

## Improving health and wellbeing Locally and globally 2014 – 2019






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# Foreword

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King's Health Partners has a clear mission – to create a partnership which is imbued with a culture of excellence in research, education and patient care. We are aiming for a real impact on our local population's health. This will be the measure of our future success.

Our second accreditation by the Department of Health in April 2014 is an opportunity to take stock of what we have achieved so far and plan for the second phase of our journey. This document outlines our strategy for the next five years and gives a flavour of our collective strength and potential.

In the next five years we will invest in programmes to achieve integrated mental and physical health, value-based care systems, integrated healthcare across primary, secondary and social care, and public health. We will also focus on seven specialties where we have outstanding research, education and clinical care – cancer, cardiac, child health, dental, diabetes and obesity, mental health and neurosciences, and transplantation and regenerative medicine.

Our close and emerging partnerships across south London are material to the progress and ambition of King's Health Partners. We are proud of our relationship with the South London Health Innovation Network and its role in spreading good practice and learning throughout the whole system.

This document has been written to provide an overview of how we will develop our priority areas over the next five years and I hope it offers you an insight into our bold ambitions for the future.

With best wishes,  
Robert

**Professor Sir Robert Lechler**  
**Executive Director**  
**King's Health Partners**

July 2014

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# Introduction

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King's Health Partners, one of six Academic Health Sciences Centres (AHSC) in England, brings together three of the country's leading NHS foundation trusts, Guy's and St Thomas', King's College Hospital and South London and Maudsley, with a world-class university, King's College London.

Our partnership has over 36,000 staff and more than 25,000 students. Together, we provide 4.2million patient contacts each year and have an annual turnover of £3.1billion. Our university partner, King's College London, is ranked in the top 20 universities in the world and having a world-class university at the heart of our partnership means we are able to attract the best clinicians and scientists from across the globe to deliver research, education and clinical services.

The breadth of our collaboration, coupled with our strength in mental and physical health and the rich diversity of the population we serve, mean we are uniquely placed to lead innovation in clinical practice and improve outcomes for our patients.

Our reach as an AHSC enables us to provide system leadership across the healthcare economy of south east London and beyond.

In April 2014 the Department of Health renewed our accreditation. As a result we have developed a five year plan that will see us work with partners locally to transform the care our local population receives, integrating services across mental, physical and social care, and using research evidence and informatics to improve outcomes.

The population we serve in south London has pockets of high deprivation and poor health. Many of the factors that affect the health of the population we serve, like housing and education, lie outside the responsibility of traditional healthcare organisations so we will work as an influential partner with other organisations to improve population health.

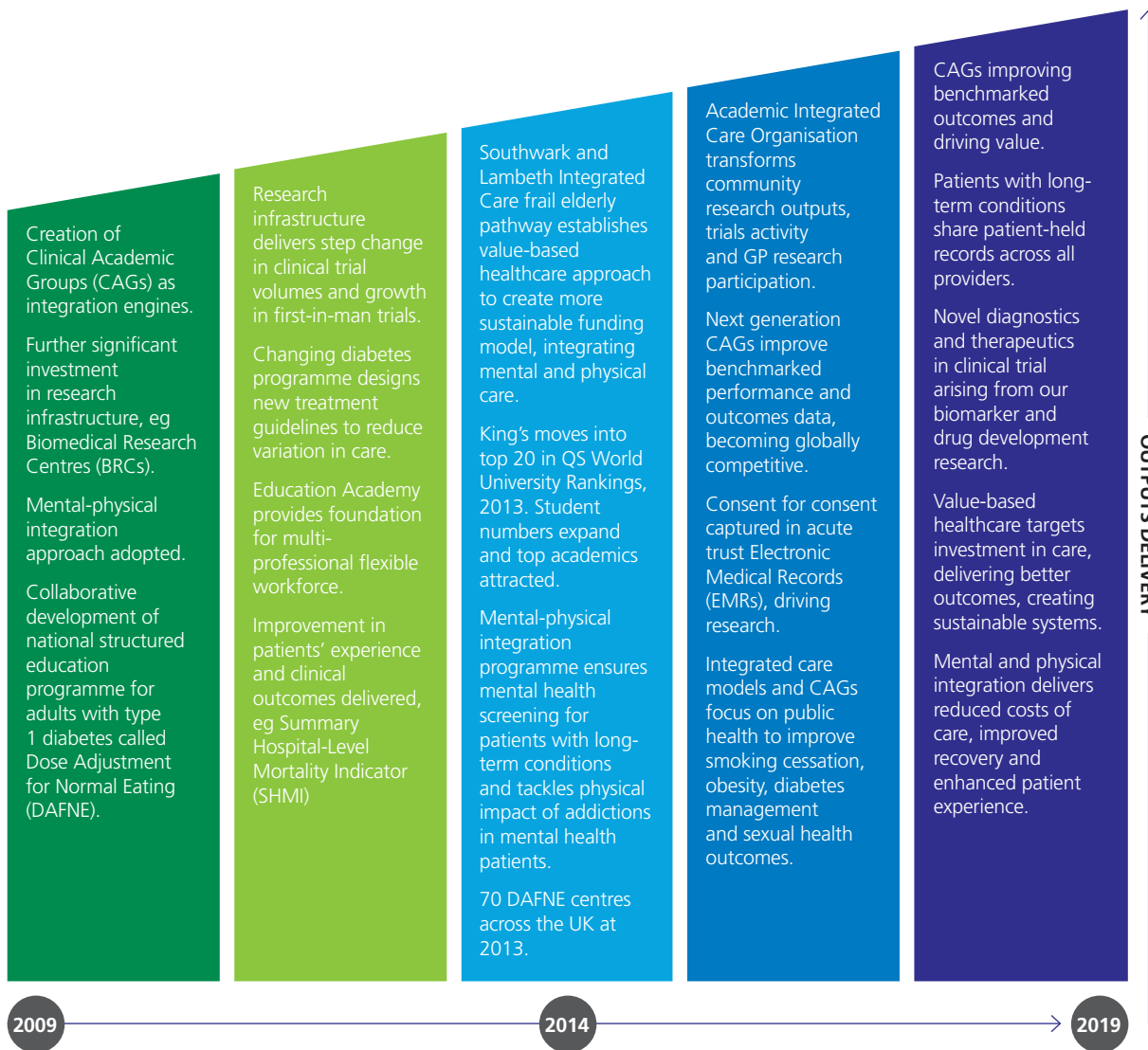
For the next five years we have decided to focus on seven key areas – cancer, cardiac, child health, dental, diabetes and obesity, mental health and neurosciences, and transplantation and regenerative medicine. These areas reflect our current strengths, but have also been chosen because we believe our partnership is among the best placed internationally to drive better understanding and improved treatments in these fields. We will drive innovation through informatics, integrated healthcare, and value-based care systems.

