



DEPARTMENT OF HEALTH DESIGNATED ACADEMIC HEALTH SCIENCE CENTRE (AHSC)

2015/16 ANNUAL REPORT

Note: Please note this form should be completed in font no smaller than 10-point Arial.

1. ACADEMIC HEALTH SCIENCE CENTRE DETAILS

Name of the Department of Health Academic Health Science Centre:

King's Health Partners

Contact details of the DH AHSC lead to whom any queries and feedback on this Annual Report will be referred:

Name: Professor Sir Robert Lechler

Job Title: Executive Director, King's Health Partners

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2. OVERVIEW OF ACTIVITIES (no more than 4 pages)

Please provide a brief overview of activities for your AHSC for 2015/16 financial year, addressing the following points:

- progress with further aligning the strategic objectives of the NHS provider(s) and university(ies) in order to harness and integrate world-class research, excellence in health education and excellence in patient care;
- a summary of the progress against the specific short, medium and long-term objectives as detailed in your full stage application, and a brief summary of progress made in each of the approved themes / work programmes for the AHSC as detailed in the full application;
- summary of the AHSC's contribution to economic growth and the economy, including through partnerships with industry;
- progress on the development and delivery of an appropriate e-Health informatics platform;
- an overview of any significant developments or issues associated with the leadership, strategy and governance arrangements which might impact on the delivery of the aims and objectives of your AHSC.

Introduction

Our first annual report last year set out the excellent progress made by King's Health Partners (KHP) in the first 12 months since being accredited as an Academic Health Sciences Centre (AHSC) for the second time. This year's report demonstrates our commitment to continual improvement, stretching our ambitions and continuing to make a difference to health and wellbeing, locally and globally.

We remain at the forefront of pioneering and integrating clinical care, research and education, driving tangible improvements in outcomes and experience for our patients and service users. Our four partners consistently demonstrate excellence in their own right. This report describes how we have brought together our collective strength to maximise the value of our partnership.

Progress with further aligning the strategic objectives of the NHS provider(s) and university(ies) in order to harness and integrate world-class research, excellence in health education and excellence in patient care

Delivery of our partnership's five year plan, published in summer 2014, continues to drive alignment and integration of the strategic objectives of our university and NHS partners.

Our 21 Clinical Academic Groups (CAGs) remain the vehicle through which our tripartite mission is delivered across and within our four partner organisations. In order to ensure maintained focus, we have recently introduced a programme of work to refresh the aims and objectives for our CAGs and to carry out a 360 degree appraisal process for our CAG leadership. All CAGs have their own opportunities and challenges, specific to their area of expertise. This work will ensure that alongside this they are all delivering against the overarching priorities of the partnership: to improve care for patients and maximise the value of partnership working.

In a clear demonstration of our shared ambitions and strategic intent, all four partner organisations have in the past year agreed a Memorandum of Understanding (MOU) outlining the areas where we believe we can best maximise our collective strength to further improve the quality of services we provide. The MOU provides the foundations for our KHP institutes programme, the next stage in the evolution of CAGs as a model of partnership delivery. Work is progressing at pace to develop compelling cases for change through more closely integrating clinical services across our two acute trusts, placing mental health at the heart of everything we do, and using research and education to drive innovation and improvement.

The institutes programme seeks to achieve an ambitious step change in clinical academic performance through a new type of network model for southeast London and into the south of England, working across sites and campuses, bringing together the combined strength of our partners. The model is intended to drive improved outcomes and experience for patients whilst ensuring the delivery of our ambitions for leading science and translational research in areas where we have strategic advantages to be built upon. Prevention and integrated mental and physical health will be at the heart of this work as we take it forward, with the ultimate aim that we increase the health and economic value of the services we provide as a partnership.

