

# MAKING AN IMPACT

ANNUAL REVIEW 2006/07

Shaping the future of long-term care  
Helping to **reduce** hospital admissions  
Inspiring future leaders



*King's* Fund

The King's Fund is an independent charitable foundation working for better health, especially in London.

Our goals are to help develop: informed policy by undertaking original research and providing objective analysis; effective services by fostering innovation and testing out ideas in practice; skilled people and organisations by building understanding, capacity and leadership. There are five values underlying our work: independence, integrity, relevance, quality and social justice.



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“The heart of our mission is helping organisations to deliver better care.”

EFFECTING CHANGE

King's Fund Chairman Sir Cyril Chantler and Chief Executive Niall Dickson share their vision for the organisation and pick out highlights of the past year.

To bring about effective change, we need to develop sound ideas using objective evidence and the experience of those working in health care; then we need to ensure that these ideas are actioned. Last year our landmark review of social care funding helped to create a significant change in government policy. Now we are leading a coalition of 15 organisations with the aim of maintaining this momentum and stimulating a national debate on the future of long-term care for older people with a series of events throughout the country.

We have developed a new version of PARR, our computer-based system for identifying patients with long-term conditions who are at risk of hospital admission, which is now being used across the NHS. In Croydon, local health services have used the new system to create 'virtual community wards' to direct care at those who need it most; they have been given £1 million from the Department of Health to take this work forward. We have continued to support thousands of health care leaders and front-line clinicians with our information service, briefings, publications, leadership programmes and events, helping them to develop new ideas and spread good practice. This year we will continue to follow up our ideas with actions.



Sir Cyril Chantler, left, and Niall Dickson.

Together with Sir Derek Wanless, we will revisit his review of future spending requirements on health, which he carried out for the government in 2002. We have established a major independent inquiry into the safety of maternity services. We are committed to making its findings widely available and working with everyone involved to ensure that its recommendations are acted upon. Working with others, we have staged a major simulation exercise to examine the workings of the emerging health system. We will follow up the report from this work to ensure that it leads to a greater understanding of the current raft of NHS reforms.

“We plan to grow our services and reach out to more managers and front-line professionals.”

The heart of our mission is helping organisations to deliver better care – that is why we have run workshops supporting primary care trusts as they proceed through the government's fitness-for-purpose programme. It is also why we are working with NHS London to deliver a new leadership programme for health service non-executive directors in the capital, and why we have joined up with foundation trust governors to establish a new national development network. We are extending our pilot scheme to improve the environment in which patients are cared for at the end of their lives, working with hospices, hospitals and Marie Curie on new ways to enable those who want die at home to do so. The King's Fund is changing. We plan to grow our services and reach out to more managers and front-line professionals who share our passion for improvement; but we will retain our core mission, which is to provide an independent and objective source of advice and support for all those who want better health care.



# DEVELOPING IDEAS AND POLICY

Combining original research with objective analysis puts us in a strong position to influence health and social care policy and to generate informed debate.

