

Local services: world-class care

An introduction to the King's Health Partners institutes programme



Introduction

Since coming together in 2009, our partnership has sought to combine our collective strength to achieve excellence, and to improve health and well-being, locally and globally. We offer a wide range of services and support a local population of over two million people and a wider population of five million. We also offer specialist services to a patient population from across the UK and the world. Collectively, we are one of the largest healthcare providers in the country.

Our mission is simple: as an academic health sciences centre (AHSC), we are here to translate cutting-edge research and existing best practice into excellent patient care through world-class education and training.

We do this in a wide range of ways. Through our clinical academic groups and other cross-partner teams, we deliver work to improve patient outcomes, join up mental and physical healthcare and build value-based and sustainable models of care. We also work with local partners to tackle major population health issues, provide integrated care across different healthcare settings and develop innovative IT solutions.

We have achieved significant success over the past few years including pioneering work to join up mental and physical healthcare, growth of our strength and facilities in cancer, clinical neurosciences and palliative care, linking patient records across our partners and responding to a global health crisis in Sierra Leone.

But we must not be complacent. The communities we serve are at the heart of everything we do. This means we are always looking for ways in which we can challenge ourselves to do more for our patients and service users, and to attract the best talent to work with us.

We have always said that our collective ambition is to be one of the top 10 academic healthcare organisations in the world. And the significant public health challenges we face locally mean it is more important than ever before that we are able to offer our local population world-class clinical services, supported by world-class research, education and training. Currently there is a gap in many areas between where we are now and our ambition. Bridging this gap would bring major benefits to patients and our local health economy.

We are doing this at a time of unprecedented financial challenge across the health and education sectors. We need to make the most of our existing resources and find new income streams and investment from an international customer base – students, patients, scientists and philanthropists – to both enhance the value of what we offer and to bring much needed new investment to our local health system.

The King's Health Partners institutes programme is an important part of how we aim to do this. By bringing together our combined expertise in a number of key specialties and placing this at the heart of our partner organisations' long-term plans, we can take the next step towards being comprehensively and consistently world-class.

Our early plans have been driven by our outstanding clinicians and scientists who are committed to achieving the best for our patients. As these plans develop, our institutes will continue to be led by their expertise, shaped by the needs of our patients, population, staff and stakeholders and delivered in partnership. They will deliver high-impact innovation and diagnostics supported by the latest research and will result in better outcomes for patients, a more sustainable model of care and a world-class and internationally competitive academic offering.

Our five year plan

King's Health Partners (KHP) launched its five year plan in spring 2014, aimed at transforming health and wellbeing, locally and globally 2014 – 2019. It combines our focus on themes of excellence in education, research translation and clinical practice, public health, integrated care, mind and body and value based healthcare. It also sets out how aim to achieve internationally competitive standards of practice in a number of key specialties.

The challenge

In delivering our five year plan, we must be conscious of some of the major challenges facing us:

- an increase in the demand and complexity of care we need to provide
- the need to more quickly translate new models of care and therapy into widespread use
- international competition for the best staff and expertise
- how to develop sustainable services that meet patient needs now and in the future
- significant pressure on our resources
- transforming local care pathways to support care closer to home, including the role of the hospital

Our contribution as an AHSC must be to work collaboratively with partners to develop internationally renowned models of care and cutting-edge research focused on population health, networked care and innovation in specialties.

Delivering excellence

King's Health Partners has a long history of academic excellence leading to advances in translational medicine and public policy. The Institute of Psychiatry, Psychology and Neurosciences (until more recently known as the Institute of Psychiatry) leads the world in mental health and associated research. Similarly, the Cicely Saunders Institute leads on Palliative Care and holds health policy, care delivery and research leaders to account for their delivery across end of life care. Our Dental Institute has trained 20% of the dentists in the UK. St John's Institute of Dermatology is the largest clinical dermatology department in the UK and an internationally recognised centre of research into skin diseases. We are committed to building on this model and launching a new wave of institutes which will cement our clinical academic strength on a world-wide stage.

The boards of Guy's and St Thomas', King's College Hospital, South London and Maudsley NHS Foundation Trusts, and the King's College London Council have therefore agreed to explore options for bringing together our collective strength in a number of key specialties to improve our care and research delivery.

These areas have been chosen because of both our significant combined strength in them, but also based on the specific health needs and challenges of our population. We believe that these are the areas where we can have the biggest impact on the health of the people we serve. Building on our progress so far, we are now looking at strengthening our joint offer in:

Existing models of partnership strength

- Neurosciences
- Mental health
- Cancer
- Palliative care
- Dental
- Dermatology

New opportunities to solve local and global challenges now

- Cardiovascular
- Haematology
- Transplantation
- Diabetes and obesity
- Child health

Areas to grow our research for the future of care

- Liver
- Human health and development
- Urban population health

Care is rightly shifting to focus on the needs of the individual and delivery closer to the patient's home. Our vision to support this is that we will develop new network models of working across our various sites, with world-class specialist centres at their heart. These new models of working as one team for south east London (and stretching across the south of England), will provide improved outcomes and experience for patients and service users. They will also enable us to deliver our significant science and translational research ambitions.

There will be no one size fits all approach to developing these institutes. Each one will be informed by a clinical and academic consensus about how best to deliver patient care and related research, focused on delivering the best outcomes for patients. And no institute will be developed as an island. As they are designed, they will need to make connections with clinical teams across the full range of care settings to make sure they support joined-up care delivery for all patients.

