

Strong Roots, Global Reach



THE HISTORY OF KING'S

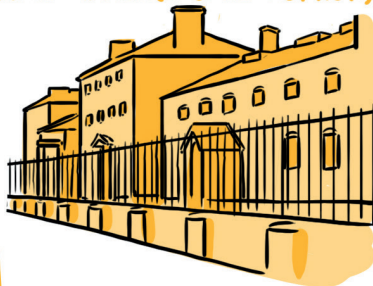
1840

THE FIRST KING'S COLLEGE HOSPITAL OPENS AND IS TREATING 1290 INPATIENTS IN 120 BEDS WITHIN TWO YEARS



1845

THE BROMLEY UNION WORKHOUSE INFIRMARY OPENS (ORIGINS OF THE PRUH)



1872

THE BECKENHAM COTTAGE HOSPITAL OPENS WITH 4 BEDS (ORIGINS OF BECKENHAM BEACON)



1877

JOSEPH LISTER, PIONEER OF ASEPTIC SURGERY HELPED PROPEL KING'S COLLEGE HOSPITAL TO HAVE A SURGICAL UNIT AMONG THE BEST IN EUROPE



1913

THE NEW KING'S COLLEGE HOSPITAL IN CAMBERWELL IS OFFICIALLY OPENED BY KING GEORGE V AND QUEEN MARY



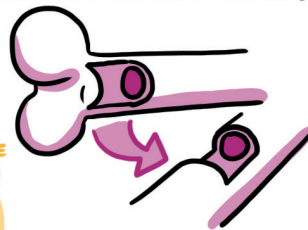
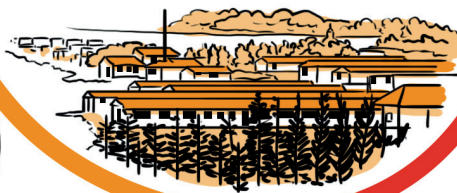
1917

THE QUEEN'S AUXILIARY HOSPITAL (ORIGINS OF QUEEN MARY'S, SIDCUP) OPENS AS A SPECIALIST HOSPITAL FOR MAXILLOFACIAL INJURIES



1916

THE ONTARIO MILITARY HOSPITAL (ORIGINS OF ORPINGTON HOSPITAL) OPENS. MORE THAN 25,000 WOUNDED TROOPS ARE TREATED



1986

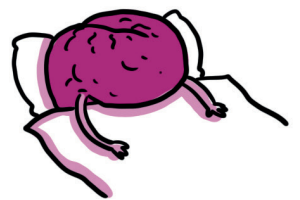
THE FIRST UK BONE MARROW TRANSPLANT IS PERFORMED AT KING'S

2003
THE PRINCESS ROYAL UNIVERSITY HOSPITAL OPENS



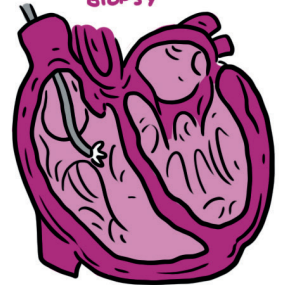
1995

KING'S ESTABLISHES THE UK'S FIRST MOTOR NEURONE DISEASE CARE & RESEARCH CENTRE



1973

KING'S PERFORMS THE WORLD'S FIRST ENDOMYOCARDIAL BIOPSY



1966

KING'S ESTABLISHES ONE OF THE FIRST LIVER UNITS IN THE COUNTRY



1923

KING'S COLLEGE HOSPITAL DENTAL SCHOOL OPENS



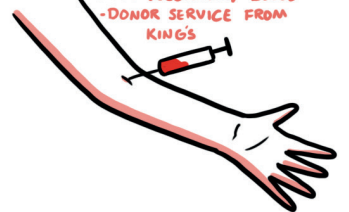
1948

THE NHS IS BORN

NHS

1921

PERCY LANE OLIVER ESTABLISHES THE WORLD'S FIRST VOLUNTARY BLOOD-DONOR SERVICE FROM KING'S

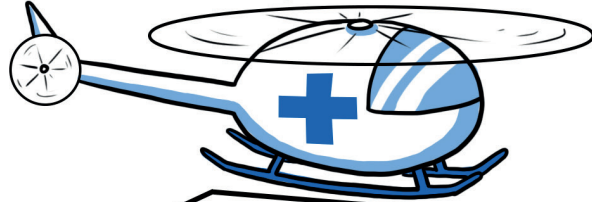


2021

THE NEW CRITICAL CARE UNIT AT KCH OPENS

THE TRUST WINS THE 2021 WORKFORCE INITIATIVE OF THE YEAR AWARD (HSJ)

KING'S COMPLETES ITS 1000TH HELIPAD LANDING



2020

KING'S WAS THE FIRST SITE IN THE UK TO ENROL PATIENTS ON TO THE TRIAL OF REMDESIVIR FOR COVID-19

KING'S CO-DEVELOPS KIDNEY BEAM, A NATIONAL WELLBEING PLATFORM TO SUPPORT PATIENTS WITH KIDNEY DISEASE

KING'S PARTICIPATES IN MULTIPLE COVID-19 STUDIES INCLUDING RECOVERY, SIREN, AND THE NOVAVAX CLINICAL TRIAL

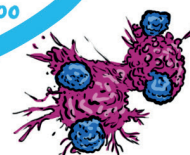


2018

KING'S BECOMES THE FIRST IN THE UK TO PERFORM FETOSCOPIC SURGERY ON BABIES WITH SPINA BIFIDA IN UTERO



KING'S BECOMES THE FIRST HOSPITAL IN THE UK TO USE CART THERAPY TO TREAT ADULT PATIENTS WITH LYMPHOMA



2019

KING'S BECOMES THE FIRST IN EUROPE TO IMPLANT A NEW GENERATION BRAIN STIMULATION DEVICE TO TREAT EPILEPTIC SEIZURES



KING'S PERFORMS EUROPE'S FIRST COMBINED LIVER AND SMALL BOWEL TRANSPLANT FROM A LIVE DONOR



2017

KING'S DEVELOPS VIRTUAL MRI APP FOR CHILDREN

CANCER PATIENTS AT KING'S ARE AMONG THE FIRST TO PARTICIPATE IN THE GOVERNMENT'S "100,000 GENOMES PROJECT"



2008

KING'S IS THE FIRST HOSPITAL IN THE COUNTRY TO TAKE PART IN KINGSCORD

EPIMACULAR BRACHYTHERAPY IS FIRST PERFORMED IN THE UK AT KING'S



2009

KING'S HEALTH PARTNERS IS ESTABLISHED



2011

THE HYPER ACUTE STROKE UNIT OPENS AT THE PRUH

24 HOURS IN A&E (FILMED AT KING'S) DEBUTS ON CHANNEL 4

THE WORLD'S FIRST INJECTION OF DONOR LIVER CELLS IS UNDERTAKEN AT KING'S

2013

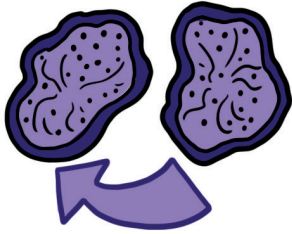
THE PRUH, ORPINGTON, QUEEN MARY'S SIDCUP AND BECKENHAM BEACON JOIN KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST

THE NATIONAL PARKINSON FOUNDATION DESIGNATES KING'S A CENTRE OF EXCELLENCE



2005

KING'S PERFORMS THE UK'S FIRST CLINICALLY SUCCESSFUL ISLET TRANSPLANTATION IN A TYPE 1 DIABETES PATIENT



2010

THE CICELY SAUNDERS INSTITUTE, THE WORLD'S FIRST FOR PALLIATIVE CARE, IS OPENED

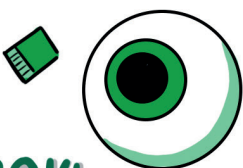
A 6-YEAR OLD BOY AT KING'S IS THE WORLD'S FIRST PATIENT TO HAVE A HEART OPERATION WITH MRI GUIDANCE



2012

THE KING'S VOLUNTEER SCHEME LAUNCHES

KING'S SUCCESSFULLY CARRIES OUT RETINAL IMPLANT (MICROCHIP) SURGERY



2014

KING'S NURSES TAKE PART IN PIONEERING DIABETES THERAPY, PROVIDING PSYCHOLOGICAL SUPPORT ONLINE



2015

A CANCER PATIENT IS THE WORLD'S FIRST TO MONITOR THEIR CONDITION THROUGH A CHEMOTHERAPY APP



2016

LAUNCH OF THE HELIPAD AT KING'S

Welcome



I am delighted to present King's College Hospital NHS Foundation Trust's new strategy for 2021-2026.