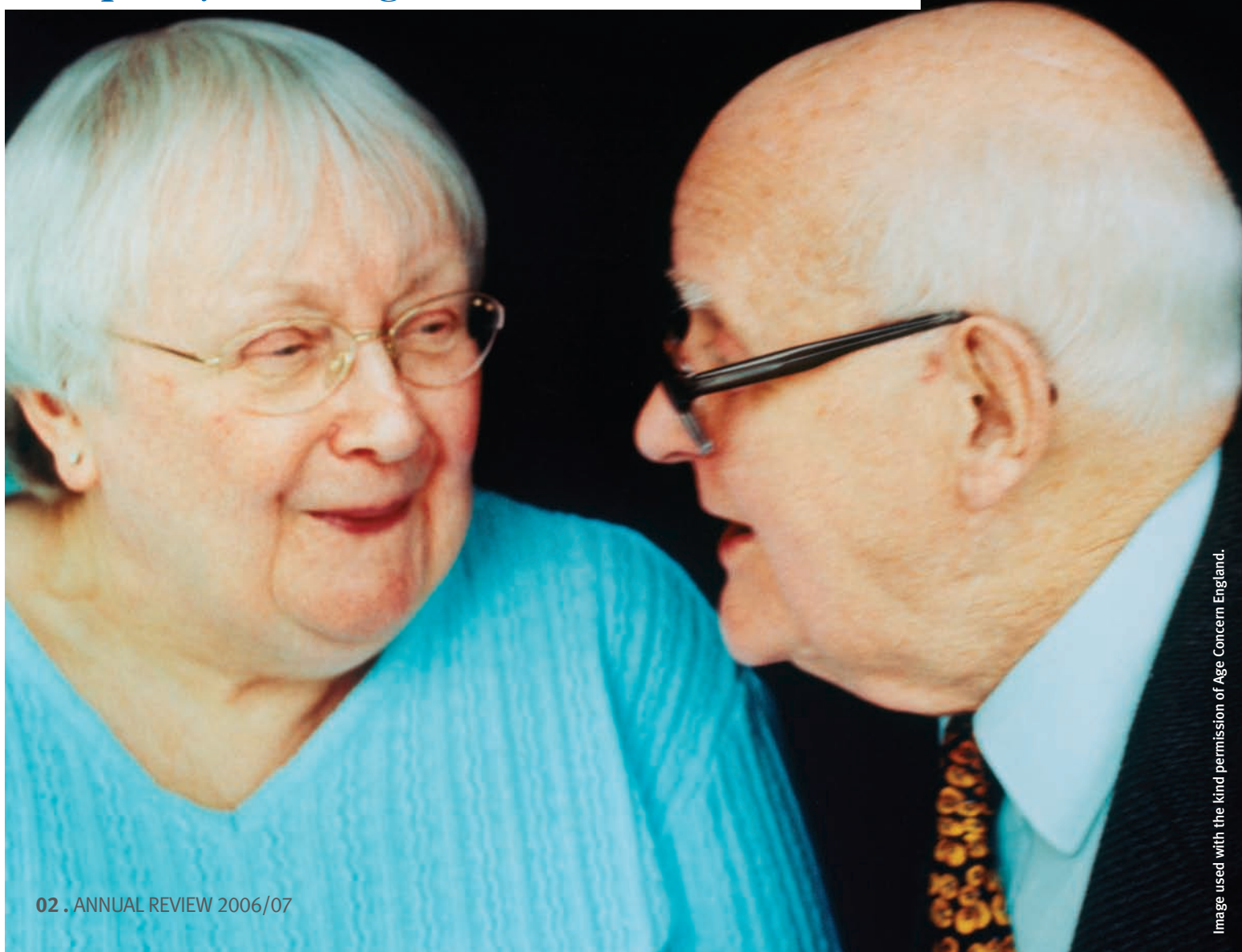


Image used with the kind permission of Age Concern England.

Our policy staff authored or co-authored 60 publications, briefings and articles during 2006. Following the publication of *Securing Good Care for Older People*, the government launched a zero-based review of social care funding.

Our report *Securing Good Care for Older People* – the conclusion of an 18-month review of future social care funding for older people, led by Sir Derek Wanless (see right), achieved a major impact in 2006.

We played a key role in analysing health funding issues during the year – providing influential briefings on how extra NHS funding is being spent and convening a major summit at Leeds Castle to look ahead to how the service will manage with lower rates of funding growth.

We published a number of important reports examining NHS reforms, which included the conclusions of an independent working group made up of senior figures from the NHS, commercial and not-for-profit sectors; an international comparison of health care regulation; and one of the first analyses of social enterprise within health services. We also completed an evaluation of the consultants' contract and an audit of race equality schemes in England's primary care trusts.

Our work helped to generate debate more widely too – we welcomed many key decision-makers and opinion-formers to our events, including the Health Secretary Patricia Hewitt, the Conservative Leader David Cameron and the Chief Medical Officer Liam Donaldson.

