and Wales. The scheme is not designed in a way that would enable employers to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as a defined contribution scheme; the cost to the trust is taken as equal to the employer's pension contributions payable to the scheme for the accounting period. The contributions are charged to operating expenses as they become due.

Additional pension liabilities arising from early retirements are not funded by the scheme except where the retirement is due to ill-health. The full amount of the liability for the additional costs is charged to operating expenses at the time the foundation trust commits itself to the retirement, regardless of the method of payment.

1.9 Expenditure on other goods and services

Expenditure on goods and services is recognised when, and to the extent that they have been received, and is measured at the fair value of those goods and services. Expenditure is recognised in operating expenses except where it results in the creation of a non-current asset such as property, plant and equipment.

1.9.1 Value added tax

Most of the activities of the Foundation Trust are outside the scope of VAT and, in general, output tax does not apply and input tax on purchases is not recoverable. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input VAT is recoverable, the amounts are stated net of VAT.

1.10 Corporation tax

The Finance Act 2004 amended S519A Income and Corporation Taxes Act 1988 provided power to the Treasury to make certain non-core activities of Foundation Trusts potentially subject to corporation tax. This legislation is effective from September 12 2005. Any outstanding payments of corporation tax as at the end of the financial year are provided for in the Statement of Comprehensive Income. The Foundation Trust did not incur Corporation Tax in 2020/21 as the Foundation Trust did not generate any taxable income. Corporation Tax is payable on profits made in the Trust's trading subsidiary companies.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)**1.11 Property, plant and equipment****1.11.1 Recognition**

Property, plant and equipment is capitalised where:

it is held for use in delivering services or for administrative purposes;
 it is probable that future economic benefits will flow to, or service potential will be supplied to the foundation trust;
 it is expected to be used for more than one financial year;
 the cost of the item can be measured reliably; and either
 the item has cost of at least £5,000; or
 collectively, a number of items have a cost of at least £5,000 and individually have a cost of more than £250, where the assets are functionally interdependent, they had broadly simultaneous purchase dates, are anticipated to have simultaneous disposal dates and are under single managerial control; or
 items form part of the initial equipping and setting-up cost of a new building, ward or unit, irrespective of their individual or collective cost.

Where a large asset, for example a building, includes a number of components with significantly different asset lives, the components are treated as separate assets and depreciated over their own useful economic lives.

1.11.2 Subsequent expenditure

Subsequent expenditure relating to an item of property, plant and equipment is recognised as an increase in the carrying amount of the asset when it is probable that additional future economic benefits or service potential deriving from the cost incurred to replace a component of such item will flow to the enterprise and the cost of the item can be determined reliably. Where a component of an asset is replaced, the cost of the replacement is capitalised if it meets the criteria for recognition above. The carrying amount of the part replaced is de-recognised. Other expenditure that does not generate additional future economic benefits or service potential, such as repairs and maintenance, is charged to the Statement of Comprehensive Income in the period in which it is incurred.

1.11.3 Measurement and Valuation

All property, plant and equipment is measured initially at cost, representing the cost directly attributable to acquiring or constructing the asset and bringing it to the location and condition necessary for it to be capable of operating in the manner intended by management.

Assets are measured subsequently at valuation. Assets which are held for their service potential and are in use (i.e. operational assets used to deliver either front line services or back office functions) are measured at their current value in existing use. Assets that were most recently held for their service potential but are surplus with no plan to bring them back into use are measured at fair value where there are no restrictions on sale at the reporting date and where they do not meet the definitions of investment properties or assets held for sale.

Revaluations are performed with sufficient regularity to ensure that carrying amounts are not materially different from those that would be determined at the end of the reporting period. Current values in existing use are determined as follows:

Land and non-specialised buildings – market value for existing use; and

Specialised buildings – depreciated replacement cost on a modern equivalent asset basis.

For specialised assets, current value in existing use is interpreted as the present value of the asset's remaining service potential, which is assumed to be at least equal to the cost of replacing that service potential.

Specialised assets are therefore valued at their depreciated replacement cost (DRC) on a modern equivalent asset (MEA) basis. An MEA basis assumes that the asset will be replaced with a modern asset of equivalent capacity and location requirements of the services being provided. Assets held at depreciated replacement cost have been valued on an alternative site basis where this would meet the location requirements.

Valuation guidance issued by the Royal Institute of Chartered Surveyors states that valuations are performed net of VAT where the VAT is recoverable by the entity. This basis has been applied to the trust's Private Finance Initiative (PFI) scheme where the construction is completed by a special purpose vehicle and the costs have recoverable VAT for the trust.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)

Valuations are carried out by professionally qualified valuers in accordance with the Royal Institute of Chartered Surveyors (RICS) Valuation – Global Standards (effective from 31st January 2020).

Land and buildings are revalued by full site inspection every three years, with desktop valuations on interim years. The last asset valuations were undertaken as at 31 March 2021 by a RICS Registered Valuer from Avison Young on a desktop inspection basis.

Depreciated Replacement Cost (DRC) is recognised under IAS 16 as a method of valuation for financial reporting purposes. DRC assessments were undertaken for those assets considered to be specialised properties (e.g. NHS patient treatment facilities). The Department of Health and Social Care has adopted the Modern Equivalent Asset approach (MEA) in carrying out the DRC assessment method.

Depreciated Replacement Cost has been adopted because of the asset classification as specialist properties which are rarely sold in the open market. The MEA approach is based on valuing the cost of a modern equivalent asset that has the same service potential as the existing asset and then adjusted to take account of obsolescence.

Only that plant and machinery forming part of the building services installations has been included. Total external works for each site have been allocated to each building based upon a percentage of replacement build costs adopted.

The valuation included the Foundation Trust's PFI schemes.

The carrying values of property, plant and equipment are reviewed for impairment in periods if events or changes in circumstances indicate the carrying value may not be recoverable. The costs arising from financing the construction of the property, plant and equipment are not capitalised but are charged to the Statement of Comprehensive Income in the year to which they relate. All impairments resulting from price changes are charged to the Statement of Comprehensive Income. If the balance on the revaluation reserve is less than the impairment the difference is taken to the Statement of Comprehensive Income.

Properties in the course of construction for service or administration purposes are carried at cost, less any impairment loss. Cost includes professional fees but not borrowing costs, which are recognised as expenses immediately. Assets are revalued and depreciation commences when they are brought into use.

IT equipment, transport equipment, furniture and fittings, and plant and machinery that are held for operational use are valued at depreciated historic cost where these assets have short useful lives or low values or both, as this is not considered to be materially different from current value in existing use.

1.12 Intangible assets**1.12.1 Recognition**

Intangible assets are non-monetary assets without physical substance, which are capable of being sold separately from the rest of the Foundation Trust's business or which arise from contractual or other legal rights. They are recognised only when it is probable that future economic benefits will flow to, or service potential be provided to, the trust; where the cost of the asset can be measured reliably.

Software

Software that is integral to the operating of hardware, for example an operating system, is capitalised as part of the relevant item of property, plant and equipment. Software that is not integral to the operation of hardware, for example application software, is capitalised as an intangible asset.

Internally generated intangible assets

Internally generated goodwill, brands, mastheads, publishing titles, customer lists and similar items are not capitalised as intangible assets. Expenditure on research is not capitalised. Expenditure on development is capitalised when it meets the requirements set out in IAS 38.

1.12.2 Measurement

Intangible assets are recognised initially at cost, comprising all directly attributable costs needed to create, produce and prepare the asset to the point that it is capable of operating in the manner intended by management.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)

Subsequently, intangible assets are measured at current value in existing use. Where no active market exists, intangible assets are valued at the lower of depreciated replacement cost and the value in use where the asset is income generating. Revaluations gains and losses and impairments are treated in the same manner as for property, plant and equipment. An intangible asset which is surplus with no plan to bring it back into use is valued at fair value where there are no restrictions on sale at the reporting date and where they do not meet the definitions of investment properties or assets held for sale.

1.13 Depreciation, amortisation and impairments

Items of property, plant and equipment are depreciated over their remaining useful economic lives in a manner consistent with the consumption of economic or service delivery benefits. Freehold land is considered to have an infinite life and is not depreciated.

Property, plant and equipment which has been reclassified as 'Held for Sale' ceases to be depreciated upon the reclassification. Assets in the course of construction and residual interests in off-Statement of Financial Position PFI contract assets are not depreciated until the asset is brought into use or reverts to the foundation trust, respectively.

Buildings, installations and fittings are depreciated on their current value on a straight line basis over the estimated remaining life of the asset as advised by the valuer. Leaseholds are depreciated over the primary lease term.

Equipment is depreciated on current cost evenly over the useful economic life of the asset. Standard useful economic lives are estimated for each major category of equipment and individual lives will only be applied where it is clear that the standard lives are materially inappropriate.

Useful economic lives reflect the total life of an asset and not the remaining life of an asset. The major categories and their useful economic lives are:

- furniture - 7 - 10 years;
- office and IT equipment - 5 - 8 years;
- soft furnishings - 7 - 10 years;
- medical and other equipment - 5 - 15 years.

Useful economic lives of building assets are provided through the annual independent valuation process. Finance-leased assets (including land) are depreciated over the shorter of the useful economic life or the lease term, unless the trust expects to acquire the asset at the end of the lease term in which case the assets are depreciated in the same manner as owned assets above.

Amortisation

Intangible assets are amortised over their expected useful economic lives in a manner consistent with the consumption of economic or service delivery benefits. Useful economic lives reflect the total life of an asset and not the remaining life of an asset. The Trust amortise intangibles over the following useful lives range:

- software license, 3 - 10 years;
- development cost, 5 - 10 years.

Revaluation gains and losses

Revaluation gains are recognised in the revaluation reserve, except where, and to the extent that, they reverse a revaluation decrease that had previously been recognised in operating expenses, in which case they are recognised as operating expenditure.

Revaluation losses are charged to the revaluation reserve to the extent that there is an available balance for the asset concerned, and thereafter charged to operating expenses.

Gains and losses recognised in the revaluation reserve are reported in the Statement of Comprehensive Income as an item of 'other comprehensive income'.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)**Impairments**

In accordance with the DHSC GAM, impairments that arise from a clear consumption of economic benefits or service potential in the asset are charged to operating expenses. A compensating transfer is made from the revaluation reserve to the income and expenditure reserve of an amount equal to the lower of (i) the impairment charged to operating expenses; and (ii) the balance in the revaluation reserve attributable to that asset before the impairment.

An impairment that arises from a clear consumption of economic benefit or service potential is reversed when, and to the extent that, the circumstances that gave rise to the loss is reversed. Reversals are recognised in operating expenditure to the extent that the asset is restored to the carrying amount it would have had if the impairment had never been recognised. Any remaining reversal is recognised in the revaluation reserve. Where, at the time of the original impairment, a transfer was made from the revaluation reserve to the income and expenditure reserve, an amount is transferred back to the revaluation reserve when the impairment reversal is recognised. Other impairments are treated as revaluation losses. Reversals of 'other impairments' are treated as revaluation gains.

De-recognition

Assets intended for disposal are reclassified as 'Held for Sale' once all of the following criteria are met. The sale must be highly probable and the asset available for immediate sale in its present condition.

Following reclassification, the assets are measured at the lower of their existing carrying amount and their 'fair value less costs to sell'. Depreciation ceases to be charged. Assets are de-recognised when all material sale contract conditions have been met.

Property, plant and equipment which is to be scrapped or demolished does not qualify for recognition as 'held for sale' and instead is retained as an operational asset and the asset's economic life is adjusted. The asset is de-recognised when scrapping or demolition occurs.

1.14 Donated, government grant or other grant-funded assets

Donated and grant-funded property, plant and equipment assets are capitalised at their fair value on receipt. The donation/grant is credited to income at the same time, unless the donor has imposed a condition that the future economic benefits embodied in the grant are to be consumed in a manner specified by the donor. In which case, the donation/grant is deferred within liabilities and is carried forward to future financial years to the extent that the condition has not yet been met. The donated and grant funded assets are subsequently accounted for in the same manner as other items of property, plant and equipment.

Government grant funded assets are capitalised at current value in existing use, if they will be held for their service potential, or otherwise at fair value on receipt, with a matching credit to income. Deferred income is recognised only where conditions attached to the grant preclude immediate recognition of the gain.

1.15 Leases

Leases are classified as finance leases when substantially all the risks and rewards of ownership are transferred to the lessee. All other leases are classified as operating leases.

1.15.1 The Foundation Trust as lessee**Finance leases**

Where substantially all risks and rewards of ownership of a leased asset are borne by the Foundation Trust, the asset is recorded as property, plant and equipment and a corresponding liability is recorded. The value at which both are recognised is the lower of the fair value of the asset or the present value of the minimum lease payments, discounted using the interest rate implicit in the lease. The implicit interest rate is that which produces a constant periodic rate of interest on the outstanding liability.

The asset and liability are recognised at the commencement of the lease. Thereafter the asset is accounted for an item of property plant and equipment.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)

The annual rental is split between the repayment of the liability and a finance cost so as to achieve a constant rate of finance over the life of the lease. The annual finance cost is charged to Finance Costs in the Statement of Comprehensive Income.

Operating leases

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. Lease incentives are recognised initially in other liabilities on the statement of financial position and subsequently as a reduction of rentals on a straight-line basis over the lease term.

Contingent rentals are recognised as an expense in the period in which they are incurred.

Leases of land and buildings

Where a lease is for land and buildings, the land component is separated from the building component and the classification for each is assessed separately.

1.15.2 The Foundation Trust as lessor**Finance leases**

Amounts due from lessees under finance leases are recorded as receivables at the amount of the Trust's net investment in the leases. Finance lease income is allocated to accounting periods to reflect a constant periodic rate of return on the trust's net investment outstanding in respect of the leases.

Operating leases

Rental income from operating leases is recognised on a straight-line basis over the term of the lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

1.16 Private finance initiative (PFI) transactions

PFI transactions which meet the IFRIC 12 definition of a service concession, as interpreted in HM Treasury's FReM, are accounted for as "on-Statement of Financial Position" by the trust. In accordance with HM Treasury's FReM, the underlying assets are recognised as property, plant and equipment at their fair value, together with an equivalent liability. Subsequently, the assets are accounted for as property, plant and equipment and/or intangible assets as appropriate.

