

# KING'S HEALTH PARTNERS

## 2016/17 ANNUAL REPORT



## 2016/17 ANNUAL REPORT: SUMMARY OF HIGHLIGHTS

- Progress made by our **Clinical Academic Groups** showcased in new publication, 'Innovation Impact Stories', demonstrating a wide range of clinical innovations underpinned by the latest research and comprehensive staff training.
- **Institute programme** maximising collective strength in key areas through formation of programme boards and financial commitment from partners to support progression to one-team models and shared clinical, research, training and operational processes.
- Playing a central role in development and delivery of the South East London **Sustainability and Transformation Plan (STP)**.
- **Mind and Body**
  - **Clinical Director and Programme Lead** appointed, refreshed programme board membership with leadership from our three NHS Chief Executives, and funding commitment from our four partners.
  - **3 Dimensions for Long Term Conditions (3DLC)** launched this year, providing an integrated care model for patients with heart failure, COPD and hypertension who require physical and mental health support with self-management and lifestyle changes.
  - Our **IMPARTS programme** (Integrating Mental and Physical Healthcare Research Training and Services) is now live in 45 acute outpatient services, and has screened nearly 16,000 patients through more than 30,000 total screening encounters.
- **Research awards**
  - Combined £130m funding to support our two NIHR **Biomedical Research Centres** to work collaboratively to better understand the interface between mental and physical health and deliver scientific advances in a range of other priority areas.
  - £11m in government funding for our two NIHR **Clinical Research Facilities**, providing our researchers with the state-of-the-art facilities and staff they need to conduct ground breaking experimental medicine studies.
  - Awarded £8.5m for new **Cancer Research UK Centre** status, as well as the renewal of our Experimental Cancer Medicine Centre (ECMC).
  - £12m funding award from the Wellcome Trust will support our work to help sick children and improve cancer care through a **new medical imaging research centre** based at St Thomas' Hospital.
- All three of our trusts increased their levels of **clinical research studies** in the last year, and are among the highest recruiting organisations in the country.
- Number of King's Health Partners kitemarked education materials available on our **Learning Hub** has risen to 90 and there are now 9,300 registered users.
- Opening of the **new Cancer Centre** at Guy's, co-locating clinicians and scientists in a new state of the art facility, co-designed with patients, which features Europe's first above ground radiotherapy suite.
- New **integrated heart failure service**, providing joined up mind and body care across our local boroughs, and a **joined up neuro-rehabilitation** offering across our partner trusts featuring a neuro-navigation service supported by a clinical pathway across mental and physical health.
- All three of our NHS trusts and all GPs in Lambeth and Southwark are now using the award-winning **Local Care Record** system, and 97% of the population in Bromley are now also covered.
- Launched wearable tech clinical trial to halt rise in type 2 diabetes and worked with other London AHSCs and AHSNs to launch DigitalHealth.London to improve the capital's digital health capacity
- A team of 25, mostly volunteers, remain in **Sierra Leone** to support the rebuilding process post-Ebola and new partnership launched in **Democratic Republic of Congo**.



## DEPARTMENT OF HEALTH DESIGNATED ACADEMIC HEALTH SCIENCE CENTRE (AHSC)

### 2016/17 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 2016/17 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 vision at King's Health Partners (KHP) is a clear and simple one: we want to make sure that the lessons from research are used more swiftly, effectively and systematically to provide better and more joined up healthcare services for people with physical and mental health care problems. Achieving this requires a genuine and lasting commitment to partnership working and innovation across our four organisations who, while outstanding individually, also recognise the added benefit of our collective strength. This report sets out how, as we move into the second half of our 2014-2019 accreditation, we continue to maximise our combined expertise to improve the lives of the people we serve, building on the evidence already provided in our previous two annual report submissions.

### **Our progress with further aligning the strategic objectives of our NHS providers and university in order to harness and integrate world-class research, excellence in health education and excellence in patient care**

Our NHS and university partners remain focused on the delivery of our shared clinical academic ambitions, as described in our 2014-2019 strategic plan and previous annual reports. Our partnership Board came together in January 2017 specifically to reflect on the progress we have made to date and to ensure that all partners remain fully committed to the shared direction of travel for our AHSC. The Board members reaffirmed each organisation's firm support for the core tenets of our mission, as well as the underpinning structures, mechanisms and programmes described elsewhere in this report. This Board session was supported by a stakeholder perceptions survey (attached) which demonstrated buy-in from our local, national and international stakeholders for what we have achieved to date, and for our future priorities.

Our Clinical Academic Groups (CAGs) continue to work collaboratively, identifying innovative ways of translating research into effective patient care. This is best demonstrated by our new Innovation Impact publication (attached), which shows the wide range of ways our CAGs are tackling some of the key disease specific health challenges we face. From the first robotic kidney surgeries in the UK and helping surgeons perform safer caesarean sections, to improving mental healthcare for homeless people and developing an adult autism spectrum disorder pathway, our CAGs are continually delivering clinical innovations underpinned by the latest research and comprehensive staff training.

Working with the clinical academic teams where relationships, expertise and ambition are strongest and most clearly defined, we continue to progress our institutes programme to maximise our collective strength and consolidate our specialist clinical care, research and education for the benefit patients in South East London and for a population across a wider network in South East England. This work is most developed in cardiovascular, cancer, haematology, clinical neurosciences, child health and diabetes. We are working with our stakeholders to establish the most appropriate processes and solutions for delivery of our ambitions. Through a 'hub-and-spoke' model approach, we will be able to provide a full range of 24/7 complex services at a central integrated hub, and simpler inpatient and outpatient services at medium and small-size partner spokes across a network. This will allow us to deliver similar high standards of care for an entire population regardless of geography; clinical scale surpassing other centres; equal access to complex procedures and emerging innovations for all patients and; clinical research embedded in an entire network with a large population base.

