



Strategic Plan 2017 - 2022



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Guy's and St Thomas' Charity is one of the UK's largest charitable foundations and place-based health funders. We exist to improve people's health. For over 500 years, we've been based in the London boroughs of Lambeth and Southwark. As part of our new strategy, we are bringing greater focus to our work on the complex health issues prevalent in urban, deprived and diverse areas such as ours.

To do this, we will be taking a thematic model to our work. We intend to channel our efforts into a small number of health-issue focused programmes, to demonstrate how the coordinated layering of interventions within a geography can have a step-change impact. Working alongside others – and leveraging our convening power and ability to bear risk – we plan to learn and share what works, with the hope of catalysing action nationally and beyond.

We will also strengthen our role as the fundraising Charity for Guy's and St Thomas' NHS Foundation Trust. By changing our approach to collecting and deploying fundraised income, we aim to improve patient experience and support staff welfare at the Trust. Working in strong partnership with the Trust and with other NHS charities we plan to maximise our support for a world-leading set of hospitals.

Underpinning all these ambitions is the continued careful stewardship of our endowment – with an increased focus on impact opportunities – alongside developing best in class systems for managing our resources.

This document sets out two key elements of our new strategic approach:

- Tackling complex health challenges in Lambeth and Southwark to gain new insights into improving health in urban, deprived and diverse areas
- Improving staff welfare and patient experience in Guy's and St Thomas' NHS Foundation Trust through our unique position as a fundraising charity

Section 1: Tackling complex health challenges in Lambeth and Southwark to gain new insights into improving health in urban, deprived and diverse areas

Our role

In designing our strategy, we looked at the unique features and skills that our organisation can draw on to maximise our impact. We identified our unique advantages as our concentration of philanthropic capital, local relationships, and place-based mission focused on the health of people in Lambeth and Southwark.

Guy's and St Thomas' Charity is a charitable foundation with unique characteristics. These features allow us to bring different projects, partners and perspectives together to tackle complex health issues.

We are place-based. We have been in Lambeth and Southwark for over 500 years and manage our assets as a permanent endowment. This long-term, place-based perspective gives us the capacity both to layer cumulative interventions and to act on what we learn beyond political cycles.

We have strong local relationships. This allows us to play a convening role, bringing different perspectives together to better understand and tackle health issues. A unique advantage is our relationship with Guy's and St Thomas' NHS Foundation Trust, one of Europe's leading health providers.

We have concentrated resources. We are one of the largest foundations in the UK, and amongst the largest in Europe relative to the size of our beneficiary population. This enables us to target our support in new and innovative ways – both using our own resources and mobilising others'. We can also bear risk, which allows us to think more creatively than most.

Our priorities

To identify where to focus, we looked at health issues with significant variance in outcomes between our boroughs and the London and UK averages. From these we identified a subset that were both complex and required co-ordinated action. Finally, we overlaid these against issues that are prominent elsewhere, to help us identify other places we could both learn from and share lessons with.

Our beneficiary group are the people of Lambeth and Southwark. This is roughly 600,000 people within a 57km² inner-city area.

Our boroughs are urban, diverse and deprived.

Like much of London, Lambeth and Southwark are vibrant places to live and work. They are densely populated and have very diverse populations, including large black and LGBT communities. Over 100 different languages are spoken in the two boroughs. Like many developed cities they have areas of affluence and deprivation. Over a third of people in Southwark live in the most deprived areas in England, and one in four in Lambeth live in poverty. Our hypothesis is that this mix – urban; diverse; deprived – tracks against many of the most complex health challenges of our time. Progress in learning about what works in these contexts has relevance to a wide and international audience. This allows us both to bring in the best interventions from elsewhere, as well as to have an impact beyond Lambeth and Southwark.

We are targeting local health issues which are significant, complex and affected by place.