The annual contract payments are apportioned between the repayment of the liability, a finance cost, the charges for services and lifecycle replacement of components of the asset. The element of the annual unitary payment increase due to cumulative indexation is treated as contingent rent and is expensed as incurred.

1.16.1 Services received

The service charge is recognised in operating expenses and the finance cost is charged to Finance Costs in the Statement of Comprehensive Income.

1.16.2 Lifecycle Replacement

Components of the asset replaced by the operator during the contract ('lifecycle replacement') are capitalised where they meet the Foundation Trust's criteria for capital expenditure. They are capitalised at the time they are provided by the operator and are measured initially at their fair value.

The element of the annual unitary payment allocated to lifecycle replacement is predetermined for each year of the contract from the operator's planned programme of lifecycle replacement. Where the lifecycle component is provided earlier or later than expected, a short-term finance lease liability or prepayment is recognised respectively. Where the fair value of the lifecycle component is less than the amount determined in the contract, the difference is recognised as an expense when the replacement is provided. If the fair value is greater than the amount determined in the contract, the difference is treated as a 'free' asset and a deferred income balance is recognised, and is released to the operating income over the shorter of the remaining contract period or the useful economic life of the replacement component.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)**1.16.3 Assets contributed by the Trust to the operator for use in the scheme**

Assets contributed by the Foundation Trust for use in the scheme continue to be recognised as items of property, plant and equipment in the foundation trust's Statement of Financial Position.

1.17 Inventories

Inventories are valued at the lower of cost and net realisable value. The cost of inventories is measured using the First In, First Out method. This is considered to be a reasonable approximation to current cost due to the high turnover of stocks.

1.18 Cash and cash equivalents

Cash is cash in hand and deposits with any financial institution repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in 3 months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value. These balances exclude monies held in the Foundation Trust's bank account belonging to patients. Account balances are only set off where a formal agreement has been made with the bank to do so. In all other cases overdrafts are disclosed within payables. Interest earned on bank accounts and interest charged on overdrafts is recorded as, respectively, interest receivable and interest payable in the periods to which they relate. Bank charges are recorded as operating expenditure in the periods to which they relate.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and that form an integral part of the Foundation Trust's cash management. Cash, bank and overdraft balances are recorded at current values.

1.19 Provisions

The Foundation Trust recognises a provision where it has a present legal or constructive obligation of uncertain timing or amount; for which it is probable that there will be a future outflow of cash or other resources; and a reliable estimate can be made of the amount. The amount recognised in the Statement of Financial Position is the best estimate of the resources required to settle the obligation. Where the effect of the time value of money is significant, the estimated risk-adjusted cash flows are discounted using the HM Treasury's discount rates effective for 31 March 2021.

	Rate
Short-term	Minus 0.02%
Medium-term	0.18%
Long-term	1.99%

HM Treasury provides discount rates for general provisions on a nominal rate basis. Expected future cash flows are therefore adjusted for the impact of inflation before discounting using nominal rates. The following inflation rates are set by HM Treasury, effective 31 March 2021:

	Inflation rate
Year 1	1.2%
Year 2	1.6%
Into perpetuity	2.0%

Early retirement provisions and injury benefit provisions both use the HM Treasury's pension discount rate of minus 0.95% in real terms.

1.19.1 Clinical negligence costs

NHS Resolution operates a risk-pooling scheme under which the trust pays an annual contribution to NHS Resolution, which, in return, settles all clinical negligence claims. Although NHS Resolution is administratively responsible for all clinical negligence cases, the legal liability remains with the Foundation Trust. The total value of clinical negligence provisions carried by NHS resolution on behalf of the Foundation Trust is disclosed in note 19 but is not recognised in the Foundation Trust's accounts.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)**1.19.2 Non-clinical risk pooling**

The Foundation Trust participates in the Property Expenses Scheme and the Liabilities to Third Parties Scheme. Both are risk-pooling schemes under which the foundation trust pays an annual contribution to the NHS Resolution and, in return, receives assistance with the costs of claims arising. The annual membership contributions, and any "excesses" payable in respect of particular claims are charged to operating expenses as and when the liability arises.

1.20 Contingencies

Contingent assets (that is, assets arising from past events whose existence will only be confirmed by one or more future events not wholly within the entity's control) are not recognised as assets, but are disclosed in Note 20 where an inflow of economic benefits is probable.

Contingent liabilities are not recognised, but are disclosed in Note 20, unless the probability of a transfer of economic benefits is remote. Contingent liabilities are defined as:

possible obligations arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the entity's control; or
present obligations arising from past events but for which it is not probable that a transfer of economic benefits will arise or for which the amount of the obligation cannot be measured with sufficient reliability.

1.21 Financial assets and financial liabilities**Recognition**

Financial assets and financial liabilities arise where the Trust is party to the contractual provisions of a financial instrument, and as a result has a legal right to receive or a legal obligation to pay cash or another financial instrument. The GAM expands the definition of a contract to include legislation and regulations which give rise to arrangements that in all other respects would be a financial instrument and do not give rise to transactions classified as a tax by ONS.

This includes the purchase or sale of non-financial items (such as goods or services), which are entered into in accordance with the Trust's normal purchase, sale or usage requirements and are recognised when, and to the extent which, performance occurs, i.e., when receipt or delivery of the goods or services is made.

Classification and measurement

Financial assets and financial liabilities are initially measured at fair value plus or minus directly attributable transaction costs except where the asset or liability is not measured at fair value through income and expenditure. Fair value is taken as the transaction price, or otherwise determined by reference to quoted market prices or valuation techniques.

Financial assets or financial liabilities in respect of assets acquired or disposed of through finance leases are recognised and measured in accordance with the accounting policy for leases described below.

Financial assets are classified as subsequently measured at amortised cost.

Financial liabilities are classified as subsequently measured at amortised cost.

1.21.1 Financial assets and financial liabilities at amortised cost

Financial assets and financial liabilities at amortised cost are those held with the objective of collecting contractual cash flows and where cash flows are solely payments of principal and interest. This includes cash equivalents, contract and other receivables, trade and other payables, rights and obligations under lease arrangements and loans receivable and payable.

After initial recognition, these financial assets and financial liabilities are measured at amortised cost using the effective interest method less any impairment (for financial assets). The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset or to the amortised cost of a financial liability.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)

Interest revenue or expense is calculated by applying the effective interest rate to the gross carrying amount of a financial asset or amortised cost of a financial liability and recognised in the Statement of Comprehensive Income and a financing income or expense. In the case of loans held from the Department of Health and Social Care, the effective interest rate is the nominal rate of interest charged on the loan.

1.21.2 Financial assets measured at fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income where business model objectives are met by both collecting contractual cash flows and selling financial assets and where the cash flows are solely payments of principal and interest. Movements in the fair value of financial assets in this category are recognised as gains or losses in other comprehensive income except for impairment losses. On derecognition, cumulative gains and losses previously recognised in other comprehensive income are reclassified from equity to income and expenditure, except where the Trust elected to measure an equity instrument in this category on initial recognition.

On initial recognition of an equity investment that is not held for trading, the Trust may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

1.21.3 Financial assets and financial liabilities at fair value through income and expenditure

Financial assets measured at fair value through profit or loss are those that are not otherwise measured at amortised cost or at fair value through other comprehensive income. This category also includes financial assets and liabilities acquired principally for the purpose of selling in the short term (held for trading) and derivatives. Derivatives which are embedded in other contracts, but which are separable from the host contract are measured within this category. Movements in the fair value of financial assets and liabilities in this category are recognised as gains or losses in the Statement of Comprehensive income.

1.21.4 Impairment of financial assets

For all financial assets measured at amortised cost including lease receivables, contract receivables and contract assets or assets measured at fair value through other comprehensive income, the Trust recognises an allowance for expected credit losses.

The Trust adopts the simplified approach to impairment for contract and other receivables, contract assets and lease receivables, measuring expected losses as at an amount equal to lifetime expected losses. For other financial assets, the loss allowance is initially measured at an amount equal to 12-month expected credit losses (stage 1) and subsequently at an amount equal to lifetime expected credit losses if the credit risk assessed for the financial asset significantly increases (stage 2).

The carrying amount of the trade receivable is reduced when the outstanding debt is greater than one year and payment has not been agreed with the respective debtor. Overseas visitor's debts less than one year are provided for based on historical recoverability. Private Patient debts and salary overpayments are provided for based on management estimation of the percentage of recoverability. The Foundation Trust applies the percentage provided by the Department of Health to gross debts for injury costs recovery (RTA).

For financial assets that have become credit impaired since initial recognition (stage 3), expected credit losses at the reporting date are measured as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. Expected losses are charged to operating expenditure within the Statement of Comprehensive Income and reduce the net carrying value of the financial asset in the Statement of Financial Position.

Derecognition

Financial assets are de-recognised when the contractual rights to receive cash flows from the assets have expired or the Trust has transferred substantially all the risks and rewards of ownership.

Financial liabilities are de-recognised when the obligation is discharged, cancelled or expires.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)**1.22 Public dividend capital**

Public Dividend Capital (PDC) is a type of public sector equity finance based on the excess of assets over liabilities at the time of establishment of the predecessor NHS organisation. HM Treasury has determined that PDC is not a financial instrument within the meaning of IAS 32.

The Secretary of State can issue new PDC to, and require repayments of PDC from, the trust. PDC is recorded at the value received.

A charge, reflecting the cost of capital utilised by the Foundation Trust, is payable as public dividend capital dividend. The charge is calculated at the rate set by HM Treasury (currently 3.5%) on the average relevant net assets of the NHS foundation trust during the financial year. Relevant net assets are calculated as the value of all assets less the value of all liabilities, except for:

donated and grant funded assets,
average daily cash balances held with the Government Banking Services (GBS) and National Loans Fund (NLF) deposits, excluding cash balances held in GBS accounts that relate to a short-term working capital facility and; any PDC dividend balance receivable or payable;
In accordance with the requirements laid down by the Department of Health and Social Care (as the issuer of PDC), the dividend for the year is calculated on the actual average relevant net assets as set out in the 'pre-audit' version of the annual accounts. The dividend calculated is not revised should any adjustment to net assets occur as a result the audit of the annual accounts.

1.23 Foreign exchange

The functional and presentational currency of the Foundation Trust is sterling. A transaction which is denominated in a foreign currency is translated into the functional currency at the spot exchange rate on the date of the transaction. The Foundation Trust does not have material foreign currency transactions. Exchange gains or losses on monetary items (arising on settlement of the transaction or on re-translation at the Statement of Financial Position date) are recognised in income or expense in the period in which they arise. Exchange gains or losses on non-monetary assets and liabilities are recognised in the same manner as other gains and losses on these items.

1.24 Third party assets

Assets belonging to third parties in which the Trust has no beneficial interest (such as money held on behalf of patients) are not recognised in the accounts. However, third party assets are disclosed in Note 25 to the accounts in accordance with the requirements of HM Treasury's Financial Reporting Manual.

1.25 Losses and special payments

Losses and special payments are items that Parliament would not have contemplated when it agreed funds for the health service or passed legislation. By their nature they are items that ideally should not arise. They are therefore subject to special control procedures compared with the generality of payments. They are divided into different categories, which govern the way that individual cases are handled. Losses and special payments are charged to the relevant functional headings in expenditure on an accruals basis. The losses and special payments note is compiled directly from the losses and compensations register which reports on an accrual basis with the exception of provisions for future losses.

King's College Hospital NHS Foundation Trust

1. Accounting policies (continued)

1.26 Early adoption of standards, amendments and interpretations

No new accounting standards or revisions to existing standards have been early adopted in 2020-21.

1.27 Standards, amendments and interpretations in issue but not yet effective or adopted

The following list presents a list of recently issued IFRS Standards and amendments that have not yet been adopted within the FReM, and are therefore not applicable to DHSC group accounts in 2020-21.

Standards issued or amended but not yet adopted in FReM

IFRS 16 Leases

IFRS 16 Leases will replace IAS 17 Leases, IFRIC 4 Determining whether an arrangement contains a lease and other interpretations and is applicable in the public sector for periods beginning 1 April 2022. The standard provides a single accounting model for lessees, recognising a right of use asset and obligation in the statement of financial position for most leases: some leases are exempt through application of practical expedients explained below. For those recognised in the statement of financial position the standard also requires the remeasurement of lease liabilities in specific circumstances after the commencement of the lease term. For lessors, the distinction between operating and finance leases will remain and the accounting will be largely unchanged.

IFRS 16 changes the definition of a lease compared to IAS 17 and IFRIC 4. The trust will apply this definition to new leases only and will grandfather its assessments made under the old standards of whether existing contracts contain a lease.

On transition to IFRS 16 on 1 April 2022, the trust will apply the standard retrospectively with the cumulative effect of initially applying the standard recognised in the income and expenditure reserve at that date. For existing operating leases with a remaining lease term of more than 12 months and an underlying asset value of at least £5,000, a lease liability will be recognised equal to the value of remaining lease payments discounted on transition at the trust's incremental borrowing rate. The trust's incremental borrowing rate will be a rate defined by HM Treasury. Currently this rate is 1.27% but this may change between now and adoption of the standard. The related right of use asset will be measured equal to the lease liability adjusted for any prepaid or accrued lease payments. No adjustments will be made on 1 April 2022 for existing finance leases.

For leases commencing in 2022/23, the trust will not recognise a right of use asset or lease liability for short term leases (less than or equal to 12 months) or for leases of low value assets (less than £5,000). Right of use assets will be subsequently measured on a basis consistent with owned assets and depreciated over the length of the lease term.

It is not currently possible for the Trust to provide an estimate of the impact of IFRS 16.

IFRS 17 Insurance Contracts

Application required for accounting periods beginning on or after 1 January 2023, but not yet adopted by the FReM: early adoption is not therefore permitted.