Having ended 2014 with the Research Excellence Framework (REF) placing our Clinical Medicine third in the country for research quality and Psychology, Psychiatry and Neuroscience second nationally for research power, we are now also ranked eighth in the Times Higher Education world rankings for Clinical, Pre-clinical and Health, up from eleventh last year. Analysis of highly cited papers in the NHS has also shown a significant increase in the numbers of papers being produced by our three partner trusts during the period in which our AHSC has been established. In both cases, these improvements demonstrate how we are placing research at the heart of our NHS organisations, allowing us to translate cutting-edge research into excellent patient care, bringing real and lasting improvements to the quality of people's lives.

In the past 12 months, all three of our partner trusts have had their CQC inspection reports published. All acknowledge the role of KHP in helping drive innovation, improvement and research within the Trust. Of particular note is the intellectual disabilities service at South London and Maudsley, which received an outstanding rating, with inspectors highlighting how staff used research and education to drive improvements in clinical practice.

Summary of progress in key themes in 2015/16

Integrated mental and physical healthcare

We continue to be system leaders in the mission to better join up care for patients with physical and mental health problems. Our Mind and Body programme drives improvement in integrating mental and physical health care, research and education across our partnership. There is significant national focus on this issue currently and both our IMPARTS (Integrating Mental and Physical Healthcare Research Training and Services) and 3 Dimensions of Care for Diabetes (3DFD) initiatives were used as examples of best practice in recent reports by NHS England and the King's Fund.

Our IMPARTS programme is now live in 28 services across our two acute trusts, screening patients in outpatient clinics for depression and anxiety. Nearly 10,000 individual patients have been screened through nearly 20,000 screening encounters. Their work to provide holistic care for people with skin disease at the St John's Institute of Dermatology at Guy's and St Thomas' received the BMJ Award for Dermatology Team of the Year 2016. The programme is also being adapted to provide physical health screening for people with severe mental ill health.

Building on the success of 3DFD, we have been awarded funding by the Health Foundation to scale up our 3DFD programme into three further long-term conditions (LTCs) – hypertension, heart failure and COPD – in order to deliver a 3 Dimensions for Long Term Conditions (3DLC) programme for our patients and service users, providing physical and mental health support for people with these LTCs.

Recognising that Mind and Body is a two-way issue is central to our thinking. We have established a clinical academic network to improve our understanding of the physical health problems suffered by people with severe mental illness (SMI) in order to provide them with better care and reduce the current gap in life expectancy between people with SMI and those without. We have also launched a ward-twinning project between our acute and mental health trusts at Denmark Hill to build the capability and confidence of our workforce to deal with the dual needs of patients and service users.

Individual projects are not enough however and we are committed to ensuring Mind and Body becomes day-to-day business at KHP. We will be appointing both a Programme Director and Clinical Director to deliver this ambition. As part of our institute programme and work to refresh our CAG delivery, we have set new requirements to ensure that all 21 CAGs are placing Mind and Body at the heart of everything they do. No CAG aspiring to institute status will pass the first hurdle without demonstrating their commitment to fully integrated and whole-person care.

To help ensure that the learning from our research is translated into improved patient care, we have held our first Mind and Body conference for frontline staff and developed an innovative e-learning resource to raise awareness and understanding of this crucial subject with all staff across our partnership, clinical and non-clinical. We will be rolling out the training over the next twelve months as part of an accompanying awareness campaign. We have also partnered with Positive Practice in Mental Health to ensure that we are able to share our expertise and best practice with the wider NHS.

Basic science and experimental medicine

We have continued to make significant progress in basic, translational/clinical and applied research. In addition to our rise in the Times Higher rankings, in the *QS World University Rankings*, we are now 21st for Medicine (up from 24th), 4th for Dentistry (up from 7th), 4th in Pharmacy and Pharmacology (up from 12th), 6th in Nursing and 21st in Psychology (up from 22nd). Over the past few years and across league tables, this shows a strong and consistent upward trajectory.

This year, a large number of infrastructural and strategic investments have been made by external funders, which collectively will make a substantial enhancement to our research activity, across the spectrum of fundamental, translational, clinical and applied science. The majority of these awards have only been made possible by the interactions between our partner organisations facilitated by the AHSC structure.