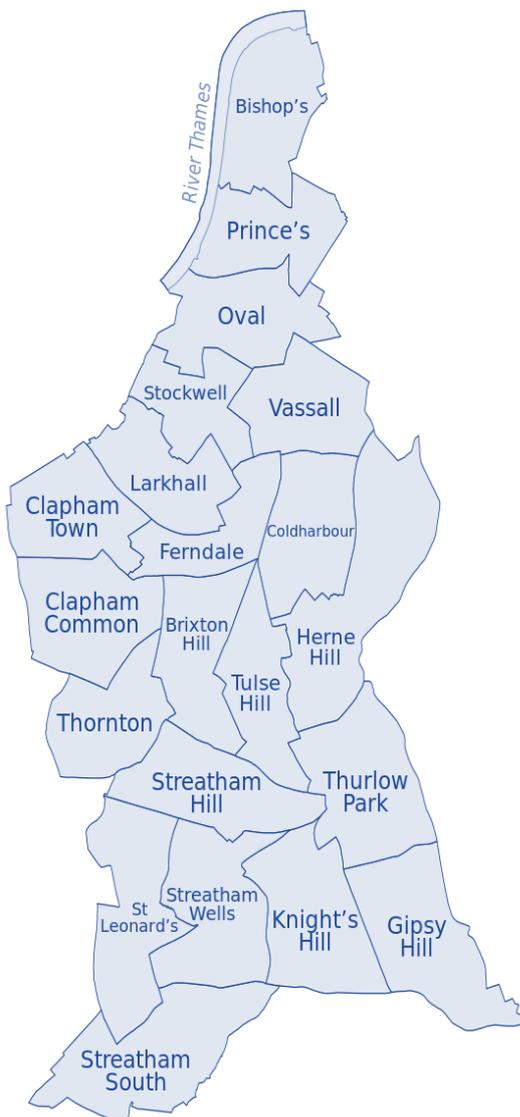
Lambeth and Southwark face a number of health challenges that are significant compared to other areas in the country. This includes rates of childhood obesity, people facing multiple long-term conditions, sexually transmitted infections and cardiovascular disease. Across the UK and internationally, these are correlated with levels of deprivation and ethnicity, which are high in Lambeth and Southwark. We also know these are issues that are complex, affected by multiple drivers, and ones that could benefit from our co-ordinating role as an independent funder.



Lambeth stretches from the South Bank to the suburbs of Streatham. The borough includes the highly multicultural area of Brixton and the Oval Cricket ground in Kennington.

Key facts

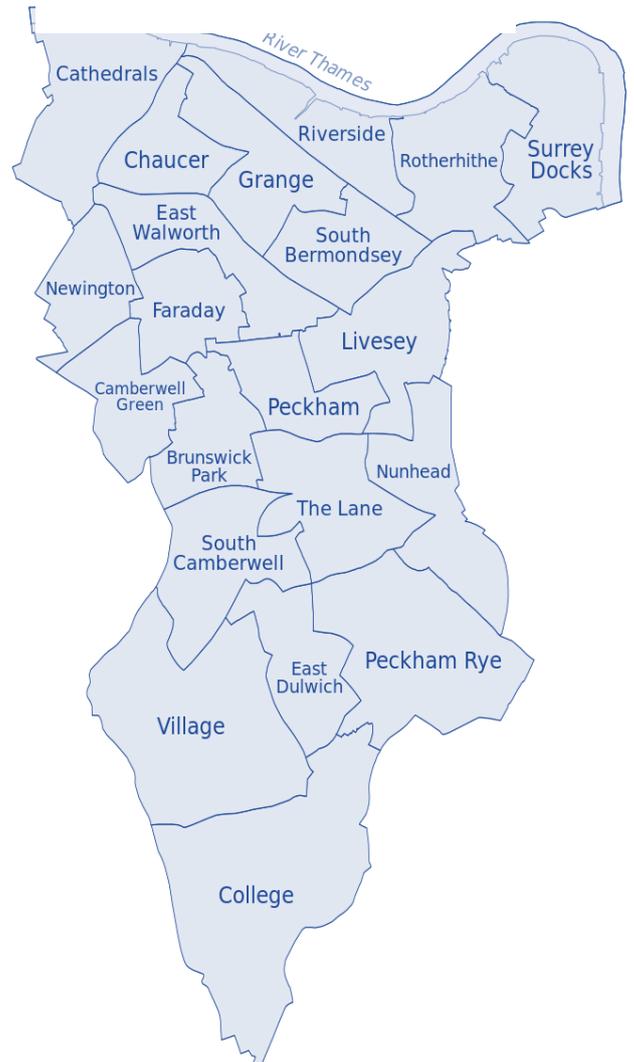
-  21 wards
-  303,000 residents (2011 census)
-  Large inner city borough 26.8km²
-  High population density with 113 persons per hectare
-  High turnover of population
-  Large African, Portuguese and Caribbean populations
-  Areas of deprivation sit side by side areas of affluence