King's College Hospital NHS Foundation Trust

2. Operating income**2.1 Income from activities by classification**

	Group	
	2020-21 £000	2019-20* £000
Income from patient care activities		
Block contract / system envelope income*	1,184,456	913,396 *
High cost drugs income from commissioners	6,754	127,642
Other NHS clinical income**	10,403	16,820 *
Additional income for delivery of healthcare services		
Private Patient income	6,294	18,899
Additional pension contribution central funding***	29,145	27,192
Other clinical income	25,401	12,129
Total income from activities ****	1,262,453	1,116,078
Other operating income recognised in accordance with IFRS 15		
Research and development	6,539	6,789
Education and training	44,399	43,397
Non-patient care services to other bodies	3,925	20,215
Provider sustainability fund / Sustainability and transformation fund income	-	36,956
Reimbursement and top-up funding	127,199	-
Income in respect of employee benefits accounted on a gross basis	8,530	8,162
Other*****	21,354	20,061
Total other operating income (IFRS 15)	211,946	135,580
Other operating income recognised in accordance with other standards		
Research and development	12,453	9,659
Education and training - notional income from apprenticeship fund	522	442
Receipt of capital grants and donations	697	1,446
Charitable and other contributions to expenditure	160	157
Donated equipment from DHSC for COVID response (non-cash)	1,430	-
Contributions to expenditure - consumables (inventory) donated from DHSC group bodies for COVID response	13,366	-
Rental revenue from operating leases	1,245	1,230
Total other operating income (Non-IFRS 15)	29,873	12,934
Total operating Income	1,504,273	1,264,592

*As part of the coronavirus pandemic response, transaction flows were simplified in the NHS and providers and their commissioners moved onto block contract payments at the start of 2020/21. In the second half of the year, a revised financial framework built on these arrangements but with a greater focus on system partnership and providers derived most of their income from these system envelopes. Comparatives in this note are presented to be comparable with the current year activity. This does not reflect the contracting and payment mechanisms in place during the prior year.

** Other NHS clinical income includes HIV/AIDS funding, NSCG funding for liver services, bone marrow transplant funding, critical care funding from CCGs, CQUIN funding, off-tariff drugs and devices, renal dialysis, direct access, community midwifery, community dental services, national screening programmes, RTA funding and IVF services.

***The employer contribution rate for NHS pensions increased from 14.3% to 20.6% (excluding administration charge) from 1 April 2019. Since 2019/20, NHS providers have continued to pay over contributions at the former rate with the additional amount being paid over by NHS England on providers' behalf. The full cost and related funding have been recognised in these accounts.

**** Income from patient care activity is recognised in accordance with IFRS 15.

***** Other income includes PFI transitional support, clinical excellence awards, staff nursery, car parking, accommodation and commercial rents.

2.2 Income from activities by type

	Group	
	2020-21 £000	2019-20 £000
NHS Foundation Trusts	2,156	1,200
NHS Trusts	1,481	945
Clinical Commissioning Groups and NHS England *	1,236,004	1,077,991
Department of Health and Social Care	42	-
NHS Other (including Public Health England and Prop Co)	32	2,172
Non-NHS		
Local Authorities	2,716	3,455
Private patients	6,294	18,899
Overseas patients (non-reciprocal)	5,633	4,849
Injury costs recovery	3,629	3,980
Other **	4,467	2,587
Total income from activities	1,262,454	1,116,078

* Includes £29.145m (2019-20: £27.192m) notional income for pension contributions paid by NHS England on behalf of the Trust

** Non-NHS Other income includes patient care provided to devolved administrations, personal contributions for IVF treatment and services to prisons.

King's College Hospital NHS Foundation Trust

2.3 Overseas visitors	Group	
	2020-21 £000	2019-20 £000
Income recognised this year	5,633	4,849
Cash payments received in-year	520	2,286
Additions to provision for impairment of receivables	1,041	3,289
Amounts written off in-year	3,801	3,191
2.4 Additional information on contract revenue (IFRS 15) recognised in the period	2020-21	2019-20
	£000	£000
Revenue recognised in the reporting period that was included within contract liabilities at the previous period end	14,439	12,477
Revenue recognised from performance obligations satisfied (or partially satisfied) in previous periods	-	-
2.5 Transaction price allocated to remaining performance obligations	31 March	31 March
Revenue from existing contracts allocated to remaining performance obligations is expected to be recognised:	2021	2020
	£000	£000
within one year	13,317	13,037
after one year, not later than five years	0	0
after five years	0	0
Total revenue allocated to remaining performance obligations	<u>13,317</u>	<u>13,037</u>

The trust has exercised the practical expedients permitted by IFRS 15 paragraph 121 in preparing this disclosure. Revenue from (i) contracts with an expected duration of one year or less and (ii) contracts where the trust recognises revenue directly corresponding to work done to date is not disclosed.

2.6 Income from activities arising from commissioner requested and non-commissioner requested services

Under the terms of its Provider License, the trust is required to analyse the level of income from activities that has arisen from commissioner requested and non-commissioner requested services. Commissioner requested services are defined in the provider license and are services that commissioners believe would need to be protected in the event of provider failure. This information is provided in the table below:

	Group	
	2020-21 £000	2019-20 £000
Commissioner requested services	1,336,709	1,050,799
Non-commissioner requested services	167,564	213,793
Total	<u>1,504,273</u>	<u>1,264,592</u>

2.7 Fees and charges - aggregate of all schemes that, individually, have a cost exceeding £1m

	Group	
	2020-21 £000	2019-20 £000
Income	6,294	18,899
Full cost	(5,866)	(18,944)
Deficit	<u>428</u>	<u>(45)</u>

King's College Hospital NHS Foundation Trust

2.8 Operating lease income

	Group	
	2020-21	2019-20
	£000	£000
Rental revenue from operating leases	1,245	1,230
	31 March	31 March
	2021	2020
	£000	£000
Future minimum lease receipts due on leases of buildings expiring		
- not later than one year	1,245	1,230
- between one and five years	2,490	3,690
Total	<u>3,735</u>	<u>4,920</u>

The above note discloses income generated in operating lease agreements where King's College Hospital NHS Foundation Trust is the lessor. The operating leases relate to the lease of space and buildings owned by the Trust.

3. Operating expenses**3.1 Operating expenses by type**

	Group	
	2020-21	2019-20
	£000	£000
Purchase of healthcare from NHS and DHSC bodies	15,000	12,305
Purchase of healthcare from non-NHS and non-DHSC bodies	53,456	62,470
Drug costs (drugs inventory consumed and purchase of non-inventory drugs)	175,898	150,430
Supplies and services - clinical (excluding drugs costs)	101,087	105,811
Supplies and services - general	13,155	19,387
Supplies and services – clinical: utilisation of consumables donated from DHSC group bodies for COVID response	13,366	-
Inventories written down (net including drugs)	1,327	-
Staff and executive directors costs	857,257	767,712
Remuneration of non-executive directors	140	150
Establishment	11,331	7,217
Transport (including patient travel)	11,523	10,145
Premises	31,123	29,770
Rentals under operating leases - minimum lease payments	7,543	7,709
PFI service costs	65,646	61,888
Clinical negligence	43,701	37,674
Depreciation on property, plant and equipment	30,004	24,570
Amortisation on intangible assets	1,877	1,686
Net impairments / (reversal)	63,926	3,231
Movement in credit loss allowance: contract receivables / contract assets	4,650	3,863
Consultancy costs	3,078	2,715
Audit fees payable to the external auditor		
Statutory audit	303	314
Internal audit costs	258	167
Other *	23,148	22,676
Total operating expenses	<u>1,528,797</u>	<u>1,331,890</u>

* Other operating expenses include expenditure relating to training, legal fees, storage costs, work permits and infection control costs. Other expenses also include Audit fees of £41k charged in year relating to the previous financial year.

The audit fee for the current year is £247k. No other remuneration was paid to the Trust's external auditors in 2020-21 (2019-20 : Nil)

Research and development expenditure is included in other operating expenditure, clinical and general supplies and services, premises and establishment expenses as well as in staff costs.

King's College Hospital NHS Foundation Trust

3.2 Operating leases

Rentals under operating leases include the following:

	Group	
	2020-21	2019-20
	£000	£000
Operating lease expense		
Minimum lease payments	<u>7,543</u>	7,709
Total	<u>7,543</u>	<u>7,709</u>
Future minimum lease payments fall due as follows:		
	2020-21	2019-20
	£000	£000
Hire of plant and machinery		
- not later than one year	708	2,133
- between one and five years	1,657	4,521
- later than five years	<u>200</u>	<u>200</u>
Total hire of plant and machinery	<u>2,565</u>	<u>6,854</u>
Rental of buildings		
- not later than one year	4,601	4,948
- between one and five years	14,586	17,163
- later than five years	<u>22,948</u>	<u>33,927</u>
Total rental of buildings	<u>42,135</u>	<u>56,038</u>
Total	<u>44,700</u>	<u>62,892</u>

This note discloses costs and commitments incurred under non-cancellable operating lease arrangements where King's College Hospital NHS FT is the lessee.

Significant lease commitments relate to the rental of certain Trust hospital sites including Beckenham Beacon and a number of satellite renal and dental sites.

3.3 Late Payment of Commercial Debts (Interest) Act 1998

	2020-21	2019-20
	£000	£000
Compensation paid to cover debt recovery costs under this legislation	5	12

3.4 Limitation on Auditor's Liability

The limitation on auditor's liability in 2020/21 was £5m (2019/20: no limit).

4 Employee benefits**4.1 Employee benefits**

	Group	
	2020-21	2019-20
	Total	Total
	£000	£000
Salaries and wages	609,820	552,335
Social security costs	60,390	55,464
Apprenticeship levy	2,870	2,617
Employer contributions to NHS Pensions	67,551	63,393
Employer contributions to NHS Pensions paid by NHS England on behalf of the Trust	29,145	27,192
Temporary staff (including bank and agency)	<u>87,501</u>	<u>67,017</u>
Total gross employee benefits	<u>857,277</u>	<u>768,018</u>
Recoveries from other bodies in respect of staff cost netted off expenditure	-	-
Total employee benefits	<u>857,277</u>	<u>768,018</u>
Of which		
Costs capitalised as part of assets	<u>(20)</u>	<u>(306)</u>
Total employee benefits excluding capitalised costs	<u>857,257</u>	<u>767,712</u>

King's College Hospital NHS Foundation Trust

4.2 Pension costs

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at <https://www.nhsbsa.nhs.uk/nhs-pensions>. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as 31 March 2020, updated to 31 March 2021 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

King's College Hospital NHS Foundation Trust

5 Finance expenses

	Group	
	2020-21	2019-20
	£000	£000
Loans from the Department of Health and Social Care		
Capital loans	1,289	3,449
Revenue support / working capital loans	-	16,201
Revolving working capital facilities	0	3,145
Finance leases	7	7
Other Loans	18	55
Finance costs on PFI and other service concession arrangements		
Main finance cost	16,124	16,598
Contingent finance cost	9,724	9,115
Total interest expense	27,162	48,570
Unwinding of discount on provisions	(25)	17
Other finance costs	437	-
Total finance costs	27,574	48,587

Finance expenditure represents interest and other charges involved in the borrowing of money.

6 Impairments

	Group	
	2020-21	2019-20
	£000	£000
Changes in market price - charged to operating expenses	59,417	3,231
Changes in market price - charged to the revaluation reserve	3,286	511
Other impairments - charged to operating expenses	4,509	-
Total	67,212	3,742

Asset valuations were undertaken in 2021 as at the prospective valuation date of 31 March 2021. This was based on alternative site which included a review of the Trust's patient base, through an analysis of postcode information allocated between outpatients and inpatients.

The revaluation resulted in an overall increase of £23.6m in the value of land and buildings owned by the Trust offset by impairments to land and building values of £67.7m. This was the primarily the result of reclassification of the Critical Care Unit from Assets Under Construction, with a valuation impairment for this asset of £50m.

As a result of the revaluation, an impairment amount of £59.417m has been taken to the Statement of Comprehensive Income and a revaluation surplus of £23.064m transferred to revaluation reserve. An impairment of £3.286m has been charged to the revaluation reserve.

7 Other gains / (losses)

	Group	
	2020-21	2019-20
	£000	£000
Gains on disposal of property, plant and equipment	155	-
Gains on disposal of other financial assets / investments	3,487	-
Losses on disposal of assets	-	(131)
Total (losses) / gains on disposal of assets	3,642	(131)

7.1 Share of operating profit / (loss) in associates and joint ventures

	Group	
	2020-21	2019-20
	£000	£000
Viapath Group LLP	2,438	421
	2,438	421

King's College Hospital NHS Foundation Trust

8 Intangible non-current assets**8.1 Intangible non-current assets - current year**

Group	Group		
	Software licences £000	Development expenditure £000	Total £000
Cost or valuation			
At 1 April 2020	20,554	707	21,261
Additions purchased	1,584	-	1,584
Disposals	-	(707)	(707)
At 31 March 2021	22,138	-	22,138
Amortisation			
At 1 April 2020	11,276	707	11,983
Charged during the year	1,877	-	1,877
Reclassifications	(22)	-	(22)
Disposals/derecognition	-	(707)	(707)
At 31 March 2021	13,131	-	13,131
Net book value			
Purchased	7,718	-	7,718
Leased	1,289	-	1,289
Total at 31 March 2021	9,007	-	9,007
Revaluation reserve balance			
At 1 April 2020	37	-	37
Transfer to I&E Reserve	(37)	-	(37)
At 31 March 2021	-	-	-

Development expenditure represented the implementation cost of the Activity Based Costing project, which was completed in 2006-07. This software is no longer in use.