Examples of new research centres awarded include an MRC Centre for Neurodevelopmental Disorders to bring together expertise in fundamental developmental neurobiology with disease-focused research in epilepsy, autism and schizophrenia, and with human neonatal brain imaging. A new programme of research into Ebola Virology and Immunology has recently started, supported by an MRC Discovery Award. Doctoral Training across KHP has been enhanced by the award of an MRC Doctoral Training Partnership, and further complemented by the renewal of the King's Bioscience Institute Translational PhD Programme. A new Wellcome Trust Strategic PhD Programme in Cellular Therapies and Regenerative Medicine adds to this.

Our translation of fundamental science to clinically-relevant research continues to expand, with major programmes developing in a wide variety of areas. Recent highlights include major partnerships being established with Pfizer around adeno-associated virus (AAV) gene therapy technology and with Collectis on lentivirus technology. A trial has been launched of an immunotherapy treatment aimed at halting the progression of type 1 diabetes, and the VAPER trial (cancer vaccine) is aimed at enabling the immune system to fight against advanced cancer.

We continue to support our own staff to innovate. Our KHP-wide funding to support early development of translational research, was renewed for another year by Guy's and St Thomas' Charity. The first KHP staff have also started working at the Francis Crick Institute, taking up a range of flexible attachments to develop new research collaborations and ground-breaking projects.

All three of our trusts increased their levels of clinical research studies in the last year, with King's College Hospital and Guy's and St Thomas' in the top five trusts nationally to achieve the biggest increase in research study activity. Our combined clinical trials offer is the largest in the UK.

Transforming outcomes through education and training

We will be launching a new MBBS curriculum in the autumn with a unique focus on science, population health and joined up physical and mental health, ensuring we are developing a workforce with the appropriate skills to deal with the major health challenges we face.

The KHP Learning Hub now has over 4,000 registered users with 70 learning materials and 20 in development. New resources include Addressing Obesity in a Consultation, Deaf Awareness in Healthcare (which uses video scenarios and interviews to demonstrate practical ways to improve communication with deaf and hard of hearing people, created as part of a £50,000 funding grant from HESL) and Digital Professionalism (an interactive resource to help engagement with the internet and social media in a way that enhances digital profile as a healthcare practitioner or researcher).

In 2015, the MSc in Clinical Developmental Sciences was launched. Managing Mental Health Situations for non-clinical staff in older adult mental health settings is a new one day course designed for non-clinical Band 1-4 staff working in clinical settings, and explores some of the skills required for communication with service users as well as increasing confidence in managing difficult situations. The Pharmaceutical Sciences CAG Statement of Teaching Proficiency is the first of its kind for the pharmacy profession and has recently been endorsed by the Royal Pharmaceutical Society.

Intellectual disabilities affect one in fifty people in the adult population. It is well known that people with intellectual disabilities do not always receive the quality of care that they should. 23% will die before the age of fifty compared to 9% of the general population and 39% will die from avoidable causes: namely delays in diagnosis and treatment due to lack of reasonable adjustments. A new cross-cutting work stream was formed following a successful KHP intellectual disabilities learning event. The event was part of a HESL funded project to increase awareness of intellectual disabilities and enhance clinical practice through education and training approaches to address inequalities in healthcare. It was co-delivered with adults with intellectual disabilities. The working group has developed e-learning materials on the KHP Learning Hub and delivered protected learning time training for GPs in Southwark.

Excellence through key specialties

As set out above, the King's Health Partners Board has agreed plans to develop our clinical academic strength in a range of areas where we believe we can make better use of our collective clinical, research and teaching strength. The plans build on our existing areas of integrated strength, including cancer, mental health, neurosciences and dentistry.

