

King's Strategy

2026-31



King's Strategy

2026-31

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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 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



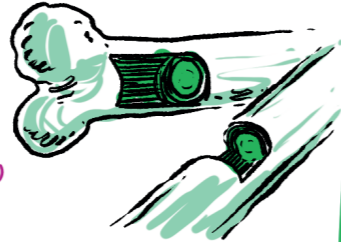
1917

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



1986

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



1966

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



1923

KING'S COLLEGE HOSPITAL DENTAL SCHOOL OPENS



1916

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



2003

THE PRINCESS ROYAL UNIVERSITY HOSPITAL OPENS



1995

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



1973

KING'S PERFORMS THE WORLD'S ENDOMYOCARDIAL BIOPSY



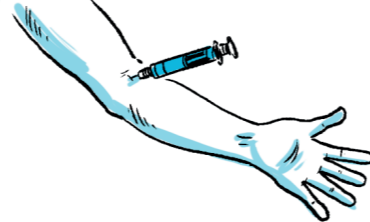
1948

THE NHS IS BORN!



1921

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



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 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



2008

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

EPIMACULAR BRACHY THERAPY IS THE FIRST PERFORMED IN THE UK AT KING'S



2009

KING'S HEALTH PARTNERS IS ESTABLISHED



2011

THE HYPER ACUTE STROKE UNIT OPENS AT 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

SERVICES AT THE PRUH, ORPINGTON, QUEEN MARY'S SIDCUP AND BECKENHAM BEACON, JOINED KING'S COLLEGE NHS FOUNDATION TRUST



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 CAR-T THERAPY TO TREAT ADULT PATIENTS WITH LYMPHOMA

2025

KING'S MARKS 2000TH HELIPAD LANDING

KING'S CARRIES OUT 277 LIVER TRANSPLANTS, THE BUSIEST YEAR ON RECORD

KING'S FEATURES IN THE NEW NETFLIX SERIES 'CRITICAL: BETWEEN LIFE AND DEATH'



2022

OPENING OF THE NEW WILLOWFIELD BUILDING AT KING'S COLLEGE HOSPITAL



2020

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

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

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



2026

NEW ENDOSCOPY AND DIAGNOSTIC CENTRE OPENS AT THE PRUH



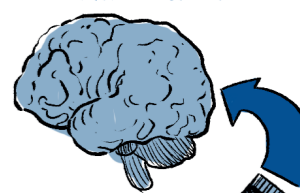
2023

WORLD'S LARGEST LAUNCH OF EPIC ACROSS KING'S AND GUY'S AND ST THOMAS'



2021

THE NEW CRITICAL CARE UNIT AT KCH OPENS



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

Our ambition

King's has a rich history and a proud tradition of delivering high-quality healthcare, research and teaching. We provide local healthcare services to the people of Lambeth, Southwark and Bromley and we provide a range of specialist services regionally and nationally.

Some of our services have a deserved world-class reputation. Our local communities are proud of King's and hold its services in high esteem. Our reputation for research and innovation, often in partnership with King's Health Partners (KHP) and King's College London (KCL), is truly international.

At King's we are already harnessing the power of digital technology to transform how care is delivered, making it more connected, efficient and personalised for every patient.

The Trust's reputation is built on the work of our most precious asset: our outstanding and remarkable staff and their teamwork. The best healthcare, research and teaching is delivered by multi-disciplinary teams collaborating with other colleagues and key partners and stakeholders.

Over the 100-plus years that King's has existed, we have always pushed the boundaries in providing healthcare, in our research and in our teaching. We haven't rested on our laurels as we've sought to continuously improve, learn, grow, develop and evolve.

We are, however, just like healthcare systems across the world, facing a formidable challenge. How do we provide high-quality healthcare when demographic demand and complexity is increasing and resources are finite? In the UK we are living longer but we are not living those longer years in good health. Indeed, many of the diseases that killed us in the middle of the last century, when the NHS was founded, have largely been eradicated. Today, the diseases which are driving mortality are caused by lifestyle. Some of them can be prevented and most can be treated.

The NHS is a universal healthcare service, available to all based on need, funded by taxation and supported by the population. It is a great privilege to work for an institution that has such widespread public support. With that support comes a responsibility to be efficient and effective, using our financial resources to secure value and ensure the best outcomes for the people we serve. We know our services produce good outcomes and we have successfully delivered the first two years of our financial strategy. But we also know that we are still spending more than our income. This is not sustainable and we need to continue to transform and improve.

So, what are the options for the future? What do we need to do? We are at a crossroads and we have some choices to make. How do we continue to improve, innovate and live within our resources? We know from our history that we have continuously improved and successfully managed change, so we should be confident and secure in the knowledge that we can do it again over the next five years.

What is the future we want to build towards? What is our vision for King's? The NHS 10-Year Plan provides a real opportunity for the Trust, working with its partners, to make the three strategic shifts: moving from hospitals to community; transitioning from analogue to digital; and migrating from treatment to prevention.

In five years' time, we will be delivering high-quality, local healthcare services to the communities of Lambeth, Southwark and Bromley, in partnership with the voluntary sector, local authorities and primary and community services in neighbourhood teams. We will also be delivering specialist tertiary services regionally and nationally, collaborating with acute

provider partners. Those services will be much more personalised and digitally enabled. We will be a leader in research trials and will build on our reputation for world-class research and innovation. We will live within the resources available to us and ensure we are creating value.

We will be an outstanding employer, investing in the development and engagement of our workforce, creating an inclusive culture which values diversity. Our approach will be driven by continuous quality improvement and innovation. There is no such thing as perfection. The most successful organisations and individuals are curious to learn how to improve. We should learn from them and aim to be “the best at getting better”.

We should learn from them and aim to be “the best at getting better”



Learning from the past, our success is built on two elements. First, our staff and their teamwork; second, the way we have innovated, whether that has been through scientific innovation or in the continuous improvement of care pathways.

We will only achieve our ambition and deliver this strategy for 2026-31 by working together as a team - Team King's. The journey ahead will not be easy and we will need to make difficult choices, set clear priorities and sometimes make trade-offs. Throughout this, we will remain open, honest and transparent.

Most importantly, we will continue to listen to our communities, to the people who use our services and to our staff. Their experiences, ideas and insights have helped develop and co-produce this strategy and will guide our decisions and help us to deliver care that truly meets the needs of those we serve.

Sir David Behan, Chair,
King's College Hospital NHS Foundation Trust

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

Our organisation

A Legacy of Excellence, a Future of Innovation

For generations, King's has been known for excellence. We have combined world-class clinical expertise with a deep commitment to caring for our patients, our staff and the communities we serve. Today, King's College Hospital NHS Foundation Trust – encompassing King's College Hospital at Denmark Hill and the Princess Royal University Hospital and Orpington Hospital in the London Borough of Bromley – is one of the nation's NHS Trusts and a proud part of the NHS in London.

We are trusted by the communities we serve, respected nationally and recognised internationally for our high-quality care, specialist services and pioneering research. Our history gives us pride and purpose, but our determination to keep improving is what sets us apart.

What makes King's stand out?

King's serves some of the most vibrant and diverse communities in the country, from inner city neighbourhoods, rich in cultural diversity, to suburban communities with growing and ageing populations. This unique mix shapes who we are and what we do. It gives us both the privilege and the challenge of delivering care that is personalised, inclusive and focused on tackling health inequalities, ensuring that everyone, whatever their background, has access to the best possible care.

