

Strategic Framework 2010 to 2014





Introduction

King's Health Partners was formally accredited in March 2009 as one of the UK's first Academic Health Sciences Centres (AHSC) – an organisation that integrates research, clinical care and education and training for the benefit of patients. The King's Health Partners AHSC is a partnership between King's College London and Guy's and St Thomas', King's College Hospital and South London and Maudsley NHS Foundation Trusts. These four strong organisations combine the research, clinical and teaching elements of one of the world's leading research-led universities and three of London's most successful NHS Foundation Trusts.



King's Health Partners:

four highly-performing organisations, each bringing complementary and distinctive contributions.

King's Health Partners was accredited because we were able to present an ambitious vision of working together, and with others, to improve health, both in London and worldwide. Much work has been undertaken since accreditation to start building the structures and strategies which will enable us to deliver this vision. This work has included a 'summer of dialogue', through which we have sought the views of staff, patients and stakeholders about the goals that we should set for ourselves. The King's Health Partners executive team is now established and, working with executive teams and other leaders in the partner organisations, it will take forward the development and refinement of the King's Health Partners

strategy in the light of the feedback received over the summer and the evolving external context. This strategy will need to be shaped and delivered in what is a challenging economic environment for both clinical and academic partners.

This document provides a framework for decision making at the partnership-wide level and within the individual founding partner organisations, as well as in collaboration with all our stakeholders. It supports the delivery of our tripartite mission of excellence in clinical service, in education and training, and in research.





Vision:

King's Health Partners is pioneering better health and well-being, locally and globally, through integrating excellence in research, in education and training, and in patient care.

Mission statement

King's Health Partners will become the UK's leading AHSC. We will:

- **Drive the integration** of research, education and training and clinical care, for the benefit of patients, through our new Clinical Academic Groups (CAGs).
- **Consider all aspects of the health needs** of our patients when they come to us for help.
- **Improve health and well-being** across our ethnically and socially diverse communities and work to reduce inequalities.
- **Develop an AHSC that draws upon all academic expertise** in medical science and also in basic science, social science, law and humanities.
- **Deliver a radical shift in healthcare** by identifying 'at risk' groups, based on genotype and lifestyle, and helping them to avoid illness.
- **Work innovatively with stakeholders** in the redesign of care pathways, including the delivery of care closer to home.





Values and guiding principles

Our values and guiding principles will ensure that we will work together effectively across the partnership and with all our multiple stakeholders to:

- **Always put our patients first:** by ensuring that the patient is at the heart of everything we do.
- **Focus on pioneering research:** by rapidly and efficiently translating new discoveries into practical actions and benefits for patients locally, nationally and internationally.
- **Provide innovative learning opportunities:** by bringing together educational, academic and clinical expertise to deliver a world-class learning experience for students and the entire workforce.
- **Work in partnership:** by building on and extending clinical and academic collaborations and links locally and globally.
- **Transform the nature of healthcare:** by moving from treatment towards population screening and disease prevention.
- **Deliver excellence:** by setting new standards of achievement in patient care, research and education and training.
- **Disseminate knowledge:** by ensuring benefits from our innovations are widely adopted.
- **Exercise scholarship in everything we do:** by being enquiring, reflective and challenging to ensure that everything we do adds value.
- **Be inclusive:** by designing systems and procedures so that everyone is actively encouraged to become involved and has the opportunity to do so.

Commitment to local people and communities

We serve a local population of over two million people, living in south London (Lambeth, Southwark, Lewisham, Croydon, Bexley, Bromley and Greenwich). This population is projected to grow significantly over the next decade, with strong growth in the under-five and 40-to-64 age groups. In addition, our specialist services attract a patient population drawn from across the UK and internationally.

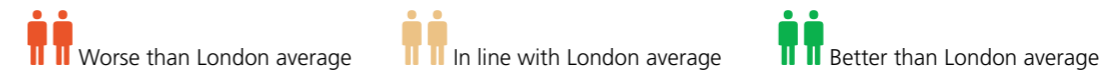
There is considerable diversity and inequality of health outcomes within the local population (as the 'heat map' opposite makes clear). In inner London there are areas of multiple deprivation whilst in the outer boroughs there are wealthier populations with better health outcomes. We need to address the inequalities illustrated in the heat map by using our resources to maximum effect. We will:

- Focus on effectiveness and efficiency to release resources to deliver better services.
- Strive to enhance healthy lifestyles by working with key stakeholders to address public health issues and to create a sustainable and affordable healthcare system that will benefit all.
- Continue to use our infrastructure to have a positive impact on the social, environmental and economic context in which local people live, and develop and deliver a challenging environmental sustainability strategy which is vitally important for the health and well-being of the local population.
- Work to eliminate the barriers to accessing our services, employment and education opportunities because we know that our local population is diverse and within it there are vulnerable and disadvantaged groups.
- Promote fairness and equality for all.