Our Strong Roots, Global Reach strategy sets our bold vision: to have brilliant people, provide outstanding care for patients, to be leaders in research, innovation and education, and to have diversity, equality and inclusion at the heart of everything we do.

Our strategy has been developed by staff, patients, public and partners from across the King's family. We have held workshops, engagement events and run a wide-ranging public survey. Our strategy has been shaped by the views and priorities of over 4,500 people. We have developed the strategy in line with our commitment to being a clinically-led organisation. The work has been jointly-led by a group of clinicians, and developed through input from colleagues at all levels of seniority, site and service area. This approach gives us confidence that we have a widely shared vision for King's, and that we have a clear sense of our collective aims and ambitions for the coming five years.

We are a unique Trust, defined by the richness of our diversity. We are one of the largest and busiest teaching Trusts in the country. The location of our hospitals span from busy urban to leafy suburban; our 13,500 people in Team King's represent a multitude of cultures, religions, sexualities, abilities, and backgrounds. We have such diversity in our communities and populations that it is often said that we have 'the world on our doorstep'. In addition, we serve some of the most deprived and affluent areas in London, and have some of the youngest and oldest populations. The services we deliver reflect these diverse needs, from aiming to deliver excellence in our local hospitals and building our strong roots in the community, alongside access to world-leading specialist services and cutting-edge research which give us global reach.

Throughout the COVID-19 pandemic, our staff have worked bravely and tirelessly in the face of extraordinary challenges. This comes on the back of a period of significant financial challenges we have experienced as a Trust. We are now entering a period of change and transition as we work with South East London partners to give patients access to care as quickly as possible, prioritise our staff's health and wellbeing, and continue to improve the efficiency and productivity of our services. And, we are doing this in the context of significant organisational change across the NHS and in our local health system. We feel that now is the time for King's to take stock and plan for our future as a key partner in the new South East London integrated care system.

This strategy marks a significant step forward in how we work as a Trust. We embrace the opportunity to work in an increasingly collaborative way with our partners across the South East London integrated care system, and more widely across South London, Kent, Surrey and Sussex. Alongside investment in both our specialist and general hospital services, we will also place greater emphasis on addressing the socioeconomic determinants of health. We have an important role to play in improving population health outcomes, boosting the local health economy, and actively improving our environmental sustainability.

We recognise that the best quality care and clinical outcomes can only be achieved in an environment that inspires lifelong learning, research and innovation. We have a rich history of achievements, and alongside King's College London and with King's Health Partners and other collaborators, we will continue to push the boundaries to innovate and transform healthcare.

This is a challenging yet exciting time for King's. Our strategy marks the next step on our improvement journey. We look forward to working together to shape the future of health and social care across South East London and beyond.

A handwritten signature in black ink, reading "Clive Kay". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Professor Clive Kay
Chief Executive

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About King's

King's College Hospital NHS Foundation Trust (King's) is one of the biggest and busiest Trusts in the country, primarily serving the London Boroughs of Southwark, Lambeth, and Bromley, with a population of 1 million people and acting as a tertiary referral centre for millions more. We provide services from King's College Hospital, Denmark Hill; Princess Royal University Hospital; Orpington Hospital; Queen Mary's Hospital, Sidcup; and Beckenham Beacon.

We are proud to provide excellent local services to the people of South East London. People from throughout the UK and beyond also come to us for our world-renowned specialist services such as liver, neurosciences, haematology and fetal medicine. We are a world-class teaching and research centre and we are a home to a set of highly specialised diagnostic and emergency care services including one of London's leading trauma centres, a high-volume heart attack centre, and two hyper-acute stroke units.

King's is a pioneer in medical research, with an outstanding record of innovation. We are a founding member of King's Health Partners (KHP) – one of eight accredited Academic Health Science Centres in the UK, committed to delivering better health for all through high impact innovation. And, we are a member of the Shelford Group - a group of the top 10 teaching and research-active NHS Trusts.

King's is home to a number of leading clinical units and research centres, such as the Clinical Age Research Unit, the HIV Research Centre, the Cicely Saunders Institute, the Tessa Jowell Health Centre and the Harris Birthright Centre.

Our 13,500 exceptionally talented and motivated staff are working hard to build a clinically-led organisation that delivers some of the best clinical outcomes in the country. **We work together as Team King's – delivering our best for our patients.**



King's by numbers

LOCAL POPULATION
ACROSS LAMBETH,
SOUTHWARK,
BROMLEY



1,008,700

13,496

NUMBER OF STAFF AT KING'S



439

NUMBER OF
VOLUNTEERS
AT KING'S



1,673

NUMBER
OF BEDS



46

NUMBER OF
OPERATING THEATRES



663

AVERAGE
BIRTHS PER MONTH

152,021



NUMBER OF VIDEO
APPOINTMENTS
IN 2020/21



NUMBER OF RADIOLOGY
IMAGES AND SCANS
IN 2020/21

496,836

1,006

TOTAL NUMBER
OF HELICOPTER
LANDINGS



NUMBER OF
PARTICIPANTS
IN RESEARCH
STUDIES IN 2020



19,675

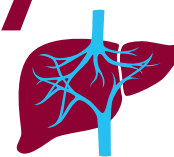
835

NUMBER OF
RESEARCH
STUDIES IN 2020



6,057

TOTAL NUMBER
OF LIVER
TRANSPLANTS



ACROSS THE TRUST EVERY DAY, ON AVERAGE WE SEE:

784



PEOPLE IN OUR EMERGENCY
DEPARTMENTS AND WALK-IN CENTRES

174



PATIENTS
ADMITTED TO HOSPITAL

83



OPERATIONS
PERFORMED

Strategic Context

Population, Pandemic and Partnerships

Population: We serve a changing, highly diverse, and mobile population with high levels of deprivation and significant health needs

We have great diversity both within our boroughs, and between boroughs. The proportion of our populations who are black and minority ethnic ranges from 19% in Bromley to over 40% in Lambeth, and the socioeconomic difference between the north and south of our boroughs can be as pronounced as it is between boroughs.

South East London has a higher than average proportion of residents who identify as LGBTQIA+.

Lambeth and Southwark have the second and third largest lesbian, gay and bisexual communities in England.

Across our local boroughs we care for some of the most deprived communities in the country. One in five children across South East London live in low income homes. Southwark and Lambeth rank amongst the 15% most deprived local authority areas in the country. While Bromley is significantly less deprived overall, there are pockets of deprivation.

Life expectancy across our local boroughs is below the London average, and can vary up to nine years between our most and least deprived areas. Historically, poor health and mortality have been driven by high blood pressure, poor mental health, obesity, smoking and alcohol consumption. Poor air quality across our boroughs is a leading environmental factor contributing to poor health. Data also suggest there will be significant growth in multi-morbidities and chronic conditions across our communities in the coming years.

And, Bromley has the greatest number of over 65s in London. Although our overall rate of population growth is forecasted to lessen over the next 10 years, our growth is pronounced in the older population of those aged over 65. In Bromley, the proportion of people aged 65 and over is expected to increase to 19% by 2027.

Pandemic: The COVID-19 pandemic has had a significant impact on Team King's and our patients – shaping some of the priorities for our strategy

The last 18 months have seen the greatest health crisis since the formation of the NHS. Throughout these unprecedented challenges, we have been proud of the quality of care and commitment our people have shown to our patients and communities.

We do not underestimate the toll this will have taken on many of our people, and this strategy will make a long-term commitment to looking after them.

(Brilliant People pp. 12-17)

The pandemic has also had an impact on people being able to access care and treatment. Prior to the pandemic, South East London already had too many people on waiting lists for too long, but the pandemic has significantly worsened this backlog. And, patients who have not accessed necessary medical care over the last 18 months, are now more likely to present with advanced conditions and need more complex treatment.