At the heart of King's are our people. Their dedication and expertise define our hospitals and underpin everything we achieve. From porters and nurses to doctors, scientists, researchers and volunteers, our colleagues work together to deliver the highest quality care for all our patients.

We are committed to providing seamless care from diagnosis through to recovery and aim to use our expertise where it makes the most difference. This means developing high-quality care closer to home and enhancing our specialist services to achieve greater impact.

Over the past five years we have transformed local care across South East London through innovation and partnership. From expert eye care at Queen Mary's Hospital, Sidcup providing advanced treatment and surgery for patients across the region, to award-winning diabetes services at the PRUH, recognised nationally for safer, more connected care.

Services such as pre-habilitation – where recovery starts before surgery – and minimally invasive foot surgery are helping people recover faster and return home sooner, while the creation of a dedicated Frailty Centre has improved outcomes and experience for older patients.

Over the next five years it is our ambition to remain internationally recognised for the following services, by:

- **Advancing our world-class liver services.** We will build on our reputation as one of Europe's leading liver and transplant centres, focusing on innovation in organ preservation, perfusion technology and excellence in complex care.
- **Driving excellence in neurosciences and rehabilitation.** We will improve access to high-quality, research-led care, strengthen specialist areas such as cancer and functional neurosurgery and use digital and artificial intelligence-enabled technologies to improve recovery and patient experience.
- **Enhancing our world-leading fetal medicine service.** We will continue to integrate fetal and maternal medicine, advancing our work in genomics and emerging therapies to improve outcomes for mothers and babies, and reduce inequalities in care.
- **Strengthening major trauma and integrated emergency care.** We will reinforce our position as a major trauma hub and system leader, delivering seamless care from roadside to rehabilitation through more integrated ways of working, improved patient flow and smarter use of data and digital technologies.
- **Evolving haematology services.** We will build on King's global leadership in haematology, focusing on excellence in sickle cell disease care, gene and cell therapy, and bone marrow transplantation.

Over the past five years we have transformed local care across South East London through innovation and partnership



- **Progressing cardiovascular services.** We will enhance our role as a leading cardiac centre by advancing minimally invasive and interventional radiology care, strengthening same-day and ambulatory care, and using digital, AI and genomic innovations.
- **Securing our place as a leading centre of excellence for complex and highly-specialist paediatric care.** Our services include life-saving transplantation, specialist haematology and sickle cell care, neurosciences and epilepsy, alongside advanced critical care and integrated community services. We will continue to provide family-centred care and ensure that every child and young person receives holistic support.

Alongside these internationally recognised services, we aim to transform and grow what we deliver locally, building a new generation of care that will set the standard for excellence. This will include:

- **Establishing Bromley and the PRUH as a centre of excellence for frailty.** We will build on the expertise of the local multi-professional teams to provide integrated patient centred care to enable frail older people to stay well for longer in their own homes. When they need hospital care, they will receive treatment that is evidence based and proportionate, in spaces designed for them and provided by staff with specialist frailty expertise.

- **Improving cancer diagnostic, surgical and treatment services.** We will further integrate how hospital and community care is managed to speed up diagnosis, expand access to advanced imaging and ensure patients move seamlessly to treatment and recovery to deliver best practice pathways. By working with partners, building our research and utilising digital technology we will continue to improve survival rates, enhance patient experience and boost access to care.
- **Improving urgent and emergency care.** We will eliminate care in corridors to improve patient safety and dignity. Most urgent cases will be treated on the same day in a dedicated centre or at home with digital support, freeing up our Emergency Departments to focus on life-threatening conditions. Using data and innovation, we will deliver faster, safer care and help patients to return home sooner.
- **Expanding the role of the Elective Surgical Centre at Orpington Hospital.** We will extend Orpington Hospital's catchment area across South East London and Kent in high-volume specialties such as orthopaedics. The centre will use cutting-edge technology and innovative care models to make procedures safer and faster. It will set the standard for high-quality elective care designed around patient comfort and recovery.
- **Personalising maternity care.** We will ensure that every woman receives joined up maternity care that is personal to her. This includes women in our local area and those who need specialist care because their pregnancy is more complicated or higher risk. We will work to reduce health inequalities and improve patient experience and outcomes. We will use digital tools to help plan and manage care more easily.
- **Re-imagining outpatient services.** Our patients will increasingly be able to access expert advice, tests and results at home using smart technology. For those who need to be seen in person, visits will be seamless, with care tailored to their individual needs.

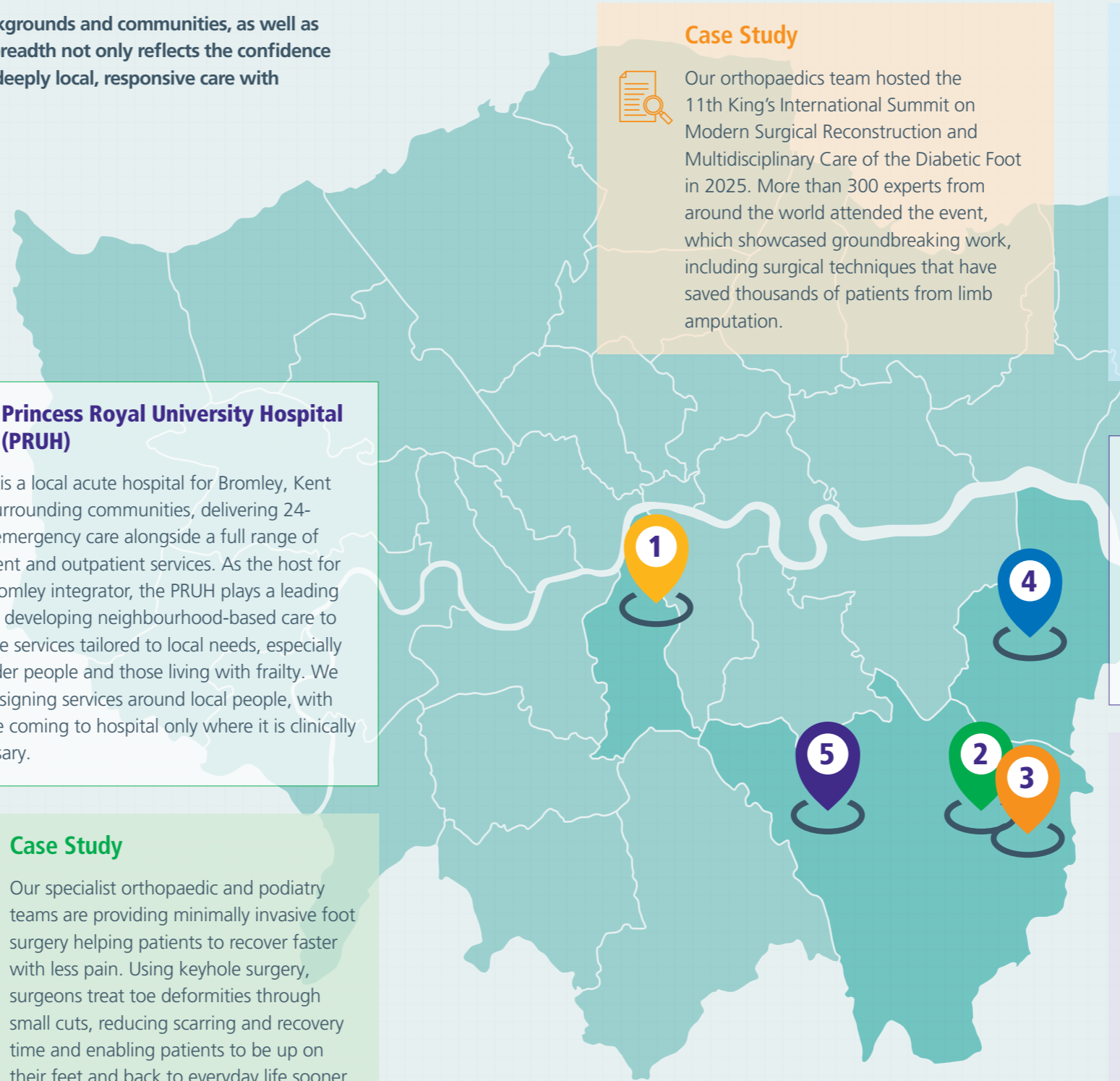
Our reach and contribution

King's is proud to serve a rich and diverse community across South East London and beyond. From the suburban character of Bromley to the dynamic, multi-cultural neighbourhoods of Lambeth and Southwark, our communities reflect the very best of London's vibrancy and diversity. Our reach extends across the Capital, out into Kent, Surrey and Sussex and further still across the UK. This expansive geography brings together urban, suburban and rural populations, each with distinct strengths, needs and experiences.

