

Beyond the Curriculum



Executive Summary

Our partners and partnership

King's Health Partners brings together more than 46,000 NHS staff with 31,000 students and academics from across our four partners, to translate cutting-edge research into excellent patient care through world-class education and training. Our education strategy responds to the priorities and focus of our Academic Health Sciences Centre. (See **section 1.0**)

Developing our partnership strategy

Our education strategy builds on over a decade of delivery through King's Health Partners Education. Nearly 10,000 people have been supported through our Learning Hub and over 15,000 people have joined our in-person and virtual events. Through conversations and workshops with people across our partners and local system, we have reflected on the priorities and focus for the next phase of King's Health Partners Education. The strategy is purposefully complementary to our partner and system priorities and infrastructure, including King's Clinical Academic Training Office. (See **section 2.0**)

Responding to our environment

The context in which our health and science people are delivering and improving care, including through research and education, is rapidly changing. This strategy responds to the challenges and opportunities to enable our staff at all levels and career stages to continue to develop through our education offer. We will enable rich portfolio careers across the university and NHS landscape enhanced by the AHSC. (See **section 3.0**)

Mission and vision

King's Health Partners will be a beacon of health education to meet the needs of our workforce for the future. We all need to be curators of knowledge, making it available and accessible to all. The vision for King's Health Partners Education is to provide an environment offering continuing professional development that is:

- › Beyond the professional curriculum, providing comprehensive and innovative opportunities that prepare health and science people for the rapidly changing health environment.
- › Focusing on providing knowledge and skills needed for the near future, supporting professional development at all career stages.
- › Interprofessional, promoting collaboration and teamwork between all health and science professionals to improve patient outcomes by advancing the understanding of complex health issues, promoting the delivery of excellence for our patients and partners. (See **section 4**).

Strategic priorities

We are prioritising developments in the following areas:

- › Health Data Sciences (see **section 5.1**)
- › Leadership (see **section 5.2**)
- › Enabled through working with King's Clinical Academic Training Office (see **section 5.3**)
- › Coordinating our work across our partners and local systems to enhance the widening participation offer across the breadth of health and science professions (see **section 5.4**), and
- › Growing the King's Health Partners Learning Hub capability and capacity to support delivery sustainably (see **section 5.5**).

Conclusion

The King's Health Partners Education strategy is designed to enhance the continuing professional development for our health people, develop innovative educational programmes, promote interdisciplinary collaboration, leverage technology and innovation, and promote diversity and inclusion. By focusing on the priorities outlined above, King's Health Partners will be well-positioned to meet the needs of the needs of the healthcare workforce and the community, and to advance patient care, education, and research. (See **section 6**)



Contents

Executive summary	1
1.0 King's Health Partners – our partners and partnership	5
2.0 Developing our partnership education strategy	7
Working with King's Clinical Academic Training Office	9
3.0 Responding to our environment	11
4.0 Vision and mission	13
5.0 Strategic priorities	14
5.1 Health Data Sciences:	15
5.2 Developing a King's Health Partners Leadership Programme	16
5.3 Supporting Academic Careers	17
5.4 Widening participation	18
5.5 Growing the King's Health Partners Learning Hub	20
Conclusion	21
6.0 What does success look like?	22
6.1 How will we get there?	22

1.0

King's Health Partners – our partners and partnership

King's Health Partners is an Academic Health Sciences Centre (AHSC). We are a partnership between a world-leading research university, King's College London, and three NHS Foundation Trusts: Guy's and St Thomas' (including Royal Brompton and Harefield), King's College Hospital, and South London and Maudsley.

We bring together more than 46,000 NHS staff with 31,000 students and academics, to translate cutting-edge research into excellent patient care through world-class education and training. We deliver high impact innovation – discovering new insights into disease, transforming diagnostics, and unlocking new therapies and digital tools. Together we represent a £4.2 billion partnership, and more than 4.8 million patient contacts each year.

In 2020, King's Health Partners was successfully re-designated as an AHSC for a further five years. Our 2020–25 strategy – Delivering better health for all through high impact innovation – focuses on four priority themes for transforming health outcomes and equity:

1. Delivering high impact innovations in novel technologies, therapeutics, and diagnostics
2. Transforming quality improvement and outcomes across the system
3. Improving urban population health in south east London
4. Training and developing the healthcare workforce of the future, recognising the need for new roles, improved skills and values and supporting diversity.