The backlog of elective care and the demands on diagnostic services are key examples of problems that will require a local system-level response, with excellent partnership working to deliver the best care. Our strategy sets out how collaboration will enable us to deliver even better care for our patients. **(Outstanding Care pp. 18-25)**

The pandemic has brought about closer partnership working across South East London and catalysed benefits that may otherwise not have been realised so quickly - we have shown we can be flexible, agile and innovative in how we do things. It is claimed that the pandemic has increased the pace of innovation and the role of technology in the NHS by many years.

Building on our patients' and people's enthusiasm for innovation, our aspiration is to revolutionise the use of technology across the Trust. We want to adopt new and better ways to care for our patients. Embedding a culture of improvement and advancement into our 'business as usual' in the way that we provide care, how we think about our jobs and the role of patients in their own care.

(Leaders in Research, Innovation and Education pp. 26-31).

And, the pandemic has increased the profile of life sciences and research due to their pivotal role in the national and international response. King's has been at the forefront of the international research effort throughout the pandemic. We have participated in trialling treatments for COVID-19, supported vaccine development, delivered care through virtual wards, and helped people to better understand recovery from Long COVID.

We aim to build on the increased profile of research and innovation and to support the government's ambition to make the UK a 'science superpower.' By making our work more inclusive of our diverse communities and populations, research and innovation will be key components of improving population health here and across the world.

(Diversity, Equality and Inclusion at the heart of everything we do pp. 32-37).

Partnerships: We will need to work together to improve population health, tackle inequalities and deliver financially sustainable health services

King's has historically collaborated in a range of place-based, regional, national and international partnerships.

And, working in collaboration will have even greater prominence in our strategy for the next five years.

The pandemic has exposed and exacerbated longstanding health inequalities in society. There is evidence that it has led to a significant increase of mental ill-health, has worsened the health of people with pre-existing health conditions, and has had a disproportionate impact on deprived communities, people living with disabilities and on ethnic minorities in South East London. We expect these factors to play a significant and long-lasting role in the health of our communities.

It is clear that we will need to do more to improve population health and tackle inequalities in the future. To do this, we will need to work together with our local partners across the South East London integrated care system and our place-based partnerships – One Bromley, Lambeth Together and Partnership Southwark.

We will also need to work even more closely with our neighbouring local acute providers to make best use of our shared capacity to tackle the long waiting lists that have resulted from the pandemic, and ensure that those patients with the greatest health needs get access to treatment first. Through the South East London Acute Provider Collaborative (APC), we are working together with this common aim.

And, we will be working ever more closely through our membership of King's Health Partners and Specialised Services Networks across South London and beyond to improve the health of all populations that we serve. We will seek to align patient pathways wherever possible and, using our collective depth in service provision, research, innovation and education, to strengthen the support for our network partners.

Our charity and fundraising partners are also important to us, our patients, their families and carers. We will continue to work closely with King's College Hospital Charity raising money for cutting-edge equipment and facilities, innovative research, pioneering treatment and improving the working environment and wellbeing of our people.

Partnership working also provides great opportunity to maximise the productivity and efficiency of services.

It will allow us to make best use of local resources by enabling us to manage demand and capacity at local level, tackle unwarranted variation, improve care pathways and identify opportunities to align back-office functions. We see this model of partnership working as being key to King's future financial stability and sustainability.

Summary of our Strategy

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
for King's

BO

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

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.

Strong
Global



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

vision is King's to be world



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.



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

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.



Roots, Reach



We have prioritised five actions to achieve our ambition for brilliant people:

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.

It all starts with our people. We are part of a 1.3 million strong NHS team, and we deliver extraordinary care every day. Our ambition is to support everyone across Team King's by creating an environment where everyone can thrive, where we celebrate our rich diversity and maximise our opportunity as an anchor institution, where our leaders are visible, innovative and compassionate, and where our vision and values are embedded in everything we do.

We want to be an organisation where everyone shares a commitment to delivering the very best care and feels like their contribution is valuable and valued.

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

King's is committed to being inclusive, embracing diversity and ensuring equality of opportunity. We will be known for our progressive, innovative thinking and ways of working. We will be relentless in our efforts and dedication to being an inclusive organisation where everyone feels welcome.

During 2020, we have made demonstrable progress in our commitment to equality, diversity and inclusion through the creation of a new Equality, Diversity and Inclusion Director role reporting directly to the Chief Executive, alongside investment in resources to support the delivery of a sustainable change programme.

We are committed to building on our foundations of dignity and respect, demonstrating through our actions that we value the richness that diversity brings.

We will create a safe and inclusive environment, where all staff are valued, and their backgrounds, sexuality and beliefs are respected. We will encourage staff to have the confidence to be their authentic selves, feel engaged, and see their contribution to building Team King's. There will be a culture of psychological safety, where every staff member feels supported to speak up about concerns, or any experiences of bullying, discrimination, or harassment.

We will engage and respond skilfully and appropriately to the needs of our diverse communities and networks. We will seek feedback, learn and develop King's to be the very best for our people, patients and partners.

And, we will continue our commitment to achieving accreditation as a London Living Wage employer.

Over the next five years, **we will become an exemplar in our wider integrated care system, ensuring that equality, diversity and inclusion is everyone's responsibility and is core to our ways of working.**

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

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

At King's we are a Kind, Respectful Team. Our new values have been co-created with over 3,500 staff and stakeholders. The new values provide a platform for us to clearly articulate the behaviours and ways of working that will support us in strengthening our compassionate, visible leadership, supporting greater staff engagement and communications, and creating stronger communities.

King's will be known for having a kind and compassionate culture, where openness and transparency, inclusivity, safety and fairness are the norm. Trust, confidence and morale will improve as positive values are celebrated and rewarded, leaders and managers act as role models, and there are clear consequences of falling short of our values and behaviours.

We are committed to working as Team King's – in our organisation, and across the health system, we will work with team spirit and common purpose. We will work in a way that shows that everyone is respected, accepted and developed. We will embrace diversity.



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

Over the course of the COVID-19 pandemic we recognise that the physical and mental health of our people has been challenged and over the next five years, we will prioritise their wellbeing during the development and delivery of services.

King's is a kind and caring organisation; we are recognised for having a well-established health and wellbeing programme, that visibly cares for the physical, mental and emotional wellbeing of all our people. In March 2021, our health and wellbeing programme was recognised as the winner of the Health Service Journal Workforce Initiative of the Year, and in June 2021 was shortlisted for a Healthcare People Management Association Award.

Over the next five years, our health and wellbeing offer is a vital component in our pursuit for the best patient care and outcomes. We will deliver a visible and embedded psychology service, new support services for Long COVID, and increase the availability of psychological, employee assistance and occupational health support to our people. We will also create a culture where staff wellbeing is fundamental to our way of working. This will be embedded in all activities at King's to provide an environment that promotes healthy living, less stress, flexible working and encourages improved levels of engagement.

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

This is an exciting time to be a leader at King's. In 2020, King's implemented a new organisational model. The model created Group and Site leadership teams and re-structured our Care Groups, so they are all now led by a triumvirate led by a clinician and consisting of a Clinical Director, Head of Nursing and General Manager with significant and increased dedicated time for clinical leadership, a fundamental shift in our way of working.

Leaders have a pivotal role to play in developing a culture that is conducive to delivering safe, effective, high-quality services and ensuring that care delivered to our patients is of the very best standard.

We will have confident and compassionate leaders and managers who are inclusive and consistently deliver fair and equitable opportunities for their teams. Our King's leaders will insist on openness and transparent leadership across our Trust and our wider health and social care system. They will communicate clearly, understand what their teams need to deliver the best for their patients, and be recognised for their effectiveness.

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

We have some of the brightest and best people at King's. We are committed to developing our people and creating new and exciting opportunities that ultimately support the needs of our patients, people and organisation. We will support and enable our people to develop and increase the number of national and international leaders in their fields. We will build on lessons learned through the COVID-19 pandemic. We will explore new and extended roles, creating agile working approaches, welcoming feedback, and being open and active to change and innovation. We will work closely with our education and training partners to give our people access to development opportunities throughout their careers and encourage a culture of lifelong learning.