# Progress and delivery

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Our collaboration is hugely exciting and has the potential to change lives for the better, yet it is rooted in an understanding that healthcare is complex. Achieving our bold goals requires us to set a model of partnership and to work with others, recognising the value each partner organisation brings.

World-leading healthcare research can only benefit patients where it is translated into effective clinical practice. We believe we can be much quicker at taking the discoveries our scientists make in laboratories and making them available to healthcare professionals treating patients. We also believe that we can be an organisation which rapidly adopts and progresses innovations that originate worldwide.



**KING'S HEALTH PARTNERS: SYSTEM LEADERSHIP, SUPPORT AND TRANSFORMATION**

Catalyst for change, empowering systems

*The diagram illustrates progress in our delivery from 2009 projected through to 2019.*

# Governance: providing clear direction to deliver our mission

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The essential foundations of our partnership are our Clinical Academic Groups (CAGs). These bring together clinical services, research and education across our four partner organisations. Our CAGs are supported and led by a King's Health Partners Operational Executive, which includes executive leaders from across the partnership to drive real change in service and CAG delivery.

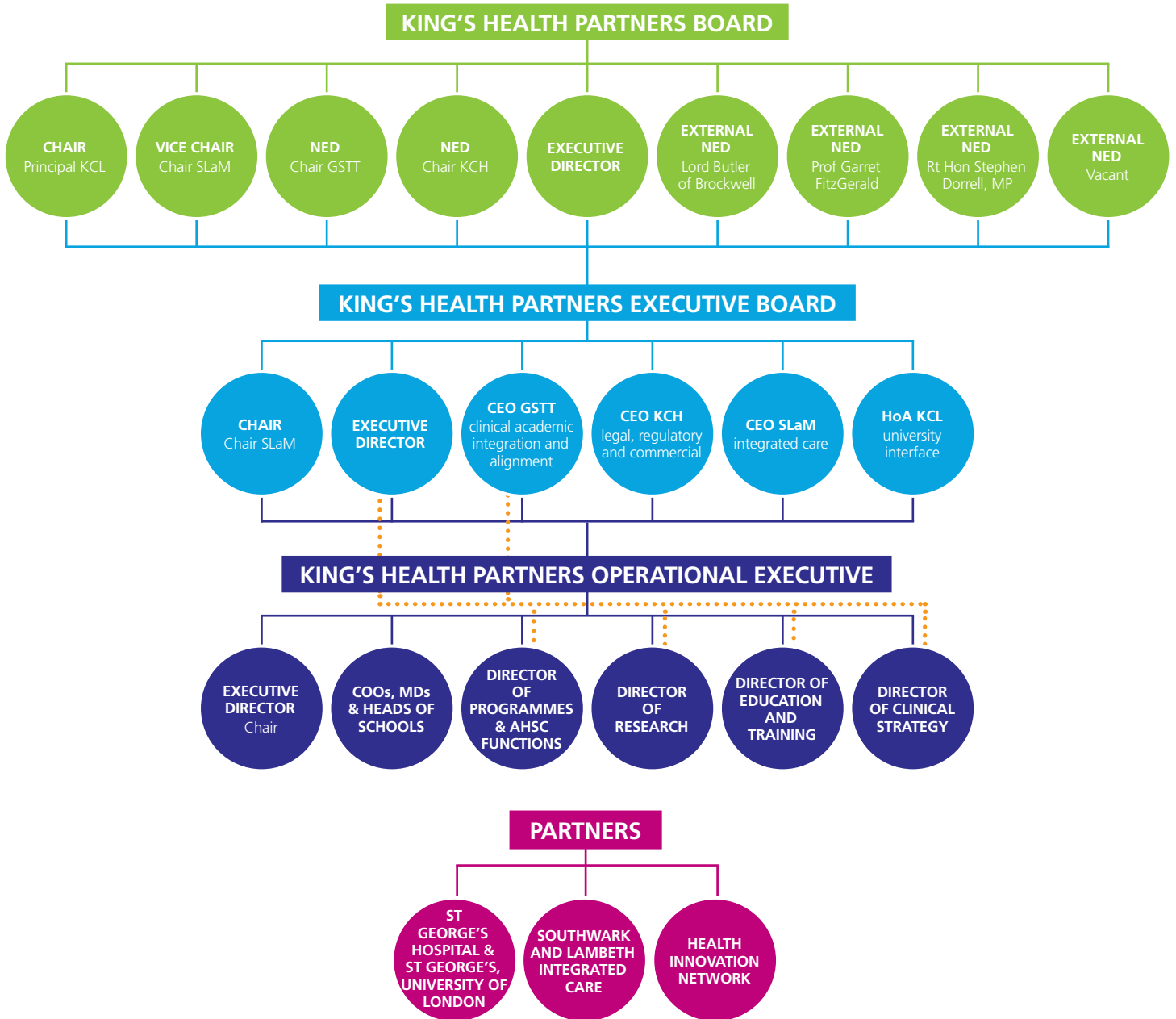
To ensure our five year plan is driven forward with pace and purpose, we have created an Executive Board to oversee delivery. This includes the three trust Chief Executives and King's College London's Head of Administration, who each lead on key work areas, such as the development of integrated care across south London.

