

Delivering our BOLD vision

Our plan for action – 2022/23



OUR VALUES: AT KING'S WE ARE A KIND, RESPECTFUL TEAM



KIND



RESPECTFUL



TEAM

Realising our BOLD vision



In July 2021, we published our five-year strategy for 2021-2026.

Our strategy sets out our **BOLD vision** for the future of King's – to have brilliant people; to provide outstanding care; to be leaders in research, innovation and education; and to have diversity, equality and inclusion at the heart of everything we do.

We have been busy turning this vision into a reality for patients, staff and local communities. Recent successes include:

- launching our new Trust values to be a Kind, Respectful Team
- working with hospitals and partners in south east London to speed up patient access to care and treatment
- securing funding for a revolutionary new electronic health record system
- launching our Green Plan to reduce the impact we have on the environment.

But we need to go further to realise our BOLD vision – and we are publishing our plan for action for the year ahead to showcase some of the key initiatives we will deliver across King's between April 2022 and March 2023.

We know the past few years have been extremely challenging. But we have strong foundations to build upon, and by pulling together to achieve our BOLD vision, we can create a bright and exciting future for King's.

A handwritten signature in dark ink, appearing to read 'Clive Kay', written in a cursive style.

Professor Clive Kay
Chief Executive

Brilliant People

1. **Live our values throughout Team King's**, including as part of recruitment, appraisals and induction processes.
2. **Launch our People and Culture Plan**, setting out how we will continue to create an environment where all of our Brilliant People can thrive.
3. **Establish purpose-built wellbeing hubs on all hospital sites and launch a new staff psychology service**, to support the holistic health and wellbeing of all our people across Team King's.
4. **Launch Kaleidoscope**, our new education offer, to support the lifelong learning, development and career aspirations of all our staff.
5. **Create new and more diverse routes into employment across King's**, through the expansion of Project SEARCH and ongoing delivery of Apprenticeship 500.

Outstanding Care

- 6. Create a better experience and outcomes for inpatients,** by rolling out protected mealtimes, introducing new ward-based champions to improve patient nutrition and hydration, and by asking patients about the outcomes that matter most to them.
- 7. Invest in the future of clinical care by continuing to deliver our major capital estates projects.** At our Denmark Hill site, this includes: the next phase of our Modernising Medicine programme, initial planning for the Neonatal Intensive Care Unit expansion for Child Health, redevelopment of Unit 6 for Haematology services, and the completion of our new Critical Care Unit. At the PRUH and South Sites, this includes: beginning construction of a six-room standalone Endoscopy unit, the full utilisation of our new Frailty Assessment Unit, and the opening of the new operating theatre and recovery suite at Orpington.
- 8. Reduce backlogs and delays in care,** by working with partners across the South East London Integrated Care System and the Acute Provider Collaborative to maximise available elective capacity, integrate services and reduce patient waiting times.
- 9. Make our services more efficient and deliver safe and sustainable cost improvements,** by increasing theatre, day case and outpatient productivity, by reducing patient length of stay and by increasing our discharge rate.
- 10. Transform our outpatient services,** using new digital tools and improved accessibility, and by incorporating patient feedback to improve the care we provide.

Leaders in Research, Innovation and Education

- 11. Deliver the next phase of the Apollo Programme**, beginning with the testing, configuration and user training for EPIC, our new electronic health record.
- 12. Launch the King's Academy for Nursing, Midwifery and Allied Health Professionals**, with the first cohort of students recruited this year.
- 13. Increase research at the PRUH**, by achieving accreditation for additional research labs and securing further dedicated research space.
- 14. Bolster research participant recruitment**, to ensure King's remains one of the top 10 research active Trusts in the country and we continue to deliver on our Research & Innovation strategy.
- 15. Grow and embed our innovation culture**, by launching the SC1 Innovation District, supporting over 10 home-grown innovations through the King's Health Partners Medtech Joint Venture, and by establishing a new Innovation Steering Group.