We will work collectively with our South East London partners to ensure we have a sustainable workforce model that meets the needs of our patients now and in the future through strategic workforce planning. We will build on our ambitions as an anchor institution to widen and support employment opportunities, encouraging people to join Team King's through work experience, volunteering, and increasing apprenticeships and other training pathways.

Workforce insight and analysis will be a priority. We will gather insights to understand people's experiences, engagement levels or reasons for leaving, informing workforce plans and initiatives, and to guide us to respond to them quickly.

To meet our workforce plan, we have launched an award-winning recruitment 'thank you' campaign. We will continue to review our plans to ensure they are fair, open and transparent and we will work closely with NHS England and NHS Improvement and other London Trusts to continue to grow our national and international recruitment plans.



Our BOLD vision

Outstanding Care

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



We have prioritised five actions to achieve our ambition for outstanding care:

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.

At King's, our purpose is to deliver the very best care for all of our patients, their families and carers. We want to empower our patients, to focus on the outcomes that matter most to them, and deliver safe, effective and responsive care.

We are proud to deliver a portfolio of services that reflect our strong roots in our communities, and our global reach. We aspire to provide outstanding care in our local hospital services, and in our world-class specialist services. We are ambitious about the quality of care we provide, and already achieve some of the best clinical outcomes in the country. We aim to build on those strengths and realise the benefits from partnership working, closer clinical and academic links, and the opportunities to learn and innovate across, and between, clinical areas.

We know that our highly specialised services are not only important to the populations we serve, but also to the wider UK life sciences sector. We will strive to deliver the very best cutting-edge research and innovation, so that our clinical services are underpinned by academic excellence.

We will be demanding of ourselves, and our partners in South East London to ensure that we work together to make a meaningful impact on population health, and tackle health inequalities. We will work as a local health system to deliver sustainable services that provide good value to the taxpayer.

Putting patients first: We will provide effective, person-centred care – improving patient outcomes and experience

Our care must have the needs of people at its heart, and must be provided with kindness and compassion.

We want our patients to feel empowered, respected, equipped and supported to shape and manage their own care. We want to understand and prioritise the outcomes that matter most to them, and to be responsive to their preferences and needs. We will aim to deliver a significant improvement in the experience that patients, their families and carers have across our services and sites over the next five years.

To achieve these improvements, we will take some key steps:

- To ensure that changes to our services and facilities are made in a person-centred way, we will build stronger links with our patient groups, volunteers and local community, working with them to improve King's through co-production.
 - We want to deliver care that prioritises the outcomes that matter most to our patients. We will embed shared-decision making across King's, setting the expectation that patients should be involved in decisions about their care.
 - We will ask: 'what matters most to you?' as a routine part of our care, strengthening our approach to value-based healthcare, extending it across a greater number of our services and building on the excellent examples we already have in respiratory medicine, diabetes and orthopaedics.
 - We know that many of our patients, including those with long-term conditions, would like greater control over their care. We will empower, equip and support patients to self-manage their conditions, including through new digital technologies.
 - Building on the digital programme of virtual appointments, virtual wards and greater use of telemedicine, we will continue to focus on enabling patients to access care and support closer to home.
- Our patients have told us that we must improve our communication. We will do this through a new 'accessibility programme' that will be co-created with patient groups to improve the management of appointments and make it easier to communicate with the Trust. We will also build a new external website by the end of 2022.
 - We will deliver a new patient entertainment platform to improve the experience of our patients that will be accessible at no cost from the bedside through a patient's own device, or one of 500 new tablets. It will enable voice/video calling, TV, radio, games, and movies and will be accessible to patients with visual or hearing difficulties.
 - We will improve the nutrition and hydration of patients in our care through improved education of all staff, relaunching protected mealtimes, improving nutritional screening for all patients, and working with patients to improve our menus. We will also reflect our commitment to environmental sustainability by working with our catering partners to move towards a healthier, more plant-based menu that will progressively remove processed red meat.
 - Our services will be configured to ensure that they meet the needs of age-appropriate care, building on our existing services and introducing new ways of working to ensure that they meet the needs of our patients in terms of environment, access and provision.



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

We know that the portfolio of services we deliver, and the communities that we deliver them to, are part of what makes the care at King's so special. Our distinctiveness is exemplified across the full life-course with our reach extending from pioneering fetal surgery, through care for children, teenagers and young adults, then progressing through adulthood, and completing the life cycle with our commitment to palliative care.

We will continue to value, maintain and develop our unique combination of highly specialised emergency and planned care services, including the underpinning of highly specialised diagnostic and critical care services.

We will strengthen our clinical academic focus, and build on the synergies both between our specialised services, and with our general hospital services that are intrinsically linked. And, we will continue to strengthen our partnership working to provide a blend of acute and specialist care that allows our patients to benefit from the synergies and learning across a wide range of services, and the opportunity to experience their care through better care pathways both within King's, and across the wider South East London integrated care system.

To support us to meet our aspiration for outstanding care, we will prioritise our service and investment plans carefully, seeking as far as possible to ensure that we both:

- address the needs of all the key services that have to be delivered across the Trust, a number of which are operating in conditions and with equipment which need upgrading, and;
- create room for focused investment in the capacity and capability of those specialised services where King's has a leading role in the system or has a distinctive role in terms of its clinical-academic excellence in KHP and in our geography - and which we need to expand, develop and work at the cutting edge of research and innovation if they are to maintain their regional, national and international reach and reputation.

We will also make best use of our sites and spaces. In the future, this will mean considering whether there are increased benefits to patients from reconfiguring activity across our Trust or the wider South East London integrated care system.

And, we will continue to encourage and support our people to innovate and improve, make better use of technology, and work even more closely with patients and partners in South East London to design more effective pathways and services.

To achieve our ambition for outstanding local services in the coming years, our investment priorities will include:

- Transforming our urgent and emergency care at King's College Hospital, Denmark Hill through an ambitious capital and estates programme which will create a new integrated emergency floor, a new discharge unit, and rapid access clinic. This will limit waiting times, reduce unnecessary admissions, and give faster access to specialist care.
- Delivering an ongoing programme of continuous improvement for our emergency care services at King's College Hospital, Denmark Hill and Princess Royal University Hospital, focused on reducing waiting times and improving facilities.
- Improving care during pregnancy across all sites. Aligned with our commitment to the importance of the life course and NHS Long-Term Plan focus on 'starting well,' and alongside the national focus on women's health, we will develop a new maternity strategy.
- Expanding and developing frailty and dementia services across our sites, including opening a new frailty unit at Princess Royal University Hospital. Recognising that frailty and dementia are health priorities for our communities.
- Completing our new critical care unit at King's College Hospital, Denmark Hill to support adequate critical care capacity for our local and specialist services.
- Developing our stroke services and Hyper Acute Stroke Units at Princess Royal University Hospital and King's College Hospital, Denmark Hill, and delivering a 24/7 thrombectomy service at King's College Hospital, Denmark Hill from 2022.

And, we will also develop and improve our world-class specialist services, with the needs of our local communities and integrated care system in mind. We will work in collaboration to support the KHP Institutes, including giving particular focus to opportunities to tackle the health issues that affect our local communities, responding where there is unmet need, and continuing to improve the services that our patients rely on us to deliver. In the coming years, this will mean that in addition to delivering outstanding local services, our priorities will include:

Growing our world-class liver, adult and paediatric hepatobiliary, hepatology, and pancreatic services

- As a major European transplant programme we will grow by 7-9% per year across liver services and ensure the infrastructure is in place to support this.
- We aim to perform more than 300 adult and paediatric liver transplants per year by 2026.
- We will continue to pioneer new models of care, procedures and technologies in these fields with advancements in areas such as perfusion technologies, hepatitis C and cirrhosis networks and gaining Improving Quality in Liver Services (IQILS) accreditation.

Building the capacity needed by the system, and continuing to enhance our world leading services in adult and paediatric neurosurgery, neurology and neurosciences

- Growing our service to meet the demand from our local and regional health systems, which could increase by 20% over five years.
- Developing a 'one team' model across KHP, including enabling cross-site passports and exploring joint appointments, that brings our systems physical and mental health providers closer to our research and training.
- Building on our work as innovators in specialist cancer neurosurgery in adults and children, expanding our expertise in functional neurosurgery and functional neurology, and growing our reputation on the international stage.
- Supporting better patient outcomes by exploring new rehabilitation models across our acute sites – in recognition of the significant demand driven by our role as a major trauma centre and heart attack centre, alongside the needs of stroke and neuro-oncology patients.



