

The King's Fund >

Ideas that change
health and care

The King's Fund strategy 2020–25

Towards better, fairer
health and care



Our purpose

Our vision is that the best possible health and care is available to all. We aim to be a catalyst for change and to inspire improvements in health and care by:

- generating and sharing ideas and evidence
- offering rigorous analysis and independent challenge
- bringing people together to discuss, share and learn
- supporting and developing people, teams and organisations
- helping people to make sense of the health and care system.





Who we are

The King's Fund is an independent charitable organisation working to improve health and care in England. We were founded in 1897 by the Prince of Wales, later King Edward VII, to raise money for London's voluntary hospitals. The work of the Fund has evolved over time in response to the changing needs of the population, but our mission - to improve health and care - has endured. The money invested in the Fund more than a century ago provides a substantial proportion of our income, enabling us to maintain our independence. We are not aligned with any political, professional or other interests.

Our work today involves understanding developments, challenges and opportunities across health and care. We use this understanding to influence policy and practice and to help people navigate the complexity of the systems in which they operate. We understand that our vision can only be achieved through collective action involving many organisations and sectors, so we seek to collaborate with and learn from a broad range of partners - including local and national NHS organisations, local government, people using health and care services, the voluntary and community sector and others - working together to achieve our goals.

We are able to succeed as an organisation because we value our people. Our staff bring a rich variety of talents, experience and expertise. Every part of The King's Fund makes a vital contribution to our vision of securing the best possible health and care for all, and we can achieve more by bringing our skills and expertise together.

Our strategic priorities

Our work spans the breadth of health and care policy and practice, giving us a unique understanding of the strategic context for health and care now and in the future. Within this, we will focus our resources on specific priorities where we believe we can maximise our impact. Working with our staff and people from across the health and care system, we have chosen three areas of focus for the next six years where the opportunity for The King's Fund's skills and resources to improve health and care is greatest.



We will work with people in the health and care system to:

- drive improvements in health and wellbeing across places and communities
- improve health and care for people with the worst health outcomes
- support people and leaders working in health and care.

Healthier places and communities



Health and wellbeing are profoundly influenced by what happens in places and communities and by how the services operating in a place interconnect. Health and care organisations, local government and other local agencies need to work more closely together, co-ordinating the services they deliver to people. They also need to work in partnership with citizens and communities, and harness the vital contribution of the voluntary and community sector. These principles are at the heart of a population health approach, which aims to improve health outcomes, promote wellbeing and reduce health inequalities across local populations.

The King's Fund has been at the forefront of developing integrated care, population health and place-based working, building the evidence base, influencing policy and supporting local implementation. We will build on this work, bringing together our unique combination of skills and expertise in policy and leadership development to shape healthier places and communities. We will help those working to improve health and wellbeing in the places in which they live and work by supporting them to collaborate across different organisations, and to draw on the diversity and strengths of their communities.

Our work in this area will include:

- supporting local organisations and communities to work together to improve health and wellbeing
- helping people in the health and care system to develop the relational skills needed to work collectively across organisational boundaries
- ensuring the role of local government, the voluntary and community sector and patients and users in improving health and care is fully recognised and harnessed
- understanding the role that digital technologies play in joining up services and giving people greater control over their health and wellbeing
- influencing policy and legislation to support the development of closer partnership working locally and remove the barriers that can prevent this from happening.



People using and delivering health and care services make an important contribution to our work. By working alongside people, teams and organisations, we help them to develop the capabilities they need and address the challenges they are facing

Tackling the worst health outcomes



It is well known that some groups in the population have significantly poorer health outcomes and worse experiences of using health and care services than others. Tackling this injustice requires broad-based action involving many different organisations and sectors. While much of this depends on addressing the wider determinants of health that lie beyond the reach of the health and care system, the system does have a critical role to play to improve the services it provides to those at greatest risk of poor health and to maximise its contribution to reducing health inequalities by working in partnership with other sectors and services.

Our work on population health has argued that national government should aim to reduce health inequalities in England to the levels seen in the countries with the most equitable health outcomes. To contribute towards this, our work over the next six years will place a greater emphasis on improving health and care for people with the worst health outcomes and experiences of services. We will put population health at the heart of what we do and support the health and care system to work in partnership with others to do all it can to achieve better health for all.

