

B O L D
To 2026



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Introduction



In July 2021, we published our five-year strategy for 2021-2026. Our strategy set out a BOLD vision for the future of King's – to have brilliant people; to provide outstanding care; to be leaders in research, innovation and education; and to have diversity, equality and inclusion at the heart of everything we do.

A lot has changed since 2021. Our teams have been working hard to turn our vision into a reality for patients and the communities we serve, for which they deserve enormous credit. However, we have also faced a number of challenges in recent years, which has impacted our ability to deliver on the commitments we made when our strategy was first agreed.

Our financial position in particular deteriorated significantly in 2023/24 and, as a result, we are now receiving support from NHS England as part of the Recovery Support Programme. This intensive support is welcome and has enabled us to re-focus on a smaller set of priorities, whilst also ensuring the financial governance challenges that led to the deterioration in our financial position, are addressed.

As part of our recovery plan, we are re-setting our ambitions for the next twelve months, whilst also developing a new strategy for 2026-2031.

Our priorities over the next year include:

- continuing to address our financial challenges, which will include the publication of a new long-term financial strategy for the organisation during 2025/26;
- embedding the King's Improvement System as our new, unified approach to delivering improvements across our organisation;
- a commitment to reducing the number of patients experiencing long waits for planned care, whilst also improving access to diagnostic tests and building on recent improvements in cancer and emergency care performance;

- greater use of digital solutions – including maximising the benefits of Epic, our electronic patient record system - to enhance patient access to care and to enable them to personalise their care through shared decision making;
- the launch of a new Talent Management Strategy and Leadership Programme to support our staff;
- the introduction of positive action to address inequalities in career development across the organisation; and
- a commitment to increase significantly the numbers of ethnically diverse participants recruited to research trials.

We are of course focussing our energies on priorities for the coming year, whilst also developing a new long-term strategy for 2026-31 at a time that continues to be challenging for the NHS and for King's as an organisation. However, I am confident that we have made a positive start, with the support of NHS England, to put the foundations in place to deliver further improvements and, crucially, to make our services sustainable for the future.

In this document, you can read at-a-glance, some of the key developments and key steps forward we have taken as an organisation over the past few years. I believe we are all constantly looking not only to improve, but to challenge ourselves to do better, which is why I am confident about the future.

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

Best wishes

Line 11 Key

Clive Kay, Chief Executive
King's College Hospital NHS Foundation Trust



Proposed King’s strategic and annual objectives 2025/26

Annual objectives and performance metrics

Improve planned care by reducing waiting times

- At least 65.3% of patients should be seen and treated within 18 weeks of a GP referral by March 2026
- At least 70.2% of patients should be given a first appointment within 18 weeks of a GP referral by March 2026
- No more than 1% of patients on our waiting lists should wait over 52 weeks for treatment by March 2026

Improve cancer care by reducing waiting times

- At least 80% of patients should have cancer ruled out or receive a diagnosis within 28 days of an urgent GP referral by March 2026
- At least 75.1% of patients should have a confirmed diagnosis and start treatment within 62 days of cancer being first suspected by March 2026.

Improve access to urgent and emergency care

- Ensure at least 74.6% of patients are admitted, transferred or discharged within four hours of arrival at our Emergency Departments in March 2026.
- Ensure a higher proportion of patients are admitted, transferred or discharged within 12 hours this year (2025/26) compared to last year (2024/25).

Reduce waiting times for outpatient appointments, and limit unnecessary hospital visits

- Ensure 25% or more of outpatient appointments are held remotely (i.e. not face to face)

Outstanding care

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

Annual objectives and performance metrics

Increase staff engagement

- Increase NHS Staff Survey score for staff engagement

Ensure our staff feel they have a voice that counts

- Increase NHS Staff Survey score for staff feeling they have a voice that counts

Increase staff morale

- Improve NHS Staff Survey score for staff morale

Ensure staff feel leaders are compassionate and inclusive

- Improve NHS Staff Survey score for ‘Compassionate Leadership’

Brilliant People

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

Our vision is for King’s to be BOLD

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



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



Our Financial Sustainability

We will ensure that King’s develops, agrees and delivers a sustainable financial and productivity strategy