The COVID-19 pandemic has accelerated the challenges facing healthcare systems and the health workforce and emphasised the importance of supporting and enabling all health professionals in responding to these challenges, to meet the needs of our patients and populations.

In this context, King's Health Partners recently undertook an assessment of our progress and priorities part-way through our current strategy. We will accelerate our progress in three areas: personalised health; health data sciences; and population health, integrating mental and physical health in all that we do to address entrenched health inequalities including for people with serious mental illness.

We will enable this progress by focusing on three development domains: life sciences; health people; and systems leadership.

The King's Health Partners Education Strategy for 2023–28 sets out our priorities to deliver on these priorities for our people, patients, local populations, and partners.



2.0

Developing our partnership education strategy

This strategy builds on over a decade of delivery through King's Health Partners Education supporting staff, students and patients:

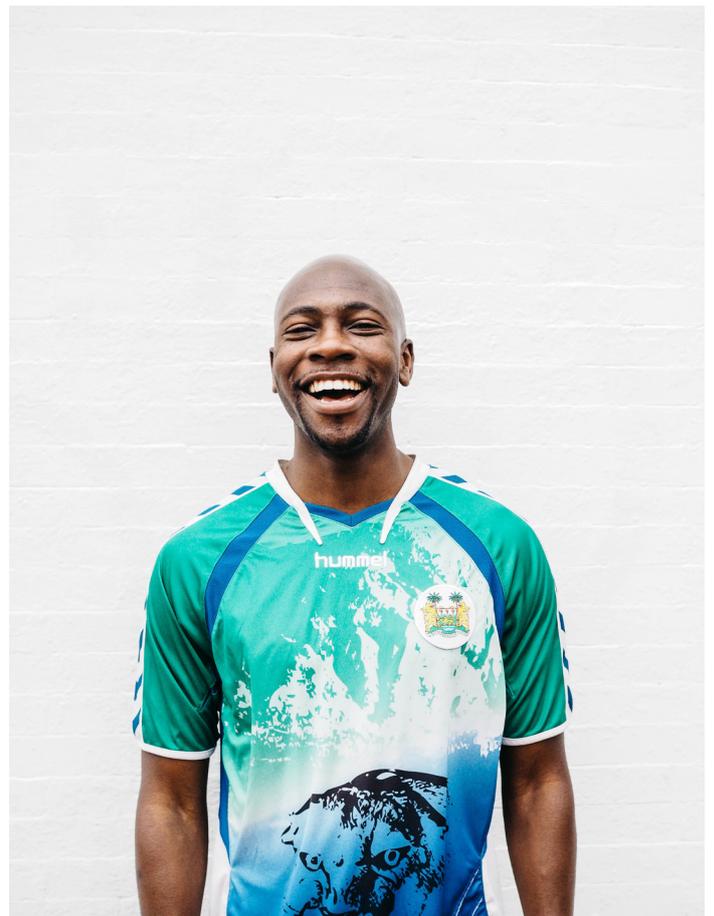
- › **9,107** people across **74 countries** have benefitted from over **100 courses** we have developed and delivered through our Learning Hub.
- › **15,266 people** have attended our in-person and virtual events over the last five years, including 430 attendees at our student-led Clinical and Academic Research Society Conferences, 1,712 people at our Safety Connections Conferences, and 4,718 people joining our weekly Meet the Expert webinars with our European partners.

We developed this strategy through a series of workshops and conversations with **129 people** across our partners and local and national systems. This input has been invaluable in focusing on the distinctive offer and opportunities we have working together as King's Health Partners.

Our collective strategy complements and supports the significant work already underway within our partners and local system, identifying areas where we can work together as King's Health Partners to make a distinctive contribution in developing and delivering postgraduate education for all health people.