8.2 Intangible non-current assets - current year

Trust	Trust		
	Software licences £000	Development expenditure £000	Total £000
Cost or valuation			
At 1 April 2020	19,443	707	20,150
Additions purchased	1,753	-	1,753
Disposals/derecognition	-	(707)	(707)
At 31 March 2021	21,196	-	21,196
Amortisation			
At 1 April 2020	10,920	707	11,627
Charged during the year	1,806	-	1,806
Disposals/derecognition	-	(707)	(707)
At 31 March 2021	12,704	-	12,704
Net book value			
Purchased	7,203	-	7,203
Leased	1,289	-	1,289
Total at 31 March 2021	8,492	-	8,492
Revaluation reserve balance			
At 1 April 2020	37	-	37
Transfer to I&E Reserve	(37)	-	(37)
At 31 March 2021	-	-	-

The range of useful economic lives over which intangible assets are amortised is included in note 1.12.

For all categories of intangible assets, the Trust considers that depreciated historical cost is an acceptable proxy for current value in existing use, as the useful economic lives used are considered to be realistic reflection of the lives of assets and the depreciation methods used reflect the consumption of the asset.

King's College Hospital NHS Foundation Trust

8 Intangible non-current assets**8.3 Intangible non-current assets - prior year**

Group	Group		
	Software licences £000	Development expenditure £000	Total £000
Cost or valuation			
At 1 April 2019	18,168	707	18,875
Additions purchased	2,002	-	2,002
Reclassifications	384	-	384
At 31 March 2020	20,554	707	21,261
Amortisation			
At 1 April 2019	9,590	707	10,297
Charged during the year	1,686	-	1,686
At 31 March 2020	11,276	707	11,983
Net book value			
Purchased	7,989	-	7,289
Leased	1,289	-	1,289
Total at 31 March 2020	9,278	-	8,578
Revaluation reserve balance			
At 1 April 2019	37	-	37
At 31 March 2020	37	-	37

Development expenditure represents the implementation cost of the Activity Based Costing project, which was completed in 2006-07, and is still in use.

8.4 Intangible non-current assets - prior year

Trust	Trust		
	Software licences £000	Development expenditure £000	Total £000
Cost or valuation			
At 1 April 2019	17,842	707	18,549
Additions purchased	1,217	-	1,217
Reclassifications	384	-	384
At 31 March 2020	19,443	707	20,150
Amortisation			
At 1 April 2019	9,477	707	10,184
Charged during the year	1,443	-	1,443
At 31 March 2020	10,920	707	11,627
Net book value			
Purchased	7,234	-	7,234
Leased	1,289	-	1,289
Total at 31 March 2020	8,523	-	8,523
Revaluation reserve balance			
At 1 April 2019	37	-	37
At 31 March 2020	37	-	37

The range of useful economic lives over which intangible assets are amortised is included in note 1.12.

For all categories of intangible assets, the Trust considers that depreciated historical cost is an acceptable proxy for current value in existing use, as the useful economic lives used are considered to be realistic reflection of the lives of assets and the depreciation methods used reflect the consumption of the asset.

King's College Hospital NHS Foundation Trust

9 Property, plant and equipment**9.1 Property, plant and equipment - current year**

Group	Group							Total
	Land	Buildings excluding dwellings	Dwellings	Assets under construction	Plant & machinery	Information technology	Furniture & fittings	
	£000	£000	£000	£000	£000	£000	£000	£000
Cost or valuation								
At 1 April 2020	72,760	415,104	1,878	89,270	99,899	41,630	2,466	723,008
Additions purchased	1,435	11,852	-	32,032	33,598	11,755	29	90,701
Additions donated	-	-	-	-	697	-	-	697
Additions - equipment donated from NHSE for COVID response (non-cash)	-	-	-	-	1,430	-	-	1,430
Impairments charged to operating expenses	-	(64,198)	-	(2,344)	-	-	-	(66,542)
Impairments charged to the revaluation reserve	-	(10,604)	(124)	-	-	-	-	(10,728)
Reversal of impairments credited to operating expenses	144	(570)	-	-	-	-	-	(426)
Reversal of impairments credited to the revaluation reserve	-	-	-	-	-	-	-	-
Revaluations	15,968	1,037	21	-	-	-	-	17,026
Reclassifications	-	94,245	-	(94,255)	-	-	10	-
Transfers to/from assets held for sale and assets in disposal groups	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	(74)	-	-	(74)
At 31 March 2021	90,307	446,866	1,775	24,703	135,550	53,385	2,505	755,092
Depreciation								
At 1 April 2020	-	344	-	-	56,811	21,134	1,711	80,000
Charged during the year	-	16,601	90	-	7,590	5,585	138	30,004
Impairments charged to operating expenses	-	(2,107)	-	-	-	-	-	(2,107)
Impairments charged to the revaluation reserve	-	(7,393)	(49)	-	-	-	-	(7,442)
Reversal of impairments credited to operating expenses	-	(935)	-	-	-	-	-	(935)
Reversal of impairments credited to the revaluation reserve	-	-	-	-	-	-	-	-
Revaluations	-	(5,997)	(41)	-	-	-	-	(6,038)
Reclassifications	-	-	-	-	-	22	-	22
Disposals	-	-	-	-	(74)	-	-	(74)
At 31 March 2021	-	513	-	-	64,327	26,741	1,849	93,430
Net book value								
Owned - purchased	61,307	240,836	1,587	24,243	61,489	26,494	523	416,480
Owned - donated	2,607	11,545	188	-	2,118	149	134	16,741
On balance sheet PFI	26,393	193,973	-	460	6,186	-	-	227,012
Owned - equipment donated from DHSC and NHSE for COVID response	-	-	-	-	1,430	-	-	1,430
Total at 31 March 2021	90,307	446,354	1,775	24,703	71,223	26,643	657	661,663
Revaluation reserve balance								
At 1 April 2020	37,113	99,418	1,447	-	4,564	-	257	142,799
Revaluation and indexation in year	15,968	3,823	(13)	-	-	-	-	19,778
Transfer to I&E Reserve	-	-	-	-	(4,564)	-	(257)	(4,821)
At 31 March 2021	53,081	103,241	1,434	-	-	-	-	157,756

The effective date of land and building revaluation was 31 March 2021 and the valuation was carried out by Kerry Maguire of Avison Young, a RICS registered valuer.

The range of useful economic lives over which property plant and equipment are depreciated are included in note 1.12.

For all categories of non-property assets, the Trust considers that depreciated historical cost is an acceptable proxy for current value in existing use, as the useful economic lives used are considered to be realistic reflection of the lives of assets and the depreciation methods used reflect the consumption of the asset.

9 Property, plant and equipment - continued**9.2 Property, plant and equipment - current year**

Trust	Trust							Total
	Land	Buildings excluding dwellings	Dwellings	Assets under construction	Plant & machinery	Information technology	Furniture & fittings	
	£000	£000	£000	£000	£000	£000	£000	£000
Cost or valuation								
At 1 April 2020	72,760	415,104	1,878	89,270	83,805	41,630	2,466	706,914
Additions purchased	1,435	7,025	-	32,032	1,514	11,755	29	53,790
Additions leased	-	4,827	-	-	32,081	-	-	36,908
Additions donated	-	-	-	-	697	-	-	697
Additions - equipment donated from NHSE for COVID response (non-cash)	-	-	-	-	1,430	-	-	1,430
Impairments charged to operating expenses	-	(64,198)	-	(2,344)	-	-	-	(66,542)
Impairments charged to the revaluation reserve	-	(10,604)	(124)	-	-	-	-	(10,728)
Reversal of impairments credited to operating expenses	144	(570)	-	-	-	-	-	(426)
Reversal of impairments credited to the revaluation reserve	-	-	-	-	-	-	-	-
Revaluations	15,968	1,037	21	-	-	-	-	17,026
Reclassifications	-	94,245	-	(94,255)	-	-	10	-
Transfers to/from assets held for sale and assets in disposal groups	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	(74)	-	-	(74)
At 31 March 2021	90,307	446,866	1,775	24,703	119,453	53,385	2,505	738,995
Depreciation								
At 1 April 2020	-	344	-	-	40,713	21,134	1,711	63,902
Charged during the year	-	16,601	90	-	7,590	5,607	138	30,026
Impairments charged to operating expenses	-	(2,107)	-	-	-	-	-	(2,107)
Impairments charged to the revaluation reserve	-	(7,393)	(49)	-	-	-	-	(7,442)
Reversal of impairments credited to operating expenses	-	(935)	-	-	-	-	-	(935)
Reversal of impairments credited to the revaluation reserve	-	-	-	-	-	-	-	-
Revaluations	-	(5,997)	(41)	-	-	-	-	(6,038)
Disposals	-	-	-	-	(74)	-	-	(74)
At 31 March 2021	-	513	-	-	48,229	26,741	1,849	77,332
Net book value								
Owned - purchased	61,308	236,022	1,587	24,243	6,186	26,494	513	356,353
Owned - donated	2,607	11,545	188	-	2,118	149	144	16,750
On balance sheet PFI & Finance Lease	26,393	198,788	-	460	61,490	-	-	287,130
Owned - equipment donated from DHSC and NHSE for COVID response	-	-	-	-	1,430	-	-	1,430
Total at 31 March 2021	90,307	446,354	1,775	24,703	71,224	26,643	657	661,663
Revaluation reserve balance								
At 1 April 2020	37,113	99,418	1,447	-	4,564	-	257	142,799
Revaluation and indexation in year	15,968	3,823	(13)	-	-	-	-	19,778
Transfer to I&E Reserve	-	-	-	-	(4,564)	-	(257)	(4,821)
At 31 March 2021	53,081	103,241	1,434	-	-	-	-	157,756

The effective date of land and building revaluation was 31 March 2021 and the valuation was carried out by Kerry Maguire of Avison Young, a RICS registered valuer.

The range of useful economic lives over which property plant and equipment are depreciated are included in note 1.12.

For all categories of non-property assets, the Trust considers that depreciated historical cost is an acceptable proxy for current value in existing use, as the useful economic lives used are considered to be realistic reflection of the lives of assets and the depreciation methods used reflect the consumption of the asset.

King's College Hospital NHS Foundation Trust

9 Property, plant and equipment**9.3 Property, plant and equipment - prior year**

Group	Group							Total
	Land	Buildings excluding dwellings	Dwellings	Assets under construction	Plant & machinery	Information technology	Furniture & fittings	
	£000	£000	£000	£000	£000	£000	£000	£000
Cost or valuation								
At 1 April 2019	66,650	399,251	1,550	88,709	83,603	33,085	2,330	675,178
Additions purchased	-	966	-	4,649	15,621	8,773	97	30,106
Additions leased	-	23	-	466	1,723	-	-	2,212
Additions donated	-	843	-	-	371	193	39	1,446
Impairments charged to operating expenses	-	(7,339)	-	-	-	-	-	(7,339)
Impairments charged to the revaluation reserve	(28)	(620)	-	-	-	-	-	(648)
Reversal of impairments credited to operating expenses	99	1,265	-	-	-	-	-	1,364
Reversal of impairments credited to the revaluation reserve	-	-	-	-	-	-	-	-
Revaluations	5,912	16,162	69	-	-	-	-	22,143
Reclassifications	-	4,553	-	(4,553)	-	(384)	-	(384)
Transfers to/from assets held for sale and assets in disposal groups	127	-	260	-	-	-	-	387
Disposals	-	-	-	-	(1,419)	(37)	-	(1,456)
At 31 March 2020	72,760	415,104	1,879	89,271	99,899	41,630	2,466	723,009
Depreciation								
At 1 April 2019	-	176	-	-	52,550	17,263	1,559	71,548
Charged during the year	-	15,012	83	-	5,415	3,909	152	24,571
Impairments charged to operating expenses	-	(484)	-	-	-	-	-	(484)
Impairments charged to the revaluation reserve	-	(136)	-	-	-	-	-	(136)
Reversal of impairments credited to operating expenses	-	(2,260)	-	-	-	-	-	(2,260)
Reversal of impairments credited to the revaluation reserve	-	-	-	-	-	-	-	-
Revaluations	-	(11,964)	(83)	-	-	-	-	(12,047)
Disposals	-	-	-	-	(1,154)	(37)	-	(1,191)
At 31 March 2020	-	344	-	-	56,811	21,135	1,711	80,001
Net book value								
Owned - purchased	48,629	204,061	1,641	87,992	35,027	20,295	594	398,239
Owned - donated	2,137	11,635	237	1,030	1,958	200	162	17,359
On balance sheet PFI	21,994	199,065	-	248	6,103	-	-	227,410
Total at 31 March 2020	72,760	414,761	1,878	89,270	43,088	20,495	756	643,008
Revaluation reserve balance								
At 1 April 2019	31,229	71,785	1,296	-	4,601	-	257	109,168
Revaluation and indexation in year	5,886	27,643	151	-	-	-	-	33,680
At 31 March 2020	37,115	99,428	1,447	-	4,601	-	257	142,848

The effective date of land and building revaluation was 31 March 2020 and the valuation was carried out by an independent valuer.

The range of useful economic lives over which property plant and equipment are depreciated are included in note 1.12.

For all categories of non-property assets, the Trust considers that depreciated historical cost is an acceptable proxy for current value in existing use, as the useful economic lives used are considered to be realistic reflection of the lives of assets and the depreciation methods used reflect the consumption of the asset.