We celebrate the diversity of the people we serve, their cultures, backgrounds and communities, as well as the opportunity to make a meaningful difference at such scale. This breadth not only reflects the confidence placed in King's but also underpins our role as a Trust that combines deeply local, responsive care with expertise that extends far beyond our immediate borders.

Our Hospital Sites: One Trust, One Team, One Ambition

King's operates across a network of hospital sites that together deliver high-quality acute, specialist and planned services. As one of the largest NHS Trusts in the country, our strength lies not only in the scale and breadth of our services, but in how our sites work together as a single, clinically-led organisation.



1 King's College Hospital

Our King's College Hospital site, located in Denmark Hill, is one of the UK's leading and busiest teaching hospitals. It delivers outstanding, specialist care across a wide range of services, from major trauma and emergency medicine to internationally recognised expertise in liver disease, transplantation, neurosciences and critical care. The hospital combines high-volume frontline services with cutting-edge innovation, delivering a full range of acute services alongside internationally recognised centres of excellence.

Case Study

Our cardiology service is transforming heart care through innovation and expertise. Our percutaneous valve intervention programme provides a safer, minimally invasive alternative to open heart surgery, enabling faster recovery and better outcomes. We are expanding access, introducing same-day procedures and using AI-guided imaging and research with King's College London to improve precision and personalise treatment.

2 Princess Royal University Hospital (PRUH)

PRUH is a local acute hospital for Bromley, Kent and surrounding communities, delivering 24-hour emergency care alongside a full range of inpatient and outpatient services. As the host for the Bromley integrator, the PRUH plays a leading role in developing neighbourhood-based care to provide services tailored to local needs, especially for older people and those living with frailty. We are designing services around local people, with people coming to hospital only where it is clinically necessary.

Case Study

Our specialist orthopaedic and podiatry teams are providing minimally invasive foot surgery helping patients to recover faster with less pain. Using keyhole surgery, surgeons treat toe deformities through small cuts, reducing scarring and recovery time and enabling patients to be up on their feet and back to everyday life sooner.

3 Orpington Hospital

Orpington Hospital provides a range of outpatient, diagnostic, rehabilitation and inpatient services including orthopaedics and general surgery. These are supported by on-site diagnostics including radiology.

Case Study

Our orthopaedics team hosted the 11th King's International Summit on Modern Surgical Reconstruction and Multidisciplinary Care of the Diabetic Foot in 2025. More than 300 experts from around the world attended the event, which showcased groundbreaking work, including surgical techniques that have saved thousands of patients from limb amputation.

4 Queen Mary's Hospital

The Trust provides a range of services at Queen Mary's Hospital, Sidcup, working in co-operation with site partners. These include ophthalmology, maternity care and a comprehensive range of dental and maxillofacial services.

Case Study

Dental services at King's are recognised for excellence in clinical care, research and training. Our state-of-the-art facilities in Sidcup provide accessible, high-quality dentistry for local people while supporting complex referrals across South East London. The team also delivers oral and maxillofacial surgery and provides undergraduate and postgraduate training for the KCL Faculty of Dentistry, Oral and Craniofacial Sciences.

5 Beckenham Beacon

The Beckenham Beacon site offers a broad range of outpatient services and also provides midwifery-led clinics, care for older people, sexual and reproductive health services and musculoskeletal physiotherapy. These services are supported by on-site diagnostics such as x-ray and ultrasound, plus pharmacy and phlebotomy services.

Case Study

Beckenham Beacon's teledermatology service is a leading example of how specialist care can be delivered quickly and conveniently in the community. Patients referred by their GP can have high-quality images taken of their skin on-site and reviewed remotely by dermatology specialists at King's, often avoiding the need for a hospital appointment. This enables faster diagnosis, reduces waiting times and ensures patients get the right care in the right setting.



Our strategy at a glance

Our vision: Transforming healthcare



Our purpose:

To provide outstanding patient care and experience to our communities and deliver world-leading research, education and training.

King's values ✓ Caring ✓ Collaborative ✓ Inclusive ✓ Innovative

Over the next five years, King's will build on its heritage of excellence, to shape a more innovative, inclusive and sustainable future. Digital tools are enabling patients to take a lead in managing their own health, while clinicians guide and coach and only intervene when it matters most, increasingly outside of hospital.

Our values of **Caring, Collaborative, Inclusive** and **Innovative** underpin everything we do and will guide how we shape our future. We are **Caring**, putting patients and their families first and showing compassion and respect in every interaction with them, as well as with one another. We are **Collaborative**, working as one team across all of our hospitals and services with partners and our communities to deliver the best possible outcomes. We are **Inclusive**, celebrating diversity, listening to different voices and creating a culture where everyone feels they belong and can thrive. And we are **Innovative**, constantly seeking new ideas and smarter ways of working to improve care, research and education. Together, these values express who we are and how we will continue to move King's forward, united in purpose, ambitious in vision and committed to delivering exceptional care for all.

Our six strategic ambitions provide the focus and direction needed to deliver the best outcomes for our patients, staff and communities. By striving for **high-quality care** for every patient, we ensure safety, compassion and excellence in all we do. Creating a **great place to work** empowers our people to thrive, grow and deliver their best. Through **pioneering research, innovation and education**, we turn discovery into real improvements in treatment and learning, and by building **strong, successful partnerships** across the NHS, academia, industry and our communities, we will strengthen our impact. Providing **timely and efficient care** means making every patient's journey smoother and more effective, and delivering **financial sustainability** will allow us to invest confidently in the future. Together, these ambitions focus our collective energy on what matters most: improving lives now and for generations to come.

Creating a great place to work empowers our people to thrive, grow and deliver their best.



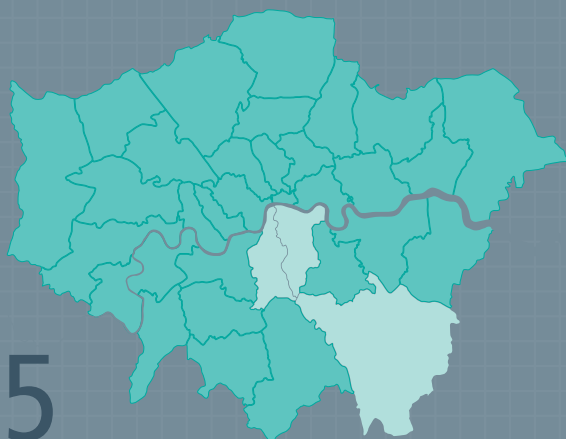
King's has always stood for more than excellence in treatment: it stands for hope, discovery and progress. Our promise for the next five years is to build on our proud past while embracing innovation and **transforming healthcare** that creates a lasting impact on lives, ensuring King's remains a place where care, research and education come together to shape a healthier future for all.