The activities of our AHSC are overseen by the King's Health Partners Board which brings together the Board Chairs from our four partner organisations, with non-executive directors from science and governance.

*'Ultimately we are aiming for a real impact on our local population's health. This will be the measure of our future success.'*

**Professor Sir Robert Lechler,**  
Executive Director, King's Health Partners  
Vice-Principal (Health), King's College London.







# Mind and body: treating the whole person

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It is one of the great failures of modern healthcare that it does not recognise the number of people who suffer from both mental and physical ill health. Average life expectancy for someone with a long-term mental health illness is years shorter than for someone without, often due in part to smoking, obesity, diabetes or alcohol misuse. We also know that a high

proportion of people with one or more long-term conditions like arthritis and diabetes also have depression or other mental health conditions. Despite this, health services and funding mechanisms still silo care by having different organisations providing physical and mental healthcare and they often fail to share information about patients.

*'Despite best intentions, there is undoubtedly a divide between physical and mental health both in our NHS and across the globe. My hope is that the mind and body programme at King's Health Partners will enable us to integrate care in a more co-ordinated and effective way.'*

**Professor Shitij Kapur,  
Dean of the Institute of Psychiatry, King's College London**



At King's Health Partners we are determined to overcome these barriers by treating the whole person, regardless of which organisation is providing which part of care.

Two of the areas where our organisations frequently see patients with both mental and physical ill health are in emergency services and in the care of older people. For example, it is not unusual for a patient to arrive at one of our emergency departments having suffered an injury or accident, for it to become clear they also have a significant, sometimes untreated, mental health condition. It is also common for an elderly person to be admitted to one of our hospitals who is then found to also have dementia.

In order to treat the whole person, we are committed to screening all patients with chronic physical diseases for mental health conditions, and we will use the learning from this to improve the way we treat patients with both physical and mental ill health. We know that addressing mental health issues has been demonstrated to improve physical health outcomes and vice versa.

We will care for vulnerable patients with both physical and mental health conditions in an integrated manner in which there is better, faster diagnosis and treatment, and a reduced chance of a single diagnosis masking other issues.

We also plan to overcome the traditional distinctions between the mind and body in research and education, allowing us to train students and staff to deliver more integrated care. Opportunities for students to undertake joint degrees combining clinical academic disciplines will be extended, and integrated care professionals will be trained to work across physical, mental and social care.

Over the next five years, all our 21 Clinical Academic Groups will consider the integration of mental and physical health in their work.



# Value-based care: building a sustainable healthcare system

As the demand for and cost of healthcare continues to rise it is increasingly important we understand and can explain how we spend our money in terms that are easily understood, such as ensuring better outcomes for patients, improving experience of our services, translating new discoveries into better care and developing excellent clinical staff. We will understand our costs in parallel with these outcomes and spend wisely to achieve the best value. This approach is essential to ensure best use of resources and create sustainable health

systems, and must be underpinned by comprehensive and accurate data about our patients and services.

Our role in value-based care does not stop at the boundary of King's Health Partners. Locally our relationships with GPs, citizens and commissioners are crucial to achieving this. Across south London our close partnership with St George's Hospital and its medical school, our collaboration in the Local Education and Training Board, the Health Innovation Network (HIN), King's Improvement Science (KIS) and the Collaboration for Applied Health Research and Care (CLAHRC) network, signal our desire to collaborate with others to make sure patients maximally benefit from every penny invested in healthcare.