King's College Hospital NHS Foundation Trust

9 Property, plant and equipment - continued

Trust	Trust							Total
	Land	Buildings excluding dwellings	Dwellings	Assets under construction	Plant & machinery	Information technology	Furniture & fittings	
	£000	£000	£000	£000	£000	£000	£000	£000
9.4 Property, plant and equipment - prior year								
Cost or valuation								
At 1 April 2019	66,650	399,251	1,550	88,709	67,509	33,085	2,330	659,084
Additions purchased	-	966	-	4,649	599	8,773	97	15,084
Additions leased	-	23	-	466	16,745	-	-	17,234
Additions donated	-	843	-	-	371	193	39	1,446
Impairments charged to operating expenses	-	(7,339)	-	-	-	-	-	(7,339)
Impairments charged to the revaluation reserve	(28)	(620)	-	-	-	-	-	(647)
Reversal of impairments credited to operating expenses	99	1,265	-	-	-	-	-	1,364
Reversal of impairments credited to the revaluation reserve	-	-	-	-	-	-	-	-
Revaluations	5,912	16,162	69	-	-	-	-	22,142
Reclassifications	-	4,553	-	(4,553)	-	(384)	-	(384)
Transfers to/from assets held for sale and assets in disposal groups	127	-	260	-	-	-	-	387
Disposals	-	-	-	-	(1,419)	(37)	-	(1,456)
At 31 March 2020	72,760	415,104	1,878	89,270	83,805	41,630	2,466	706,914
Depreciation								
At 1 April 2019	-	176	-	-	36,452	17,263	1,559	55,450
Charged during the year	-	15,012	83	-	5,415	3,909	152	24,570
Impairments charged to operating expenses	-	(484)	-	-	-	-	-	(484)
Impairments charged to the revaluation reserve	-	(136)	-	-	-	-	-	(136)
Reversal of impairments credited to operating expenses	-	(2,260)	-	-	-	-	-	(2,260)
Reversal of impairments credited to the revaluation reserve	-	-	-	-	-	-	-	-
Revaluations	-	(11,964)	(83)	-	-	-	-	(12,047)
Disposals	-	-	-	-	(1,154)	(37)	-	(1,192)
At 31 March 2020	-	344	(0)	-	40,713	21,134	1,711	63,902
Net book value								
Owned - purchased	48,629	204,061	1,641	87,992	5,732	20,295	594	368,945
Owned - donated	2,137	11,635	237	1,030	1,958	200	162	17,359
On balance sheet PFI	21,994	199,065	-	248	35,398	-	-	256,705
Total at 31 March 2020	72,760	414,761	1,878	89,270	43,088	20,495	756	643,009
Revaluation reserve balance								
At 1 April 2019	31,229	71,785	1,296	-	4,601	-	257	109,168
Revaluation and indexation in year	5,886	27,643	151	-	-	-	-	33,680
At 31 March 2020	37,115	99,428	1,447	-	4,601	-	257	142,848

The effective date of land and building revaluation was 31 March 2020 and the valuation was carried out by independent valuer.

The range of useful economic lives over which property plant and equipment are depreciated are included in note 1.12.

For all categories of non-property assets, the Trust considers that depreciated historical cost is an acceptable proxy for current value in existing use, as the useful economic lives used are considered to be realistic reflection of the lives of assets and the depreciation methods used reflect the consumption of the asset.

King's College Hospital NHS Foundation Trust

10 Investments**10 Subsidiary undertakings, associates and joint ventures held**

The Foundation Trust's principal subsidiary undertakings, associates and joint ventures as included in its consolidated accounts are set out below.

The accounting date of the financial statements for the subsidiaries is 31 March 2021, and for the associate (Viapath), 31 December 2020.

For the associate undertaking that has a different accounting year end date, accounts for year ending 31 December 2020, have been consolidated.

The Trust holds a £250k investment in KCH Commercial Services Ltd.

	Country of Incorporation	Beneficial interest	Principal activity
Directly owned subsidiary undertakings			
KCH Commercial Services Ltd	UK	100%	Holding company
KCH Interventional Facilities Management LLP *	UK	100%	Interventional Facilities Management
Indirectly owned subsidiary undertakings			
KCH Management Ltd	UK	100%	Healthcare services
Associates			
Viapath Group LLP (Viapath)	UK	24.5%	Healthcare services
MedTech Innovations Ltd	UK	30%	Healthcare technology
Joint operations			
NIHR/Wellcome Trust Clinical Research Facility (CRF) **	UK		
Equity		35%	Research
Constructions		54%	Research
Other investments			
King's Fertility Limited	UK	10%	Healthcare services

* KCH Interventional Facilities Management LLP (KIFM) is a limited liability partnership between King's College Hospital NHS Foundation Trust (90%) and KCH Commercial Services Ltd (10%). KIFM started trading on 1 July 2016 and was set up to provide an efficient transformation and procurement service to the Trust. The income, expenses, assets, liabilities, equity and reserves of KIFM have been consolidated in full into the appropriate financial statement lines.

** The Foundation Trust entered into a joint operation with King's College London and South London and Maudsley NHS Foundation Trust for the construction and use of premises known as the NIHR/Wellcome Trust Clinical Research Facility, which opened in November 2012.

The Foundation Trust has capitalised 54% of the cost of the building, and equipment assets therein based on the construction proportion. The Foundation Trust recognises 35% of revenue and expenditure generated by the facility, based on the equity proportion as stipulated in the Collaboration Agreement.

The Trust entered a new joint venture during the year, MedTech Innovations Ltd, with GSTT NHS FT and King's College London. The Trust has a 30% ownership share in this new company. MedTech Innovations Ltd

10 Carrying value of associates

Group	2020-21	2019-20
	£000	£000
Balance at 1 April	4,949	4,175
Acquisitions in year	5,725	
Share of profit	2,438	421
Impairments	-	
Disbursements/dividends received	(3,500)	
Disposals	(5,477)	
Share of Other Comprehensive Income recognised by joint ventures/associates	-	353
Balance at 31 March	4,135	4,949

The balance includes investment of £225k in the Trust's new Joint Venture MedTech Innovations Ltd. The remainder of the balance relates to Viapath, which provides critical pathology services to the Trust.

Investments in Viapath and MedTech Innovations are held by the Trust's subsidiary KCH Commercial Services Ltd.

10 Value of associates

	2020-21	2019-20
	Viapath	Viapath
	£000	£000
Total gross assets of the entity as at 31 March	71,903	61,752
Total gross liabilities of the entity as at 31 March	(55,516)	(49,342)
Total revenues for the year ending 31 March	135,900	130,457
Profit for the year ending 31 March	6,663	2,393

The above figures are estimates based on the Viapath annual accounts for the year ended 31 December 2020.

Figures from the Viapath year end are used as there is not expected to be a material difference in position between the two year end dates.

10 Carrying value of other investments

	Group		Trust	
	31 March 2021	31 March 2020	31 March 2021	31 March 2020
	£000	£000	£000	£000
King's Fertility Limited	335	335	335	335
Other financial assets*	2,279	1,959	-	-
	2,614	2,294	335	335

*Other financial assets relates to a PIK note held by KCH Management Ltd

King's College Hospital NHS Foundation Trust

11 Inventories**11 Inventories - current year**

	Drugs £000	Consumables £000	Group Consumables donated from DHSC bodies £000	Energy £000	Total £000
At 1 April 2020	9,015	11,147	-	-	20,162
Additions	177,126	96,907	-	-	274,033
Additions donated			13,366		13,366
Inventories consumed and expensed	(175,898)	(94,595)	(13,366)	-	(283,859)
Write down of inventories	(1,327)				(1,327)
At 31 March 2021	8,916	13,459	-	-	22,375

Inventories - current year

	Drugs £000	Consumables £000	Trust Consumables donated from DHSC bodies £000	Energy £000	Total £000
At 1 April 2020	7,414	430	-	-	7,844
Additions	158,754	17,478	13,366	-	189,598
Inventories consumed and expensed	(158,565)	(17,527)	(13,366)	-	(189,458)
At 31 March 2021	7,603	381	-	-	7,984

Opening balances were qualified in the previous year as per the footnote to 11.2, as stock takes could not be performed. In the current year, all required stock takes have been undertaken, with auditors attending virtually where required.

In response to the COVID 19 pandemic, the Department of Health and Social Care centrally procured personal protective equipment and passed these to NHS providers free of charge. During 2020/21 the Trust received £13.4m of items purchased by DHSC.

The deemed cost of these inventories was charged directly to expenditure on receipt with the corresponding benefit recognised in income. No material balance of centrally issued stock was held by the Trust as at the balance sheet date.

11 Inventories - prior year

	Drugs £000	Consumables £000	Group Energy £000	Total £000
At 1 April 2019	6,569	11,733	-	18,302
Additions	152,876	105,316	-	258,192
Inventories consumed and expensed	(150,430)	(105,902)	-	(256,332)
At 31 March 2020	9,015	11,147	-	20,162

Inventories - prior year

	Drugs £000	Consumables £000	Trust Energy £000	Total £000
At 1 April 2019	6,569	418	-	6,987
Additions	151,275	14,950	-	166,225
Inventories consumed and expensed	(150,430)	(14,938)	-	(165,368)
At 31 March 2020	7,414	430	-	7,844

The restrictions on movement in the United Kingdom in March 2020 meant that the Trust was unable to perform its planned year end inventory counts, and the auditor was unable to gain sufficient audit evidence from alternative procedures. The auditor was therefore unable to complete the procedures required by auditing standards, and was required to issue a qualified opinion in respect of the stock value for 2019-20.

King's College Hospital NHS Foundation Trust

12 Trade and other receivables

12 Trade and other receivables

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Current				
Contract receivables	65,852	131,750	63,818	130,077
Allowance for impaired contract receivables / assets	(13,472)	(13,579)	(13,443)	(13,560)
Deposits and advances	429	1,415	429	1,397
Prepayments (non-PFI)	8,134	8,079	6,652	6,451
PDC dividend receivable	3,168	-	3,168	-
VAT receivable	17,388	10,998	14,358	10,457
Other receivables due from subsidiaries	-	-	8,662	9,782
Other receivables	6,268	4,550	6,260	1,954
Total current receivables	87,766	143,213	89,904	146,558
Non-current				
Contract receivables	10,053	2,315	1,607	2,315
Other receivables due from subsidiaries	-	-	63,707	48,763
Other Receivables	0	5,094	-	5,094
Total non-current receivables	10,053	7,409	65,314	56,172
Total	97,819	150,623	155,218	202,730
Of which are receivable from NHS and DHSC group bodies:				
Current	31,090	86,615	31,090	86,615

The majority of trade is with NHS England and Clinical Commissioning Groups. As these bodies are funded by the UK Government to buy NHS patient care services, no credit scoring of them is considered necessary.

The largest outstanding debtor at 31 March 2021 was King's College London totalling £7.490m (2020: NHS England - £21.355m).

12 Allowances for credit losses - 2020/2021

	Group		Trust	
	Contract receivables £000	All other receivables £000	Contract receivables £000	All other receivables £000
Allowances as at 1 Apr 2020 - brought forward	13,579	-	13,560	-
New allowances arising	6,592	-	6,582	-
Changes in existing allowances	-	-	-	-
Reversals of allowances	(1,942)	-	(1,942)	-
Utilisation of allowances (write offs)	(4,757)	-	(4,757)	-
Allowances as at 31 Mar 2021	13,472	-	13,443	-
Allowances for credit losses - 2019/2020				
	Contract receivables £000	All other receivables £000	Contract receivables £000	All other receivables £000
Allowances as at 1 Apr 2019 - as previously stated	13,697	-	14,880	-
New allowances arising *	8,064	-	8,045	-
Reversals of allowances	(4,201)	-	(5,384)	-
Utilisation of allowances (write offs)	(3,981)	-	(3,981)	-
Allowances as at 31 Mar 2020	13,579	-	13,560	-

King's College Hospital NHS Foundation Trust

13 Cash and cash equivalents

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Opening balance	59,871	45,771	50,586	39,217
Net change in year	83,996	14,100	71,633	11,369
Closing balance	143,867	59,871	122,219	50,586
Made up of				
Cash with Government Banking Service	127,956	48,819	113,699	41,194
Commercial banks and cash in hand	15,911	11,052	8,520	9,392
Cash and cash equivalents as in statement of financial position	143,867	59,871	122,219	50,586
Patients' money held by the Foundation Trust, not included above	14	14	14	14

14 Trade and other payables

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Current				
Trade payables	61,775	40,409	55,065	30,297
Capital payables	15,315	9,031	14,845	9,031
Accruals	114,350	106,107	94,031	114,968
Receipts in advance	916	1,451	915	1,451
Social security costs	9,429	8,648	9,430	8,487
Other taxes payable	9,434	8,181	8,759	7,857
Other payables	11,494	9,567	10,367	9,407
Total	222,714	183,394	193,412	181,497
Of which are receivable from NHS and DHSC group bodies:				
Current	17,398	24,862	17,398	24,862

All trade and other payables are current; there are no non-current balances.

15 Other liabilities - Deferred income

	Group and Trust	
	31 March 2021 £000	31 March 2020 £000
Current		
Deferred income	13,317	14,439
Total	13,317	14,439

All deferred income is current; there are no non-current balances.
£264k of the deferred income is held by the subsidiary, KFM.

King's College Hospital NHS Foundation Trust

16 Borrowings

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Current				
Loans from DHSC				
Capital loans	3,769	99,021	3,768	99,021
Revenue support / working capital loans	-	555,323	-	555,323
Revolving working capital facilities	-	89,600	-	89,600
Other loans	845	208	640	-
Obligations under finance leases	-	591	7,900	4,181
Obligations under PFI contracts	5,358	4,730	5,358	4,730
Total current borrowings	9,972	749,473	17,666	752,855
Non-current				
Loans from DHSC				
Capital loans	43,669	47,086	43,669	47,086
Revenue support / working capital loans	-	-	-	-
Revolving working capital facilities	-	-	-	-
Other loans	3,527	598	3,203	-
Obligations under finance leases	-	-	52,218	25,704
Obligations under PFI contracts	136,467	139,860	136,468	139,860
Total non-current borrowings	183,663	187,544	235,558	212,650
Total	193,635	937,017	253,224	965,505

On 2 April 2020, the Department of Health and Social Care (DHSC) and NHS England and NHS Improvement announced reforms to the NHS cash regime for the 2020/21 financial year. During 2020/21 existing DHSC interim revenue and capital loans as at 31 March 2020 of £735m were extinguished and replaced with the issue of Public Dividend Capital (PDC).