King's by numbers

Local population across Bromley, Lambeth and Southwark



967,025

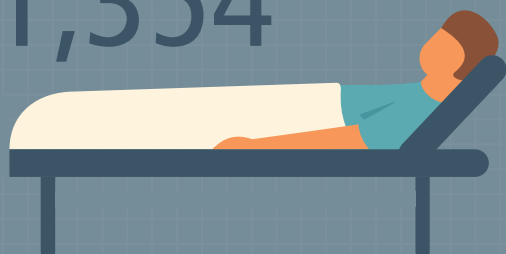


Number of staff

14,436

Number of beds

1,354

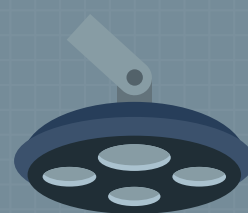


Scanning machines

66

Number of operating theatres

46



Each day we see:

1023



People in our Emergency Departments and walk-in centres



626

Admissions to our hospitals

King's in 2025/26

Diagnostic tests
carried out

1,130,532

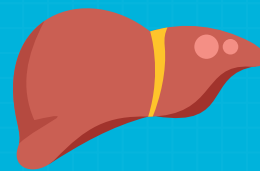


325 Helicopter landings



256
Apprentices

Liver transplants



292

52,000

Operations carried out



Patient interactions

2.6 million



42%
Hospital waste
recycled

Medicines dispensed
1,125,121



Hours given
by volunteers

85,997



Patients taking part
in research

33,619

How we developed this strategy

We have listened closely to patients and local people, and drawn on the insights and expertise of our staff, governors and partners. We also partnered with the South East London Integrated Care System to appoint a Voluntary, Community and Social Enterprise Strategic Lead to help us better connect with underrepresented groups.

Engagement included community-based workshops, targeted outreach, in-person drop-in and online sessions, patient and staff surveys, staff engagement sessions across all Trust sites and stakeholder briefings and workshops with partners.

Who we spoke to

- Patients, carers, community groups and residents across Bromley, Lambeth, Southwark and Lewisham as well as Kent, Surrey and Sussex through surveys, community conversations, workshops and drop-in sessions held at community locations and Trust sites.
- Staff across all Trust sites – King’s College Hospital, Princess Royal University Hospital, Queen Mary’s Hospital, Sidcup, Orpington Hospital and Beckenham Beacon – including our corporate, operational and clinical (doctors, nurses and midwives, pharmacists, therapists, scientists) leaders.
- Voluntary, Community and Social Enterprise (VCSE) partners and borough-based community organisations.
- Our partners including Guy’s and St Thomas’ NHS Foundation Trust, South London and Maudsley NHS Foundation Trust, Lewisham and Greenwich NHS Trust, Dartford and Gravesham NHS Trust, Oxleas NHS Foundation Trust, South East London Integrated Care System (SEL ICS), South East London Integrated Care Board (ICB), King’s Health Partners, King’s College London, King’s College Hospital Charity, St Christopher’s Hospice, King’s Facilities Management (KFM), One Bromley, Partnership Southwark, Lambeth Together, Bromley Health and Wellbeing Board (HWB), Lambeth HWB, Southwark HWB, Bromley Health Overview and Scrutiny Committee (HOSC), Lambeth Health HOSC and Southwark HOSC, and local primary care representatives.

What we heard

Several consistent themes emerged about what matters most and what the Trust should focus on over the next five years:

- Our communities want King's to act as a stronger connector across the health system, bringing people and organisations together around a shared purpose. They expect clear leadership and collaboration so care feels seamless, wherever it is delivered.
- Many people spoke positively about the expertise, dedication and compassion of our staff. They were recognised consistently for their professionalism, friendliness and knowledge, with patients describing being treated with kindness, feeling reassured and listened to.
- We need to go further to improve how care is experienced to meet diverse needs. People told us that access to care can be inconsistent and difficult to navigate, with fragmented pathways, communication gaps between services and variable discharge processes. Improving coordination across hospital, primary care, community and social care services emerged as a priority.
- Staff emphasised that their wellbeing, morale and psychological safety are fundamental, with a strong desire for King's to be a place where people feel supported, listened to and able to work collaboratively.
- The importance of dignity, inclusion and culturally competent care was also highlighted. While many shared positive experiences, concerns were raised about language barriers and inequities, which reinforced our need to strengthen inclusive care.
- Digital services were widely recognised as an opportunity to improve access, convenience and communication. But we must ensure these services are inclusive and accessible so no one is excluded.
- There was a strong message about the importance of strengthening partnerships with local communities and voluntary organisations and King's key role in improving health outcomes, reducing inequalities and enhancing community connections.

What this means for our strategy

We will strengthen and build on our partnerships to deliver more joined up care. We will shift more care into community settings, improve access, reduce health inequalities and deliver more seamless care. We will also work with our people to improve the experience of working at King's, focusing on wellbeing and leadership, fixing the basics and modernising how we work to create a more consistent and supportive environment. Together, these actions will improve outcomes for our patients, communities, staff and partners.

Our strategic ambitions

**High-quality
patient care**

High-quality patient care

What's our ambition for the next five years?

People will receive care and treatment that feels safe and personal and is clearly communicated. We will be known as a place that truly puts patients first.

How will we measure success?

To achieve a 98% Friends and Family Test (FFT) recommendation score across all our services by 2031.

We are trusted by our communities for the quality of the services we provide.

Our key aims for the next five years are:



Continuing to improve all of our services to ensure our patients have the best possible experience and outcomes.

What patients tell us about their experience at King's is an important measure of the quality of care we provide. Evidence shows that the better their experience, the better their response to treatment. When patients feel listened to and involved in decisions, they are more likely to engage with their treatment and recover well. By focusing on what matters most to patients, we can improve care, reduce complications and drive continuous improvement across our services.



Placing equal access to healthcare and the health of our local population at the heart of what we do.

We serve a wide range of local communities spanning suburban, multi-cultural and urban London life. We want to ensure everyone has fairer access to high-quality healthcare, regardless of their background or circumstances. Our focus will be on preventing illness, helping those with unmet needs and reducing avoidable differences in health. By understanding what drives wellbeing, we can design more inclusive and effective services and improve outcomes for the communities we serve.



Maintaining our commitment to world-class research that shapes future care and inspires our local communities to take part in trials.

Evidence shows hospitals active in research deliver safer, higher quality care. We are building on this to drive innovation, improve outcomes and enhance patient experience.



Strengthening patient care through better use of digital technology.

We will use digital tools to enable faster, more coordinated and personalised support, improving communication, reducing delays and making access to care more convenient. We will ensure our digital tools are inclusive and accessible, helping patients to feel more in control of their care and supported, regardless of language, access or digital skills.

“

We are building on this to drive innovation, improve outcomes and enhance patient experience

”

To deliver these aims we have six priority actions:

1

Address the main causes of poor patient experience.

Using the information from our Friends and Family Test (FFT), we will resolve the top issues cited to achieve a 98% plus recommendation score. We will ensure all populations are fairly represented, so success reflects every voice we serve.

2

Improve how we measure the quality of care.

We will create a single, joined up view of quality and experience of care by combining key measures. This will support continuous improvement, transparency, assurance and evidence-based decision making.