*'We are committed to providing accurate and timely information about patient care and believe that identifying, measuring and publishing healthcare outcomes and building cohesive information systems result in a culture of improvement and increased value.'*

**Professor John Moxham,**  
Director of Clinical Strategy, King's Health Partners



## Recording and sharing outcomes

Reliable and accurate information is essential to understanding the value of what we do. Across our CAGs we have developed measures which help us to understand value and to see where we have variations in the quality of care and patient experience. We will publish an outcomes book for each CAG, so that our stakeholders and the public can gauge the value of what we do and understand our progress in all aspects of care, research and education. We are proud to be leading the way nationally in the routine collation and publishing of outcomes books.

Across King's Health Partners, improvement science is used to inform clinical and managerial practice and to develop models of care. Researchers work closely with clinicians to help make effective decisions about the organisation and design of safe and efficient services.

## Informatics underpinning value

We will develop integrated IT systems enabling us to share healthcare electronic records across partners and with other healthcare organisations. This will incorporate the award-winning 'MyHealthLocker' programme, which will be extended for all patients with long-term conditions.

Over the next five years, we will work with patients to make electronic patient information available in an anonymised format between partner trusts, primary care and social care. This will be a powerful information resource for both practitioners and researchers.

## The Health Vault

Big data solutions using The Cloud enables us to create a 'health vault' facility for researchers to look for patterns in disease across millions of pieces of information to improve research and patient care.



# Integrating care: stronger communities, better outcomes

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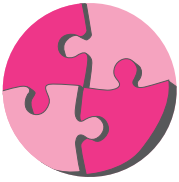
Our partners provide most of the hospital, community and mental health care services across Lambeth and Southwark as well as the mental health services for Lewisham and Croydon. We employ 36,000 staff and work in partnership with a great number of stakeholders across primary, social and voluntary care. However we start from a

system that is delivering fragmented care and which is largely based on treatment not prevention. Too often services can be complex to navigate and can leave patients feeling bewildered.

Working across King's Health Partners and Southwark and Lambeth Integrated Care (SLIC), which brings together primary and social care, citizens and commissioners, we are putting in place transformative plans for the entire care system to improve education, prevention, care outcomes and patient experience. We intend to reduce hospital attendances and improve access to high-quality care in local communities.

*'We know that currently over 30% of the population has a long-term condition, and that this number is rising. It is therefore imperative that we build an integrated healthcare system that provides care in people's communities, where it is most needed. Beyond this, we need to build on rich community assets and to work alongside citizens and communities in promoting health and wellbeing.'*

**Dr Matthew Patrick,**  
Chief Executive, South London and Maudsley NHS Foundation Trust



## Our achievements:

Progress by the SLIC programme and the medicine teams at King's Health Partners is now visible with:

- the implementation of local services for the frail elderly which are better able to support their mental and physical needs
- the launch of our 'Amber Alert' programme to provide care for vulnerable patients
- joint work across London to build a frailty scorecard
- good outcomes on length of stay and discharging people home on time
- the launch of 'King's Health Partners Online' to enable access to local health records to improve continuity of care and reduce error

## In the next five years, we will:

- improve out-of-hospital care and community access to diagnostics, care and treatment
- work in partnership with primary and social care, and the voluntary sector to create clear pathways of care to make it easier for patients to access and receive treatment and support
- support people and communities to take control of their health and wellbeing, for example through positive self-management of weight, mental health, alcohol use, smoking and blood pressure
- create integrated physical and mental health and social care payment mechanisms, to bring budgets together where appropriate so services can support people at the right time, in the right place
- work with the Health Innovation Network to spread learning from integration approaches across south London

# Public health

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Compared to the rest of the UK, the population we serve in south London has worse health and is more likely to die early. At the root of this ill health is a high incidence of smoking, alcohol abuse and obesity. We have developed strategies with our health and social care partners to tackle this.

The issues facing south London are shared by many cities and our pioneering work in urban public health marks us out as

*'There is huge potential for King's Health Partners to develop pioneering public health services, research and training in south London. In focusing on smoking, alcohol misuse and obesity over the next five years, we are committing to those challenges which are of greatest importance in our local community.'*

**Madeliene Long,**  
Chair, King's Health Partners Executive Board and Chair, South London  
and Maudsley NHS Foundation Trust

an international leader in meeting these challenges and making a real difference to population health. Delivering public health interventions that tackle inequalities and change behaviours is complex and many health systems have struggled to do it.

We have established a new collaborative for south east London to facilitate the design and implementation of public health work at scale. Our strategies for tackling smoking, alcohol abuse, and obesity focus on building the knowledge and skills of healthcare professionals. We aim to increase the frequency of patient contact, and improve care using technology and effective information management.

The work of our partner Academic Health Science Network – the Health Innovation Network (HIN) – enables good practice and effective pathways of care to be rolled out in local communities through public and patient engagement.



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## Smoking

More years are lost to smoking than any other disease and it is a major determinant of ill health in our local communities. We will support hospitals and community clinics to go smoke free and help staff and patients to stop smoking. We will provide additional care for people with mental illness to help them stop smoking and improve their life experience and expectancy.

We are working with partners to design a clinical care pathway for nicotine-dependent treatment and create a training package for healthcare professionals to support smoking cessation interventions.

## Alcohol misuse

Up to 30% of hospital admissions and 50% of mental health admissions in south London are alcohol-related. To address this, we have developed a King's Health Partners Alcohol Strategy. As part of our strategy we will train staff in early identification and intervention in alcohol-related cases. With the CLAHRC and the HIN we will increase penetration of 'Identification and Brief Advice' (IBA) interventions in our local communities.