16.1 Reconciliation of liabilities arising from financing activities

Group	Loans from DHSC £000	Other loans £000	Finance leases £000	PFI and LIFT schemes £000	Total £000
Carrying value at 1 April 2020	791,030	806	591	144,590	937,017
Cash movements:					
Financing cash flows - payments and receipts of principal	(738,730)	3,566	(591)	(4,872)	(740,627)
Financing cash flows - payments of interest	(6,151)	(18)	(7)	(16,124)	(22,300)
Non-cash movements:					
Additions	-	-	-	2,107	2,107
Interest charge arising in year	1,289	18	7	16,124	17,438
Carrying value at 31 March 2021	47,438	4,372	-	141,825	193,635

Trust	Loans from DHSC £000	Other loans £000	Finance leases £000	PFI and LIFT schemes £000	Total £000
Carrying value at 1 April 2019	791,030	-	29,885	144,590	965,505
Cash movements:					
Financing cash flows - payments and receipts of principal	(738,730)	3,844	30,232	(4,872)	(709,526)
Financing cash flows - payments of interest	(6,151)	-	(107)	(16,124)	(22,382)
Non-cash movements:					
Additions	-	-	-	2,107	2,107
Interest charge arising in year	1,289	-	107	16,124	17,520
Carrying value at 31 March 2020	47,438	3,844	60,117	141,825	253,224

King's College Hospital NHS Foundation Trust

17 Finance lease obligations

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Gross lease liabilities	-	598	61,881	30,625
Of which liabilities are due:				
- not later than one year	-	598	8,132	4,278
- later than one year and not later than five years	-	-	35,323	13,852
- later than five years	-	-	18,173	12,495
Total	-	598	61,628	30,625
Finance charges allocated to future periods	-	(7)	(1,510)	(740)
Net lease liabilities	-	591	60,118	29,885
Of which liabilities are due:				
- not later than one year	-	591	7,900	4,181
- later than one year and not later than five years	-	-	34,495	13,514
- later than five years	-	-	17,723	12,191
Total	-	591	60,118	29,885

The Group held a finance lease in respect of IT software licences - this ended in March 2021, so no outstanding liabilities remain. The Trust leases clinical equipment and 1 modular building from its subsidiary, KFM on a finance lease basis.

18 Provisions**18.1 Provisions - current year**

Group	Total £000	Pensions: Early Departure costs £000	Pensions: Injury benefits * £000	Legal claims £000	Other £000
		At 1 April 2020	13,229	4,252	267
Arising during the year	551	-	-	-	551
Utilised during the year - cash	(8,562)	(681)	-	-	(7,881)
Utilised during the year - accruals	(50)	-	(50)	-	-
Reversed unused	-	-	-	-	-
Change in discount rate	794	794	-	-	-
Unwinding of discount	(25)	(21)	(4)	-	-
At 31 March 2021	5,937	4,344	213	150	1,230
Expected timing of cash flows:					
No later than one year	2,114	680	54	150	1,230
Later than one year and not later than five years	2,875	2,720	155	-	-
Later than five years	948	944	4	-	-
Total	5,937	4,344	213	150	1,230

All provisions relate to the Trust.

The timing of the provisions cash flow represents our best estimate of future liabilities based on available input from NHS professionals in the respective areas.

"Other provisions" relates to provisions raised against the cost of defending and settling legal disputes

18.2 Provisions - prior year

Group	Total £000	Pensions: Early Departure £000	Pensions: Injury benefits* £000	Legal claims £000	Other £000
		At 1 April 2019	6,873	4,687	322
Arising during the year	8,534	-	-	73	8,461
Utilised during the year - cash	(2,326)	(700)	(60)	(7)	(1,559)
Utilised during the year - accruals	-	-	-	-	-
Reversed unused	(122)	-	-	(122)	-
Change in discount rate	253	253	-	-	-
Unwinding of discount	17	12	5	-	-
At 31 March 2020	13,229	4,252	267	150	8,560
Expected timing of cash flows:					
No later than one year	9,469	700	59	150	8,560
Later than one year and not later than five years	3,008	2,800	208	-	-
Later than five years	752	752	-	-	-
Total	13,229	4,252	267	150	8,560

KCH Managment Services Ltd has included a provision of £16k which is consolidated in the group provisions within "Other provisions". This is excluded from the Trust only provision figures on the Statement of Financial Position.

The timing of the provisions cash flow represents our best estimate of future liabilities based on available input from NHS professionals in the respective areas.

King's College Hospital NHS Foundation Trust

18.3 Provisions - further information

Clinical negligence

£605.053m (31 March 2020: £595.780m) is included in the provisions of the NHS Resolution at 31 March 2021, in respect of the estimated clinical negligence liabilities and existing liabilities of the Foundation Trust. As such, no provision is included in the Trust's accounts. NHS Resolution took over responsibility for unsettled clinical negligence claims for 1 April 2000, financial responsibility for all other clinical negligence claims transferred on 1 April 2002.

Pensions

The measure of the Foundation Trust's pension liability for early retired staff was recalculated in 2012-13, using the Office for National Statistics life expectancy tables. Expected future cash flows have been discounted using the real discount rate of (0.50%) (2019/20: 0.50%) (set by HM Treasury) to determine the full liability.

Legal claims

The provision is based upon information provided by the NHS Resolution and refers to non-clinical claims against the Foundation Trust (e.g. public and employer's liability cases).

Other

The Foundation Trust has provided £0.756m (31 March 2020: £0.677m) for outstanding Employment Tribunal cases and associated legal fees. A further provision has been provided for the costs of defending and settling legal claims.

19 Contingencies

	Group and Trust	
	31 March 2021 £000	31 March 2020 £000
Contingent liabilities		
Non-clinical legal claims	(64)	(69)

The above contingencies refer to non-clinical legal claims, dealt with by the NHS Resolution on behalf of the Foundation Trust. This represents our best estimate of future liabilities based on available input from NHS professionals in the respective areas.

The Foundation Trust has no contingent assets.

20 Contracted capital commitments

	Group and Trust	
	31 March 2021 £000	31 March 2020 £000
Property, plant and equipment	16,211	18,332

Capital commitments includes £9.8m in respect of the second phase of CCU development.

21 Revaluation reserve

Group and Trust	Group and Trust			
	Intangibles £000	Property, plant and equipment £000	31 March 2021 Total £000	31 March 2020 Total £000
At 1 April 2020				
Net impairments	37	142,809	142,846	109,168
Revaluations	-	(3,286)	(3,286)	(511)
Transfer to I&E reserve	-	23,064	23,064	34,189
At 31 March 2021	(37)	(4,831)	(4,868)	-
	-	157,756	157,756	142,846

King's College Hospital NHS Foundation Trust

22 On-SoFP PFI arrangements**22.1 The following are obligations in respect of the finance lease element of on-Statement of Financial Position PFI schemes:**

	Group and Trust	
	31 March	31 March
	2021	2020
	£000	£000
Gross PFI liabilities	321,066	342,655
Of which liabilities are due:		
- not later than one year	21,019	20,854
- later than one year and not later than five years	81,008	83,222
- later than five years	219,039	238,579
Total	321,066	342,655
Finance charges allocated to future periods	(179,241)	(198,065)
Net PFI liabilities	141,825	144,590
Of which liabilities are due:		
- not later than one year	5,358	4,730
- later than one year and not later than five years	17,722	16,210
- later than five years	118,745	123,650
Total	141,825	144,590

22.2 Total on-SoFP PFI commitments**Total future obligations under these on-SoFP schemes are as follows:**

	Group and Trust	
	31 March	31 March
	2021	2020
	£000	£000
Total future payments committed of which will fall due:		
- not later than one year	82,916	80,959
- later than one year and not later than five years	348,610	340,723
- later than five years	1,186,338	1,272,865
Total	1,617,864	1,694,547

22.3 Analysis of amounts payable to service concession operator**This note provides an analysis of the unitary payments made to the service concession operator:**

	Group and Trust	
	31 March	31 March
	2021	2020
	£000	£000
Unitary payment payable to service concession operator (total of all schemes)	88,738	85,989
Consisting of:		
- Interest charge	16,124	16,598
- Repayment of finance lease liability	4,872	4,270
- Service element	54,414	52,588
- Revenue lifecycle maintenance	3,604	3,417
- Contingent rent	9,724	9,115
	88,738	85,989
Other amounts paid to operator due to a commitment under the service concession contract but not part of the unitary payment	7,628	5,883
Total	96,366	91,872

22.4 PFI Schemes**King's College Hospital**

The PFI consisted of two phases: phase 1 (construction of the new Golden Jubilee Clinical Wing) and phase 2 (refurbishment of the existing Ruskin Wing). The project enabled the centralisation of acute services on the Denmark Hill site following the transfer of services from Dulwich Hospital and Mapother House. As part of the scheme, HpC (King's College Hospital) plc also took responsibility for the provision of site-wide catering, domestic and portering services from April 2000. As a result recurrent revenue savings were achieved.

The project has been financed by a means of a wrapped, index linked bond guaranteed by MBIA-AMBAC and debt and equity capital provided by Costain, Skanska, Sodexo and Edison Capital. The contract period is 38 years. The annual payments by the Trust are dependent on availability and service quality standards being met. The commitments above include an inflationary increase of 2.29% (2019/20: 2.5%).

King's College Hospital NHS Foundation Trust

Princess Royal Hospital - building PFI

Under the building PFI, United Healthcare (Bromley) Ltd provided the land, building and site-wide hard and soft facilities management at the Princess Royal Hospital.

The capital funding is a combination of senior debt and equity finance. The senior debt financing was originally provided by way of loan from Commerzbank AG (and others). There was a refinancing process in 2004 which involved the issue of 3.018% index-linked guaranteed secure bonds, repayable in 66 six monthly instalments which commenced in 2004 and will end in 2036, and are subject to half yearly indexation in line with RPI.

Princess Royal Hospital - managed equipment services PFI

The MES PFI Scheme agreement dated 22 March 2002 is a 30 year PFI agreement and relates to the purchase of medical equipment, and the installation, maintenance and replacement of this and other clinical equipment. This agreement is between (1) The Trust, (2) United Healthcare (Bromley) Limited and (3) Healthsource (Bromley) Limited and commenced on the 1st of January 2003.

23 Financial instruments**23.1 Risk profile and management****Financial risk management**

Financial reporting standard IFRS 7 requires disclosure of the role that financial instruments have had during the period in creating or changing the risks a body faces in undertaking its activities. Because of the continuing service provider relationship that the Foundation Trust has with NHS England and clinical commissioning groups, and the way those commissioners are financed, the Foundation Trust is not exposed to the degree of financial risk faced by business entities. Also financial instruments play a much more limited role in creating or changing risk than would be typical of listed companies, to which the financial reporting standards mainly apply. The Foundation Trust has limited powers to borrow or invest surplus funds and financial assets and liabilities are generated by day-to-day operational activities rather than being held to change the risks facing the Foundation Trust in undertaking its activities.

The Foundation Trust's treasury management operations are carried out by the finance department, within parameters defined formally within the Foundation Trust's standing financial instructions and policies agreed by the board of directors. This treasury activity is subject to review by the internal auditor.

Currency risk

The Foundation Trust is principally a domestic organisation with the great majority of transactions, assets and liabilities being in the UK and sterling based. The Foundation Trust itself has no overseas operations and therefore has low exposure to currency rate fluctuations. The Trust's subsidiary, KCH Management Ltd, is involved in some overseas activities and is exposed to exchange rate movements on a loan held. This is an immaterial risk to the KCH group position.

Interest rate risk

32% of the Foundation Trust's financial assets and 100% of its financial liabilities carry nil or fixed rates of interest. The interest rate on cash held is 0.01%, so overall the Foundation Trust is not exposed to significant interest-rate risk. The two tables below show the interest rate profiles of the Foundation Trust's financial assets and liabilities.

Credit risk

Because the majority of the Foundation Trust's revenue comes from contracts with other public sector bodies, the Foundation Trust has low exposure to credit risk. The maximum exposures as at 31 March 2021 are in receivables from customers, as disclosed in the trade and other receivables note (note 13). Trade and other receivables outstanding but not past due date are considered recoverable and are not impaired. Factors determining the of impairment of trade and other receivables past due is included in note 1.22.3.

Liquidity risk

The Foundation Trust's operating costs are incurred under contracts with clinical commissioning groups and NHS England, which are financed from resources voted annually by Parliament. The Foundation Trust funds its capital expenditure from funds obtained within its prudential borrowing limit. The Foundation Trust is not, therefore, exposed to significant liquidity risks outside of the uncertainty in the funding regime. See note 1.1

King's College Hospital NHS Foundation Trust

23.2 Financial assets

	Total	Floating rate	Fixed rate	Non-interest bearing
Group	£000	£000	£000	£000
Gross financial assets				
at 31 March 2021	215,182	143,867	-	71,315
at 31 March 2020	192,295	59,871	-	132,424
Trust				
Gross financial assets				
at 31 March 2021	253,414	122,219	-	131,195
at 31 March 2020	235,596	50,586	-	185,010

The weighted average interest rate for total financial assets was 0.01% (2019/20: 0.22%).

The weighted average period for which fixed years was unlimited (2019-20: unlimited).

The non-interest bearing weighted average term years was nil (2019-20: nil).

23.3 Financial liabilities

	Total	Floating rate	Fixed rate	Non-interest bearing
Group	£000	£000	£000	£000
Gross financial liabilities				
at 31 March 2021	402,003	4,372	194,723	202,908
at 31 March 2020	1,115,360	806	949,440	165,114
Trust				
Gross financial liabilities				
at 31 March 2021	432,996	3,844	249,381	179,771
at 31 March 2020	1,142,435	-	978,734	163,701

The weighted average interest rate for total financial liabilities was 8.39% (2019/20: 4.32%).

The weighted average period for which fixed years was unlimited (2019-20: unlimited).

The non-interest bearing weighted average term years was nil (2019-20: nil).