We have briefly summarised some of the relevant partner and system strategies:

- › **Guy's and St Thomas' NHS Foundation Trust's** people strategy (2019–2023) focuses on attracting and retaining a diverse workforce by offering world-class education that includes supporting the development of compassionate, capable and inclusive leaders at all levels. As our partner develops their new strategy, we will identify complementary education programmes including in health data sciences. (The strategy is available [here](#).)
- › **King's College Hospital NHS Foundation Trust** has developed a people and culture plan as part of the BOLD strategy (Brilliant people; Outstanding care; Leaders in research, innovation, and education; Diversity, equality and inclusion at the heart of everything we do). We will continue to work closely together, including on developing complementary leadership development opportunities. (The strategy is available [here](#).)
- › **South London and Maudsley NHS Foundation Trust** has launched their strategy Changing Lives; Aiming High which focuses on the five areas with the greatest impact on improving people's lives. Continuing our strong partnership work and delivery through the Mind & Body programme, we will also support the objectives to 'be a partner in prevention', including through our joint work on population health and health data sciences with the South East London Integrated Care System. (The strategy is available [here](#).)
- › **South East London Integrated Care System** seeks to be a diverse, joyful and vibrant place where our skilled "one workforce" are supported to live healthy working lives and empowered and encouraged to collaborate across our partners making a difference to the lives of people our communities. Enabling innovation through WP with our local communities, AI and digital and supporting new collaborations are new priorities where we will work together to ensure people across the whole of south east London benefit from being part of a system which includes King's Health Partners. (The strategy is available [here](#).)
- › **King's College London's** Vision 2029, to make the world a better place, sets out the priorities and enablers to respond to local and global challenges. Five priorities have been identified; Education to Inspire and Improve, Research to inform and innovate, Serve to shape and transform, A civic university at the heart of London and an international community that serves the world. The strategy is available [here](#)).
- › We will continue to work closely to deliver these priorities, including through the recently established **King's Clinical Academic Training Office (KCATO)**.



➤ Working with King's Clinical Academic Training Office





The King's Clinical Academic Training Office (KCATO) offers advice, best practice, and information on navigating a clinical academic career through 168 programmes. This includes offering and signposting to training and development for all health professionals across all stages of their research careers to support our ambition to build a thriving pipeline of research-active health professionals. The King's Health Partners Education Strategy has been developed in close collaboration with colleagues in KCATO.

3.0

Responding to our environment

The healthcare environment is constantly changing and evolving, driven by factors including population determinants, technological advancements, competitive global markets, workforce, policy, the expectations of patients and communities from healthcare providers, financial pressures and new discoveries in the treatment of diseases. As medicine advances, the health care system is adapting to ensure services are fit for the future. Innovation in novel technologies, therapeutics and diagnostics continues to emerge at pace and we are placing greater importance on applying data-driven approaches to transform healthcare. Responsible use of Artificial Intelligence (AI) technology has huge potential to transform healthcare.

The COVID-19 pandemic, arguably the biggest global health crisis in the last century, posed significant and enduring challenges to society, impacting access to healthcare and treatment for people in our communities, compounding physical and mental health issues and placing unparalleled strain on our workforce.

The pandemic also accelerated change in many areas. Clinicians and academics across King's Health Partners worked rapidly to find solutions to emerging issues and challenges, with particular focus on the quality and safety of healthcare settings and identifying the barriers preventing equal access to services.

To be able to respond to this changing and often unpredictable environment and meet the needs of highly diverse population with high levels of deprivation and significant health needs, we must support the development of a confident and competent clinical and academic workforce – our partnerships' greatest asset. To respond to this, we will focus on the following areas:

- › Ensuring a competency-based education model to support our workforce to react to changing health needs, breaking down siloed ways of professional working within clinical academic multidisciplinary teams.
- › Providing a broader base of education and training to support people with co-occurring conditions across mental and physical healthcare settings, and meeting their mind and body needs holistically.
- › Influence postgraduate training models to equip health people and scientists with flexible skills and digital tools.
- › Encouraging Specialisation while promoting the benefits of understanding of wider issues and providing access to other team members with greater knowledge and skills.
- › Widening recruitment into health and science teams, supporting team-based and community-based education and training, leadership opportunities and strengthening postgraduate life-long learning.
- › Supporting countries adversely impacted by the migration of health workers with workforce development.

These areas, and their implementation in practice, will be supported by advances in science and technology and by a new focus on health workers making the most effective use of data and evidence at every step. Taken together, they represent a substantial change from current practice and will require equally radical changes in the education and training of our workforce.