## Obesity

We will train staff from all disciplines to spot the early signs of childhood obesity and work to ensure initiatives are available in the community for those in danger of becoming obese. Our strategy focuses on low income families and those experiencing health inequalities to reduce obesity in children and adults, and developing integrated care pathways for obese patients which include access to specialist dietary and psychological healthcare professionals.

### In the next five years, we will:

- go smoke free across all our hospitals and community sites
- support staff and patients, including those with severe mental illness, to reduce smoking and make better choices about their health
- train staff in identification and intervention for alcohol-related cases
- work towards reducing smoking levels by 5% in patients accessing our care
- support staff to be role models for healthy lifestyles

Smoking currently costs the NHS £5.2bn annually.

Alcohol contributes to over 60 different physical and mental disorders.

In our local communities, one in four school children are already obese.

Alcohol is now the third leading cause of disability in Europe.

Alcohol-related liver deaths and hospital admissions cost the NHS in England £3bn annually.

The Maudsley Specialist Smokers Clinic is the gold standard in smoking cessation treatment according to the Department of Health.

# Translating ground-breaking research

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King's Health Partners has great strengths across the spectrum of biomedical research and has a world-class research infrastructure. This includes two National Institute of Health Research (NIHR) Biomedical Research Centres and a Biomedical Research Unit in Dementia; a Clinical Trials Office and Clinical Trials

Unit; and three dedicated Clinical Research Facilities (CRFs), including a CRF that is specifically designed to support mental health and neurosciences clinical trials.

We are part of London's rich and diverse research environment. We are one of the six partners of the Francis Crick Institute, which is an interdisciplinary medical research organisation that aims to understand why disease develops and find new ways to treat, diagnose and prevent illnesses. We also partner with the Mayor of London and the capital's other AHSCs (UCL Partners and Imperial College) in MedCity – a collaboration to develop the life sciences sector across south east England.

*'Our Academic Health Sciences Centre brings together research expertise across a comprehensive range of scientific areas and over the next five years we will drive and support research activities across our organisation. Together we can forge our position as a leading centre of health-related research, not only in the UK but internationally.'*

**Professor Reza Razavi,**  
Director of Research, King's Health Partners

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## Our research environment

Our collaboration with the Technology Strategy Board Cell Therapy Catapult Centre enables our medical researchers to work with industry to develop cell therapies. We host five centres funded by the government's Medical Research Council that work to improve human health through research into areas such as asthma and transplantation. We also host a British Heart Foundation Centre of Research Excellence and a Medical Engineering Centre of Research Excellence funded by the Wellcome Trust and the Engineering and Physical Sciences Research Council.

## Designed for translation

King's Health Partners is designed for translation: undertaking world-quality, fundamental scientific research and translating it into useful practice to improve patient care and outcomes, and evaluate what works.

Over the next five years we aim to become more successful at this process of translation. The future of medicine and health sciences lies in developing new diagnostic tests and therapies that deliver personalised medicine. We are committed to getting pioneering research translated more quickly and more effectively. There are great advances to be made and we are well positioned to lead the way.

## Genomics research

We are developing a genomics strategy which will provide a laboratory network to support clinical genetic services across multiple specialities including cardiac, child health and cancer. This will facilitate the integration of diagnostic and therapeutic developments with research programmes for syndromes of unknown causes and enable the delivery of clinical material for the 100,000 genome project. It will harness the strengths of our Biomedical Research Centres and the relevant divisions within King's College London to focus on translational research and innovation in genomics. We will also develop regional partnerships supported by education programmes to develop the workforce needed for delivering personalised healthcare.

# Transforming through education

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With over 25,000 students and over 36,000 staff, we are one of the largest centres for healthcare education and training in the UK. King's Health Partners provides the perfect learning environment for educating transformative leaders who draw upon advances in basic and translational research and contribute to excellent patient care.

Through its health faculties, our university partner King's College London educates the doctors, dentists, midwives, nurses, pharmacists, physiotherapists, nutritionists and psychologists of the future as well as many other healthcare professionals. Our partner trusts are similarly involved in education and training for all staff and students.

*'Excellent education and training are fundamental to achieving the vision of King's Health Partners. During the next five years, we will implement our strategy to provide high-quality innovative education and training for all our staff, trainees and students.'*

**Professor Anne Greenough,**  
Director of Education and Training, King's Health Partners

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## All colleagues and students across King's Health Partners benefit from a culture that:

- is committed to continuous quality improvement for the benefit of patients and the public
- is centred around the whole person, with integrated physical and mental healthcare
- nurtures a workforce for the whole system, who are not constrained by traditional healthcare boundaries
- is intellectually entrepreneurial
- values all members of the health and social care team and enables them to realise shared ambitions

We recognise the need to educate and train our entire workforce and are working to equip staff and students with the skills and experience they need to deliver our ambitious vision. King's College Hospital's acquisition of the Princess Royal University Hospital in October 2013 makes a vibrant addition to our educational campus offer for staff and students alike.

