

King's Health Partners Board

Briefing note 17 February 2012

Following the recent meetings of the NHS Partner Boards and the Chairman's Committee of King's College London, the purpose of this note is to provide an update on the recent consideration by King's Health Partners on options for the partnership's future development. King's Health Partners' mission is to pioneer better health and well-being locally and globally, through coordinating excellence in research, education and training, and integrating mental and physical clinical care, for the benefit of patients.

Much progress has already been made in establishing the Clinical Academic Groups (CAGs). The CAGs are, and will continue to be, the primary vehicles through which the clinical care, research education and training are integrated across the partners.

A core component of our vision is to create new models of health delivery which give people more control over their own care and help them stay independent and healthy. We will also draw the mental and physical aspects of health together and bring care closer to people's homes by an integrated approach with our partners in primary and social care. In support of this aim, we will harness our research talents to create, to assess and to refine these new models to improve health for the population we serve.

To create these new models of care will require greater flexibility in the use of our assets and resources across the partners than is possible with today's organisational structures. By combining our strengths we will also create the capacity to offer outstanding specialist services at the scale that matches international competitors.

Following the recent feasibility review, the King's Health Partners Board made a recommendation to the NHS Partner Boards and the Chairman's Committee of King's College London's Council to explore the creation of a new, fully integrated academic healthcare organisation by bringing together all three NHS Foundation Trusts and more closely integrating King's College London at all levels of management and governance. The four partner organisations have unanimously endorsed this recommendation. We see this as an opportunity to create a new organisation – with room for innovation in organisational form and a strong emphasis on bringing patients and the public closer to the clinicians who plan for and provide their care.

As a single healthcare organisation King's Health Partners would attract even more of the best clinical and academic staff to work in an organisation which gives them and their teams greater flexibility to respond to changing population needs and to engage effectively with the people they serve.

The next step is to create a Strategic Outline Case (SOC) to assess the benefits, costs, risks and the phasing of the transition path to create this single, fully integrated academic healthcare organisation. In developing the SOC we will engage with a broad set of stakeholders to better understand their issues and concerns to ensure these are addressed in the SOC.

The SOC will explore how we can combine our respective strengths to create globally competitive academic healthcare. King's Health Partners will work with its partners and affiliates to provide lifelong care for the population of South London and beyond; to drive

research from the bench to the bedside; and to provide education for students, trained professionals and the wider public.

Each of the NHS Foundation Trust Boards, Governors and King's College London Council will review the business case before any final decision is made. They will only proceed if the more detailed examination shows significant benefits for the public. The Boards also recognise that there are a number of legal and regulatory requirements to be met.

There are four other recommendations that the NHS Partner Boards and King's College London Council have agreed to pursue in parallel to developing the SOC that are designed to advance the strategy and to strengthen the academic ethos of the partnership. The recommendations are to:

- (i) Embed an academic–clinical co-leadership model across the partnership.
- (ii) Modify the King's Health Partners Board to include additional senior academic representation.
- (iii) Develop a set of actions that will further strengthen the academic ethos across the partners.
- (iv) Define and fund a set of programmes that will help accelerate the King's Health Partners' strategy.

The King's Health Partners Board fully expects all the partner organisations to be engaged in future work on the creation of a new academic healthcare organisation which will lie at the heart of a network of healthcare and clinical education and training providers.

Over the next weeks we will publish our plans for developing the SOC and for the broader staff and stakeholder engagement.

During this work each organisation will continue with normal business.