Our work in this area will include:

- understanding the lived experience of those with poorer health outcomes to influence improvements in health and care services for them
- promoting changes to health and care policy and practice that help to improve outcomes for those at greatest risk of poor health
- working with national and local leaders to address barriers faced by people with the worst health outcomes and develop inclusive policies and health and care services that respond to their needs
- exploring the reach, potential and impact of digital technologies in health and care for people in the poorest health
- supporting health and care services to work in partnership with other sectors and services to improve health and wellbeing for people at greatest risk of poor health.

Supporting people and leaders

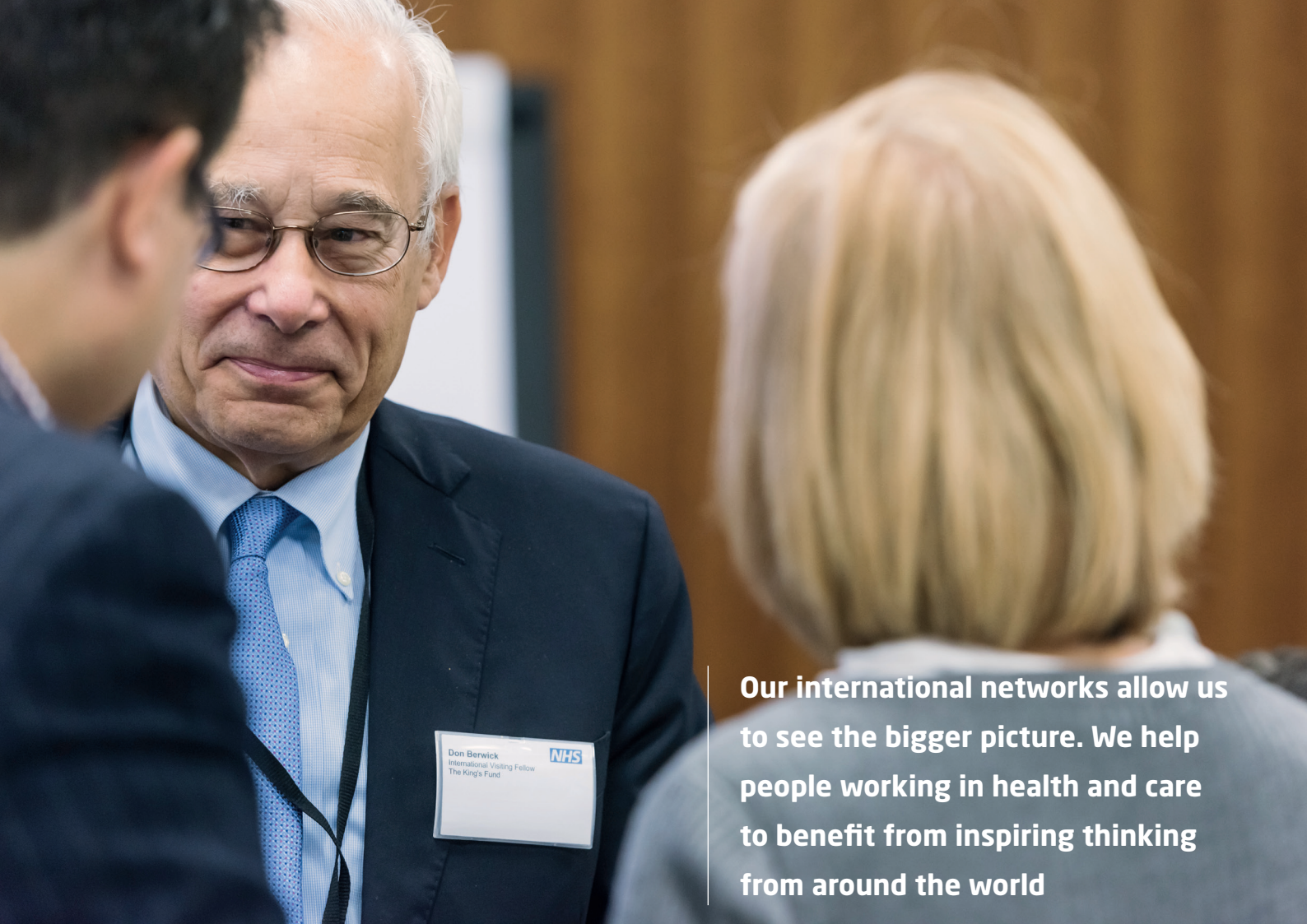


The workforce crisis in health and care poses the single greatest risk to access to and quality of care. Addressing staff shortages will require a transformation in the way care is delivered and the development of new roles and capabilities. It will also mean making health and care organisations better places to work, creating supportive, inclusive cultures and addressing the unacceptable levels of stress, bullying and discrimination that currently exist.