Annual objectives and performance metrics

Identify commercial research opportunities to generate income for the NHS

- Increase income from commercial research to a minimum of £6.5 million during 2025/26

Increase representation in research trials

- Increase participation of under-represented communities in research

Maintain position in top 10 of all NHS Trusts for research

- Ensure 80% or more of all National Institute for Health Research (NIHR) studies are recruited on time, and to target

Annual objectives and performance metrics

Ensure black and minority ethnic staff have equal access to career opportunities, and receive fair treatment in the workplace

- Diversity % is the same through all steps of the recruitment selection process

Create a more inclusive environment for people with disabilities working and applying for roles at the Trust

- 5% improvement in likelihood of disabled vs non-disabled staff being appointed

Ensure the Trust’s leaders reflect the diversity of the wider organisation

- Band 8a and above BME 57%

Annual objectives and performance metrics

- We must deliver an underlying financial deficit of no more than £120 million by March 2026. If we achieve this, we will receive an additional £120 million in one-off funding.

- Our end of year deficit position of £120 million is dependent on us delivering cost-reductions totalling £82.4 between April 2025 and March 2026.

- This is £10 million more than the £72.4 million previously communicated, but there is no change to the cost-savings ask of our Care Group and corporate teams. The additional £10 million will be met by a number of additional corporate cost-saving schemes.

- We will reduce use of bank staff (10%) and agency staff (30%) this year compared to 2024/25.

Brilliant people

Our goal is to attract, retain and develop passionate and talented people, creating an environment where they can thrive.

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

- Looking after our people;
- Belonging to King’s;
- Inspiring leadership;
- Being our best; and
- Ensuring our people thrive.



Brilliant People Roadmap

Key to Roadmap

- Senior Management Structure
- Senior Leadership Development Programme
- NHS long term workforce plan and National Staff Survey
- People and Culture plan including Talent Management Strategy



Our key achievements over the last three years have been:

- ✓ Embedding our values throughout Team King’s.
- ✓ Establishing purpose-built wellbeing hubs across Trust sites and providing extra support for those affected by the cost-of-living crisis.
- ✓ Creating new and more diverse routes into employment through the expansion of Project SEARCH and the delivery of our apprenticeship programme.
- ✓ Responding to staff feedback by reviewing our approach to flexible working and taking further action to reduce incidents of violence and aggression.
- ✓ Supporting careers at King’s by enhancing work-based learning; increasing the availability of coaching; and upskilling our brilliant people.

Our aspirations to 2026

To focus on responding to people’s feedback, improving their experience at King’s and creating a positive and engaged culture where every voice counts. We will be developing, rolling out and delivering a compassionate and inclusive leadership programme for the Care Group triumvirates to support this aim. We will do this through our Kings Senior Leadership Programme and introducing our new People and Culture Plan and Talent Management Strategy. We will also publish a long-term Workforce Strategy that will ensure we can continue to recruit and retain a workforce for the future.