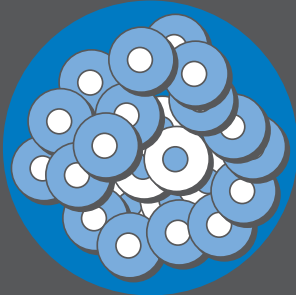
The organisations which make up King's Health Partners are some of the largest employers in south London and we take this responsibility seriously. We are widening local access to healthcare careers by providing innovative learning opportunities and extending our reach into communities as an employer. We are also further developing opportunities for local people to volunteer or take up apprenticeships and we reach out to schools to encourage children and young people to consider careers in healthcare and life sciences.

We appreciate the importance of our students finding our educational programmes rewarding and are committed to improving the student experience.

Over the next five years, the King's Health Partners Education Academy will enable us to draw upon the wealth of educational expertise across our partnership.

## In the next five years, our education and training priorities include:

- developing a new School of Medical education curriculum (MBBS Curriculum 2020 Project) that will reinforce the required values and capabilities needed by outstanding doctors in a rapidly changing health and social care environment
- training and developing the entire workforce, using high-quality, accessible, online training resources through the King's Health Partners Learning Hub
- building capacity in research skills by ensuring that all students and trainees are competent and effective in delivering our research agenda so that more patients can benefit from leading research
- providing excellent healthcare education locally and globally



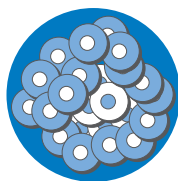
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# Achieving excellence

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For the next five years we plan to focus on seven key areas – cancer, cardiac, child health, dental, diabetes and obesity, mental health and neurosciences, and transplantation and regenerative medicine.

These areas reflect our current strengths, but have also been chosen because we believe our partnership is among the best placed internationally to drive better understanding and improved treatments in these fields.



Achieving excellence:

## cancer

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King's Health Partners is the largest provider of NHS cancer services in London. Our mission is to increase the life expectancy of patients with cancer, to alleviate suffering, to deepen knowledge and understanding of cancer, and to enhance the experience of patients, carers and families. Our cancer services provide an integrated approach to both mental and physical wellbeing, which is supported by excellence in research and training.

### Our achievements:

We are recognised as national leaders in cancer, immunology, cancer imaging and the application of applied mathematics to interrogate complex data sets. This is illustrated by the renewal of the Comprehensive Cancer Imaging Centre, the Experimental Cancer Medicine Centre and our Breakthrough Breast Cancer Unit.

We are part of London Cancer Alliance, and with other London AHSCs (UCL Partners and Imperial AHSC) we are part of the Francis Crick Institute, an inter-disciplinary medical research institute translating basic science for patient benefit.

Through the Cicely Saunders Institute, we also lead internationally on palliative and end-of-life care for cancer patients.

### In the next five years, we will:

- improve outcomes and experience for cancer patients with complex needs in part through earlier diagnosis
- open our £160million Integrated Cancer Centre at Guy's Hospital
- embed whole-person care across the cancer pathway and strive to bring treatment programmes closer to home
- test and develop new biologic and cellular therapies in a range of cancers
- publish a cancer outcomes book to demonstrate value to patients and families

*'The next five years will be transformative for cancer services, research and education across King's Health Partners. With the completion of the Integrated Cancer Centre at Guy's and the development of integrated care models, we are making tangible improvements for our patients.'*

**Professor Arnie Purushotham,**  
**Director of King's Health Partners Integrated Cancer Centre**





## Achieving excellence: cardiac

King's Health Partners provides extensive heart services for patients in south east London and Kent. Collectively we are the largest provider of heart services in London. Some of our specialist areas have national and international reputations for clinical excellence, for instance services for people with heart failure and our Transcatheter Aortic Valve Implantation (TAVI) programme. Our science and research programmes are internationally competitive and deliver improved patient outcomes.

Our vision is to deliver a comprehensive portfolio of patient-focused local services in heart medicine and surgery within a research active environment. Whilst working alongside primary care and family doctors, we expect more services to be provided within the community.

### **Our achievements:**

Our cardiovascular division at King's College London is one of four British Heart Foundation Centres of Excellence and leads internationally in the research of heart failure, inherited heart muscle disease, stem cells and biomarkers for the early detection of disease. We host four British Heart Foundation professors, generating over £40million in research grants.

*'We want our patients to receive excellent, leading treatments whatever heart condition they have. We want them to know that they're in a centre of excellence where there are advances in research that are being translated into new innovation.'*

**Professor Ajay Shah,**  
Co-Leader of the Cardiovascular CAG

We have an international reputation for excellence in transcatheter valve implantation, acute heart attack treatment pathways, heart failure, minimally invasive surgery, advanced echocardiography and MRI-guided electrophysiological interventions.

We provide outstanding training for all health professionals including high-profile PhD programmes, clinical academic training and sub-specialist training in cardiology and heart surgery.

### **In the next five years, we will:**

- build our relationships with family doctor services to support the community
- grow our provision of specialised heart services and ensure patients have good outcomes 24/7
- publish outcomes books enabling patients and stakeholders to see our results
- attract funding for necessary research to advance our understanding of treatments for heart disease to deliver improved outcomes for patients



## Achieving excellence: child health

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King's Health Partners is the largest provider of child health services in London and the third largest provider in the UK. Across physical and mental health, we pioneer research into excellent care, education and clinical outcomes.