23.4 Carrying values of financial assets

	Group			Total book value
	Held at amortised cost	Held at fair value through I&E	Held at fair value through OCI	
	£000	£000	£000	£000
Carrying values of financial assets as at 31 March 2021				
Trade and other receivables excluding non financial assets	68,701	-	-	68,701
Other investments / financial assets	335	-	2,279	2,614
Cash and cash equivalents	143,867	-	-	143,867
Total at 31 March 2021	212,903	-	2,279	215,182
Carrying values of financial assets as at 31 March 2020				
Trade and other receivables excluding non financial assets	130,130	-	-	130,130
Other investments / financial assets	335	-	1,959	2,294
Cash and cash equivalents	59,871	-	-	59,871
Total at 31 March 2020	190,336	-	1,959	192,295
	Trust			
	Held at amortised cost	Held at fair value through I&E	Held at fair value through OCI	Total book value
	£000	£000	£000	£000
Carrying values of financial assets as at 31 March 2021				
Trade and other receivables excluding non financial assets	130,610	-	-	130,610
Other investments / financial assets	585	-	-	585
Cash and cash equivalents	122,219	-	-	122,219
Total at 31 March 2021	253,414	-	-	253,414
Carrying values of financial assets as at 31 March 2020				
Trade and other receivables excluding non financial assets	184,425	-	-	184,425
Other investments / financial assets	585	-	-	585
Cash and cash equivalents	50,586	-	-	50,586
Total at 31 March 2020	235,596	-	-	235,596

King's College Hospital NHS Foundation Trust

23.5 Carrying values of financial liabilities

Carrying values of financial liabilities as at 31 March 2021	Group		Total book value £000
	Held at amortised cost £000	Held at fair value through I&E £000	
Loans from the Department of Health and Social Care	47,438	-	47,438
Obligations under finance leases	-	-	-
Obligations under PFI, LIFT and other service concessions	141,825	-	141,825
Other borrowings	4,372	-	4,372
Trade and other payables excluding non financial liabilities	202,908	-	202,908
Other financial liabilities	-	-	-
Provisions under contract	5,460	-	5,460
Total at 31 March 2021	402,003	-	402,003

Carrying values of financial liabilities as at 31 March 2020	Group		Total book value £000
	Held at amortised cost £000	Held at fair value through I&E £000	
Loans from the Department of Health and Social Care	791,030	-	791,030
Obligations under finance leases	591	-	591
Obligations under PFI, LIFT and other service concessions	144,590	-	144,590
Other borrowings	806	-	806
Trade and other payables excluding non financial liabilities	165,114	-	165,114
Other financial liabilities	-	-	-
Provisions under contract	13,229	-	13,229
Total at 31 March 2020	1,115,360	-	1,115,360

Carrying values of financial liabilities as at 31 March 2021	Trust		Total book value £000
	Held at amortised cost £000	Held at fair value through I&E £000	
Loans from the Department of Health and Social Care	47,438	-	47,438
Obligations under finance leases	60,118	-	60,118
Obligations under PFI, LIFT and other service concessions	141,825	-	141,825
Other borrowings	3,844	-	3,844
Trade and other payables excluding non financial liabilities	174,311	-	174,311
Other financial liabilities	-	-	-
Provisions under contract	5,460	-	5,460
Total at 31 March 2021	432,996	-	432,996

Carrying values of financial liabilities as at 31 March 2020	Trust		Total book value £000
	Held at amortised cost £000	Held at fair value through I&E £000	
Loans from the Department of Health and Social Care	791,030	-	791,030
Obligations under finance leases	29,885	-	29,885
Obligations under PFI, LIFT and other service concessions	144,590	-	144,590
Other borrowings	-	-	-
Trade and other payables excluding non financial liabilities	163,701	-	163,701
Other financial liabilities	-	-	-
Provisions under contract	13,229	-	13,229
Total at 31 March 2020	1,142,435	-	1,142,435

23.6 Fair values of financial assets and liabilities

The carrying value of financial assets and liabilities is considered a reasonable approximation of their fair values.

23.7 Maturity of financial liabilities

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
In one year or less	235,119	945,478	202,098	944,040
In more than one year but not more than five years	101,423	101,295	135,490	117,245
In more than five years	253,618	276,778	271,330	290,690
Total	590,160	1,323,551	608,918	1,351,975

This analysis is based on undiscounted future cash flows i.e. gross liabilities including finance charges. The amounts of both principal and interest payments which the Trust and group are committed to make under PFI and finance lease obligations are shown in Notes 18 and 23.

King's College Hospital NHS Foundation Trust

24 Third party assets

At 31 March 2021, the Foundation Trust held £13,632 (31 March 2020: £14,305) cash at bank and in hand that related to monies held by the Foundation Trust on behalf of patients. This has been excluded from the cash at bank and in hand figure reported in the accounts.

25 Events after the reporting period

There have been no material adjusting or non-adjusting events after 31 March 2021.

26 Related parties

King's College Hospital NHS Foundation Trust is a body corporate established by order of the Secretary of State for Health. The Department of Health and Social Care is the Trust's parent department and ultimate controlling party.

During the year, none of the Board members, the Foundation Trust's governors, members of the key management staff or parties related to them have undertaken any material transactions with the Foundation Trust.

The Department of Health and Social Care (DHSC) is regarded as a related party. During the year, the Foundation Trust has had a significant number of material transactions with the Department, and with other entities for which the Department is regarded as the parent entity, including CCGs, NHS Trusts and NHS England, as well as the NHS Resolution and the NHS Business Services Authority (including NHS Supply Chain). These organisations are listed below.

NHS England
 NHS South East London CCG
 Health Education England
 NHS Kent and Medway CCG
 NHS South West London CCG
 Guy's & St Thomas' NHS Foundation Trust
 NHS Surrey Heartlands CCG
 Department for Work and Pensions
 NHS Blood and Transplant
 NHS East Sussex CCG
 NHS West Sussex CCG
 NHS North Central London CCG
 Lambeth London Borough Council
 South London and Maudsley NHS Foundation Trust
 Oxleas NHS Foundation Trust
 Department of Health and Social Care
 NHS Hammersmith and Fulham CCG
 NHS Central London (Westminster) CCG
 NHS Newham CCG
 Lewisham and Greenwich NHS Trust
 Community Health Partnerships
 St George's University Hospitals NHS Foundation Trust
 NHS Resolution
 NHS Property Services
 HM Revenue & Customs
 NHS Pension Scheme

In addition, the Trust has significant transactions with King's College London in respect of education, training and research and

	Income £000	Expenditure £000	Receivables £000	Payables £000
Viapath Group LLP	6,311	50,834	3,244	2,997
Kings College London	6,747	13,870	7,490	3,604
Medtech	-	225	-	225

King's College Hospital NHS Foundation Trust

27 Losses and special payments

Group and Trust	2020-21		2019-20	
	Number	Value £000	Number	Value £000
Losses of cash due to:				
- overpayment of salaries	78	54	354	467
Bad debts and claims abandoned in relation to:				
- private patients	40	56	90	132
- overseas visitors	775	3,801	1,527	3,191
- other	42	109	89	145
Stores Losses	157	1,327	-	-
Damage to buildings, property etc. due to:				
- theft, fraud etc.	8	8	15	11
Total losses	1,100	5,355	2,075	3,946
Special payments due to:				
Ex-gratia payments due to:				
- loss of personal effects	8	10	7	3
Total special payments	8	10	7	3
Total losses and special payments	1,108	5,365	2,082	3,949

In 2020-21 there were nil cases where the loss or special payment exceeded £300,000 (2019-20: 0 cases).

Losses and special payments are disclosed on an accruals, rather than a cash basis, but exclude provision for future losses.

Patient Experience & Safety Governor Committee

Minutes of the **Patient Experience & Safety Committee (PESC) meeting**

Thursday 02 September 2021 at 12:00 – 14:00hrs

MS Teams – Video Conference

Present:

Billie McPartlan	Patient Governor (Chair)
Deborah Johnston	Patient Governor
Devon Masarati	Patient Governor
David Tyler	Patient Governor
Tony McPartlan	Public Bromley Governor
Jane Clark	Public Bromley Governor
Marcus Ward	Public Lambeth Governor
Jane Allberry	Lead Governor/Public Southwark Governor
Angela Buckingham	Public Southwark Governor
Tunde Jokosenumi	Staff Governor, Admin, Clerical & Management
Aisling Considine	Staff Governor, Allied Health Professionals, Scientific and Technical
Neil Baulita	Staff Governor, Nurses and Midwives
Mick Dowling	Staff Governor, Nurses and Midwives

In attendance:

Diane-Kareen Charles	Assistant Director of Patient Safety
Ed Glucksman	Corporate Medical Director
Patricia Mecinska	Assistant Director of Patient Experience
Kudzai Mika	Head of Quality Governance
Clare Williams	Deputy Chief Nurse
Siobhan Coldwell	Trust Secretary and Head of Governance
Tara Knight	Corporate Governance Officer (Minutes)

Apologies:

Nicholas Campbell-Watts	Non-Executive Director
Professor Jonathan Cohen	Non-Executive Director
Hilary Entwistle	Public Southwark Governor

Item	Subject	Action
21/28	Welcome, Introductions and Apologies	
	Apologies for absence were noted for:	
	<ul style="list-style-type: none"> – Nicholas Campbell-Watts, Non-Executive Director – Professor Jonathan Cohen, Non-Executive Director – Hilary Entwistle, Public Southwark Governor (Deputy Chair) 	
21/29	Declarations of Interest	
	No interests were declared.	
21/30	Minutes of the Previous Meeting – 06.05.2021	
	The minutes of the previous meeting held on 06 May 2021 were accepted as an accurate record of the meeting.	

Item	Subject	Action
21/31	Matters Arising/Action Tracker	
	The Committee reviewed the action tracker. The following updates were noted:	
	<ul style="list-style-type: none"> Action 20/10: CQC Mock Inspections The Quality Walkabouts schedule will commence from the 8th October. These are likely to take place on the first or second Friday of every month. Governors were invited to express interest if they would like to participate. 	C Williams
	<ul style="list-style-type: none"> Action 19/05: Overstaying Visitors The Deputy Chief Nurse informed the Committee that the policy on visitors is monitored through Gold and Silver Command on a daily basis. 	
	<ul style="list-style-type: none"> Action 20/53-2: Governor Involvement The Trust Secretary informed the Committee that Governors would be kept updated about meetings they can be involved with as Committees start to reconvene in the Autumn. 	S Coldwell
	<ul style="list-style-type: none"> Action 20/53-1: Reducing Harm to Deteriorating Patients – Tablets In the past, there have been real issues with WiFi connectivity when using the tablets. At the moment, tablets are used in some areas and are not bed based. EPIC is due to be rolled out and a number of the priorities for deteriorating patients have been revised. The Deputy Chief Nurse will provide an update in this area at the next meeting. 	C Williams
	<ul style="list-style-type: none"> Action 21/06: Quality Priorities Summary – COPD A written update with regard to improving outcomes for patients with COPD will be provided for the next meeting. Further information on virtual ward will also be circulated to Governors. 	C Williams

PATIENT SAFETY & RISK MANAGEMENT

21/32 Patient Safety Report – Quarter 1

The Committee received and noted the Patient Safety Update for quarter 1. In terms of the numbers of incidents reported, the Associate Director of Patient Safety informed the Committee that the Trust has recovered the pre-pandemic position. Denmark Hill remains a high reporting area. Security incidents are the top incident type, and an outlier. Work is to taking place to improve the quality of data in this area.

The Trust will be implementing a new model to look at patient safety and moving away from the old Serious Incident framework, which is built around the number of reported incidents. The new model will include metrics with a broader application, including patient experience and quality improvement. It will also look at serious incident 'hot spots', demographics, seasonal adjustments and benchmarking data.

Governors raised concerns about violence and aggression and how it affects bystanders. The Deputy Chief Nurse informed the Committee that there is a Quality Improvement (QI) group leading on violence and aggression that meets on a monthly basis. Governors were invited to participate in these QI groups. A violence and aggression matron has recently been appointed and is due to start at

Item	Subject	Action
	<p>the Trust at the end of the month. The Deputy Chief Nurse will provide an update on the work taking place to manage violence and aggression at the next meeting.</p>	C Williams
	<p>Governors also raised concerns regarding the lack of enforcement with regards to social distancing and wearing masks in A&E. The Committee discussed formal complaints not always being the appropriate route to provide feedback and suggested providing visitors with feedback surveys. The Corporate Medical Director and Chief Nurse agreed to link with the Emergency Department team and feedback the concerns that were raised. The Associate Director of Patient Experience encouraged Governors to contact the Patient Experience team directly with any concerns.</p>	E Glucksman C Williams
21/33	Care Quality Commission Update	
	<p>The Committee received and noted the CQC Update. The Head of Quality Governance updated the Committee on the feedback from the recent CQC inspection of the PRUH Emergency Department, which took place in June. There has been a significant improvement in every key line since the last inspection and the rating was formally changed from 'Inadequate' to 'Requires Improvement'. The department received a 'Good' rating in the 'Caring' domain.</p>	
	<p>The CQC raised concerns around delayed ambulance handover and a protocol is being developed with the Ambulance service. Concerns were also raised with regards to overcrowding in the department. An Estates improvement plan is in place, which will address the waiting room capacity issues. Some inconsistencies in paediatric patient assessment and documentation were also highlighted. A full action plan and response to the CQC's feedback will be shared with Governors.</p>	R Mulvaney
	<p>The CQC carried out an inspection of the Denmark Hill Emergency Department in July. There was some positive feedback on improvement since the last inspection in relation to risk assessments and mental health rooms for children and young people. The formal report is yet to be published, but is expected by the end of the month.</p>	
	<p>Action plans are currently being developed to address the concerns raised, including overcrowding in the department, the revision of the Standard Operating Procedure with the London Ambulance Service and privacy concerns. Clutter in the department is an issue due to lack of storage space. Planning work with Estates has now commenced.</p>	
	<p>The Trust anticipates CQC inspections of the Maternity Service and Dental Service in the near future.</p>	
21/34	Safeguarding Adults Annual Report	
	<p>The Committee received and noted the Safeguarding Annual Report.</p>	
	<p>The Deputy Chief Nurse highlighted to the Committee that there has been an increase in safeguarding referrals. The Domestic Abuse Service provision at the Trust is currently through an external agency. The pandemic highlighted difficulties with this. Having an in-house domestic abuse service would significantly reduce risk and a proposal will be discussed with the Chief Nurse in the coming weeks.</p>	