4.0

Vision and mission

We all need to be curators of knowledge, keeping abreast of the findings of science and evidence in our field, and making it available and accessible to all.

Our vision is to provide an environment offering excellence in continuing professional development that inspires our people across the breadth of health and science professions, providing distinctive opportunities beyond the curriculum delivering continuing improvement in outcomes for our patients and partners.

King's Health Partners will be as a beacon of health education to meet the needs of our workforce for the future. Our training should achieve three goals: accessibility, quality, and redistribution. We can only transform health and care through fundamental shifts in the governance and operation of organisational processes, quality improvement and research, supported and enabled through education and training.

King's Health Partners, together with South East London Integrated Care System enables local, national and international communities of learning. It is a high profile, visible statement of our approach to continuing professional teaching and learning and it acts as a showcase for south east London, attracting external national and international delegates for our continuing professional development, supporting the sustainability of our offer to staff.

Our mission is to meet the needs of our workforce of the future.

- › Delivering better health for all through high impact innovation with informed and trained health people.
- › Training multi-professional teams, recognising the need for new roles, improved skills and values, and supporting diversity – all facilitated by our Education Academy's uniquely broad portfolio of health education.
- › King's Health Partners will leverage technology and innovation to enhance education and training programmes. This will include developing and implementing online and hybrid educational programmes that provide flexible and accessible learning opportunities.
- › King's Health Partners will:
 - Invest in our faculty in simulation technology to enhance clinical training and education.
 - Promoting the use of digital health technology to support patient care and education.
 - Conducting research on the effectiveness of technology and innovative teaching methods in healthcare education, disseminating research findings and best practice through our partnerships and beyond.

5.0

Strategic priorities

King's Health Partners Education is developing a range of programmes that are responsive to the needs of the health and science workforce. These programmes are:

- › **Beyond the professional curriculum**, providing comprehensive and innovative opportunities that prepare health and science people for the rapidly changing health environment.
- › Focusing on providing knowledge and skills needed for the **near future**, supporting professional development at all **career stages**.
- › **Interprofessional**, promoting collaboration and teamwork between all health and science professionals to improve patient outcomes by advancing the understanding of complex health issues.

We are prioritising developments in the following areas:

- › **Health Data Sciences**
- › **Leadership**

Enabled by:

- › Working with King's Clinical Academic Training Office to support the **career pathway for clinicians and researchers** pursuing a clinical academic career.
- › Increasing the **breadth and diversity of people** working within and benefiting from our partnership, working closely to support our joint work on **widening participation** through our partners and local system.
- › **Growing the King's Health Partners Learning Hub** capability and capacity to support high-quality, accessible postgraduate education that meets the needs of our health and science people delivered sustainably for our partners.

5.1

Health Data Sciences

Why? Data science is becoming an important part of all aspects of healthcare, across clinical care, research and service delivery. All jobs in the health sector are likely to see a change where roles become more reliant and more proficient in working with data.

King's Health Partners and the South East London Integrated Care System have together developed a joint Health Data Sciences Blueprint and Implementation plan. This Blueprint can only be delivered through working in partnership, bringing the best of all sectors and industry partners and by training and inspiring our staff to be at the forefront of the digital revolution in health. The King's Health Partners Education Strategy specifically responds to this challenge and opportunity.

What? We will ensure engagement in understanding the capability and opportunities data science can provide and start to prepare for people for further training to ensure they are qualified for the digital transformation that is changing healthcare. This applies to all roles in healthcare as the broader the staff base is who are aware of the power of harnessing structured and unstructured data, ultimately this will result in a more positive impact across the whole sector.

How? We will help people to understand the possibilities, concepts, and requirements of working with or alongside big data. Starting with the basics we will help to define and recognise the terms associated with data science that health people may come across, for example, bioinformatics, machine learning, artificial intelligence (AI), natural language processing (NLP). This will introduce the requirements of starting data capture and modelling.

We will cover the ethics of data science, some of the challenges that may occur and introduce some of the technical and practical skills that will help capture, visualise, and analyse data. Through effective data visualisation we can vastly improve the ability to maximise output, answers, and future impact of data science work.

Sessions will be information dense, ensuring the most learning in a short time. Completing will result in continuing professional development (CPD) accreditation but participants are welcome to participate in any aspects of the course informally.