Enhancing our world-leading work in fetal medicine

- Building a new focus on genomics and gene editing technology.
- Working across KHP to bring fetal medicine together with maternal medicine, to improve population health and tackle inequalities through improved maternal health and health management.

Strengthening our haematology service

- Working with our partners to establish a 'one team' model for the haematology service in South East London, and establishing a world-class KHP Institute of Haematology predominantly situated at our King's College Hospital, Denmark Hill site.
- Building a new environmentally-sustainable haematology outpatient facility at King's College Hospital, Denmark Hill and refurbishing our existing ambulatory and day case environments. This will provide safer services, and a more positive experience for our patients.
- Continuing our focus on innovation, by expanding our work in CAR-T cell therapy so that more patients can benefit from novel therapeutics.

Developing our cardiovascular services

- Working with the KHP institute to develop our 'one team' across our sites enabling us to build on our site-based strengths and collective expertise across clinical delivery, research and training.
- Enhancing our emergency cardiac services through our heart attack centre (one of the busiest in London), world-leading cardiac imaging department, and minimally invasive cardiac surgery we will develop our treatments and follow up pathways to continue improved outcomes for patients.

Supporting our paediatric speciality services, including the paediatric intensive care unit, to enable our world-leading services in, for example, paediatric liver, neurosurgery and cystic fibrosis to continue to thrive and deliver excellent patient outcomes.

Continuing to evolve our major trauma service through developments in pathways of care in resuscitation, definitive care, and rehabilitation. This will support the synergy between acute and tertiary care both at King's and with our network partners, providing the very best of modern major trauma care to South East London, Kent and Medway.

Improving population health by working together: We will work with health system partners to improve the health of our communities

Collaboration is key to improving population health. We know that patients will have the best outcomes through joined-up care that meets the full range of their health needs. The best services will increasingly be delivered through partnership working, and we will continue to build links with a range of partners across our local integrated care system, including:

- South East London integrated care system partners, including Lambeth Together, Partnership Southwark, and One Bromley, to develop new joined-up integrated care pathways, and to consider the best use of new capacity across the system.
- South East London Acute Provider Collaborative (APC), which brings us together with Guy's and St Thomas' NHS Foundation Trust and Lewisham and Greenwich NHS Trust, and has led to a step-change in the way we work together as acute providers. We will continue to work as an APC on our South East London elective service recovery programme, and on other areas where joint working will deliver better care for the people of South East London.
- KHP, bringing together expertise from the three South East London acute healthcare providers, the South London and Maudsley NHS Foundation Trust, and King's College London to develop services that benefit from clinical and academic excellence, and the benefits of working as 'one team' across partner organisations to deliver the best care.
- Specialised services - in the interest of better patient care, we will work together with colleagues from KHP, neighbouring integrated care systems and clinical networks to streamline patient pathways and deliver world-class tertiary services across South London and beyond.



Over the next five years we will work together as system partners to embed population health management, reduce unwarranted variation and tackle health inequalities. At King's this will mean:

- When making future investment decisions, we will consider the contribution to improving population health, and tackling health inequalities.
- Championing the 'Vital 5' - we know that the five most significant health risk factors driving illness and premature death in our communities are high blood pressure, poor mental health, obesity, smoking and alcohol. Over the next five years, in collaboration with community, primary care, and mental health services and local authority partners, we will explore opportunities to significantly improve prevention, detection, management and treatment of the 'Vital 5' including through screening our patients, and collecting data through our new electronic patient record system.
- Targeting obesity and diabetes, given the particularly high levels of obesity in our communities, including some of the highest childhood obesity rates in Europe, we will work jointly with KHP on a range of interventions from prevention through to growing our innovative programs in metabolic endoscopy and metabolic surgery.
- Focusing on prevention by leveraging our specialist expertise as a major trauma centre by supporting trauma prevention.
- Developing our work with KHP on 'Mind and Body', including building on our pathfinder services in renal, rheumatology and diabetes where we are Integrating Mental and Physical Health care: Research, Training and Services (IMPARTS) into routine clinical care for our patients. For patients with long-term and chronic conditions, overcoming the division between mind and body will be a priority.

We will also work as part of the South East London integrated care system to increase capacity in line with the needs of patients across our shared geography, for example:

- Expanding our neonatal intensive care services at King's College Hospital, Denmark Hill and Princess Royal University Hospital;
- Increasing theatre capacity at Orpington Hospital to create a new hub of surgical excellence and support elective service recovery; and
- Building additional diagnostic capacity in recognition of its vital role in post-pandemic recovery, including redesigning care pathways with partners to develop community diagnostic hubs that will deliver the highest quality services in radiology, endoscopy (including through a new standalone endoscopy suite at Princess Royal University Hospital), and specialist pathology services in precision medicine and genomics.

We will continue to build on the excellent examples of collaboration we have in the delivery of children's services (for example with Evelina London Children's Hospital, The Royal Marsden Hospital and Great Ormond Street Hospital for Children), the Cardiovascular Institute and cancer services. And look to develop more joint services with our partners at Guy's and St Thomas' NHS Foundation Trust and beyond. This may include new partnerships to deliver renal and respiratory services, amongst others.

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

To continue delivering high quality care, and invest in our services and facilities, we need financial stability and sustainability as a Trust. Over the last few years, we have made significant progress in improving our financial position, delivering on our financial plan in 19/20 and 20/21. We have also improved our clinical productivity by 7% based on the latest Model Hospital data for 2019/20, and our costs are now comparable with our Shelford Group peers. We aim to work with our local system and regional colleagues to ensure we are no longer in need of financial special measures, and that King's establishes itself in a long-term, sustainable financial position.



Continuing on this improvement trajectory for our financial stability and sustainability is key to our strategy. Over the next five years, we will work with our partners across South East London to develop and maintain a sustainable local and regional health economy, and to be a financially sustainable organisation within it. This will require us to:

- Continue delivering productivity/efficiency improvements - through the Getting It Right First Time (GIRFT) programme, reducing unwarranted variation, enhancing our use of technology and collaborating across the South East London integrated care system on support services and other areas where there may be opportunities to realise efficiencies by working as a system;
- Secure capital provision to bring our existing estate up to standard and to support prioritised investment in new facilities; and
- Grow our national and international commercial portfolio to fund local service development.

Growing our international commercial portfolio will be a key strand of our strategy to increase our non-NHS income. It will mean building on the work that King's Commercial Services have been doing in recent years, including the successful opening of a 100 bed hospital, King's Dubai, and two other hospitals under construction in Jeddah and Abuja. These international platforms generate income for the Trust through recruitment, education and training. King's is a leader in this area of work within the NHS, and we will aim to expand in Africa, Asia and the Middle East in the coming years.

In addition, we will look to restart our private patient services which have been effectively put on hold by the pandemic. We will aim to increase our private patient income above pre-pandemic levels for both UK and overseas patients, with fit for purpose facilities and a dedicated management team.

Being a listening and learning organisation: We will embed improvement in everything we do, delivering safe and effective care

We recognise the importance of being more open and responsive to feedback from our patients and staff, and as an organisation we will be committed to continuous improvement. This will mean:

- We will continue to improve our safety culture, and ensure that we have the right systems and processes in place.
- We will use the best available systems and technology to collect and analyse data on the safety of our services. Priorities for safety improvement will be monitored and managed through appropriate governance, with Board-level oversight.
- We will improve our care for people experiencing mental ill-health, including improving staff training, creating more suitable facilities and strengthening links with mental health providers and other partners in our local integrated care system to improve access to mental health services.
- We will give greater prominence to continuous quality improvement by training and empowering our staff to improve services for patients in their areas. We will recognise and reward those who develop and embed improvements, and encourage our teams to be bold in searching for better solutions.
- We will work with patient groups to develop and embed a new approach to providing timely feedback. We will simplify the feedback process for patients and ensure that improvements can be implemented swiftly and sustainably.
- We will continue to improve the processes and governance which support the handling of formal complaints, ensuring we capture and act on opportunities to learn.
- We will embed and encourage the use of quality improvement tools and techniques, to help us to understand the impact of changes, asking: 'does it work?' when we try new things. We will support staff when changes do not work so that they are empowered to keep trying to make improvements.