Southwark is the historical home for arts and entertainment in the city. The borough includes up and coming areas such as Bermondsey, Camberwell and Peckham.

Key facts

-  21 wards
-  288,000 residents (2011 census)
-  Large inner city borough 28.86km²
-  High population density with 100 persons per hectare
-  High turnover of population
-  Large Black population of African, Caribbean and other ethnicity
-  Areas of deprivation sit side by side areas of affluence



Our ambitions

To maximise our impact, we have developed a new programmatic approach to our work. This focuses on the end goals we are trying to achieve – outcomes on a small number of health issues. This enables us to define where we might best intervene, and what kinds of interventions, when taken together, could have the biggest impact.

We are taking a thematic approach, funding through long-term, issue-focused programmes. This means layering up and connecting a range of interventions so they can become more than the sum of their parts. Over time, we hope this has a step change impact on health in Lambeth and Southwark and relevance beyond our boroughs. Our first two programmes are reducing childhood obesity and improving the lives of people with multiple long-term conditions.

We will develop these programmes proactively, through a phased approach.

First a 'Search' phase of 3-4 months, where we aim to use evidence from data, those running projects and the lived experience of local residents to understand the drivers of a health issue in our boroughs, and connect with partners who can help us to make a difference. Second a 'Develop' phase of 6 months, where we will structure a funding programme, including testing project ideas. Third an 'Execute' phase of 4+ years, where we work in a co-ordination with partners to deliver projects that allow us to learn and share what works.

As part of this approach, we aim to be impact-led in our support.

This may mean providing grants and social investment, or connecting project partners up with specific business support or other organisations. This means us being:

- **Connected.** We will use our convening ability and leadership voice to support our partners, both with and outside the NHS, to accelerate progress in tackling key health challenges. We will partner with a wide range of people and organisations – anyone with the very best approaches and drive to make them happen – and support them with what they need to be successful. A key partner will be Guy's and St Thomas' NHS Foundation Trust.
- **Evidence-led and evidence-creating.** Both supporting projects with an existing strong evidence base, as well as working closely with communities to co-design new projects or scale existing ones. We will also be rigorous in testing our assumptions, and understanding why something is working (or not).
- **Responsive.** Our programmes enable us to be outcomes focused – clear on the end goal – but open-minded about the means to get there. We will test and adapt our interventions, sharing what we learn.

Strategic Plan 2017-2022: Theory of change

Our key areas of activity... → Drive a number of intermediate outcomes... → Which help deliver against our strategy and... → Make an impact on health in Lambeth and Southwark

Scoping and Partnerships

We carry out research to better understand the causes of local health challenges
 We identify and develop relationships that can help us to achieve our goals
 We jointly design programmes to tackle specific health challenges

Funding and support

Where we identify well-evidenced solutions to local health challenges, we commission projects and partner with others
 Where the evidence about what works is less clear, we put out calls for ideas and engage partners in the co-creation of projects
 We offer tailored support for those we choose to partner with to deliver projects

Learning and Influence

We use the lessons we learn to continuously develop our working practices
 We evaluate the impact of our programmes and identify replicable lessons for similar geographies
 We develop relationships with major influencers to share insights to impact wider practice through our work

Our local and national partners have a common **understanding of our local health challenges** and a **shared vision** of how they can be tackled

We find and help develop the **best solutions** to test new approaches to health

We **leverage co-funding** into programmes and projects

Our programmes are **effectively managed and evaluated**

Our projects are **effectively delivered and strengthened** in the process

Policy-makers and commissioners look to us for information on our impact to inform decision-making