Outstanding Care

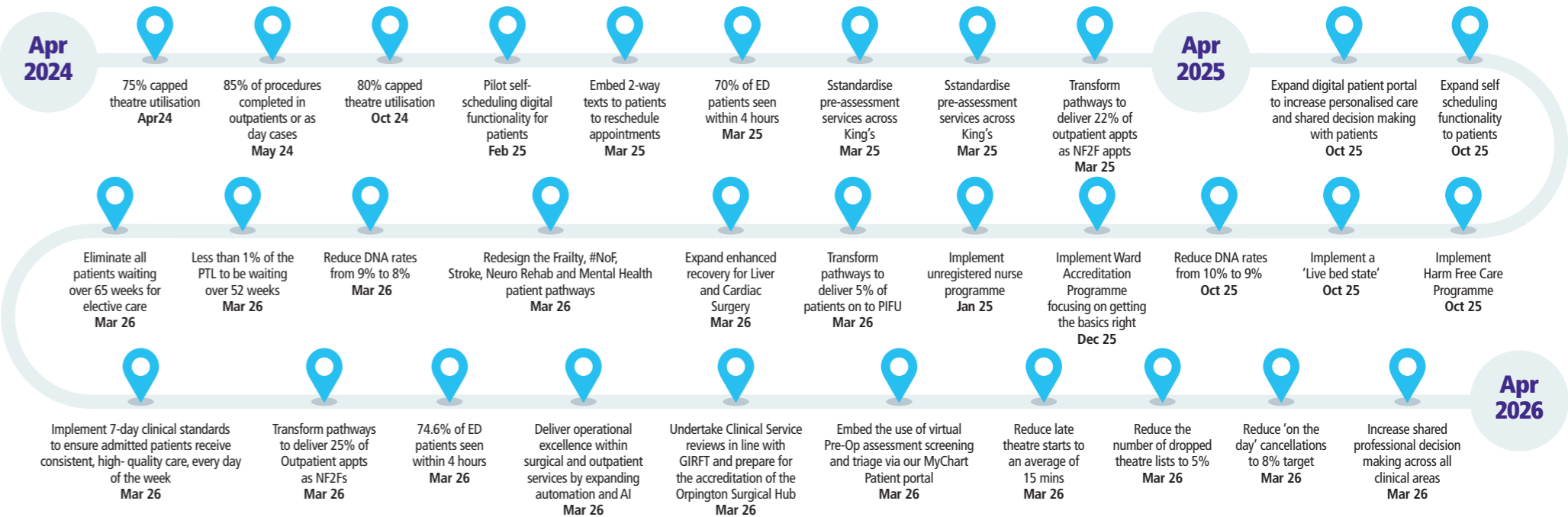
Our goal is to deliver excellent health outcomes for our patients and make sure they always feel safe, cared for and listened to.

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

- Improving population health by working together;
- Putting patients first;
- Delivering sustainable care; and
- Being a listening and learning organisation.



Outstanding Care RoadMap



Our key achievements over the last three years have been:

- ☒

Improving patient experience and outcomes by delivering protected mealtimes and new ward-based champions to improve patient nutrition and hydration.
- ☒

Investing in the future of clinical care by delivering major capital projects across all sites such as NICU; Child Health; Haematology; Critical Care Unit; Endoscopy; and new operating theatres and recovery suites.
- ☒

Reducing delays in care, by working with partners across the South-East London and investing in state-of-the-art technology such as new MRI and CT scanners and robotic surgery.
- ☒

Delivering digital solutions to support staff to transform the way we work, interact with partners and provide care to our patients.

Our aspirations to 2026

The priorities for outstanding care are the redesign of clinical pathways and the introduction of clinical standards, alongside the utilisation of digital solutions that will not only improve care but also improve our patient's experience. In addition we will be focussing on improving utilisation of expensive resources in our theatre suits and significantly reducing how long patients are waiting for care and treatment.



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

Our goal is to proudly champion diversity and inclusion at King’s and act decisively to deliver more equitable experiences and outcomes for our patients and people

We 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;
- Being an anchor in the community;
- Tackling health inequalities; and
- Building community partnerships.



Diversity, Equality and Inclusion RoadMap

Key to Roadmap

Leadership Training

EDS Audits

Youth Programs

Workplace inclusion initiatives and staff training



Our key achievements over the last three years have been:

- ✓ Successful delivery of EDI leadership and staff training: programmes, supported by a Virtual Learning Environment.
- ✓ Partnerships with grassroots organisations to address systemic inequities and targeted programmes to empower underrepresented groups.
- ✓ Effective engagement of low social mobility young people through dedicated initiatives.
- ✓ Embedding EDI principles into recruitment and workforce development strategies and the implementation of leadership pathways for historically excluded groups.
- ✓ Quarterly progress evaluations to ensure alignment with EDI objectives and use of data insights to address gaps and track success.

Our aspirations to 2026

The Roadmap to Inclusion (2022-2024) is King’s first inclusion strategy, setting out our commitment to embedding equity, diversity and inclusion (EDI) at the heart of our organization. While inclusion strategies typically span 4-5 years to drive sustainable and transformational change, this one has only been in place for two years. Therefore, over the next 12 months, our focus will be on consolidating and deepening the progress already made, ensuring continuity in workforce-related actions.