We have prioritised five actions to achieve our ambition to be leaders in research, innovation and education:

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.

King's is recognised globally as a world-leading research and innovation centre. From conducting the UK's first bone-marrow transplant, to developing ground-breaking fetal surgery, to more recently pushing the boundaries with revolutionary therapies using artificial intelligence and machine learning, our work continues to transform healthcare around the world.

The excellence of our world-leading clinical services is underpinned by the strength of our innovative and pioneering research. We see opportunity to build on this strength, and translate our research outcomes into new therapies.

As we look to the next five years, we know that the pace of technological change will only increase, and the opportunities for research and innovation will evolve. We are committed to being at the forefront, driving change for local and international populations.



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

Over the next five years, working in collaboration with partners across South East London, we will revolutionise our digital and data capabilities, improving health outcomes and the working environment for our people.

- We will develop a single accessible and reliable integrated electronic health record (EHR) system together with our colleagues at Guy's and St Thomas' NHS Foundation Trust, and empower patients through the implementation of a secure patient portal. This will lead to safer care, better join-up between services and greater transparency and information for our patients.
- We will improve our digital maturity and maximise the use of technologies to equip both our patients and people with tools that allow more proactive, personalised care. For our people, this will improve their day-to-day experience by giving them more flexibility, increasing productivity, streamlining processes and maximising the time that they can spend with patients. For our patients, it will enable the use of more self-management tools such as virtual wards and application-based care to enable them to manage their conditions from home, or closer to home, with our clinical oversight.

- We will better collect, integrate and utilise clinical data to detect patterns of disease, improve patient outcomes, understand and address health inequalities, improve efficiency and deliver more effective care.

Our forthcoming Digital Strategy will set out the guiding principles for delivering our digital transformation.

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

We are consistently one of the top research-active Trusts in the country, with an average of 620 studies taking place across the Trust at any one time. We aim to increase the impact of our research over the next five years.

We know that better health outcomes for our communities rely on participation in our clinical research from our diverse local populations. Access to 'the world on our doorstep' means that the Trust has the potential to research health topics of global concern. King's is already an exemplar of increasing diversity in research, and our work is attracting attention as this area becomes a national priority for organisations such as the National Institute for Health Research (NIHR) and Genomics England. We will continue to build on our work by:

- Increasing participation in clinical trials amongst our diverse local populations. We will empower the local Black, Asian and minority ethnic (BAME) population to increasingly participate in research by building on our existing strategies through work with the King's BAME Network and our wider integrated care system partners.
- Removing unconscious bias of researchers.
- Conducting research which focuses on clinical conditions that are prevalent in our communities.
- Focusing research attention on health in pregnancy and its subsequent effect on the life course of women and families. This offers an opportunity to impact on the long-term metabolic, cardiovascular, renal and hepatic health of our local communities by improving maternal health and its management. This will synergise with the established campus-based academic strength within the James Black Centre and the Institute of Hepatology.



We will also aim to make our research activity more inclusive across the Trust by increasing research activity at Princess Royal University Hospital, and engaging a wider range of colleagues in research and its translation into improving patient care and outcomes.

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

Our relationships with industry and academic partners are fundamental to the depth and breadth of our research and innovation activity. Over the coming five years we will continue to develop these partnerships.

We will remain a committed member of KHP, working together to identify further opportunities to build on our collective research and clinical strengths, and bring high impact innovation to our patients.

We are a founding partner in the new SC1 innovation district, which will be formally launched in summer 2021, and will create a new globally recognised hub for life sciences. SC1 will drive clinical innovation for the benefit of patients, support start-ups, scale-ups and small and medium-sized enterprises (SMEs), and contribute to the economic growth of South East London.

We aim to increase our commercial contract research and industry partnerships, as part of our strategy to boost non-NHS sources of income across the Trust. We will also seek to strengthen our relationships with national funding bodies and research charities.

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

It is impossible for us to predict the many advances that will occur over the next five years. Our aim of being at the forefront of research and innovation means that flexibility must be fundamental to our strategy. **To allow us to respond to new and emerging opportunities and ways of working we will:**

- Develop advanced therapies through a new precision and personalised medicine laboratory which will co-locate clinical and academic activity focused on our specialist services across the life course. This will bring cutting-edge treatments and technologies to our patients.
- Conduct ground-breaking research, such as first-in-human trials in areas of clinical and research strength, such as spinal cord injury and Motor Neurone Disease.
- Adopt the best new technologies, where they are appropriate for our patients' needs, for example, piloting the 'artificial pancreas' closed loop technology for Type 1 Diabetes, and exploring the use of robotics and machine learning in surgery.
- Grow and embed a culture of innovation, ensuring that we do it in a person-centred way, working with our patients and people so that we meet their needs and priorities, and implementing change sustainably.
- Improve our internal horizon scanning work, strengthen communication and intelligence sharing across clinical and research areas and increase internal awareness of national and international life sciences priorities.



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

As a teaching Trust, we are always learning. We have some of the brightest and best people at King's and we are proud to be training the next generation of healthcare professionals.

We are committed to promoting a culture of lifelong learning, offering continuing personal and professional development opportunities for clinical and non-clinical staff.

We work closely with our academic partners King's College London and KHP to collectively deliver a combination of education, clinical training and research expertise.

Over the next five years we will:

- Launch the new King's Academy – our new Nursing and Midwifery Academy which will create an environment where nurses and midwives can flourish, and where their practice can advance to deliver even more for our patients and for Team King's. The Academy will launch in 2021/22, and will coordinate our current professional activities, provide focus for professional development – including both practice and academic development, creating a vibrant environment for our nurses and midwives to innovate and thrive.
- Contribute to undergraduate and postgraduate education delivered through King's College London in the fields of medicine, dentistry, nursing, midwifery, pharmacy, and therapeutic and technical health disciplines - supporting the academic mission that produces the teams of tomorrow.
- Work with the KHP Education Academy to train and develop the healthcare teams of the future, recognising the need for new roles, improved skills and values, and supporting diversity.
- Ensure the provision of the best education for all postgraduate doctors, dentists and consultants at King's through our Postgraduate Medical Centre.

- Be flexible to the educational needs of our physician and nursing associates.
- Enable a culture of development for our administrative and NHS managerial staff to ensure that all our people have support to progress in their careers, and be the very best they can be.

We will enhance learning and education through the use of innovative methods such as technology enhanced learning, and state-of-the-art simulation training.

Over the next five years, we will continue to support our leaders of tomorrow through a targeted leadership and talent development programme which supports our clinically-led organisation and develops our effective clinical and non-clinical teams.



We have prioritised four actions to achieve our ambition to put diversity, equality and inclusion at the heart of everything we do:

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.

At King's we are proud of the diversity of our 13,500 staff and the strength that gives us to provide compassionate care to all of our patients. We are committed to teams that reflect the diverse populations we serve, and will continue to strengthen our culture of inclusivity. We expect our leaders to actively champion equality, diversity and inclusion, and will equip and support them to do so. In this way, we will address inequalities across our services, strengthen our partnerships within the community, and ensure we meet our social and environmental responsibilities with pride and determination.

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.

King's will be an inclusive organisation where everyone feels they belong. We will embrace diversity, value difference and ensure equity for everyone.

We will equip and support our Board and leaders to be visible and active champions of equality, diversity and inclusion across King's. They will demonstrate ownership and accountability for delivering our vision of being an inclusive organisation that embraces diversity, values difference, and strives for equity for all.

We also believe equality, diversity and inclusion is everyone's responsibility and is core to our ways of working. Under the direction of our Equality, Diversity and Inclusion team, all of our people at King's (including partners and sub-contractors) will have a clear understanding of their part in the equality, diversity and inclusion agenda, why it matters, and the expectations that go with it.

We are determined to be known for our commitment to a culture that is wholly supportive of equal opportunities and cultural difference, and which stands resolutely against discrimination. Everyone who comes across King's will be welcomed and valued equally, and without prejudice.

We will formally embed equality, diversity and inclusion standards in all aspects of our core business from clinical service delivery, strategy and policy development and recruitment.

Our staff network groups will provide leadership and advocate for their members, strengthening the culture of inclusion and helping to co-design key processes and policies.