3

Foster a culture of continuous learning.

We will build a comprehensive learning culture where teams share good practice, learn from mistakes and improve care, supported by regular learning sessions. Success will be shown through fewer complaints and improved staff engagement and development scores.

4

Continue the rollout of our improvement tool.

We will continue to establish the King's Improvement Method (KIM) across the Trust to enable consistent problem solving. It helps us to continuously improve, achieve better outcomes and make more effective use of our resources.

5

Develop and introduce our Healthcare Equity strategy.

We will work with staff and our partners to develop and introduce King's Healthcare Equity Strategy. By 2031, all services will be able to show how they have reduced health inequalities and improved access, experience and outcomes.

6

Expand our use of digital technologies.

Putting King's Digital Strategy into practice and being *digital by default* is essential to providing high-quality patient care and enhanced clinical safety. It will allow us to improve coordination across the system and, as requested by our patients, we will ensure digital inclusion.

Case Study



Our pharmacy service is developing safer, smarter and more personalised use of medicines.

Working with KCL, the team is combining research and innovation to transform how medicines are prescribed and delivered. From digital pharmacy and automation that improve safety and free up pharmacists for patient care, to personalised medicine guided by genomics and data, King's is shaping the future of pharmaceutical care.

Case Study



We have introduced volunteer care navigators to improve patients' experience of waiting for care.

When asked about their experience, 55% of our patients said it was good but communication was a key issue. Only a few were told of expected waiting times and some groups, including disabled people, older adults and Black patients, had poorer experiences. Our volunteer care navigators help us to identify those who need clinical care earlier, improve preparation for surgery, reduce cancellations and enhance both patient experience and outcomes. To date, they have helped more than 450 patients.

Our strategic ambitions

**A great place
to work**

A great place to work

What's our ambition for the next five years?

Patients will feel cared for by proud, motivated staff who work seamlessly together to provide compassionate, inclusive care.

How will we measure success?

Upper quartile performance in the NHS Staff Survey by 2031.

King's is a place of pride and purpose, but staff experience is not yet consistent. Feedback highlights variations in leadership, access to the basics needed to do a job, career development, inclusion and being heard, all of which are fundamental to providing great care.

Our key aims for the next five years are:

✓ **Enhancing staff engagement, wellbeing and retention.** We will support our colleagues to feel valued, included and healthy.

✓ **Investing in leadership, talent and culture change.** We will ensure we have strong, visible and accountable leadership at every level. Leaders will listen to staff and create psychologically safe, inclusive and high-performing teams.

✓ **Ensuring we are an inclusive organisation.** We will become a more inclusive organisation with fewer experience and opportunity inequities. We will make measurable improvements to recruitment, career progression and disciplinary outcomes.

✓ **Developing a flexible, multi-skilled workforce to deliver the care of the future.** We will ensure our staff have the right skills and clear development pathways to strengthen retention and sustainability.

✓ **Embracing digital innovation and new ways of working.** We will use technology to manage demand, optimise the size of our workforce and use staff resources more effectively.

✓ **Strengthening workforce planning, recruitment and partnerships.** We will accurately forecast our staffing needs and work with education providers and regional partners to meet future demands for care.

“
We will strengthen partnerships with staff networks, trade unions and system partners
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To deliver these aims we have ten priority actions:

- 1 Value our workforce.** We will improve our staff wellbeing programme to provide safe environments, rest spaces, good nutrition, effective digital systems and clear communication.
- 2 Develop leaders.** We will launch a Leadership Development Strategy and Behavioural Framework by 2026/27, promoting clear expectations for leadership, teamwork, psychological safety and inclusive, compassionate leadership and change management.
- 3 Address inequities.** We will use the NHS Workforce Race Equality Standard (WRES), the NHS Workforce Disability Equality Standard (WDES) and staff survey data to identify and reduce inequities, ensuring clear accountability and measurable progress.
- 4 Strengthen clinical leadership.** We will further integrate clinicians into leadership structures and offer them enhanced support.
- 5 Expand talent pathways.** We will create a pool of talent for key roles, identifying and supporting high-potential individuals, especially from underrepresented groups.
- 6 Modernise systems which manage staff.** We will digitalise processes to improve efficiency and staff experience.
- 7 Accountability and performance.** We will strengthen compassionate and inclusive leadership by setting clear, measurable objectives for senior leaders.
- 8 Strengthen partnerships.** We will strengthen partnerships with staff networks, trade unions and system partners.
- 9 Digital skills.** We will provide staff with digital skills training and identify ways of reducing administrative tasks.
- 10 Workforce redesign.** We will improve service delivery and patient care by ensuring services have the right staff and mix of skills.

Case Study



We are building our workforce capability and widening access to employment. We employ around 60 staff on our Level 4 Business Analyst apprenticeship scheme. They have helped reduce missed appointments, increase outpatient capacity by 3,000 appointments a month and improve waiting times. We have also expanded inclusive work experience, with more than 450 placements in 2025, supporting local young people into healthcare careers and strengthening our role as a key local employer.

Case Study



We are encouraging our leaders to foster a positive culture and ensure staff feel able to speak up. For example, our Pharmacy team oversaw an improvement in their NHS Staff Survey scores in 2025 compared to the previous year. They did this by engaging more effectively with Pharmacy colleagues, who now feel more able to shape departmental priorities. A new development pathway for managers has also been introduced.

Our strategic ambitions

**Pioneering
research,
innovation
& education**

Pioneering research, innovation and education

What's our ambition for the next five years?	People will have faster access to new treatments, care from expert staff and the confidence that every innovation at King's helps improve lives.
How will we measure success?	To achieve a Trust-wide increase in research, innovation and education activity, with each area growing defined activity by at least 10% by 2031.

We aim to strengthen our position by building on our membership of King's Health Partners (KHP), one of the UK's leading Academic Health Science Centres (AHSCs), putting research, innovation and education at the centre of how we deliver care. This will enable us to speed up the discovery, testing and adoption of new and personalised medicines, technologies and models of care that improve outcomes for patients.

Research, innovation and learning already play an important role at King's, but activity is currently uneven and often dependent on a small number of highly active services. We will develop research-ready pathways, making research a routine part of patient care.

Our key aims for the next five years are:

- 
Embedding research, innovation and education across all services. This will ensure they are integral to care and that all staff and patients can take part and benefit. As part of this, we will focus on delivering timely set up of and access to trials, speeding up research and patient access to innovation.
- 
Expanding research and participation. We are already one of the Trusts most active in research and one of the leading National Institute for Health and Care Research (NIHR) recruiting organisations. We will build on this strength by increasing the number of studies and enabling more staff and patients to take part in research.
- 
Creating a clear, accessible way of innovating. We will make innovation easier for staff and partners by establishing a clear route, streamlining governance and supporting staff to develop and scale ideas that improve care, experience and productivity.
- 
Strengthening the infrastructure that enables research and innovation to thrive. We will improve the use of digital technology across the Trust, support governance and make it simpler to collaborate with academic, industry and system partners.
- 
Strengthening education and learning across the organisation. Expanding learning and development opportunities for staff will build skills, improve patient care and outcomes, and strengthen King's culture as an organisation that is always learning and improving. Better patient education will boost engagement, adherence to treatment and overall experience.

To deliver these aims we have five priority actions:

1 Strengthen research and innovation leadership and governance. We will increase the proportion of services with active research, innovation leadership and education so these are more consistently embedded across the Trust.

2 Increase the number of studies set up and approved. We will increase the number of studies and widen opportunities for staff and patients to take part in research.