Finance

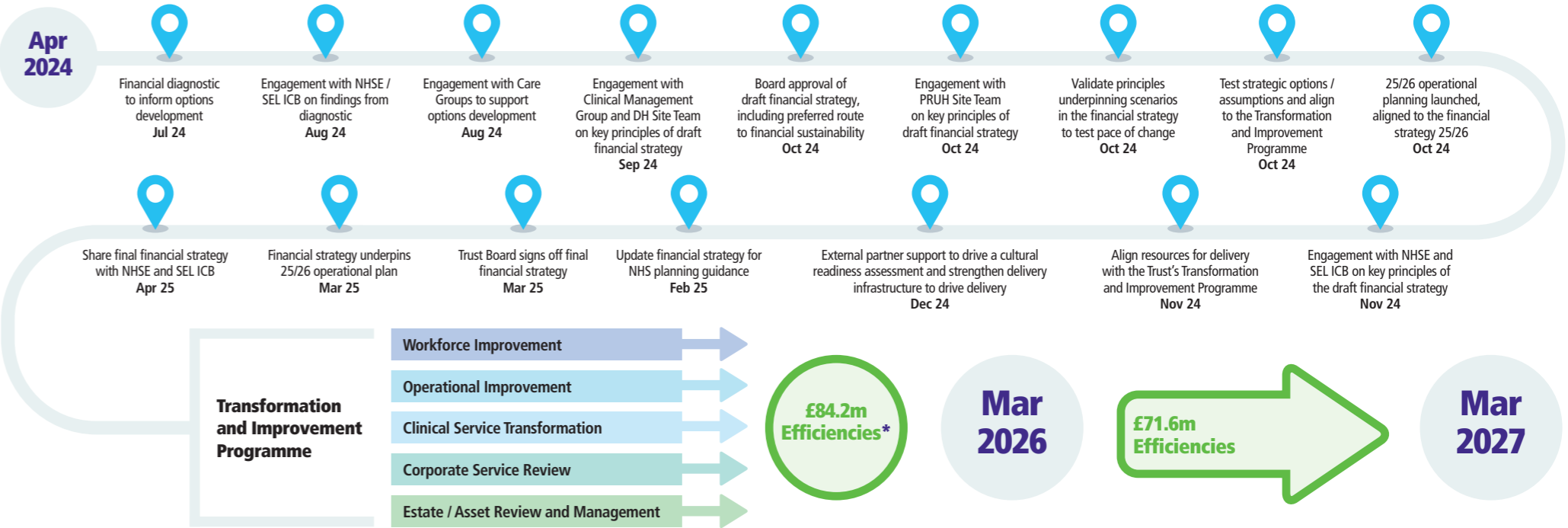
Our goal is to ensure that King’s develops, agrees and delivers a sustainable financial and productivity strategy for the next five years.

We prioritised five actions to achieve our ambition to ensure King’s is sustainable, these are to:

- Undertake a diagnosis of the issues driving the financial position;
- Undertake a review of investments to understand issues arising from the approach;
- Ensure the Trust and system have a shared understanding of the risks and mitigations;
- Develop a financial strategy that demonstrates an improvement to finances / productivity.



Finance and Organisational Transformation RoadMap



Our key achievements over the last three years have been:

- ✓ Making our services more efficient and delivering safe and sustainable cost improvements, by increasing theatre, day case and outpatient productivity, by reducing patient length of stay and by increasing our discharge rate.
- ✓ Undertaking a comprehensive financial diagnostic and options appraisal that led to Board approval of the Financial Strategy and preferred route to financial sustainability.
- ✓ Development of a Transformation and Improvement Programme to ensure delivery of the agreed Strategy across the Trust through workforce, operational clinical service, corporate service and asset management transformation.

Our aspirations to 2026

To continue to move the Trust to a sustainable financial position through delivery of the financial strategy which, through the Transformation and Improvement Programme, is underpinned by trust-wide clinical, service, workforce, operational and estate plans owned by the whole organisation. Central to this will be the maintenance of the high level of engagement and buy-in already achieved across the organisation and system.



* This is £10 million more than the £72.4 million previously communicated, but there is no change to the cost-savings ask of our Care Group and corporate teams. The additional £10 million will be met by a number of additional corporate cost-saving schemes.

Estates

Our goal is to design, build and maintain excellent healthcare infrastructure, vital to the smooth running of services and safe environments for patients, staff and visitors.