Item	Subject	Action
	<p>The Trust's Restraint Policy had been revised and restraint is now a standing agenda item on the Joint Safeguarding Committee where learning from restraint incidents are shared. The Trust is not yet compliant with national targets for safeguarding training, although compliance continues to improve.</p> <p>Priorities for the year include preparation and planning for the implementation of the Liberty Protection Safeguards, the integration of adult and children safeguarding services and to resume work on the Learning Disability Strategy.</p>	
	PATIENT EXPERIENCE	
21/35	Patient Experience Report – Quarter 1	
	<p>The Committee received and noted the Patient Experience Report for quarter 1.</p> <p>Across PALS and Complaints, the Trust is experiencing high levels of activity; PALS have seen an increase in activity of over 70%. The key areas where patients are reporting concerns and raising enquiries are Neurosurgery, Radiology, Ophthalmology and Orthopaedics. The majority of enquiries concerning Ophthalmology have arisen as a result of the pandemic causing long waiting times. There has also been a significant increase in the number of patients who would like to reschedule appointments. It is currently unclear whether this is due to issues around appointment availability or people's fears about attending hospital during a pandemic.</p> <p>The team is designing new processes to ensure data is fed back to relevant services in a more regular and structured way. The Ophthalmology Service is now running a Quality Improvement project to improve patient experience within the department. A wider accessibility project is also ongoing. An AFTA Thought theatre group has been commissioned to deliver training based on real life scenarios.</p> <p>The Friends and Family Test results remain stable but still requires improvement as does the response rate. The majority of the qualitative feedback around staff attitudes and caring was good. The team are concentrating on promoting how patients can provide feedback. The feedback on Chaplaincy and the Volunteering Services is that they are outstanding services.</p>	
	<p>The Associate Director of Patient Experience will share dates of PLACE visits with Governors.</p>	P Mecinska
21/36	Complaints Annual Report	
	<p>The Committee received and noted the Annual Complaints Report. The Associate Director of Patient Experience highlighted that challenges with communication formed the basis for the highest number of complaints. The Patient Experience team is currently working on a Patient Story project and Governors were invited to make contact with the team to share any negative experiences they or their constituents might have faced.</p> <p>The discharge process is also an area with a high numbers of complaints. A briefing will be presented to the Chief Nurse in the near future.</p>	

Item	Subject	Action
	<p>Governors raised the issue of limited parking for patients at the Denmark Hill site, particularly as the carpark is now closed. It has been noticed that ambulances and maintenance vehicles are parking in the 10 minute stay bays leaving patients, or those collecting/dropping patients off, nowhere to wait. The Associate Director of Patient Experience agreed to feed this back particularly as ambulances already have designated parking bays.</p>	
21/37	New Outpatients Modular Building	
	<p>This items was deferred to the Council of Governors Meeting on 09 September 2021.</p>	
	GOVERNOR FEEDBACK	
21/38	Feedback from Governors on Patient Safety and Experience Activities, 06.05.2021 – 01.09.2021	
	Jane Allberry – Lead Governor, Southwark	
	<ul style="list-style-type: none"> • 27.05.2021, 15.07.2021: King's Cancer Patient Voice meeting • 27.05.2021, 07.07.2021: London Cancer Patient Voice meetings • 15.07.2021: SEL Cancer Alliance meeting • 20.07.2021: Meeting of South London Neuroscience PPV Group • July and August: Range of meetings and interviews on a neuro-rehab survey being run by the South London Neuroscience PPV Group 	
	Hilary Entwistle – Public Governor, Southwark	
	<ul style="list-style-type: none"> • 29.07.2021: Observer at QPPC Meeting • 11.08.2021: PESC Agenda Planning Meeting 	
	Billie McPartlan	
	<ul style="list-style-type: none"> • 25.05.2021: Meeting with KFM to discuss and give patient feedback on pharmacy facilities • 11.08.2021: PESC Agenda Planning Meeting 	
	Tony McPartlan	
	<ul style="list-style-type: none"> • 25.05.2021: Meeting with KFM to discuss and give patient feedback on pharmacy facilities • 11.08.2021: PESC Agenda Planning Meeting 	
21/39	Quality, People & Performance Committee (QPPC) meeting - Governor Observer Summary	
	<p>The Committee received and noted the observer summaries from the QPPC meeting held on 03 June 2021 and 29 July 2021.</p>	

Item	Subject	Action
21/40	Feedback on Areas of Concern No areas of concern were raised.	
21/41	ANY OTHER BUSINESS No other items of business were discussed.	
	DATE OF NEXT MEETING Thursday 2 nd December 2021 09:00 – 11:00am Venue TBC	

Governors' Strategy Committee Minutes

Minutes of the Meeting of the Governors' Strategy Committee held on
Thursday 01 July 2021, 13:00 - 15:00hrs via MS Teams

Members Present:

Devendra Singh Banker	Bromley Public Governor (Chair)
Jane Clark	Bromley Public Governor
Jane Allberry	Southwark Public Governor
Hilary Entwistle	Southwark Public Governor
Rashmi Agrawal	Lambeth Public Governor
Emily George	Lambeth Public Governor
Marcus Ward	Lambeth Public Governor
Devon Masarati	Patient Governor
David Tyler	Patient Governor
Tunde Jokosenumi	Staff Governor - Admin, Clerical & Management
Aisling Considine	Staff Governor - Allied Health Professionals/ Scientific & Technical
Akash Deep	Staff Governor - Medical and Dentistry
Mick Dowling	Staff Governor – Nurses and Midwives
David Morris	Nominated - Joint Staff Side Committee

In Attendance:

Jack Barker	Clinical Director of IT, KCH and OHSEL
Beverley Bryant	Chief Digital Information Officer (Joint with GSTT)
Louise Clark	Acting Chief People Officer
Siobhan Coldwell	Trust Secretary
Emily Newton	Senior Strategy Advisor
Akhter Mateen	Non-Executive Director
Roxanne Smith	Deputy Director of Strategy
Tara Knight	Corporate Governance Officer (Committee)

Apologies:

David Jefferys	Bromley Public Governor
Ian Rothwell	Nominated Governor – SLaM NHS Foundation Trust

Item	Subject	Action
------	---------	--------

21/08 STANDING ITEMS

Welcome and Apologies

Apologies were noted for David Jefferys, Bromley Public Governor, and Ian Rothwell, Nominated Governor – SLaM NHS Foundation Trust.

Newly elected and appointed Governors were welcomed to the Committee and introductions were made.

Item	Subject	Action
	<p>Minutes of Previous Meeting on 29 April 2021</p> <p>The minutes of the previous meeting were approved as an accurate record of the meeting.</p> <p>Matters Arising/Action Tracker</p> <p>There were no matters arising from the minutes.</p>	
21/09	<p>TRUST STRATEGIC FOCUS</p> <p>APC/ICS Brief Update (Whitepaper)</p> <p>Since the last meeting, a Whitepaper has been published by NHS Improvement outlining the next steps for developing Integrated Care Systems (ICS) during 2021/22 and the preparations taking place for new statutory arrangements from next year. The Senior Strategy Advisor provided the Committee with an update.</p> <p>The Whitepaper sets out new practices and statutory arrangements around Integrated Care Systems and how they will operate in a local setting. The ICS for South East London will operate as a dual structure comprising of The ICS Partnership and The ICS NHS Body. The ICS Partnership will be a collaborative Committee and include members from local authorities responsible for social care services and the local NHS. The ICS NHS Body will be a statutory organisation, which will take over the function and duties of CCGs. There is an expectation that the Trust will work collaboratively to deliver services locally. There remains a substantial amount of guidance to come.</p> <p>Governors advocated for the ICS Board to include members from the voluntary sector. The Committee discussed the need for assurance that the ICS plans include engagement and consultation regarding the needs of local communities. The Deputy Director of Strategy suggested that a representative from the ICS Board should be invited to a meeting of the Committee to give a presentation, and answer questions, once a strategy has been developed.</p> <p>Trust Strategy</p> <p>The Deputy Director of Strategy gave an overview on the progress with the Trust Strategy to the Committee. The Trust Strategy is in the process of a refresh in light of the new ICS and taking into account the impact that the pandemic has had on the organisation, its communities and staff. A large engagement piece has taken place within the organisation, its partners and patients, through a series of workshops, presentations, surveys and focus groups. The analysis of this work has been the basis for developing the Trust Strategy. The concept of strong roots and a global reach is driven by the desire to create parity of esteem across services. The Trust vision has four key components:</p> <ul style="list-style-type: none"> • Brilliant People • Outstanding Care • Leaders in Research, Innovation & Education • Diversity, Equality & Inclusion 	<p>R Smith E Newton</p>

Item	Subject	Action
	<p>The Trust Vision is summarised as 'BOLD', with the hope of it being memorable and accessible within the organisation.</p> <p>The next stage of work will be to determine the specific trajectories for the five year strategy, as well as annual strategic objectives and the assurances that will be required.</p> <p>The Committee was reminded that the Executive Team have overall responsibility for the delivery of the Trust Strategy. Governors highlighted that accountability was increasingly challenging with the high turnover of Executive team members. The Committee were informed that the appropriate governance and monitoring structures are in place to ensure accountability and stability.</p>	
21/10	WORKFORCE UPDATE	
	People and Culture Strategy	
	<p>The Chief People Officer presented an update to the Committee on the progress with the People & Culture Strategy, which has been developed in alignment with the Trust Strategy.</p>	
	<p>A Board Development Session was convened to agree the process, format of the strategy and the four priorities. After extensive engagement work with stakeholders and around 4000 staff, analysis of data and feedback identified the need for a fifth priority:</p>	
	<ul style="list-style-type: none"> • Belonging to King's • Being our best • Looking after our people • Inspiring leadership • Ensuring our people thrive 	
	<p>Data from the year one priorities and the people vision have been tested and measures of success and delivery trajectories have been developed.</p>	
	<p>Governors were encouraged to provide further feedback on the People and Cultural Strategy slides that were presented and the outcome will be circulated to Governors. The People and Culture Strategy will be launched in October, when the Trust welcomes the new Chief People Officer.</p>	L Clark
21/11	NED COMMITTEE UPDATES	
	<p>The Committee received a summary of the recent Audit Committee meeting and Major Projects Committee meeting from Akhter Mateen, Non-Executive Director.</p>	
	Major Projects Committee Update – 22 April 2021	
	<p>The meeting focussed on progress with the work on the Critical Care Unit. The remedial work on CCU1 should be completed by September 2021 and all works should be completed on the Unit by April 2022. The main challenge is that the funding for this work is outside of the capital plan, which means that the Trust will need to seek external funding.</p>	

Item	Subject	Action
	<p>The Committee also received updates on the estates compliance work. Most of the high priority work is making good progress and will be completed this financial year. All of the recommendations from the capital review of estates compliance, including the fire safety work, are on track to be completed by the end of quarter 3. Before the PRUH Endoscopy works can commence in 2022, the Trust must deliver on the carpark works and the extending of the power station.</p>	
	<p>Audit Committee Update – 22 June 2021 & 01 July 2021</p>	
	<p>The recent meetings of the Audit Committee were primarily focussed on the annual report and annual accounts. There have been many challenges for the Trust this year, some associated with a full year of COVID, delivery of a new IT system and the appointment of new external auditors.</p>	
	<p>Due to the unique funding arrangements during the pandemic, the Trust has achieved the financial control total as expected. Auditors were advised to be particularly intrusive and challenging and no issues or concerns of significance were identified by the external auditors for the Trust or its subsidiaries.</p>	
	<p>The annual reports and accounts have been signed off and submitted to NHSE/I on time this year. The modified opinion for this year pertains to the inventory issues faced by many organisations in 2019/20. The Trust has made vast improvements since being placed in financial special measures in 2016.</p>	
	<p>The Committee has also been focussed on how risk management is embedded within the organisation. Strategy implementation must be underpinned by a good risk management system. This is being supported by work with the Good Governance Institute, which has oversight from the Audit Committee.</p>	
21/12	WORK PLANNING	
	<p>The Committee noted the 2020-21 work plan and agreed that the following strategy would come to the next meeting for discussion:</p>	
	<ul style="list-style-type: none"> • Freedom to Speak Up Strategy 	
	<p>The Committee would like to receive the Patient Experience Strategy at the next meeting, however this strategy might be better placed at the Patient Experience and Safety Governor Committee. A decision will be made outside the meeting.</p>	S Coldwell
	<p>The Trust Secretary will arrange a separate meeting to cover the governance structures within the organisation.</p>	S Coldwell
21/13	DIGITAL STRATEGY	
	<p>The Chief Digital Information Officer and Clinical Director of IT presented the Committee with an overview of the Digital Strategy.</p>	
	<p>The new clinical strategy necessitates a review of the digital and data strategy to test whether it meets the needs of the organisation and plans over the next five years. Although there has been extensive engagement with regards to the Digital Strategy, it is still being developed and is yet to go through the appropriate governance processes and so is not ready to be shared.</p>	

Item	Subject	Action
------	---------	--------

The NHS landscape is evolving rapidly and the Digital Strategy has been informed by regional and national changes. As things move into a future of Integrated Care Systems, the need to link information and allow access across organisational boundaries, becomes a necessary focus. The pandemic has provided a new context where digital technology has been required to continue care in a virtual format.

Eight drivers inform the Digital Strategy:

- Implementation of Epic single EHR platform – Epic supports joint pathways, which benefit from digital capabilities in line with the most digitally mature healthcare organisations globally. It the best system, worldwide, for clinical software.
- Clinical Strategy
- NHS Long Term Plan
- Efficiency and effectiveness
- Opportunities from innovation
- Patient feedback
- Staff feedback
- The changing NHS landscape

Having a shared Chairman with GSTT and a joint Chief Digital Information Officer with GSTT, who is also the ICS lead, the Trust is in a uniquely good position to improve the IT healthcare system.

Within the business case for the Apollo Programme, provision has been made for the underpinning infrastructure – medical devices integration, mobile technology, security, upgrade paths and an IT team.

The presentation will be circulated to the Committee.

B Bryant

21/14 ANY OTHER BUSINESS

No other business items were discussed.

21/15 DATE OF NEXT MEETING

Thursday 25th November 2021
1:00 – 3:00pm