Who? We aim Learning Hub sessions at those with no experience in data science working alongside or leading teams who deal with data science, for example Electronic Health Record (EHR) teams, Business Intelligence, alongside service delivery. It is aimed that those working in the health care sector either in a clinical or non-clinical roles. We also aim sessions at scientists working adjacent to big data and want to learn more about data science so they can collaborate more effectively and those who have access to data or manage data projects and want to learn more about data science.

5.2

Developing a King's Health Partners Leadership Programme

Why? New forms of leadership and teamwork will be required to respond to and realise the transformation of healthcare delivery (including as described in the previous section on health data sciences). Our partners and South East London Integrated Care System have developed significant offers to support leadership development to respond to these challenges and realise the opportunities to improve health outcomes and equity sustainably.

Through the development phase of this strategy, partners identified significant opportunities to connect complementary offers as well as potential gaps where King's Health Partners could support the development of a distinctive offer incorporating clinical-academic innovation and improvement.

What? To understand the role, potential impact, and value of a King's Health Partners Leadership programme, we need to further develop the opportunity with partners in a systematic way whilst identifying opportunities for short-term progress. This development will include a comprehensive needs assessment to identify the skills and competencies necessary across different professions and careers stages, alongside a more detailed analysis of the existing offer and priorities within our partners and local system.

How? We will work with partner organisations, including the King's Business School (KBS) to develop a gap analysis that will define the target audience, format and approach that could best meet the identified needs.

We will initially develop, pilot and refine the leadership development programme within King's Health Partners Academic Surgery Fellowship. This will enable us to better understand the potential need from health professionals, and the strategic and operational considerations for developing a King's Health Partners Leadership programme.

Who? The gap analysis will explicitly consider the current leadership offers across all professional groups and at different career stages. This information will help define with partners the priorities and distinctive focus for the King's Health Partners Leadership programme, including the priority measures against which success will be measured.

5.3

Supporting Academic Careers

Why? Healthcare works at the limits of cutting-edge science, bringing together the highest levels of knowledge and skills to save lives and improve health. The opportunities to advance innovation in healthcare science, diagnostics and treatment spanning biology, physics, engineering and physiology for the benefit of patients and services have never been greater. The need to bring a modernised approach to training, education and careers in clinical and healthcare research is therefore critical. Working as a clinical academic means that we treat patients while also helping to shape the future of healthcare. The academic component of our roles will directly help to improve patient care by generating new ways to understand clinical problems, develop evidence-based solutions and implement change.

What? We will support the career development of researchers and clinicians alongside the many academic career pathways supported through King's Clinical Academic Training Office (KCATO). KCATO covers 600 students with health-based registration. King's Health Partners offers a wide range of academic opportunities throughout our NHS partners. We will support these activities with the KCATO expertise to ensure a joined-up approach. Clinicians (doctors, nurses, midwives, pharmacists, allied health professionals and healthcare scientists) can aspire to become involved in research and education. Through a range of opportunities, we can ensure they can complete their training, carry out roles while learning and undertaking research alongside internationally renowned clinicians and researchers.

How? Working in partnership with KCATO, we will offer a combined academic programme that will support the career pathway for researchers and clinicians interested in pursuing an academic career.

Clinical academic careers are developed and sustained by healthcare providers and universities working together (and where appropriate, with industry partners) proactively to provide flexible and integrated clinical academic training and careers for the healthcare professions, which will help improve efficiency.

We will develop a framework that supports clinical staff in our NHS partners to develop a detailed understanding of research, and research skills that enable accelerate the translation of research discoveries into improvements in human health. The framework will facilitate staff to support trials and colleagues in our faculties to increase patient access or develop their own clinical academic careers by proposing competencies, skills and training and suggesting opportunities and resources offered within King's Health Partners (and beyond).

Who? Completion will signify that the individual has extensive core skills and knowledge of clinical research, which would be of use both in supporting clinical research but also enhancing the care provided within the NHS. It can be used by staff during appraisal, performance review, revalidation, and personal development, and as evidence of research skills acquired. The framework is complementary to any other frameworks you may be using for clinical/professional development, including competency frameworks specific to roles.