We prioritised four actions to achieve our ambition to provide exceptional services:

- Establish and maintain consistently high services;
- Drive innovation and problem solving;
- Make effective and efficient use of our resources; and
- Be inclusive and develop the skills of our staff.



Estates RoadMap

Key to Roadmap

- PRUH and South Sites Capital Projects
Denmark Hill Capital



Our key achievements over the last three years have been:

- ✓ Investing in the future of clinical care by delivering major capital projects across all sites such as radiology (new MRI and CT scanners); critical care facilities; theatres and recovery suites; and ward refurbishment programmes.
- ✓ Comprehensive programme of training and development for staff including Competent Person, Authorised Person and Responsible Person professional instruction and managerial / degree / master's level qualifications.
- ✓ Supporting up to 70% managerial / administration and clerical staff to move to off-site premises to expand clinical space for patients and clinical / patient focussed staff.

Our aspirations to 2026

The final two years of the BOLD Strategy sees the completion of several important service developments with expansions and/or new facilities and infrastructure for NICU, Child Health, Cardiology, Pathology, Endoscopy and Critical Care. 2025/26 also sees the Trust prioritising major investment into improving its backlog maintenance position. Whilst not obvious to patients and staff, investing in electrical, water and fire prevention systems is essential for the safety of health care services.

Digital

Our goal is to equip King's digitally to be part of a system that delivers better care and accelerates the adoption of proven tech.

We prioritised four actions to achieve our ambition to equip King's to be part of a system that:

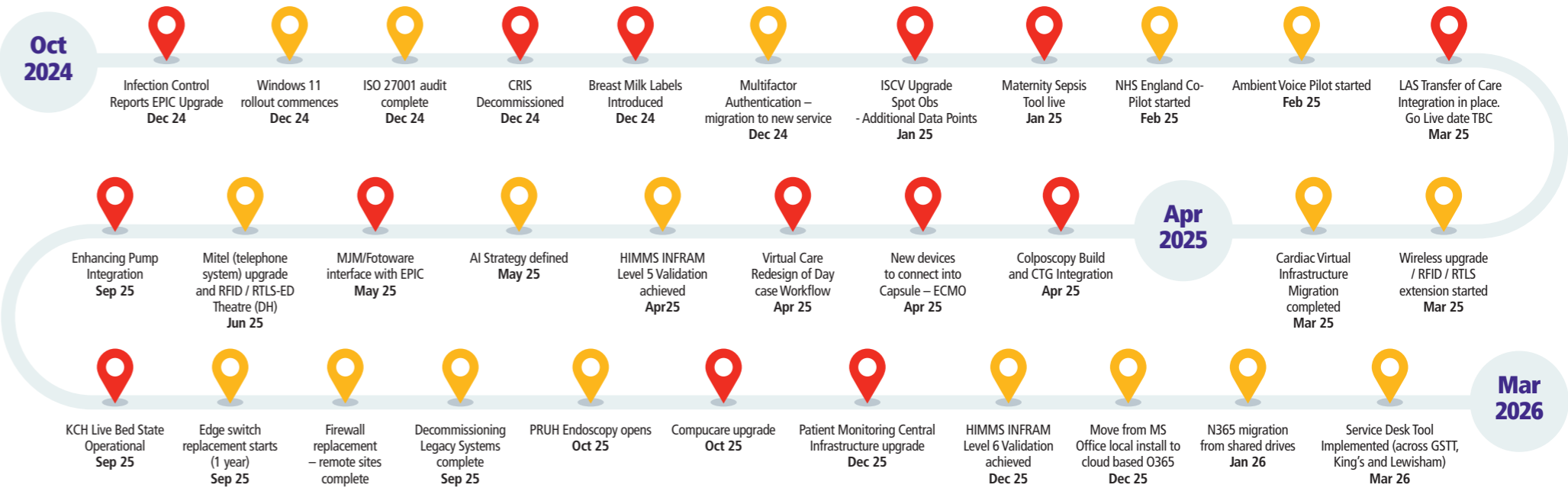
- Prevents people's health and social care needs from escalating;
- Personalises health care and reduces health disparities;
- Improves the experience and impact of people providing services; and
- Transforms performance.