3 Implement a visible innovation route and coordinated innovation system. We will introduce a clear, accessible route for staff and partners to submit ideas, supported by standardised triage, proportionate governance and a structured pathway for development, piloting and adoption.

4 Expand education and training opportunities for staff, carers and volunteers. We will increase participation in non-mandatory education and training and expand the range of programmes available.

5 Strengthen the organisational support needed to enable innovation. We will strengthen the infrastructure that underpins research and innovation by improving governance and the use of digital technology, expanding innovation training and fellowship support, and enabling good ideas to be adopted safely, consistently and effectively across the Trust.

Case Study



King's endoscopy service has an international reputation for high-quality diagnostic and therapeutic care. It has led innovation in minimally invasive procedures, often being first in the UK and Europe to introduce new techniques that avoid surgery. Our consultants are recognised for delivering accredited training and sharing expertise nationally, alongside the flagship annual King's Live conference, which encourages collaboration with charities and industry.

Case Study



King's is one of only five centres in England selected to deliver a world-first gene editing therapy for sickle cell disease. It works by modifying a patient's own stem cells to enable the production of healthier red blood cells, significantly reducing the severity of the disease. This personalised care is based on discoveries made at KCL which have been translated into clinical care at King's, demonstrating the strength of the integrated clinical academic model.

Our strategic ambitions

**Strong,
successful
partnerships**

Strong, successful partnerships

What's our ambition for the next five years?

People will get high quality care closer to home, through virtual appointments and monitoring, meaning fewer hospital visits and less time as an inpatient.

How will we measure success?

To transfer up to 30% of hospital care to an appropriate, alternative setting by 2031.

Partnership is central to how we deliver care. Tackling complex challenges depends on strong relationships across health, care, academia, local government, voluntary and charitable sectors, business and our communities. Collaboration helps us to join up services, reduce inequalities and innovate faster.

Our most important partnership is with our patients, families and communities. They have told us that they want us to use our influence to connect people and organisations across the health system, so care is seamless and joined up.

Our key aims for the next five years are:



Strengthening and evolving our existing partnerships.

We work closely with the Integrated Care Board (ICB) and local

Integrated Care Partnerships (ICPs) and neighbouring Trusts to deliver shared priorities. An early priority for King's will be working with partners across South East London to make the most of Epic, our electronic health record, to improve connectivity, integration and transformation across the system. We also work with King's Health Partners (KHP) and universities to lead world-class research, training and innovation.

We aim to maintain and strengthen partnerships with local authorities to address the diverse range of social, economic and environmental factors that affect people's lives; local community and voluntary organisations trusted by their communities; and industry and technology partners to speed up innovation in digital health and find new ways of providing care



Developing partnerships for the future.

We want to establish purposeful partnerships that help us to transform care pathways so we can

deliver high-quality, sustainable services.

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Our long-term sustainability is tied to the wellbeing of the populations we serve

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To deliver these aims we have six priority actions:

1

Work as an integrator. We will continue working with One Bromley to develop the neighbourhood model, which enables local residents to receive more holistic care in their community and have fewer hospital visits. In Lambeth and Southwark, we will work with the integrators to support children and young people, and those with mental health and long-term conditions, to receive care at home and in their neighbourhood, so helping to reduce admissions to hospital.

2

Engage with our patients and local communities. We will involve patients, carers and residents in designing and evaluating services, ensuring care reflects our diverse communities and builds trust and accountability.

3

Strengthen our role in reducing health inequalities. Our long-term sustainability is tied to the wellbeing of the populations we serve. We will create opportunities and reduce inequalities by employing local people, supporting local businesses and improving the environment.

4

Strengthen our partnership with KHP. We will improve patient outcomes and ensure greater equity by working with KHP to accelerate world-class research, education and innovation. We will also focus on integrating mental and physical health to improve patient outcomes and turn policy into better everyday care.

5

Maximise our partnership with King's College Hospital Charity. This will help us to enhance facilities, provide equipment, support staff and invest in innovation.

6

Develop partnerships outside the NHS. We will work with businesses and educational, technology and community organisations to develop solutions that improve health and benefit patients and local communities.

Case Study



Project SEARCH is a strong example of inclusive employment. In partnership with education providers and employment specialists, it offers supported internships at King's for young people with autism and/or learning disabilities, enabling them to gain NHS experience, build skills and move into work. We have welcomed nearly 100 interns, with many progressing into paid roles. The programme shows that people can thrive and services become more representative of our communities.

Case Study



Bromley Clinical and Hospital Integration (B CHiP) is a standout example of seamless, person-centred care. It brings together clinicians, therapists and other professionals to enable quicker decision-making, coordinated support and earlier intervention for children. This approach helps them to stay well at home and avoid unnecessary hospital admissions. It is improving outcomes, reducing delays and giving children and families a more seamless and supportive experience.

Our strategic ambitions

**Timely and
efficient care
for patients**

Timely and efficient care for patients

What's our ambition for the next five years?

People will have faster and more reliable care, with shorter waits, smoother treatment journeys and services they can trust to deliver excellent care every time.

How will we measure success?

To achieve a performance that is in the top 25% for all national and constitutional standards by 2031.

We will ensure that patients receive the care they need, when they need it. This is central to patient experience, safety and trust.

We will improve our performance across our core services to meet national standards, in line with national guidelines and timelines, so King's is among the highest performing Trusts in the country.

Our key aims for the next five years are:



Achieving national standards for timely access to care. We will improve key service areas to ensure at least 80% of our patients

receive a diagnosis or have cancer ruled out within 28 days of referral (this will mean more than 3,000 additional patients each year beginning treatment on time) and at least 85% starting their first treatment within 62 days of the Trust receiving their cancer referral.



Reducing the longest waits and unnecessary variation in access to care. We will prioritise reducing the longest waits in

elective care, ensuring that a minimum of 92% of our patients wait 18 weeks or less for treatment.



Strengthening patient flow across our hospitals and care pathways. We will

improve patient flow by reducing delays in Emergency Departments, ensuring at least 85% of patients are seen, treated or discharged within four hours. This will mean treating around 42,000 additional patients within four hours each year.



Improving productivity across diagnostic, surgical and clinical services to provide more timely care. We will ensure that no

more than 1% of patients wait more than six weeks for a test.



Reimagining outpatient services to create a better experience for patients. By using

digital innovation, redesigning care pathways and shifting more care closer to home, we will move away from fragmented, traditional ways of providing care towards seamless, personalised care. This is about empowering patients, unlocking clinical capacity and shaping outpatient services that are fit for the future.

To deliver these aims we have five priority actions:

1

Improve patient flow and reduce length of stay. We will improve discharge coordination and redesign inpatient pathways to reduce delays and ensure patients are treated in the most appropriate setting.

2

Optimise our use of theatres and improve turnaround times. We will improve use of theatres and reduce turnaround times so more patients can be treated safely and efficiently in our current suite of operating theatres, reducing the need to invest in and expand our estate.

3

Improve access to diagnostic services and turnaround times. We will expand and optimise diagnostic services and offer them in more convenient local locations, to support faster clinical decision-making and reduce treatment delays.

4

Reduce unnecessary variation in care pathways. We will standardise pathways and ensure best practice across services so patients have consistent and equal access to care.

5

Strengthen how hospital services and community partners work together. We will improve coordination across services and with community partners to ensure smoother patient pathways, more timely care and more joined-up support.

Case Study



Our Sexual Assault Referral Centre (SARC) is transforming how care and support is provided for people affected by sexual assault or abuse.

