

Delivering our BOLD vision

Our plan for action – 2023/24



OUR FOLD-OUT GUIDE

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



KIND



RESPECTFUL



TEAM

Realising our BOLD vision



We are now two years into our five-year strategy and we are once again publishing our key priorities for the next 12 months.


Our plan for action for 2023/24 sets out the 19 key projects, initiatives and actions that we believe will make King's a better place for patients to receive care and for staff to build their careers.

We are setting out our ambitions for the coming year at a challenging time for the NHS. Strike action is causing significant disruption to the services we provide, and despite progress, there are still thousands of people on our waiting lists as a direct result of the COVID-19 pandemic. The NHS is also facing significant financial challenges to which King's is not immune.

On a positive note, we have already achieved a huge amount since we launched our strategy in July 2021. On the back of this booklet, you can read at a glance some of the key developments and big steps forward we have taken as an organisation over the past year.

However, we know there is more to do – and the very best organisations are constantly looking not only to improve but to challenge themselves to do better. I believe King's is one such organisation, which is why I am confident about the future, despite the many and varied challenges facing the NHS.

Finally, I would like to thank our patients and local partners for their Professor Clive Kay support, as well as all colleagues who make King's such a special place in which to work and to receive care.



Professor Clive Kay

Brilliant People

- **Support our staff by:**

- Extending our staff wellbeing offer to provide extra support for those affected by the cost of living crisis.
- Taking further action to reduce incidents of violence and aggression towards our staff.

- **Support careers at King's by:**

- Enhancing our work-based learning offer.
- Increasing the availability of coaching.
- Upskilling and embedding inclusive talent management and succession planning across our leadership teams.
- Supporting our Care Group leaders through a specific Care Group leadership programme.

- **Continue to develop diverse routes into employment at King's by:**

- Launching King's Management Training Scheme.
- Launching King's Work Experience programme to support up to 150 placements this year.

- **Respond to the NHS Staff Survey by:**

- Reviewing our approach to flexible working.
- Agreeing 'People Priorities' for each Care Group and Corporate team in the Trust.

Outstanding Care

- **Deliver a high-standard of safe and effective care by developing a culture of continuous improvement.**
- **Reduce care backlogs and delays by:**
 - Investing £19m to build additional diagnostic capacity through a new standalone endoscopy suite at the PRUH.
 - Investing in state-of-the-art technology such as new MRI and CT scanners and robotic surgery.
 - Working with partners across the Acute Provider Collaborative and South East London Integrated Care System.
- **Restore financial health by:**
 - Delivering our services within budget.
 - Improving operational and cost efficiency.
 - Growing alternative sources of income while also meeting our statutory performance targets.
- **Improve the experience of patients and those closest to them by:**
 - Improving how we communicate with our patients.
 - Enhancing our patient entertainment portal.
 - Expanding our neonatal care facilities to provide the right setting in which to care for babies and their families.
- **Implement our new digital transformation project, EPIC and support our staff to transform the way we work, interact with our partners and provide care to our patients.**

Leaders in Research, Innovation and Education

- **Launch our new King's Academy for Nursing, Midwifery and Allied Health Professionals in a new state-of-the-art education centre at Loughborough Junction.**
- **Raise £50m through KHP Ventures to fund the support of ground-breaking MedTech and digital start-ups which will improve patient outcomes and the experience of our clinicians.**
- **Improve the educational experience for our trainees and staff, working with King's College London to develop a medical degree apprenticeship.**
- **Develop King's culture of innovation by making innovation coaching available to all staff and empowering them to improve our services.**
- **Expand our research activity, maintain our position as one of the top NHS Trusts recruiting participants for research and focus on increasing the diversity of our research.**

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

- **Tackle health inequalities at King's, addressing key risk factors of poor health in staff and patients across South East London.**
- **Aim to eliminate bias when recruiting into the Trust by:**
 - Implementing inclusive recruitment actions across all protected characteristics, including training for interviewers.
 - Working with our staff networks to promote careers at King's.
- **Make King's more accessible for staff, patients and visitors by:**
 - Giving staff the means to explore changes that help them to thrive at work through a new Reasonable Adjustment Passport.
 - Expanding 'King's Without Barriers' and ensuring all patient information is co-produced with staff and communities.
- **Continue to be an Anchor organisation by:**
 - Focusing on local recruitment through our apprenticeship scheme and new work experience programme.
 - Launching a new Clean Air Plan to improve air quality.
 - Launching a new model of direct engagement with our communities
- **Continue to promote and celebrate inclusivity and diversity throughout the year by Supporting the rebranded Race, Ethnicity and Cultural Heritage (REACH) network (formerly the BAME network) in expanding its flagship initiatives and unveiling a new link footbridge at the PRUH that will carry a large visual of the Pride Progress flag.**



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



Stay in touch



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Key successes of 2022/23

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

Inspected and rated

Good



WELL-LED

Trust rated 'Good'
by CQC for our leadership
arrangements following
a well-led review.

**Trust removed from
System Oversight
Framework 4** following NHS
England's recognition of the
improvements we have made
to how we plan, manage and
oversee our financial position.



KING'S KALEIDOSCOPE



Launched Kaleidoscope,
our Trust-wide learning and
development offer for all staff,
which has had more than 2,400
interactions with online learning
content since June 2022.

Invested £60m in new
buildings, equipment and
infrastructure over the
past year.



King's **SUFEERS**



Launched new staff networks,
which now have more than
2,000 members.

**Opened Staff Wellbeing
Hubs** at our Denmark Hill
and Orpington Hospital
sites to provide a dedicated
space to support the
wellbeing of our staff.



**Achieved a massive
reduction** in the number of
patients waiting more than
52 weeks for surgery.

Trust diagnostic performance
rated as amongst the best
in the country.

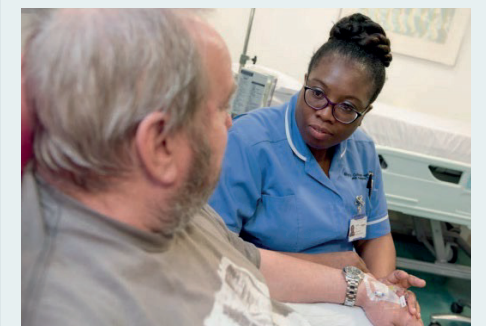


Invested £0.9m across 16 MedTech,
Digital Health and Tech projects to
improve patient outcomes and the
lives of clinicians.

Adopted nine of the eleven
MedTech funding mandate
innovations across the Trust,
helping to deliver outstanding
care to our patients using the
latest technologies.



**Accelerated
Access
Collaborative**



**Rated the top recruiting
Trust** in the United Kingdom
for research and clinical trial
participants.