King's will ensure that gender equality continues to be an integral part of our Equality, Diversity and Inclusion Plan, as we continue to undertake analysis to understand the factors influencing the gender pay gap.

We will ensure we better support staff needs by developing a culture whereby staff feel encouraged to disclose their disability status so that we have an accurate record of staff disability.

We will make significant progress in the Workforce Race Equality Standard across recruitment, access to learning, disciplinary processes and board representation, which includes exceeding the Model Employer targets.

And, we will be a champion for the London Workforce Race Strategy and its initiatives, increasing our involvement with this important work.

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

While we take pride in the outstanding care we provide to patients across all of our sites, we know that health and wellbeing is not solely dependent on the availability of quality health services. **We must ensure our services are accessible and play a larger role in helping people to live healthy lives.**

We will ensure that the way we provide care to our communities is sensitive to the differences among us. Any new services we establish will be co-designed alongside patients and members of the public to make sure they are fit for purpose and accessible to all.

We will work closely with our partners across the South East London integrated care system to take a systematic approach to reducing inequalities. In particular, we will collaborate with local authorities - alongside education, housing and other local service providers - to tackle these inequalities in a way that is most appropriate and effective for our patients.

We must make our services accessible to all people.

We will work with patients and local groups to ensure that digital platforms, technology, language services, and physical aids are readily available to guard against inadvertent exclusion. The accessibility of our services is a fundamental aspect of ensuring that all patients who come to King's have the best experience possible.



Leveraging our specialist expertise to promote a prevention agenda. King's has a world-renowned reputation for providing excellent specialist services. In complement to our efforts to address poor health outcomes at a population level, we will also leverage our expertise in these specialist areas to establish a prevention agenda that mitigates against the risk of injury and illness.

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

Across South East London there is variation in life expectancy and quality of life. As an anchor institution - a longstanding local organisation with the opportunity and means to positively impact and uplift our community – it is our social and environmental responsibility to address this inequality in a holistic manner. We take this responsibility seriously, recognising that the benefits we can bring to the social, environmental, and economic wellbeing of our communities can also reduce deprivation and improve population health outcomes.

We pledge our commitment to working as an anchor institution in our communities and modelling our social and environmental responsibility. By publicly pledging to advocate for these principles, we can have an even greater impact on the wider socioeconomic factors that keep our communities healthy, while still providing excellent healthcare to those who are in need.

We will strive to offer employment and career opportunities to as many local residents as possible. We will achieve this by doing more to visibly promote King's as an employer locally, and working directly with local authorities, schools and universities.

We will work closely with third sector organisations to ensure we are supporting employment opportunities for people with disabilities, and continuing to offer apprenticeships, work experience and volunteering opportunities particularly targeting younger people.

We are committed to delivering sustainable healthcare for all, by reducing our carbon footprint and supporting national Greener NHS ambitions. Through the King's Green Plan we are committed to delivering sustainable healthcare for all by responding to climate change, improving health and wellbeing now and for future generations, reducing harmful carbon emissions and improving local air quality. To do this we have set carbon reduction targets of 80% by 2032; and 100% (net zero) by 2040.

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

Throughout our history, we have built strong ties within our communities, and we will continue to work with local partners in mutually beneficial ways to improve the health of our patients and populations.

We will leverage the visibility and reputation of our hospitals to amplify the achievements of local partners and extend the reach of their work. **Over the next five years we are going to be ambitious about the contributions we can make across health and wellbeing, through working closely with local partners, charities, and other agencies who are already doing excellent work.**

Similarly, there are local high-profile organisations and individuals whose visibility in the public sphere far outshines that of our Trust. We will seek strategic partnerships with these groups to gain endorsement of King's services, initiatives and messages to the public.

We will build new relationships at a grassroots level within our communities. We know that there are ongoing barriers to accessing our services, and we will strive to find new ways to engage people locally, including through having a greater presence at local events including festivals, markets and religious gatherings.



What will this mean for me?

What success will look like for our people, patients and communities across our whole Trust:

Brilliant People: Our people at King's feel valued and are treated with respect and kindness and demonstrate those same values towards others. They are engaged and committed to delivering the best possible care in whatever role or place they work across the Trust, and they have the support they need to do this. High quality care is delivered because our teams, regardless of size, understand that they are essential for the whole organisation to function at the high standard to which they aspire. Our strong culture of learning and improvement allows our people to feel supported and encouraged to develop the very best models of care, and to build the best working environment. King's is recognised as an organisation that is well-led and where people want to come to work and train.

Our people work as an inclusive team that recognises the value of diversity and works to ensure this is a strength at King's. The richness that comes from diverse backgrounds, cultures, beliefs and experiences are valued and celebrated. And, people at all levels and roles throughout the organisation feel that they are supported in their development and that King's cares about their progression.

Outstanding Care: Our patients always receive safe and effective care and treatment at the right time and as close to home as possible. The care is excellent because our patients tell us, they design services with us, and we listen and act to make improvements and deliver outcomes that they value. Our patients and communities know that they are at the heart of the services we provide, and the focus is on what matters most to them.

Patients benefit from King's working collaboratively across South East London and beyond to deliver integrated care that better meets their needs. They have access to more efficient and productive services that deliver better value as a result of our work as a local integrated care system, including through our system-wide approach to making decisions about services to improve population health.

Leaders in Research, Innovation and Education: We deliver even better care and improve health outcomes around the world through the influence of our research and innovation in practice. We involve more of our patient communities both locally and globally in the research we do. We have global reach through our research and innovation achievements that focus on reducing health inequalities and preventing ill health in our local communities, which reflect the 'world on our doorstep'.

The services that we deliver are supported by the best technology and are aligned to the needs of patients. Patients have more choice and control over their care and have the opportunity to access their information in a way that suits them. When they access our services and share their story, they know that their information will securely follow them around the hospital and beyond across our local integrated care system.

Diversity, Equality and Inclusion at the heart of everything we do: King's is a safe place. Our services are inclusive, designed for and with patients, and everyone who comes into contact with them feels respected and valued. Demonstrating pride and respect for our local communities, we are always finding new ways to engage with local people and building new relationships that boost our collective health and wellbeing.

Everyone across the Trust understands the responsibility we have as an anchor organisation in our local communities. We have widened our employment opportunities, and made significant headway in reducing our carbon footprint and increasing our role in supporting local supply chains.

What success will look like for our people, patients and communities across Princess Royal University Hospital, Orpington Hospital, Queen Mary's Hospital Sidcup and Beckenham Beacon:

Brilliant People: Across our sites, our people know the vital and important contribution they are making as part of Team King's and towards our Trust ambitions. Our wellbeing hubs at Princess Royal University Hospital and Orpington Hospital are central to the support and care we provide for the health and wellbeing of all our people.

Outstanding Care: Our patients and communities access outstanding local and specialist services that support them in all stages of life. Our urgent and emergency care services benefit from our programme of continuous improvement, and our care during pregnancy ensures that our youngest patients have the best start in life. In line with the needs and priorities of our communities, we provide world-class frailty and dementia services, and operate a leading-edge frailty unit. Our patients and communities receive the right care at the right time, and benefit from the specialist services delivered across the whole Trust.

Supporting the South East London integrated care system to increase capacity in line with the needs of the population, our patients have access to expanded neonatal intensive care services, increased theatre capacity at Orpington Hospital through a surgical excellence hub, and additional diagnostic capacity through our new endoscopy suite and rapid diagnostics hub.

Leaders in Research, Innovation and Education:

Investment in technology has empowered our patients to better manage and understand their health conditions, and supported our people to provide efficient, effective care. By boosting research activity at Princess Royal University Hospital we have more colleagues engaged in research and its translation into improving outcomes that matter most in our communities, and provide new opportunities for our staff to develop and engage in cross-site activity. We are alert to advances in technology and the opportunities to innovate, and are quick to adopt cost-effective innovations.



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

The care we provide is sensitive to the differences among us and is culturally competent. We co-design all new services alongside patients and members of the public to make sure they are fit for purpose and accessible to all. As an anchor organisation in Bromley, we benefit our local area by taking our social and environmental responsibility seriously. Working closely with our partners across One Bromley, we strive to have an even greater impact on the wider socioeconomic factors that keep our communities healthy. We are also a great local employer, offering employment and career opportunities to local Bromley residents, and work closely with our schools and local authority colleagues.