This consolidated model brings together medical, forensic and emotional support into one safe, compassionate space. Working closely with healthcare professionals, police and community partners, the service ensures every person is treated with dignity and respect, while receiving the right care and protection. It is leading the way in creating faster, kinder and more joined-up support for survivors across London.

Case Study



The PRUH's diabetes service delivers outstanding, personalised care to patients across Bromley and South East London.

It supports patients in hospital and the community to manage their condition safely and confidently. The service recently won a national award for its innovative approach to improving inpatient care, reducing admissions, enhancing safety and creating smoother pathways between hospital and primary care.

Our strategic ambitions

**Financial
sustainability**

Financial sustainability

What's our ambition for the next five years?

People will feel confident knowing King's uses its resources wisely to provide great, sustainable care.

How will we measure success?

To break even by 2030.

King's has successfully delivered the first two years of its financial recovery, in line with its financial strategy, making strong progress in restoring financial sustainability and responding to the significant challenges facing the Trust in 2023/24 when a £78.7 million deficit was reported. We will continue to take clear, decisive steps to transform and improve how the Trust operates to achieve long-term financial sustainability.

Our key aims for the next five years are:



Understanding the problem. A detailed financial review has highlighted how we can improve planning, manage future cost pressures and strengthen performance by learning from the best in the NHS. It also revealed how we can improve efficiency and make better use of our resources, improving value for money and ensuring every pound we spend delivers the greatest benefit for patients.



Ensuring the whole Trust is involved. Every part of King's has a role in strengthening our finances for the benefit of patients.



Making transformational changes. Our plan for delivering these ambitions is built on two key goals that balance rapid improvement with long-term transformation. This is central to our approach. The two key goals are:

1

Accelerating improvement to match the highest-performing NHS organisations in areas such as length of stay, theatre use and workforce productivity to balance our books by 2029/30.

2

Driving innovation by using new technology and fresh thinking to make our services more efficient, effective and sustainable.

Balancing rapid improvement with long-term transformation is central to our approach.

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We will keep our finances sustainable by maintaining healthy cash reserves

”

To deliver these aims we have five priority actions:

1

We will invest £222 million in modernising our hospitals by March 2030.

We will maximise every pound we invest to improve facilities, upgrade equipment and create spaces that enable innovation and new ways of working.

2

We will strengthen our finances, improving our underlying position by around £33 million each year, aiming to reach break even by 2029/30.

We will build a shared understanding of our finances and identify ways of improving performance and efficiency. Through better patient flow, smarter ways of working and service transformation, we will create a secure base for continued growth. We will also strengthen financial management, ensuring we use resources responsibly and effectively. By focusing on the 'brilliant basics', clear reporting, training and strong planning, we will build a culture of continuous improvement and sustainability.

3

We will improve our productivity by an average of 2% each year.

We will do this by focussing on matching the best NHS performance levels and delivering more care by using our resources more effectively. We will also improve financial and performance reporting to track progress, celebrate success and identify more opportunities to improve efficiency and quality.

4

We will keep our finances sustainable by maintaining healthy cash reserves.

We will maintain our cash levels at more than 10 days of operational requirements, while reducing our reliance on national financial assistance. We will achieve this by strengthening our underlying financial position and using resources wisely.

5

Move to segment 1 in the NHS Oversight Framework ratings for finance.

We will improve our performance by reducing our underlying deficit, increasing productivity and delivering our financial strategy.

Case Study



We carried out a major review of how we manage and oversee our finances in 2024, comparing our approach with national best practice.

We then introduced a comprehensive improvement plan covering everything from how we plan and report finances, to how we make investment decisions. Thanks to the hard work and dedication of teams across the Trust, we made rapid progress, rising to one of the highest levels of financial maturity within just 14 months. By October 2025, King's was rated 'integrated to advanced' in nearly all areas of financial governance, showing real progress in building strong, sustainable foundations for the future.

“
We will improve our productivity by an average of 2% each year
”

Our supporting strategies

Delivering our strategy depends on the strength of our foundations, our capabilities and our commitment to continuous improvement. Our supporting strategies set out how we will strengthen our organisation for the future.



Digital

King's Digital Strategy 2026-2031 sets out how we will become digital by default, using digital innovation and AI to improve care quality, patient and staff experience and our productivity, efficiency and performance.

We are speeding up our adoption of digital technology in response to increasing operational pressures, variation in digital maturity across services and rising expectations of online access and communication. This matches national priorities to eliminate paper workflows, integrate care records, strengthen cyber security and adopt AI at scale.

Since introducing Epic and MyChart in 2023, King's has strengthened its digital foundations. More than half of our patients now use MyChart, helping to reduce missed appointments, while automation has streamlined referral processing. But we recognise that more needs to be done to address digital exclusion and ensure carers and families can access MyChart on behalf of vulnerable people.

Our focus is clear - improving patient outcomes, increasing engagement with MyChart, improving digital inclusion, expanding remote monitoring, equipping all our teams with safe and trusted AI tools and scaling automation in administrative and clinical processes are vital and central to reducing duplication and waste. By 2031, digital will be an integral part of how services are designed and delivered at King's and we will be using digital and AI with our partners, to support population health management and the delivery of new care models.



Estates and Facilities

By 2031, the King's estate will be safer, more sustainable, more digitally connected and designed around the needs of our patients and staff. Our priorities are:

- 1. Modern, flexible facilities:** Develop clinical and back-office spaces that meet modern standards and can be adapted to deliver new ways of delivering care.
- 2. Safety, compliance and resilience:** Maintain safe and accessible spaces, and invest in our infrastructure, from power and ventilation systems to digital networks.
- 3. Patient and staff experience:** Create welcoming and accessible environments that promote wellbeing and enhance way-finding, green spaces and rest areas.
- 4. Digital and smart infrastructure:** Integrate digital systems and smart building technologies to improve efficiency and environmental performance.
- 5. Sustainability and the Green Plan:** Align investment with the Trust's Green Plan, and put sustainable design standards at the heart of all capital projects.
- 6. Strategic growth and partnerships:** Work closely with partners to plan estates that support integrated, collaborative care, whilst maximising the value of our estate through joint planning.



Finance

In recent years, the Trust has faced significant financial pressure. By the end of 2023/24, we reported a £78.7 million deficit. In response, we developed a 15-year Financial Strategy in 2024, using NHS England's strategy development toolkit. This has enabled us to diagnose the underlying challenges, identify and assess potential solutions, prioritise the most effective options and start putting them into action.

The diagnosis phase identified the Trust's issues were driven by a combination of factors including inflation, workforce growth and underperformance against our peers for a number of key operational indicators.

Our solutions are based on two key premises:

- To 'sprint' as far and as quickly as possible to the best operational performance, benchmarked against our peers, including length of stay, theatre utilisation and key workforce metrics.
- 'Frontier shift' where we make fundamental changes in the form of technology shocks and innovations in how we deliver care to enable a step change in the productivity of acute and specialist service provision, underpinning long-term sustainability.

After engaging with more than 500 clinical and operational colleagues across King's, as well as key external stakeholders including South East London ICB and NHS England, the Financial Strategy was approved by the Trust Board in May 2025.

We have achieved the first two years of the Financial Strategy and continue to evolve it as needed to respond to updates in national guidance. Continued delivery of our transformation and improvement journey is key to achieving sustainability and value for money, ensuring our services remain sustainable for the future.