5.4

Widening participation



Why? Widening participation programmes aim to grow a more diverse and inclusive health and science workforce that better reflects and serves our communities. Our partners and local system have developed significant programmes of work. We know through feedback that there are opportunities to increase our collective reach and impact by increasing our work together, including ensuring the breadth of health and science professions are included through King's Health Partners.

What? Our collective initiatives will include outreach to schools and community groups through NHS partners and local authorities in south east London, as well as the King's College London Widening Participation team, supporting coordinated mentoring and networking opportunities, work experience placements, and shared bursaries and scholarships possibilities for students from disadvantaged backgrounds.

South London has a young population, and together we will support and encourage our young people to stay in South London to pursue worthwhile careers across the breadth of health and science professions.

How? We will support a coordinated programme across our partners and South East London Integrated Care System. This will include offering sessions and workshops in our partner organisations, providing potential participants an insight into the health and science professions and higher education routes. These sessions can include hands-on activities, talks from healthcare professionals, and tours of the clinical and science areas.

We will evaluate and monitor the coordinated programme to understand the effectiveness of our collective widening participation initiatives to ensure that it is meeting its goals and identify areas for improvement. This will include regularly collecting and sharing feedback from participants to ensure continuous improvements.

Who? The coordinated programme will have clearly defined indicators, with input from our local stakeholders, to ensure our widening participation programmes supports individuals from



5.5

Growing the King's Health Partners Learning Hub

Why? The King's Health Partners Learning Hub has supported more than 9,000 learners from across our partners and beyond since we first launched it. We know from feedback that the platform continues to be an important enabler in supporting the priorities of our Clinical Academic Groups and cross-cutting programmes. Local, national and international partners have repeatedly expressed interest in joining the platform and benefitting from the wealth of education developed and hosted within the Learning Hub.

However, we also know from feedback that the platform has functional limitations. Since the launch of the Learning Hub, our partners have also developed their internal and external platforms and capability.

What? Therefore, we will undertake a focused review with partners to understand the areas where the Learning Hub can provide a distinctive offer for our partners and staff. This will include an assessment of the internal and external landscape to understand current and future requirements and the options for delivering the Learning Hub sustainably for partners.

How? The feedback and input we have received through the development of this strategy has emphasised the importance of user-centred design. The Learning Hub should be easy-to-use and intuitive, providing easy access for learners and educators to all the resources available. Improving the current navigation and accessibility will be important to supporting a personalised learning experience. The integration of social learning has the potential to support local and global communities of practice, which would require new functionality to support discussion forums, chat rooms and other collaboration tools to support and increase the learner engagement through and beyond their learning pathway.