Our population: a 'heat map' showing local health needs and inequalities

Health Indicator	Lambeth	Southwark	Lewisham	Greenwich	Croydon	Bromley	Bexley
Binge drinking adults	Worse	Worse	In line	In line	Better	Better	Better
Deaths from smoking	Worse	Worse	Worse	Worse	Better	Better	Better
Drug misuse	Worse	Worse	Worse	In line	Better	Better	Better
Early deaths from cancer	Worse	Worse	Worse	Worse	Better	Better	In line
Early deaths from heart disease and stroke	Worse	Worse	Worse	Worse	In line	Better	Better
Healthy eating adults	Better	In line	Worse	Worse	In line	Better	Worse
Hospital stays due to alcohol	Worse	Worse	Worse	In line	In line	Better	Better
Infant mortality	Worse	Worse	In line	In line	Worse	Better	In line
Life expectancy	Worse	Worse	Worse	Worse	In line	Better	Better
Mental illness	Worse	Worse	Worse	Worse	In line	Better	Better
Obese Adults	In line	Worse	Worse	Worse	Worse	Better	Worse
Obese Children	Worse	Worse	In line	Better	In line	Better	Better
Physically active adults	Better	In line	In line	Worse	Worse	Worse	Worse
Teenage Pregnancy	Worse	Worse	Worse	Worse	Worse	Better	Better
Tuberculosis	Worse	Worse	Better	In line	Better	Better	Better
Violent crime	Worse	Worse	Worse	Worse	Better	Better	Better

Source: Department of Health Community Health Profiles 2009





Our strategic objectives 2010-2014

The following broad and ambitious objectives will be translated into specific programmes in our business plans.

■ We will be in the top 10 globally, both clinically and academically, in the fields of:

- Mental health and neurosciences
- Cardiovascular disease
- Transplantation, immunity and inflammation linked to disease.

■ We will build our capacity to address diseases that have a particularly large impact on our local community, but also are important on a global scale, in the areas of:

- Childhood diseases
- Diabetes and obesity
- Cancer.

■ We will ensure our academic expertise is applied to all our clinical services to pursue our tripartite mission.

■ We will strengthen groundbreaking basic science research, not just in priority

areas but across the biomedical spectrum.

■ We will be the most highly regarded AHSC in the UK in terms of patient experience and satisfaction, as measured by national statistics and those we will develop ourselves.

■ We will be the leading AHSC in the UK in widening access to educational and training opportunities for prospective students in all health-related fields. We will establish, in collaboration with our stakeholders, an 'Academy of Apprentices' to offer training opportunities to our local population in a range of health-related skills.

■ We will encourage staff to take responsibility for their own continuing professional development, by developing appropriate programmes and providing them with the encouragement and time needed

to undertake these. We will share these programmes with the wider healthcare community of south London and beyond.

■ We will ensure our mental health services and physical health services work collaboratively to treat the entire individual.

■ We will constantly seek to reduce costs and improve quality for the benefit of patient care across the partnership and the wider health and social care system.

■ We will underpin all these objectives by working with our stakeholders to build information technology and resources to support our efforts.



Enabling delivery strategies

Through the first business planning cycle as an AHSC, each partner organisation will identify their contribution to delivering the King's Health Partners vision and mission. Business planning by the Foundation Trusts will be conducted in partnership with commissioners, service users and other stakeholders and their active collaboration is sought in this endeavour.

The strategies currently being formulated by the Clinical Academic Groups will address their contribution to delivering the King's Health Partners priorities set out above and each CAG will set its own measurable outcomes.

Maintaining the dialogue

We have as a core element of our values and guiding principles that we will be inclusive and work in partnership with others to achieve our aims. We know that this is the only way we will come closer to delivering our vision. The 'summer of dialogue' in 2009 demonstrated that many people would like to stay involved in the work of King's Health Partners and wish to collaborate with us to achieve shared goals.

Please see our website for information on how to get involved and stay updated as our plans develop and progress

<http://www.kingshealthpartners.org>



For more information:

King's Health Partners
Ground Floor Counting House
Guy's Hospital
London SE1 9RT

Phone: 0207 188 8794

Email: kingshealthpartners@kcl.ac.uk

www.kingshealthpartners.org

Published: November 2009

To be reviewed: Autumn 2011