### Our achievements:

- our services support children and young people with physical health care needs, mental illness and neurodevelopmental disabilities across the lifespan from preconception and fetal medicine, through childhood care and the transition into adult services
- we have integrated local child health services and collaborate with family doctors, schools and community services
- we have a regional network of services for children with more complex needs, working with local hospitals and health services across south east England
- across the AHSC there is a wealth of science and translational research supporting knowledge and care for children. For example, we lead the most comprehensive peanut allergy trial programme in the world and our Centre for the Developing Brain is pioneering research to reduce the number of children who suffer brain damage around the time of birth
- we have internationally competitive child health services in liver, heart, brain and kidney disease, and allergy

### In the next five years, we will:

- work closer with partners and stakeholders in communities and schools to ensure the best outcomes for children and to improve public health
- continue to develop innovative environments of care that embrace children and families
- continue to enrich our science and health services research and education portfolios so that children have the best services both now and in the future
- publish outcomes books for child health and child and adolescent mental health

*'Our ambition is to develop seamless care for children and their families. This will enable new opportunities for research and education as well as improve standards of care. We have many outstanding areas of research in child health, including paediatric heart, liver and kidney disease, neurosciences and imaging. Our specialist children's services are extensive and rival anywhere else in the UK and indeed the world.'*

**Dr Grenville Fox and Professor Anil Dhawan,  
Co-Leaders of the Child Health CAG**



## Achieving excellence: dental

Our Dental CAG is internationally recognised and delivers high-quality and high-volume education and research.

We educate the entire dental team, including dental nurses and dental specialists. We train over 20% of England's dentists and are home to Europe's largest and most comprehensive dental school. We are ranked third in the world for research citations and lead innovative clinical research and pioneering treatments. Despite our size, our dental students are happy, returning an overall student satisfaction of 93% in the latest national student survey.

We provide care in over 30 sites across south London and see 300,000 patients each year. This enables unmatched opportunities for clinical research.

There is much to be done to address the oral health needs of people in south London. There remains great need and diversity in oral health and behaviours across our socially diverse population. King's Health Partners' priorities for reducing alcohol, tobacco and obesity leverage our initiatives to improve the oral health of people in our communities.

*'King's Health Partners creates opportunities to integrate education, research, and clinical service in ways never before possible. The excellent reputation of the Dental Institute and its partners is an important platform for new discoveries and the translation of these discoveries into practice, policy, and products, while enhancing both clinical care and the education of our students.'*

**Professor Dianne Rekow,  
Dental CAG Leader and Dean,  
Dental Institute, King's College London**

### Our achievements:

- we have pioneered an innovative surgical procedure for third molar surgery, which removes only the crown and leaves the root undisturbed, protecting major facial nerves – a procedure which has been adopted by the NHS and the American Dental Association
- we received £8million research funding on craniofacial development and stem cell biology and £1.6million funding for research into mucosal infections
- we have developed a system using bioactive glass powders to desensitise teeth, alleviating dental pain

### In the next five years, we will:

- integrate community special care dentistry provision across 11 of the 12 boroughs in south London
- continue to influence policy and translate research discoveries into practice and products to improve oral health for the greatest number of people, recording our successes in outcomes books
- collaborate with other CAGs to integrate dental health as an integral part of overall health



Achieving excellence:

# diabetes and obesity

We are committed to addressing the challenge of diabetes through innovation, translational research and comprehensive patient management from prevention to tertiary care.

## Our achievements:

We are a leading centre for type 1 diabetes in the UK, with programmes including innovative prevention trials and one of Europe's largest insulin pump programmes. We research islet immunology, biology and encapsulation; hypoglycaemia prevention and complications; gestational diabetes; and we are testing novel bio-artificial pancreas systems.

Our award-winning 3DfD (3 Dimensions of Care for Diabetes) programme demonstrates our focus on bringing together medical, psychological and social care for patients struggling with their diabetes self-management. 3DfD has improved glycaemic control and quality of care and reduced psychological distress and hospital attendance.

*'Diabetes and obesity are conditions which are common, long-term and require patients to engage in their own healthcare to get the best outcomes. The number of people with these conditions, and with type 1 diabetes, is rapidly increasing. In light of this, we need to ensure that we are pioneering research, improving education and training and driving better care for patients, ranging from primary prevention of the diseases themselves, to the prevention of disability from their complications.'*

**Professor Stephanie Amiel,**  
**Co-Leader of the Diabetes, Endocrinology, Nutrition, Obesity,**  
**Vision and Related Surgeries CAG**

'i3 Diabetes' is our five-year collaboration with Novo Nordisk, creating a new model for specialist diabetes care to improve outcomes. We work with communities to improve education, treatment and understanding of diabetes to ensure improved outcomes and experience for all our patients.

## In the next five years, we will:

- develop and translate laboratory research into innovative prevention and disease management strategies for type 1 diabetes
- develop one of Europe's leading bariatric/metabolic surgery centres with clinical services, research, and training for the prevention and management of type 2 diabetes and obesity
- expand our research and services in mental health in diabetes
- support integrated care in primary and community settings by individualising prevention, management strategies and risk assessment for cardiovascular, metabolic and mental health factors, reducing inequalities of care provision through education programmes and more effective care closer to home
- create a health vault to ensure primary, social and hospital practitioners can access routine data and make it possible for patients to carry their own health passport
- publish outcomes books enabling stakeholders to see our results



Achieving excellence:

# mental health and neurosciences

South London and Maudsley and the Institute of Psychiatry hold an eminent position in world psychiatry and mental health. Together they form a partnership between healthcare and research which benefits people in the local community and beyond. At King's Health Partners this is combined with excellent care, education and research in neurosciences.