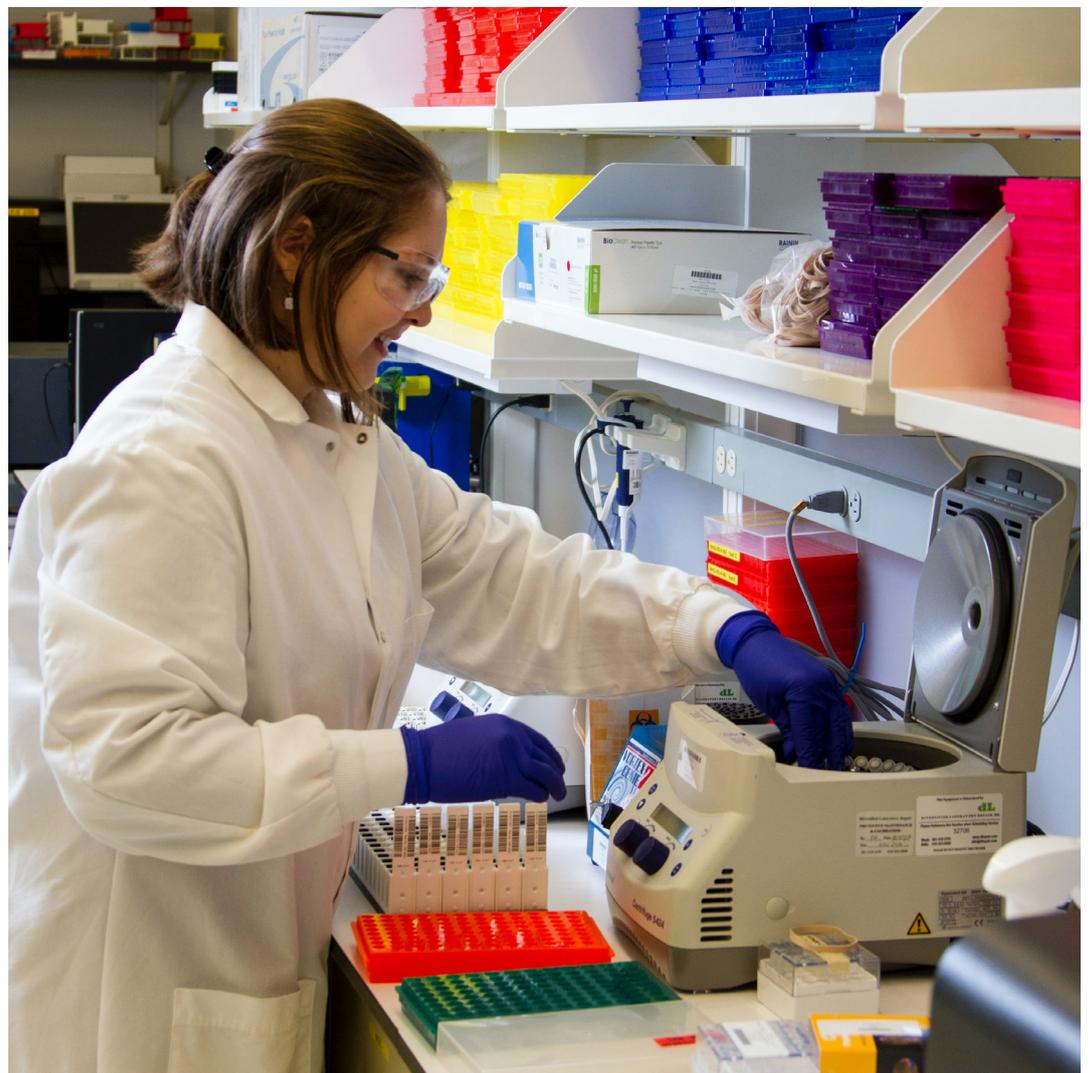
Timely **analytics and feedback mechanisms** are important for ongoing quality improvement for both learners and educators and need to be improved to support **iterative and responsive design**.

Who? Based on the feedback received through the engagement phase for this strategy, we believe that the Learning Hub is an important enabler for successfully realising our overall ambitions for King's Health Partners Education. The Learning Hub continues to provide important resources. However, by incorporating the elements above, the Learning Hub can continue to be a valuable resource for learners and educators into the future, promoting local and international collaboration, enhancing learning, and improving health outcomes. The focused review and growth and sustainability plan will include detail on the priority learner groups and scale of delivery, so that we can understand and ensure the Learning Hub is realising this potential for staff, partners, and patients.



Conclusion

The King's Health Partners Education strategy is designed to enhance the continuing professional development health and science people, developing innovative educational programmes, promote interdisciplinary collaboration, leverage technology and innovation, and promote diversity and inclusion. By focusing on the priorities outlined above, King's Health Partners will be well-positioned to meet the needs of the needs of the healthcare workforce and the community, and to advance patient care, education, and research.



6.0 What does success look like?

Beyond our Organisation

- › Attractive to international colleagues as a good place to develop and learn.
- › Create an alumnus of colleagues globally to foster the family of colleagues worldwide.
- › Attractive programmes of training that go beyond the regulator's curricula.
- › Be the place to go for training.

6.1 How will we get there?

Beyond King's Health Partners

- › New partnership building and strengthening existing relationships internationally in science and health education.
- › Work collaboratively with the South East London Integrated Care System to: develop alternative training pathways for staff, enable professional development to create effective workforce planning, maximise use of resources and training opportunities.
- › Secure our future supply of trained health people with innovative models including an international reach.

Within our Partnerships

- › Ensure education is seen as 'business critical' supports staff retention across our partnerships.
- › Work together with Clinical Academic Groups and Clinical Academic Partnership's to deliver their strategic education priorities.
- › Collaborate with programmes, Clinical Academic Groups and Clinical Academic Partnerships to dovetail education and innovative service requirement.