Digital RoadMap

Key to Roadmap

- ITCS Roadmap
Digital Strategy



Our key achievements over the last three years have been:

- ✔ Implementing our new digital transformation project, EPIC that has supported our staff to transform the way we work, interact with partners and provide care to our patients.
- ✔ Transforming patient access to our outpatient services by using new digital tools.
- ✔ Implementing Single Sign-On enabling staff to access faster PC logins.
- ✔ Upgrading our printers has enhanced staff experience and increased confidentiality by restricting inappropriate access to sensitive information.
- ✔ The establishment of the co-located Acute Medical Unit and Ambulatory Assessment Unit supported by ICT will significantly enhance patient safety and experience by reducing the time to first clinician.

Our aspirations to 2026

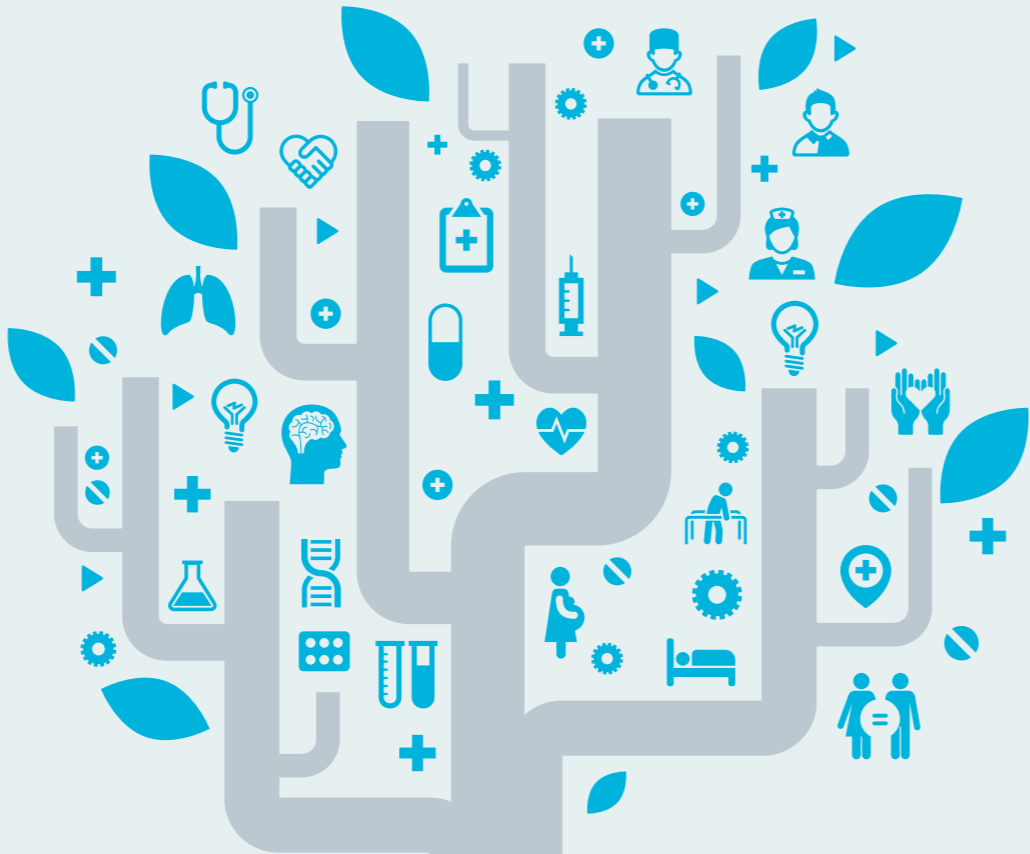
Maximise the functionality of deployed technology, in particular EPIC and continue to promote innovative and new technologies to enhance patient and staff experience and support the Trust's ongoing Transformation and Improvement Programme through the wider adoption of digital knowledge and expertise.