Our AHSC was awarded Comprehensive Cancer Centre status by the Organisation of European Cancer Institutes (OECI) in October 2015 in recognition of our collective excellence in patient care, research and training. The OECI brings together cancer care and research organisations in Europe to support the sharing of knowledge and information, delivery of new and better cancer treatments and improved quality of life for patients. We became only the third organisation in the country to be given the globally respected title. We also opened the Maurice Wohl Clinical Neuroscience Institute in June 2015 on our Denmark Hill campus, one of Europe's largest centres for interdisciplinary neuroscience excellence.

We have begun the work to develop business cases for new cardiovascular and haematology institutes. We also intend to progress exciting joint initiatives in diabetes and obesity, transplantation, liver research and child health, including improvements at our Denmark Hill campus and development of our specialist hub at Evelina London, aligned with an innovative 'human-development' research programme for better linking child health studies with maternal health and fetal medicine to improve child health outcomes.

We have chosen these key clinical and research areas because they are the fields in which we have the potential to make the maximum impact both locally and globally. We will also develop a new institute for urban population health to tackle some of the major public health challenges facing our local communities. We will work with partners to develop and test new interventions to reduce the health inequalities in our local population.

Taken together, these proposals will ensure that each of our three major sites maintains a thriving clinical academic programme of activity, attracting the very best staff to work in excellent facilities and deliver tangible improvements in patient care.

Value Based Healthcare (VBHC)

As set out through all of the above, central to our mission remains our drive to improve the value of care we provide through maximising the collective resources and expertise of our partnership. To this end we have published a VBHC strategy with a number of recommendations designed to guide our work over the next few years. A key focus of the strategy is the use of the KHP Outcomes Books to publish a range of performance measures on a regular basis including clinical outcome metrics, staff and patient satisfaction, mind and body initiatives, public health and service innovation. We expect to make significant progress with the publication of our remaining Outcomes Books in 2016-17. Our partner trusts are all considering ways of maximising

value through streamlined processes and collaborative working. South London and Maudsley have partnered with IHI/Intermountain to help deliver their organisational value strategy in the coming years and embed it as core business within the Trust.

In addition to Mind and Body, improving population health presents perhaps the greatest value proposition. We continue to implement our alcohol and tobacco strategies. Our three trust sites are all smoke free and the university's medical campuses will follow in autumn 2016. We have also launched a new alcohol outreach programme, funded by Guy's and St Thomas' Charity, aimed at reducing frequent attendance at A&E by people with alcohol problems by providing them with physical and mental health support.

Progress on the development and delivery of an e-Health informatics platform

Building on the success of last year, we have made further excellent progress in informatics this year. KHP Online (electronic record sharing between three trusts) has been further developed to link in with GP practices in Southwark and Lambeth through the new Local Care Record, meaning two-way record sharing between primary and secondary care which is already having an impact on patient experience, efficiency and patient safety. The Local Care Record is the first patient information sharing system in the UK to receive an official accreditation from medical information system supplier EMIS Health.

We are also developing a new Centre for Translational Informatics (CTI). The CTI aims to provide a research environment and framework which delivers real-world improvements to service users and clinicians by generating insight into big data, and the implementation and evaluation of digital interventions in clinical care and systems. The CTI will provide a functional interface between analytics, software development and implementation to promote digital innovation in mental health and beyond. It has been developed as a cross-institutional and cross-divisional collaboration by South London and Maudsley, the Institute of Psychiatry, Psychology and Neuroscience and beyond.

The KHP Informatics Group, featuring cross-partner senior clinical informatics representation, are considering further opportunities for alignment, integration and shared infrastructure across the partnership.

Our global impact

Our King's Sierra Leone Partnership continues to perform vital work in Freetown, working alongside local partners to build a strong and sustainable health system following the tragedy of the Ebola outbreak. The team were honoured at both the Guardian and Times university awards for best international project, and received UK Government medals for services to Sierra Leone at a special ceremony in January. Our Somaliland programme also continues to develop and deliver its innovative distance learning through collaborative initiatives.