The integration of mental and physical healthcare is a key priority across King's Health Partners and seven of our 21 Clinical Academic Groups are specifically dedicated to research, education and patient care in mental health.

King's Health Partners hosts a large regional neurosciences centre at King's College Hospital serving south east London and Kent. We are one of the largest centres for neurology, neurosurgery, neurophysiology and neuropsychiatry in the country, and are at the vanguard of neuroscience research and patient care.

We have internationally recognised clinical centres of excellence for stroke, motor neurone disease, Parkinson's disease, neurofibromatosis and neuropsychiatry. Our child epilepsy surgery service is one of four national centres and we are a national leader in adult and child neurosurgery. We are also national leaders in delivering immune modifying therapy to patients with multiple sclerosis.

*'We can achieve so much when we bring clinical and academic expertise together. SLaM is the crown jewel of mental health in Britain and together SLaM and the Institute of Psychiatry lead in psychiatry research. King's Health Partners is well placed to make leading discoveries in the fields of mental health and neurosciences and to translate those findings into patient benefit.'*

**Professor Sir Simon Wessely,**  
**Co-Leader of the Psychological Medicine CAG**

## Our achievements:

Aligning our mental health and neurosciences research has improved the translation of research into practice, whilst philanthropy has enabled us to launch the Maurice Wohl Clinical Neuroscience Institute for research and education.

We provide effective mental health care in the community. For example, we introduced programmes for young men experiencing first time psychosis, and provide diabetic patients with online cognitive behavioural therapy.

MyHealthLocker, our online platform enabling patients to access their health records to co-ordinate their own care, has won several awards.

## In the next five years, we will:

- develop the Wohl Clinical Neuroscience Institute as a beacon for neurosciences researchers
- support primary and social care to deliver our vision to deliver integrated care in the community
- publish outcomes books
- continue to be a leading educator for mental health and neurosciences students and professionals
- empower patients to use the MyHealthLocker platform
- integrate and develop physical and cognitive neuro-rehabilitation for all our patients



**Achieving excellence:**

# transplantation and regenerative medicine

King's Health Partners is a national leader in the field of transplantation and regenerative medicine.

We focus on abdominal and bone marrow transplantation, with the largest liver transplant programme in Europe and the largest renal programme in the UK. We have important strengths in cell transplantation in dermatology, dental, diagnostic and post-traumatic injury or disease applications.

Our research environment includes transplantation, genetics, pluripotent stem cells, imaging and immunology supported by the Medical Research Centre's only Transplantation Centre, our Stem Cell Centre and the Institute of Liver Studies. We host the Technology Strategy Board Cell Therapy Catapult and co-ordinate the UK Regenerative Medicine Platform Hub in immunomodulation of stem cells. We are unique in our leadership of islet and hepatocyte cell transplantation and have superb facilities in the Biomedical Research Centre at Guy's and St Thomas' and King's College London and at Denmark Hill.

*'King's Health Partners is uniquely placed to facilitate the translation of fundamental stem cell biology to clinical applications. King's provides a remarkable ecosystem for regenerative medicine.'*

**Professor Fiona Watt,  
Director of the Centre for Stem Cells and Regenerative Medicine,  
King's College London**

## **Our achievements:**

Our liver transplant outcomes are among the best in the UK, and our renal and bone marrow stem cell transplant programmes aim to improve our already excellent clinical results.

We have made significant advances combining expertise in basic immunology and transplantation biology.

We manage some of the largest transplant-patient cohorts in Europe, delivering excellence in research and clinical trials.

Research for use of stem cells in treatment, and stem cell and islet transplantation, makes us one of the most prestigious centres in the UK for the treatment of liver and pancreas disorders.

## **In the next five years, we will:**

- conduct a series of first-in-man trials of novel immunotherapies designed to improve transplant and patient survival
- develop a programme of regenerative medicine, growing tissues from stem cells to repair organ damage
- implement a personalised medicine approach for transplantation based on genotyping recipients and donors

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# Our 21 Clinical Academic Groups (CAGs):

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Addictions

Behavioural and  
Developmental  
Psychiatry

Cancer

Cardiovascular

Child and  
Adolescent  
Mental Health

Child Health

Clinical  
Neurosciences

Dental

Diabetes,  
Endocrinology,  
Nutrition, Obesity,  
Vision and Related  
Surgeries

Genetics,  
Rheumatology,  
Infection,  
Immunology and  
Dermatology

Imaging and  
Biomedical  
Engineering

Liver, Renal,  
Urology,  
Transplant, Gastro/  
GI Surgery

Medicine

Mental Health  
of Older Adults and  
Dementia

Mood, Anxiety  
and Personality

Orthopaedics,  
Trauma,  
Emergency,  
ENT and Plastics

Pharmaceutical  
Sciences

Psychological  
Medicine

Psychosis

Respiratory,  
Critical care,  
Allergy,  
Perioperative  
medicine, Pain  
and Therapies

Women's  
Health

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