Sustainability

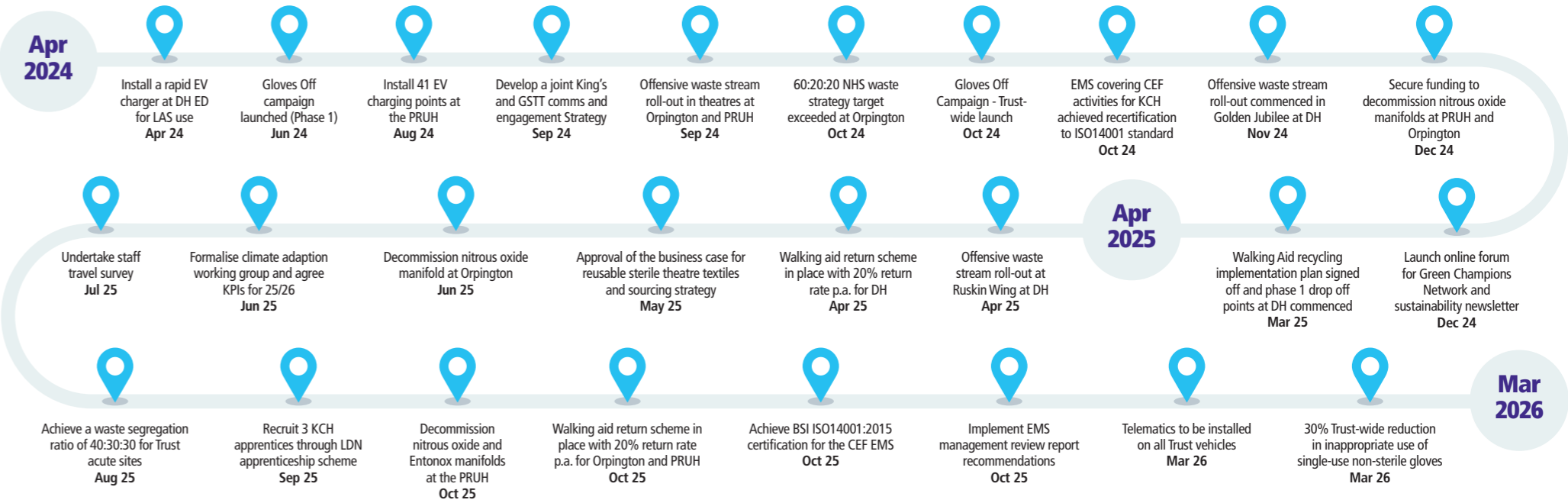
Our goal is to provide sustainable healthcare for all.

We prioritised four actions to achieve our ambition to enable the delivery of sustainable healthcare:

- Build a strong foundation to deliver net zero;
- Lead the way among NHS Trusts;
- Develop a shared vision with partners; and
- Maintain momentum for change.



Sustainability RoadMap



Our key achievements over the last three years have been:

- ✓ Continuing to deliver our Green Plan by reducing our waste and use of medical gases, supporting active travel and delivering over 1,500 individual 'Do Nation' pledges across Team King's.
- ✓ Saving water by introducing water loggers, a leak detection survey and water efficiency audits.
- ✓ Making energy efficiency improvements by rolling out LED lighting and solar PV and moving to a 100% renewable electricity tariff.
- ✓ Engaging over 200 Green Champions across the Trust.
- ✓ Integrating green design in the Estates Masterplan i.e. water retention tanks, sustainable urban drainage and greenspaces.
- ✓ Agreeing a Green Travel Plan.

Our aspirations to 2026

Refresh our Green Strategy in line with central guidance and continue to embed a sustainability culture across the organisation through wider engagement and the championing of innovative green initiatives.

How we will continue to deliver our strategy

A successful strategy is measured on its delivery and we have reported back annually to the Board, staff and patients on our progress. This refresh of BOLD up to 2026 continues to highlight the Trust's ambitions for the future, as well as a desire to ensure our strategy continues to be achievable and meaningful for our patients, communities and our people.

For Team King's our strategy will continue to 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. The delivery of our strategy will continue to be driven through annual business planning and an annual strategic priority setting process, which will enable us to break down ambitions into clear, measurable objectives.

2026 will be the last year of the BOLD Strategy and we are now once again working with colleagues across our clinically led organisation to develop and evolve a new organisational strategy. Central to the development of this new strategy will be continued engagement with our patients, people and stakeholders.

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 continue deliver on a shared vision, especially given the acknowledged challenges the NHS is currently facing and in particular the issues faced by King's and southeast London.