Since introducing Epic and MyChart in 2023, King's has strengthened its digital foundations



Our Green Plan to 2028

We recognise that the health of our patients is inseparable from the health of our planet. We have a responsibility to act decisively on climate change, reducing our environmental impact and embedding sustainability. Our Green Plan to 2028 sets out how the Trust will reduce its environmental impact by developing Net Zero clinical pathways, electrifying its fleet of vehicles, expanding green spaces, improving air quality, cutting waste and promoting active travel.

To support this work, we will focus on 10 key areas: Workforce and Leadership; Net Zero Clinical Transformation; Digital Transformation; Medicines; Travel and Transport; Estates and Facilities; Supply Chain and Procurement; Food and Nutrition; Adaptation; and Air Quality.



Innovation

Innovation is essential to delivering world-class care at King's. As pressures on our services grow and expectations continue to rise, we must move faster, work smarter and unlock the full potential of our people, partners and technology.

Our ambition is simple: to turn ideas into impact. We will build a strong, outcome-focused innovation route that takes ideas from concept to adoption, delivering measurable improvements in patient outcomes, experience, productivity and financial sustainability. We will create a single, visible route for innovation, supported by clear pathways, consistent governance and coordinated support, to remove duplication, accelerate progress, and ensure every innovation is safe, effective and matches our priorities.

We will provide staff with the skills, support and funding to take their ideas further. We will also build on our digital foundations and partnerships with academia and industry to scale innovation that delivers real value. By 2031, innovation will be part of everyday practice at King's as a visible, inclusive and high-performing system that consistently turns ideas into better care, better experiences and a more sustainable future.



International Partnerships

The UK's clinical services and healthcare institutions are world leading and are underpinned by first-class education, training and regulatory systems. The NHS has unrivalled expertise in meeting the complex healthcare demands of a diverse population. Many countries are embarking on programmes of healthcare reform and development with opportunities for close working partnerships with the NHS.

The UK government established the NHS Export Collaborative in 2021. This is a partnership between NHS England, Healthcare UK / Department for Business and Trade and the Department for Health and Social Care. Under the NHS Export Collaborative, the intention is for the NHS to bring best practice to a global healthcare audience.

The Trust, through its subsidiary KCH Management Ltd (trading as King's Commercial), is a national leader within the NHS Export Collaborative. Its work is underpinned by a structured Ethics and Values Framework.

King's Commercial has successfully established international partnerships in the Middle East and Africa, set up the King's International Consortium and is working on scaling up and expanding partnerships and international platforms. This work is supported by Healthcare UK / Department for Business and Trade and the NHS Export Collaborative. Revenues from these activities are used to underpin the continued development of the Trust.



KING'S IMPROVEMENT METHOD

Delivering our strategy requires a consistent way of working that connects our key priorities with day-to-day practice.

The King's Improvement Method (KIM) is how we will do this. Our ambition is that every part of the organisation is equipped to improve. KIM enables us to translate intent into action and to deliver better outcomes.

Improvement is already happening every day at King's. We want it to be more closely aligned to our strategic priorities, reducing variation in how we deliver care and maximising impact for our patients. KIM ensures that improvement is focused where it matters most and delivered in a consistent and sustainable way.

KIM has four interlocking elements:

1. Leadership behaviours:

Our leaders will prioritise time for improvement, and build psychological safety and support teams to solve problems. They will engage with frontline teams to understand work and support improvement.

2. Strategy deployment:

We will align priorities from Trust Board to team level to create shared ownership and a clear link between strategy and delivery, using data to target improvement where it will have the greatest impact.

3. Trust-wide continuous improvement:

Through approaches such as improvement huddles, teams will be supported to identify issues, test solutions and learn continuously, creating a culture where improvement is routine and owned by those closest to the work.

4. Step-change projects:

We will deliver organisation-wide programmes to tackle key challenges, combining expertise, data and improvement methods to drive rapid change alongside local improvement activity.

By using this strategy, improvement will no longer be something that happens in isolation. It will be how we work.





Our People Strategy

Our People Strategy (2026-2031) sets out how King's will develop a skilled, flexible and inclusive workforce to support changing models of care, shifting more care into the community, strengthening prevention and using digital services to improve access and quality.

The strategy brings together workforce planning, leadership development, culture change and organisational development to improve productivity, staff experience and patient outcomes, while ensuring equity and inclusion are central. It focuses on six priorities: improving staff engagement and retention; strengthening inclusive leadership and culture; tackling inequity; developing a flexible, multi-skilled workforce; embracing digital innovation; and building sustainable talent pipelines through partnerships.

In practice, this means more multidisciplinary working, supporting staff to work across care boundaries and at the top of their skills, and using technology to reduce administrative burden. By 2031, the Trust aims to be a great place to work, with a diverse, sustainable workforce delivering better access, experience and outcomes for its communities.



Population Health Management and Health Equity

Improving population health and preventing illness are essential to reducing health inequalities and ensuring everyone in our communities can access the care they need.

Our Healthcare Equity Strategy describes how we will reduce inequalities in access, experience and outcomes, making this a part of how we plan and deliver care. We will take a system-wide, data-informed approach to identify priority populations, understand unmet needs and target interventions.

Key priorities include using data and segmentation to improve identification of high-risk groups, targeted interventions for priority adult and child populations, and delivery of Core20PLUS5 (Core20PLUS5 is an approach used by the NHS to reduce health inequalities for the most deprived 20% of people, for groups with extra challenges such as people with disabilities, and in five key health areas such as mental health and long-term conditions). The strategy also supports the integration of physical and mental healthcare for people with long-term conditions and more effective use of digital tools, while addressing digital exclusion. We will work closely with our partners across neighbourhood health teams, primary care, community services and local authorities to ensure care is better coordinated.

By 2031, equity will be at the centre of how we design and deliver care at King's. We will use population health management, prevention measures, data-driven insights and applied research and evidence from our work with KHP and KCL to guide and inform our decisions. This will support improved outcomes, reduce unwarranted variation and help ensure resources are directed where they can make the greatest difference.

Next steps – the road ahead

This strategy sets the direction for King’s over the next five years. The next phase will be to translate these ambitions into detailed delivery plans.

How will we measure delivery of this strategy?

Each of our strategic ambitions has a clear measure of success, set out in ‘How will we measure success’ sections. An Executive Director at the Trust has been agreed as a lead for each ambition and progress on each of the measures for success will be tracked monthly across the organisation. We will report on progress regularly, including quarterly updates to the Trust Board and an annual summary in our Trust Annual Report.

Additionally, as part of the annual planning cycle, we will review progress against our ambitions and agree a new set of one-year priorities, making sure they are aligned to our supporting strategies and national policy and priorities.

Delivery will be supported by the King’s Improvement Method (KIM), ensuring our priorities are firmly part of day-to-day practice. We will develop service-level plans, with strategic metrics translated into goals. We will report our progress against these goals monthly through Strategic Deployment Review (SDR) meetings, enabling consistent tracking and transparency. Daily delivery of our goals will be enabled through active engagement with staff.

Celebrating success will be a key part of our approach. We will recognise and share progress, innovation and impact across teams and services to reinforce a culture of improvement

We will continue to work closely with our partners to deliver meaningful and sustainable change. We will regularly review and adapt our plans as circumstances evolve, ensuring our strategy remains responsive, while maintaining a clear line of sight between ambition, delivery and measurable outcomes.

We will continue to work closely with our partners to deliver meaningful and sustainable change.



Thank you

This strategy has been shaped by the insights, experience and ambition of many people. We are grateful to everyone who shared their views and helped shape the future direction of King’s.

King's Strategy 2026-31

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