New projects were also started – including an independent inquiry into the safety of maternity services, due to report in early 2008, and a review of the future costs of mental health and social care.

## Debating the future of long-term care

Sir Derek Wanless's review of social care funding for older people helped to push the question of how England will care for its ageing population up the political agenda.

And the King's Fund is helping to keep it there by leading a coalition of key organisations and running a series of events to stimulate debate and build consensus about the way forward.

Sir Derek's report, *Securing Good Care for Older People: Taking a long-term view*, was published by the King's Fund in March 2006. It identified significant shortcomings in the present system of funding, which is built on means-tested benefits and tends to help only those with the greatest needs.

The report argued that 'there should be a debate about what social care should do in the future' and outlined three scenarios that would deliver progressively better outcomes for older people, along with their likely costs.

To address the growing numbers of older people, it also proposed a 'partnership' model of funding, combining public and individual finance.

*Securing Good Care for Older People* was immediately welcomed by organisations representing older people and those caring for them. Gordon Lishman, Director General of Age Concern, said the 'groundbreaking' report 'highlighted the enormity of the social care crisis gripping the nation.'

“ This groundbreaking report highlights the enormity of the social care crisis gripping the nation. ”

Julie Jones, the then President of the Association of Directors of Social Services, backed the report's partnership model as an 'elegant solution' to the unpopularity of means-testing and the problems caused for people with less severe needs by the tightening of eligibility criteria for services.

As soon as the Wanless report was published, the Department of Health announced its own review of long-term care funding.

'It is a privilege to live in a society where people are living longer, but as a country it is vital we plan ahead,' Mr Byrne said. 'This is a once in a decade chance to undertake a fundamental review of social care costs.'

The Wanless review and other inquiries into the cost and quality of social care have helped to raise the profile of the subject, but it is vital that momentum is kept up.

To do this, the King's Fund, the Joseph Rowntree Foundation, Help the Aged and Age Concern, together with 11 other organisations, have set up a national events programme called Caring Choices to bring together all those involved in long-term care to explore the options for reform and to start to build a consensus about the way forward.

These meetings are being held at six cities in England and one in Scotland, and will form the basis of a further King's Fund report in autumn 2007.



# DEVELOPING SERVICES

We estimate that our risk assessment tool is now in use in more than half of England’s primary care trusts. We committed £1.2 million to a number of funding projects to improve health in 2006.

2006 saw the launch of our new computer tool to help primary care trusts to identify individuals at greatest risk of emergency hospital admission. Croydon Primary Care Trust, which acted as one of the pilots for the tool, used it to develop a multi-award-winning ‘virtual wards’ initiative (see right).

We have continued our new approach to funding and development work in our Partners for Health in London programme, putting the generation of learning at the centre of our work in four key areas – sexual health for black and minority ethnic communities, mental health advocacy, end-of-life care and integrated health. We have now completed our third round of funding and have received good feedback from an independent evaluation of our methods.

Our 12 new partners are undertaking a variety of projects, including: improving access to mainstream health services for people with mental health needs; supporting carers looking after patients with end-stage heart failure, with the aim of helping more people to die where they choose; and setting up a peer education network with young people from the Bangladeshi and Somali communities to improve their sexual health.

Our Enhancing the Healing Environment programme improved environments in 120 NHS trusts across England and reached more than 1,200 staff and patients by the end of 2006. We launched a pilot scheme to improve end-of-life care environments.

## The virtual ward

Patients often associate the NHS with their local hospital. But in Croydon, ‘virtual wards’ built on applied research led by the King’s Fund are starting to transform care for people with complex, long-term conditions.

Croydon Primary Care Trust has created two virtual community wards to deliver intensive support to people identified as being at high risk of emergency unplanned admission to traditional acute services, and plans to create another eight. The project helped it to win four prestigious *Health Service Journal* Awards in 2006.

‘Our plan is to roll the wards out across the whole of Croydon so that – in a way – it becomes a virtual community hospital,’ says nurse consultant Patricia Robinson.