Summary of the AHSC's contribution to economic growth and the economy, including through partnerships with industry

Our focus on value, as set out in much of the content above is fundamental to achieving a more sustainable local health system in the current economic climate. Everything we do is designed to maximise what we can achieve through the collective resources of our partner organisations. We continue to work very closely with our south London AHSN colleagues at the Health Innovation Network to disseminate best practice and develop industry relationships based on shared priorities such as alcohol misuse and diabetes. We have also worked with industry partners Pfizer, Cellectis and the Cell and Gene Therapy Catapult to develop plans for, subject to funding approval, a Centre for Advanced Therapies, building on our considerable expertise and progress in cellular and gene therapy. Our continued focus on staff health and wellbeing as both an influencer on improved patient care as well as a contributor to the economy has seen initiatives in the past year on smoking and alcohol, and our Happier@Work programme was the runner up in the Health and Wellbeing category at London's Sustainable City Awards.

Changes to Governance arrangements which might impact on the delivery of the aims and objectives of your AHSC

Our King's Health Partners Board continues to provide strategic oversight and direction for the work of the partnership. The Board is comprised of the three trust Chairs and Chief Executives, the University's Principal and Head of Administration, the KHP Executive Director and three non-executive directors (NEDs). In the past year, there have been a number of changes to the individual people on those roles. Roger Paffard has joined South London and Maudsley as Chairman, Lord Kerslake and Nick Moberly have joined King's College Hospital as Chair and Chief Executive respectively and Amanda Pritchard is the new permanent Chief Executive at Guy's at Thomas's following a period as Interim Chief Executive. Sir Ron Kerr, the previous Chief Executive took up a new part-time role as Executive Vice Chairman of the Trust. Our three NEDs – Rt Hon Stephen Dorrell, Lord Butler of Brockwell and Prof Garret FitzGerald – continue to provide the Board with external challenge and focus, using their significant experience to help shape our direction and delivery. We are exploring the opportunities for appointing a fourth NED to provide added commercial expertise to our Board.

This form must be submitted, by e-mail, no later than **1pm Friday 6 May 2016** to Jasmine Parkinson (jasmine.parkinson@nihr.ac.uk). Please feel free to provide any other information you wish (in a separate annex) that demonstrates the progress made with your AHSC in 2015/16.

The Annual Report aims to capture progress against the stated objectives, specific themes and work programmes as set out in your application, in order for the Department of Health to be able to understand the overall progress of the AHSCs. However, please note that we will not be providing feedback on the AHSC Annual Reports.

A signed copy of this report should be sent no later than **13 May 2016**, to:

Dr Jasmine Parkinson
NIHR Central Commissioning Facility
Grange House
15 Church Street
Twickenham TW1 3NL

King's Health Partners Annual Report 2015/16

Supporting information and materials

Integrated mental and physical healthcare

- ❖ [Presentations from KHP Mind and Body Conference](#)
- ❖ [News story - 3 Dimensions for Long-term Conditions](#)
- ❖ [Bringing together physical and mental health: King's Fund report \(featuring KHP best practice examples\)](#)
- ❖ [The five year forward view for mental health: NHS England report \(featuring KHP best practice examples\)](#)

Basic science and experimental medicine

- ❖ [Research highlights 2015/16](#)
- ❖ [King's Improvement Science Annual Report 2015](#)
- ❖ [News story – new trial launched to test cancer vaccine](#)

Transforming outcomes through education and training

- ❖ [Education and Training Annual Report 2015](#)
- ❖ [King's Health Partners Learning Hub flyer](#)

Excellence through key specialities

- ❖ [Local services: world-class care - An introduction to the King's Health Partners institutes programme](#)

Value Based Healthcare

- ❖ [Value Based Healthcare Strategy](#)
- ❖ [Outcomes Books](#)

Transforming through Informatics

- ❖ [Local Care Record – film, patient information, map, media](#)

Global Health

- ❖ [News story - Sierra Leone team wins Times Higher Education Award](#)
- ❖ [News story - team takes Guardian prize for Ebola work in Sierra Leone](#)