It will therefore be important to consider a wide variety of factors as plans take shape including patient needs, the nature of diseases, the appropriate care setting, how to maximise research potential, new models of care, and innovative technologies.

Each institute will be designed to be a resource for partners and a place of learning for staff. They will offer the best possible training and development and joint working connected to clinical pathways, basic and applied research and the delivery of education and training.

We have chosen to focus on these areas so that we make sure we complement and support the delivery of existing partner strategies including clinical service development, financial sustainability and academic excellence. The institutes are about all of us, involve all of us and are crucial to the transformation of health, care, education and research locally and globally.

Working with local partners

A key part of our vision for excellence is the way in which we continue to align ourselves with our partners across the south east London health and care economy.

Colleagues from across our partnership have been closely involved in the development of the *Our Healthier South East London* strategy and we are committed to supporting and enabling its successful delivery. We are aware that successful delivery of the strategy requires the ongoing delivery of high quality integrated services right across south east London.

Our commissioners are working towards population-based models for commissioning services, built around new local care networks and delivered closer to home wherever possible. This provides an opportunity for KHP to build on our existing integrated care work across the partnership to support this. We also see institutes as an important part of this future model, working alongside and as part of local care networks. The clinical, research and education expertise in the institutes will deliver benefits to our entire local health and care economy.

As diagnostic pathways, outpatient and treatment models of care change and adjust to new ways of working, and as more multidisciplinary teams, alongside social care and housing, support groups of patients often with multi-morbidities and complex lives, so KHP will need to adjust. But when people are at that point on their care pathway when they do need highly specialised or complex care, we want to make sure that they have swift and smooth access to world-class care.

Clinical Commissioning Groups (CCGs), local government, stakeholder, patient and carer perspectives will help drive our thinking. We will work with our local partners over the coming months to shape and design our work in the interests of patients and service users. The role of our Academic Health Science Network partner will also be crucial as we seek to spread best practice and develop new and innovative industry relationships.

Population health

Building on our work with local partners to deliver more joined up care, we are also fully committed to supporting the identification, delivery and evaluation of public health policy and interventions to meet the needs of our local communities.

We are working closely with our local CCGs and local authorities to develop an Institute of Urban Population Health to identify and address the major causes of ill health and inequality across south east London such as smoking, alcohol, excess sugar and fat, the challenge of addiction, unemployment and poor take-up of exercise. Based on our academic strength, we are in a strong position to shape this work.

Mind and body

While the specialties listed above primarily and traditionally focus on physical health, we will be making sure that mental health is a central part of all of our institutes. Our unique selling point as an AHSC is our ability and strength to join up mental and physical care, research and education. This means the mental health needs of people with physical health problems, and the physical health needs of those people with mental ill-health. We already do a huge amount in this field, pioneered by projects such as IMPARTS (Integrating Mental and Physical Healthcare Research Training and Services). The institutes are a superb opportunity for us to take this to the next level, and there will be an expectation and requirement for mind and body to be built in from the very beginning. Investment in this work and the expertise of South London and Maudsley (SLaM) and the Institute of Psychiatry, Psychology and Neuroscience (IoPPN) will be vital to our success in this area.

The wider context

While what we are doing must rightly focus on the interests of patients, we cannot hide from the fact that there are huge financial and staffing challenges affecting our organisations, and the whole NHS and academic world.

The NHS and education sectors are under unprecedented financial strain at the moment. While demand for and cost of healthcare are rising, NHS funding is not. We need to develop new sources of income and innovative new models of healthcare that radically improve value if current clinical, educational and research performance standards are to be maintained and improved.

Furthermore, we are operating in an increasingly competitive academic world, particularly when attempting to attract the best students and research talent in a global market. Medical research is increasingly complex, requiring organisational scale and a broad range of expertise.

The institutes programme is a key part of our response and will help secure a sustainable future for our local health system.

Next steps

The success of this programme will require a large amount of hard work, determination and passion from colleagues and teams right across KHP and local partners. Organisations across south east London will need to continue to work closely together to deliver the health and care system that local people deserve, making sure that the right care, in the right place and at the right time is consistently available. The needs of each institute will be different, but all of them will require expert input from a huge variety of people, not just those involved in the specialties we are focusing on in the first instance.

As plans develop over the coming months, we will keep you updated with progress and information about how you can help support this exciting work.

This introduction document is designed to help support local conversations so please use it with your teams, commissioners, GPs and other local partners to help them understand our vision and how they can support us to deliver transformational change.

Institutes summary

Existing Institutes

IoPPN

The Institute of
Psychiatry, Psychology
& Neuroscience

Palliative Care

The Cicely Saunders
Institute

Dental



Dermatology

St John's Institute of
Dermatology

Institute development plan

Cancer



Deliver Cancer
Centre

Haematology



Develop
business case

Neurosciences



Further develop
strategy

Cardiovascular



Develop
business case

Integrated Care



Continued
system
engagement

Urban Population Health



Develop vision

Child Health



Develop academic vision
for Human Development
and Health and Clinical
Strategy

Obesity & Diabetes



Progress bid
development and
business case

Transplantation



Progress one
team model

Dental



Develop vision

Liver Research Strategy



Progress external
review