‘Once a patient has been identified as needing to come onto a ward, a community matron will co-ordinate care for them. The aim is to make their journey [through different services] as smooth as possible, and to offer proactive care – not the reactive care we have offered in the past.’

The wards are partly built on ground-breaking work led by the King’s Fund to help primary care trusts identify these high-risk patients.

This work started in April 2005, when the King’s Fund, New York University and Health Dialog (a US analytics and care management company) were commissioned by the Department of Health to produce a computer software tool – or algorithm – to predict risk.

More recently, the King’s Fund released a Combined Model that uses a wider range



EHE project, South Staffordshire Health Care NHS Foundation Trust.

of data sources, including accident and emergency, outpatient and GP systems data. It is this algorithm that is used to decide who should be on Croydon’s virtual wards.

‘There was some scepticism about the algorithm, because it hasn’t been used in this country before,’ Ms Robinson admits.

‘But one of the reasons I really like this system is because it is very fair. It objectively identifies people with the highest needs so they can receive appropriate care.’

Dr Geraint Lewis, who works in public health in Croydon and is now a Visiting Fellow at the King’s Fund, says the virtual wards are organised along the same lines as bricks and mortar ones.

Each is linked to a GP practice, and therefore has its own doctors. Each is staffed by an ‘indispensable’ ward clerk, a community matron, nurses and health visitors, a pharmacist and other support staff. All of them hold regular ‘ward rounds’ to review cases.

Some patients do so well on the wards that their risk score drops enough for them to be discharged; this has created a new role for practice nurses in co-ordinating the care they still need.

Ms Robinson feels the main gain is that more people are aware of the type and level of services that are being offered.

‘It stops things being stuck in the mire of “it’s always been this way”’ she says. ‘It puts pressure on people to reconfigure poor services and to find ways of doing things better.’



Belinda Wignmore, Community Matron, Croydon PCT, with Clovis Francis, patient.

We are able to inform and build on our policy work by testing ideas out in practice and supporting innovation to generate learning.



# DEVELOPING PEOPLE AND ORGANISATIONS

Through our leadership programmes and our range of services, we aim to support managers and clinicians.



Ludvic Zrinzo, Consultant Neurosurgeon, Queen Square.

Our website attracted an average of 14,000 visitors per month.

We provided leadership development to 1,000 managers and clinicians in 2006, against a background of turbulence in the NHS. In addition, we secured a number of important new contracts to run an improved London Board Leadership Programme, the NHS Graduate Management Training Scheme's experiential programme for general, human resources and finance trainees, a series of workshops supporting the PCT fitness-for-purpose programme and the first national network for foundation trust governors.

We increased our event activity substantially, running a number of topical breakfast discussions, a range of high-profile seminars for opinion-formers and a new programme of nine conferences, as well as two fringes at each of the main party conferences. We also ran a successful programme of regional events on the future of medical professionalism in partnership with the Royal College of Physicians.

Visitors to our website have increased since it was relaunched in July 2005 offering a wealth of free resources, and we have more than doubled the number of managers, clinicians and policy-makers signed up to receive our email alerts. Our information and library service is increasingly providing its offering online and, in 2006, developed a suite of online 'reading rooms'. We have also seen more visitors to our central London building, with an increase in use of our conferencing and catering services.



Participants, Athena Programme for Executive Women.

## Inspiring future leaders

Clinician Ludvic Zrinzo didn't expect to get much out of the King's Fund Management for Specialist Registrars course last summer.

'You develop your own [management] style as a specialist registrar, but I wanted something formal on the CV,' he says. 'I picked the King's Fund because it has a good name.'

Once he started the five-day course, however, Mr Zrinzo realised it was going to deliver much more than a line on his resumé.

'You start thinking: "actually, I was doing a lot of this, but there is a more scientific approach",' he says. 'You start analysing what you have done in the past, and how to hone your style to make it more effective.'