We will work alongside health and care leaders to ensure there are enough people with the right skills to deliver high-quality, person-centred care, now and in the future. We will support those working in health and care to develop collective, compassionate and inclusive leadership, promoting staff wellbeing and enabling individuals and teams to work at their best. This will build on our previous work examining the health and care workforce, extending our focus to community-based support – including those working in primary and community services, social care services, the voluntary and community sector, volunteers and others – and combining it with our expertise around leadership and culture. As part of this, we will explore the role digital technologies can play in supporting people working in health and care, and the changes needed to ensure the workforce is equipped for a digital future.

Our work in this area will include:

- understanding staff shortages, the driving forces behind them and how they can be addressed
- promoting a whole-system view of the workforce for health and care, realising the full contribution that can be made by people using services, volunteers and others
- supporting people working in health and care to embed collective, compassionate and inclusive leadership practices and create enabling, supportive organisational cultures
- supporting leaders, organisations and systems to deliver the transformational changes needed across health and care
- providing evidence and insights to enable people working in health and care to make best use of digital technologies.



Our international networks allow us to see the bigger picture. We help people working in health and care to benefit from inspiring thinking from around the world



Our approach

Our broad knowledge of the health and care system and the relationships we hold across the system form the foundation of our work. We will continue to provide independent analysis, explain key issues and respond to developments across the breadth of health and care, making sense of a complex and changing landscape. This will underpin all the work we do. We will continue to use our independence to speak truth to power and will not be afraid to challenge vested interests.

The ambitions we have set out in this strategy signify some significant changes, both in the priorities we will work on and how we will work, which respond to feedback from our staff and stakeholders. Over the next six years, we will bring together the resources at our disposal to focus them on our three strategic priorities and achieve the greatest possible impact.





The levers we will use to bring about change include the following.

- We will explain policy and make sense of the health and care system to support people working in and with the system.
- We will shine a light on to issues where change is needed through our research and analysis, prompting and informing policy change locally and nationally.
- We will offer new thinking, sharing ideas and examples to inform and inspire the future of health and care.
- We will work directly with people, teams and organisations to help them develop more effective ways of working and grow the leadership capabilities they need.
- We will bring together people with different backgrounds, experiences and perspectives through our events, programmes and networks, using our building to provide safe and stimulating spaces where people can learn and build relationships.
- We will advise, support and challenge local and national leaders, applying our thinking, knowledge and understanding to the issues they are facing.

How we will work

We are ambitious about pushing ourselves further to build the leadership and culture we need to enable our people to work at their best. We are committed to becoming a more diverse and inclusive organisation and living up to our values in everything we do. This will shape how we work with each other and with people across the health and care system.

Our values and ambitions

We are committed to our purpose and independence



We will focus on making the greatest possible impact to achieve our vision of better health and care for all, always contributing from a position of independence.

We act with integrity



We will be honest, bold and challenging, seeking diverse perspectives and experiences, engaging in constructive dialogue and calling out injustice.

We are collaborative and inclusive



We will ensure that everyone feels respected, valued and supported, recognising that we will achieve more by working together and collaborating with others.

We are positive and engaged



We will celebrate success, value learning and promote positive cultures that support people to work at their best.

We strive for excellence



We will strive to produce work of the highest quality, continuously learning to improve everything we do.

To deliver our vision, we will work more collaboratively to combine our skills and knowledge from across The King's Fund. We will continue to build on our longstanding relationships with partners from across the NHS and will work more closely with a broader range of partners, particularly in local government and the voluntary and community sector. We will place people using health and care services at the forefront of our thinking and will work more closely with them.

Securing the best possible health and care for all is an ambitious, long-term undertaking. It will require significant changes to policy, new ways of working and a transformation in how the health and care system operates. No single organisation can do this alone, but by working together we can navigate our way to a healthier future.



Our staff bring a rich variety of talents,
experience and expertise



Every part of The King's Fund makes a vital contribution to our vision of securing the best possible health and care for all



Getting in touch

Our approach to implementing our strategy will continue to grow and evolve over the next six years. We would welcome your thoughts on how we could work together with you or others to achieve the goals described in this document – please get in touch with your ideas by writing to us at enquiry@kingsfund.org.uk



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