More local and national decision-makers are aware of who we are, what we do and our ambitions

Our programmes achieve **improved health outcomes** that are sustainable and wouldn't have happened otherwise

We generate **replicable lessons** that **strengthen the evidence base** on challenges facing urban, diverse and deprived areas

Direct impact
 Our work contributes to shifting the dial on health challenges in Lambeth and Southwark

Indirect impact
 Our lessons inform national policy in advantageous ways, contribute to improving health in other localities and attract resources and innovators into Lambeth and Southwark

Section 2: Improving staff welfare and patient experience in Guy's and St Thomas' NHS Foundation Trust through our unique position as a fundraising charity

Our role

As part of our charitable objects, we support Guy's and St Thomas' NHS Foundation Trust to provide exceptional care for the people of Lambeth and Southwark and beyond. The Trust is one of Europe's leading health providers, with over 15,000 staff and 2.3 million patient visits each year.

Guy's and St Thomas' Charity is the fundraising charity for Guy's & St Thomas' Hospital Foundation Trust.

Alongside our role as independent foundation, we are also the fundraising charity for Guy's and St Thomas NHS Foundation Trust. We currently raise around £6 million a year thanks to the generosity of patients, families, staff, philanthropists and the community. These funds enable us to work with the hospitals to support improvements that go beyond what the NHS can provide. We help the Trust to provide exceptional care and a world-class environment for patients and staff at Guy's, St Thomas' and Evelina Children's Hospital, as well as in community health services across the boroughs.



Our priorities

As a hospital charity, we have two main priorities – improving patient experience and supporting the welfare of staff. These can transform the health environment, make it a more conducive place for health and wellbeing, and shorten hospital stays

Improving staff welfare

We have some of the best health and care professionals in the country working in our hospitals. Their wellbeing is critical for improving the health and care of our beneficiary population, so we fund a range of activities which support staff welfare and professional development.

Improving patient experience

Support from donors plays a major role in giving patients a better experience when they are in one of the Trust's facilities. One of our particular areas of focus is the patient environment. Evidence suggests that this has an impact not only on the perceived quality of care, but also on recovery and readmission rates. As part of this, we work with the Trust to introduce visual and performing arts to healthcare settings, from employing arts-based methods in training staff, to engaging patients in experimenting with artforms to support recovery.

Our ambitions

In our strategic plan 2017-22 we aim to bring the same levels of focus and ambition to our work as a fundraising charity as we do to our work as a charitable funder.

- **We aim to bring in more fundraised income for the Trust.** We partner with both Guy's and St Thomas' NHS Foundation Trust and King's College London to fundraise for life-saving equipment, life-changing research and better facilities and services, over and above what the NHS can provide. We aim to increase our fundraised income to levels comparable with the top-performing fundraising Trusts in the UK. To support this, we will use our unique set-up to ensure that 100% of funds raised for the Trust will be allocated to the Trust.
- **We aim to deploy funding more effectively.** Special Purpose Funds are created when funds are donated to us for a specific purpose. Currently, we hold over 200 different funds of various sizes and restrictions. We aim to ensure that all these funds are used to maximum effect within the Trust. To support this, we are developing new partnership structures with the Trust to identify and deliver on the biggest opportunities to deploy unspent funds. This will include a more dynamic approach to partnering restricted and unrestricted funds for Trust benefit.
- **We will learn and share from other NHS charities.** There are over 115 current and former NHS Charities. Each provides different, and increasingly sophisticated, ways of supporting their associated NHS body. We aim to learn from the best of these approaches to inform our ongoing work with Guy's and St Thomas' NHS Foundation Trust. To support this, we are developing new teams and governance processes to drive our work – focusing in particular on what uniquely the Charity can provide to the Trust.
- **We will make continued use of our unique arts collection.** We have one of the UK's largest arts collections, a unique resource that can help make our hospitals more positive and uplifting places. Many of the artworks we own are on display in Guy's, St Thomas' and Evelina London hospitals. We work closely with leading redevelopments across the hospitals to introduce art and creative elements in new spaces.



Theory of change: Improving staff welfare and patient experience in Guy's and St Thomas' NHS Foundation Trust