The King's Fund has more than 30 years' experience of providing development programmes to people working in health and social care. The course that Mr Zrinzo took helps specialist registrars to make the transition to consultant by focusing on the way that clinical practice and management interact.

'What was unique from my perspective was how much the course leaders included the audience,' he says. 'It was not a series of lectures. They drew things out of the participants and got us to do our own thinking.'

'The course leaders talked about adult learning as being different from the learning you do at school, and they showed us what they meant by actually doing it.'

More than 1,000 leaders and practitioners working in health have participated in one of our main leadership programmes.

This level of engagement can lead to long-term relationships. Yvonne Coghill, programme lead for the Breaking Through programme at the NHS Institute for Innovation and Improvement, went on the Leadership for Senior Managers programme in 2000.

She says: 'The King's Fund was very well known and the programme had real credibility in the service – but I wasn't really clear what it was going to be. Then I did it, and it changed my life.'

'Having gone through the programme I was very aware of how I came across to other people and how to work with them effectively, and that is something I have used throughout my career.'

In her current role, Ms Coghill, as National Programme head for the Breaking Through programme has just commissioned the King's Fund to deliver a major development programme for black and ethnic minority leaders, which will start in September.

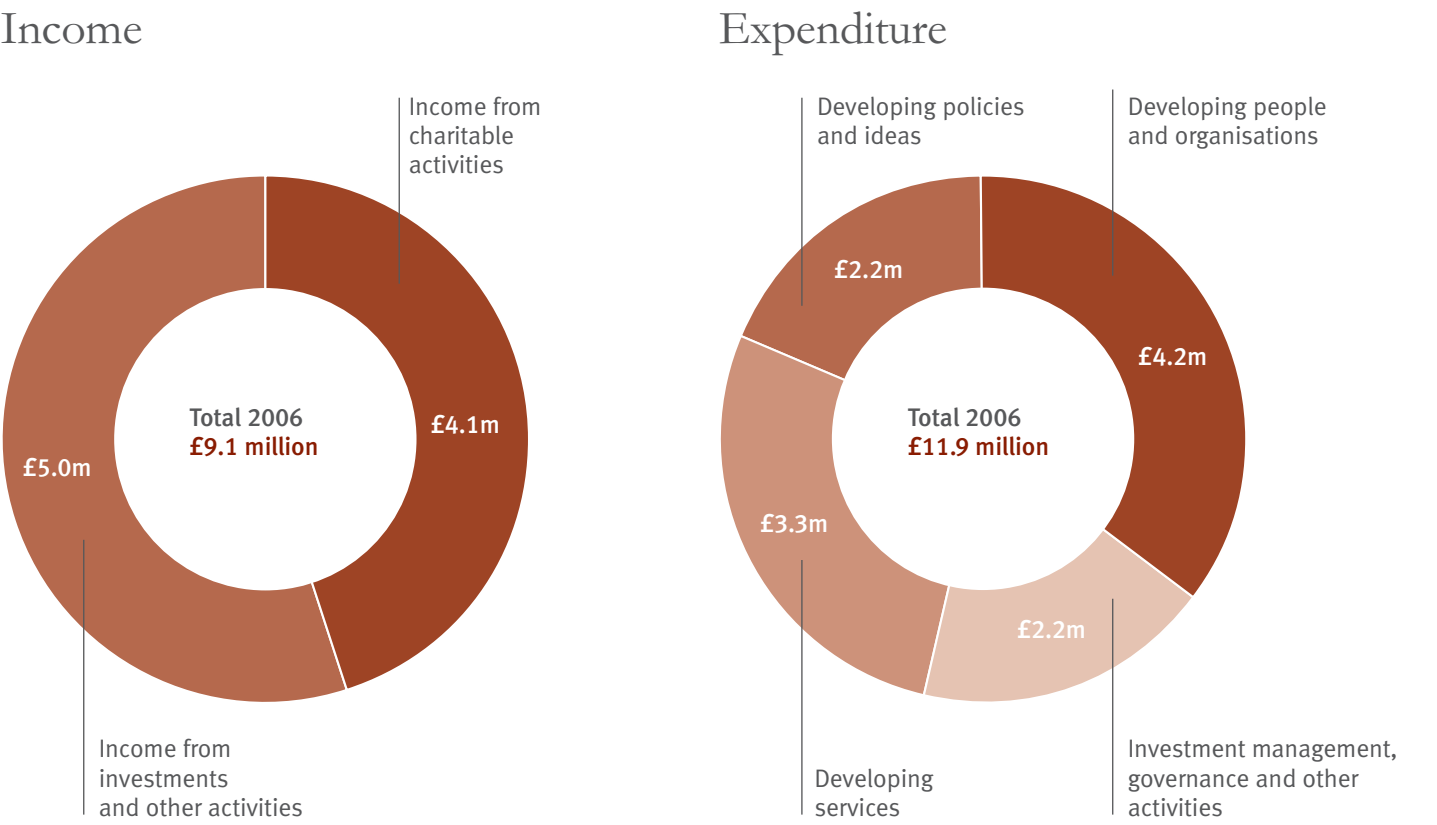
Mr Zrinzo used some of what he learned on his course to make a difficult choice between consultant posts and to manage a move from one trust to another.