Diversity, Equality and Inclusion at the heart of everything we do

- 16. Launch our Equality, Diversity and Inclusion roadmap**, setting out how we will continue to embed equality, diversity and inclusion at the heart of everything we do across King's.
- 17. Develop a new Trust-wide health inequalities programme to improve population health**, by providing better access, experience, research opportunities and outcomes for all our patients, including through embedding the Vital 5.
- 18. Launch our Trust-wide Anchors programme** to do more in our communities, embracing co-production through better community relationships, improving our existing links with local organisations like the Listening Place, and expanding King's Associate Membership.
- 19. Strengthen and grow our staff diversity networks**, through protected time for network leads and by launching our Women's and Faith Networks.
- 20. Continue to deliver our Green Plan** by reducing our waste and use of medical gases, supporting active travel, and delivering over 1,500 individual 'Do Nation' pledges across Team King's.



You can also access our five year strategy,
Strong Roots, Global Reach,
online at www.kch.nhs.uk



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Summary of our Strategy

OUR VALUES

AT KING'S WE ARE A KIND, RESPECTFUL TEAM



KIND

WE SHOW COMPASSION + UNDERSTANDING + BRING A POSITIVE ATTITUDE TO OUR WORK



RESPECTFUL

WE PROMOTE EQUALITY, ARE INCLUSIVE + HONEST, SPEAKING UP WHEN NEEDED



TEAM

WE SUPPORT EACH OTHER, COMMUNICATE OPENLY + PUT OUR PATIENTS AT THE CENTRE

Actions

Putting patients first:

We will provide effective, person-centred care – improving patient outcomes and experience.

Providing the best services:

We will build on our clinical strengths and focus investment on the areas that will have the biggest impact on our communities and populations.

Improving population health by working together:

We will work with health system partners to improve the health of our communities.

Delivering sustainable care:

We will achieve financial stability and sustainability, maximising productivity and efficiency to deliver the best care.

Being a listening and learning organisation:

We will embed improvement in everything we do, delivering safe and effective care.

Outstanding Care

We deliver excellent health outcomes for our patients, and they always feel safe, cared for and listened to

Our vision is for King's to be **BOLD**

L Leaders in Research, Innovation and Education

We continue to develop and deliver world-class research, innovation and education - providing the best teaching, and bringing new treatments and technologies to patients

Actions

Investing in digital transformation: We will invest in digital and data innovation to improve patient care and deliver better services.

Making our research more inclusive to improve population health: We will increase participation of our diverse South East London communities and populations in research, contributing to better health outcomes.

Building partnerships and networks: We will grow our industry partnerships and academic networks.

Being future-focused and growing our innovation culture: We will be at the forefront of research and innovation – understanding what works, and adopting and spreading it.

Teaching the leaders of tomorrow and supporting lifelong learning: We will deliver high quality education and training throughout our people's careers.

Golden threads – our cross-cutting strategic themes



Person-centred – listening to and learning from all of our people (staff and patients) to create a positive environment and deliver the best care



Digitally-enabled – embracing and integrating digital technology and clinical data to improve the quality of care we deliver, and make our services more accessible



Sustainability – maintaining our focus on financial stability and sustainability through more efficient and productive services and building a new focus on becoming more environmentally sustainable through delivering our 'Green Plan'



Team King's – working as 'one Trust' across our sites, and as a good partner in our local integrated care system and beyond

B

Brilliant People

We attract, retain and develop passionate and talented people, creating an environment where they can thrive

Actions

Belonging to King's: We will be an inclusive organisation where everyone feels welcome and part of Team King's. We will embrace diversity, value difference and ensure equity of opportunity for everyone.

Being our best: We will strive to be our best, demonstrating our values in everything we do.

Looking after our people: We will be kind and caring, we will prioritise and invest in the holistic health and wellbeing of our people.

Inspiring leadership: We will be a clinically-led organisation with visible and high quality leadership.

Ensuring our people thrive: We will support the personal growth, education and development of our current and future teams to meet our people's and patients' needs.

D Diversity, Equality and Inclusion at the heart of everything we do

We proudly champion diversity and inclusion at King's, and act decisively to deliver more equitable experiences and outcomes for our patients and people

Actions

Leading the way by developing our culture and skill: We will build a culture that champions diversity, equality and inclusion. Supporting and developing our people to provide compassionate and culturally competent care to our patients and each other.

Tackling health inequalities: We will be proactive in anticipating the diversity of our patient needs and will respond to them to ensure we achieve the best outcomes.

Being an anchor in the community: We will take our social and environmental responsibility seriously, addressing the socioeconomic determinants of health.

Building community partnerships: We will improve the reach of our organisation and grow our standing in the community through local partnerships.

Strong Roots, Global Reach