What success will look like for our people, patients and communities at King's College Hospital, Denmark Hill:

Brilliant People: Across our sites, our people know the vital and important contribution they are making as part of Team King's and towards our Trust ambitions. Our wellbeing hub at King's College Hospital, Denmark Hill is central to the support and care we provide for the health and wellbeing of all our people.

Outstanding Care: Our patients and communities access highly complex, advanced care across all ages from pre-birth to end of life. The care we provide is holistic and integrated, recognising the interdependencies between our multiple specialities and partners to improve outcomes for patients.

Our patients know that we prioritise their care, and the South East London integrated care system can see that we are providing specialist services that support the needs of the wider community, through our investment in fetal and maternal medicine, hepatology and hepatobiliary services, neurosciences, cardiovascular and haematology. This is supported by our specialist critical care units, diagnostic services and major trauma services. Our patients and communities access outstanding local services that are available to them when they need them most. We have transformed our urgent and emergency care to address some of the issues that matter most to our patients - limiting waiting times, reducing unnecessary admissions, and giving faster access to specialist care.

Leaders in Research, Innovation and Education: Our research is more inclusive, and we are increasing the participation of our diverse local communities. Building on the speciality services delivered on our site we continue to grow our research achievements and, working with our partners as part of the SC1 innovation district, we are translating these achievements into clinical innovation that will benefit our patients and populations around the world. We are alert to advances in technology and the opportunities to innovate, and are quick to adopt cost-effective innovations. We are also playing an important role in contributing to the UK life sciences agenda and supporting the ambition for the UK to be a 'science superpower'.

Diversity, Equality and Inclusion at the heart of everything we do: We recognise that we provide care for a changing, highly diverse and mobile population with high levels of deprivation and significant health needs. The care we provide is sensitive to the differences among us, and is culturally competent. We co-design all new services alongside patients and members of the public to make sure they are fit for purpose and accessible to all. As an anchor organisation in Southwark and Lambeth, we benefit our local areas by taking our social and environmental responsibility seriously. Our place-based partnerships improve the health and wellbeing of our communities, influencing local social and economic conditions through the way we employ people, purchase goods and services, use our buildings and space, and reduce our environmental impact.



How will we deliver this strategy?

A successful strategy is measured on its delivery. Although our strategy is ambitious, it is achievable and will be meaningful for our patients, communities and our people. Our strategy will be a living document that will evolve through further development with our people, communities and partners, and in light of our changing NHS landscape. We see flexibility and agility as key features of how we will work at King's and we will ensure that our strategy can respond to new and changing priorities and events.

For Team King's our strategy will provide a framework for everything we do, shaping our decisions and day-to-day actions. It will be embedded in the organisation through our vision, values and behaviours, and supported by our governance structures, corporate objectives, Care Group plans, and individual and team objectives.

Over the next six months we will develop our implementation plan and begin driving change to enable us to embed our new culture and achieve our ambitions and priorities. It will be important for us to do this alongside partners as part of the evolving South East London integrated care system, and our wider colleagues in neighbouring health systems.

The delivery of our strategy will be driven through annual business planning, and an annual strategic priority setting process which will enable us to break down our five year ambitions into clear, measurable objectives. All decisions made across the Trust will take account of our vision and values.

Our implementation plan will be monitored by our Trust Board who will track progress against the overall strategy on a regular basis. We will also clearly communicate the progress we are making against our priorities, and ensure that both successes and challenges are shared and understood across King's, including with our Governors.

Future engagement

Building on the engagement that we have established through the strategy development process, we will work with colleagues across our clinically-led organisation to embed and evolve strategic thinking across the Trust, empowering and supporting them to align their own Care Group-level strategies with the Trust strategy.

We aspire to be a more responsive organisation in the future. We will continue to listen to, and engage with, our patients and people about our strategy, through regular meetings with our Governors, existing patient groups, stakeholder forums and through regular conversations across Team King's. **This engagement will be essential to ensure that the voices of our people, patients and partners shape King's in the future, and help us to deliver on our shared vision to be BOLD: to have brilliant people, provide outstanding care for patients, to be leaders in research, innovation and education, and to have diversity, equality and inclusion at the heart of everything we do.**



KING'S STRATEGY 2021-26 | HOW WE BUILT OUR STRATEGY

THEMES: WHAT WE HEARD FROM YOU -

BASED ON WORKSHOPS, SURVEYS + DISCUSSIONS WE'VE HAD WITH 4,500 STAFF, PATIENTS, PUBLIC + PARTNERS



KING'S HAS a VERY CLEAR IDENTITY that is BUILT on a LONG HISTORY of EXCELLENT CLINICAL CARE, SAFETY, + PATIENT-FOCUSED SERVICES.



WE HAVE an INTERNATIONAL, WORLD-RENOWNED REPUTATION as a LEADING HEALTHCARE ORGANISATION, BOTH for DELIVERING HEALTHCARE + for OUR ACADEMIC RESEARCH.



WE are INNOVATIVE, ADOPTING NEW TECHNOLOGIES + DEVICES, + CREATING NEW TECHNIQUES. WE are a STRONG TEACHING + LEARNING ORGANISATION.



TEAM KING'S is a COMMUNITY WITHIN ITSELF. WE are DIVERSE + MULTICULTURAL + WE SERVE a VERY DIVERSE + MULTICULTURAL LOCAL POPULATION; as WELL as PATIENTS ACROSS the COUNTRY + INTERNATIONALLY.



WE HAVE BOLD HEARTS + CURIOUS MINDS. WE are a FAMILY, BUILT on FRIENDLINESS, KINDNESS, COMPASSION.



WE WANT to COLLABORATE MORE with PARTNERS. OTHER HOSPITALS, UNIVERSITIES, KING'S HEALTH PARTNERS - in ORDER to DELIVER the BEST CARE.



IN RECENT YEARS, WE'VE HAD CHALLENGES with FINANCIAL DIFFICULTIES + AGEING ESTATES

“ WE WANT TO BE... **BOLD** ”



WE HAVE a RESPONSIBILITY to our COMMUNITIES to DO MORE for THEM: PROMOTING LOCAL ECONOMY, EMPLOYMENT + COMMUNITY ENGAGEMENT.



WE WANT to SHOUT MORE ABOUT OUR ACHIEVEMENTS + the GOOD THINGS we've DONE...

OUR *Vision* at KING'S is to BE...

BRILLIANT PEOPLE
OUTSTANDING CARE
LEADERS in RESEARCH, INNOVATION + EDUCATION
DIVERSITY, EQUALITY + INCLUSION at the HEART of EVERYTHING WE DO

THE LETTERS of **BOLD** SET the FRAMEWORK for OUR STRATEGY...



DIGITALLY-ENABLED

PERSON-CENTRED *Ambitions*

BRILLIANT PEOPLE

WE ATTRACT, RETAIN + DEVELOP PASSIONATE + TALENTED PEOPLE, CREATING an ENVIRONMENT WHERE they CAN THRIVE



LEADERS in RESEARCH, INNOVATION + EDUCATION

WE CONTINUE to DEVELOP + DELIVER WORLD-CLASS RESEARCH, INNOVATION + EDUCATION - PROVIDING the BEST TEACHING, + BRINGING NEW TREATMENTS + TECHNOLOGIES to PATIENTS

TEAM KING'S

Values

AT KING'S, WE ARE A KIND, RESPECTFUL TEAM...

OUTSTANDING CARE

WE DELIVER EXCELLENT HEALTH OUTCOMES for OUR PATIENTS, + THEY ALWAYS FEEL SAFE, CARED for + LISTENED TO.



DIVERSITY, EQUALITY + INCLUSION at the HEART of EVERYTHING WE DO

WE PROUDLY CHAMPION DIVERSITY + INCLUSION at KING'S, + ACT DECISIVELY to DELIVER MORE, EQUITABLE EXPERIENCES + OUTCOMES for OUR PATIENTS + PEOPLE.



SUSTAINABILITY

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



King's Strategy 2021-2026
Strong Roots, Global Reach

Published by King's College Hospital NHS Foundation Trust
July 2021

www.kch.nhs.uk