He adds: 'One of the things [the course leaders] asked us to do was to write a letter to ourselves, post it, and open it six weeks later. 'I re-read the letter recently, and it struck me that it was from someone very relaxed and happy with their personal philosophy.'

'It is not often you get the chance to come to that kind of position – the King's Fund helped me do that.'



# KEY FACTS AND FIGURES\*



\*Year to 31 December 2006

In 2006, the Fund increased activity and impact in most areas of its work while reducing net expenditure. (Net expenditure is the amount we spend beyond the income we generate from our activities and is funded from our investments.)

Policy and development, in particular, completed a number of major projects in 2006, including a review of social care funding for older people (see page 3), a third round of funding for our Partners for Health programme and the launch of new software to identify patients most at risk of hospital re-admission (see page 4).

The uncertainty generated by a major reorganisation of the NHS had an impact on income from leadership programmes during 2006, although activity has increased in the first few months of 2007 and a number of major contracts have been won.

We completed our major Enhancing the Healing Environment programme for acute hospitals across England, although spending on this area looks set to expand again in 2007 with plans to roll out to end-of-life settings.

At 31 December 2006 the net assets of the fund stood at £140 million, including investments of £134 million. Our endowment is invested carefully. It is a guarantor of our independence, and we draw on it to supplement income from other sources and so ensure the sustainability of our activities in the longer term.

**The full audited accounts are included in the Trustees' Report and Financial Statements for the year ending 31 December 2006, available at [www.kingsfund.org.uk/about\\_us/annual\\_review.html](http://www.kingsfund.org.uk/about_us/annual_review.html) or from publications on 020 7307 2591.**

The King's Fund is ultimately governed by its General Council, which is made up of key figures from the health community and public life. Its President is HRH the Prince of Wales. Hands-on governance has been devolved to a Management Committee of Trustees, chaired by Professor Sir Cyril Chantler, and day-to-day management to a Board of Directors headed by Chief Executive Niall Dickson.

**For full details of our governance and management, visit [www.kingsfund.org.uk/about\\_us/governance.html](http://www.kingsfund.org.uk/about_us/governance.html)**

# OUR IMPACT IN 2006

Our website attracted an average of nearly **14,000** visitors per month.

Almost **2,000** health and social care staff took part in our leadership programmes.

More than **60,000** people visited our building or used our facilities.

We provided regular email briefings to nearly **10,000** managers, clinicians and others working in health and social care.

NHS staff across England accessed our library database at a rate of **60,000** searches per month.



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The King's Fund is an independent charitable foundation working for better health, especially in London. We carry out research, policy analysis and development activities, working on our own, in partnerships, and through funding. We are a major resource to people working in health and social care, offering leadership development programmes; conferences; seminars and workshops; publications; information and library services; and conference and meeting facilities.