Building on the Memorandum of Outstanding signed in 2015/16, our acute and university partners have recently signed a Commitment to Action document, committing to the next steps required to take our cardiovascular and haematology institutes to the next stage of delivery. This includes the progression to one-team models of working, aligning processes such as clinical pathways, waiting lists and recruitment across our partners. Our partners have also committed £2.7m collectively to the continued development of business cases for the institutes. Our newly established institute programme boards, designed to provide governance oversight and direction to the institutes are each being chaired by one of our partner trust NEDs in a further sign of our partners' commitment to the programme. This work forms a key part of each of our three trusts' strategic priorities and King's College London's new Strategic Vision 2029.

Alongside this, we are working with our partners across South East London to develop and deliver our Sustainability and Transformation Plan (STP). In particular, we are helping to ensure that the integration of mental and physical healthcare is at the forefront of our STP's ambition; we maximise the potential of our collective strength in the provision of specialised services; we achieve the best possible value for the healthcare we are providing and; innovation and new ways of working to improve patient care are more widely encouraged and adopted across our six boroughs.

### **Our progress in key themes in 2016/17**

#### Integrated mental and physical health

Our relentless focus on integrating mental and physical health across clinical care, education and research continues to set us apart as an AHSC. The past year has seen our Mind and Body programme move to the next level of delivery. We now have a Clinical Director, Programme Lead, refreshed programme board membership with leadership from our three NHS Chief Executives, and funding from our four partners to help develop and deliver a five year transformation plan designed to ensure lasting system change and improved patient care over the next twenty years. Mind and Body is being built into quality objectives at our partner trusts, we have aligned ourselves with the Southwark and Lambeth Strategic Partnership to provide added governance oversight and are closely linked with local delivery plans around informatics, primary care and children and young people.

Our new Health Foundation funded 3 Dimensions for Long Term Conditions (3DLC) was launched this year. 3DLC is providing an integrated care model for patients with heart failure, COPD and hypertension who require physical and mental health support with self-management and lifestyle changes. The programme is aiming to produce improvements in disease-specific outcomes, mental health status, quality of life, social functioning, and service use for our patients.

Our IMPARTS programme (Integrating Mental and Physical Healthcare Research Training and Services) is now live in 45 acute outpatient services, and has screened nearly 16,000 patients through more than 30,000 total screening encounters. Patients with physical health problems are screened for depression and anxiety, allowing the appropriate mental health interventions or support to be identified for those people who need it. Our ambition is to scale up IMPARTS so it can be used in as wide a range of patient settings as possible, and can also be used to identify the physical health needs of patients at South London and Maudsley.

In addition to the roll-out of IMPARTS, our programme funding, including any future potential charitable funding, will be used to develop digital solutions to support treatment and self-management of dual mental and physical health conditions, deliver targeted education and training to our staff and to build a programme team capable of delivering genuine system change over the coming years.

Other Mind and Body achievements this year include the launch of the new MBBS Curriculum 2020 at King's College London, ensuring the next generation of clinicians are trained to provide holistic care; a successful bid to NHS England to provide enhanced liaison psychiatry across South East London; the launch of SHRINE (Sexual and Reproductive Health Rights, Inclusion and Empowerment), a new programme to improve access to physical health services for people with mental illness, learning disabilities or addictions and; funding awarded by the Eliminating Leukaemia Fund (ELF) to deliver a mind and body initiative with leukaemia patients as part of the development of our Haematology institute. Our three directors of nursing jointly signed a MENCAP pledge to get healthcare right for people with intellectual disabilities.

As part of a communications campaign designed to build awareness and understanding of Mind and Body issues we also ran a hugely successful conference to share best practice across our partnership and the wider system, built a new section of our website to be a repository of mind and body excellence, and launched a new animation to introduce the connections between mental and physical health.

#### Basic Science and Experimental Medicine

We remain focused on using our collective research strength to support the delivery of novel therapeutics, interventions and devices to improve patient care. As in previous years 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, and the emphasis we place on co-located clinical care and research.

Following a highly competitive process, both of our NIHR Biomedical Research Centres (BRCs) received substantial government investment in recognition of our pioneering clinical academic work, and the funding announcement was marked by a visit to our mental health BRC by the Secretary of State for Health. The combined £130m funding will support our BRCs to work collaboratively to better understand the interface between mental and physical health and break new ground in this field, in addition to their own specific priorities. At the Maudsley BRC, we will be exploring how new technologies such as mobile devices and artificial intelligence can be used to improve people's mental and physical health, and how genomics can provide new insights into mental disorders. At the Guy's and St Thomas' BRC we will continue to conduct pioneering world-first clinical trials across all of our research areas, while also developing our state-of-the-art research infrastructure to better support our dedicated researchers to discover new disease biomarkers and develop innovative treatments for our patients.

We also received £11m in government funding for our two NIHR Clinical Research Facilities (CRFs), providing our researchers with the state-of-the-art facilities and staff they need to conduct ground breaking experimental medicine studies. The NIHR CRF at Guy's and St Thomas' now hosts five times more phase 1 clinical trials involving 82% more patients than it did in 2012. More than 95% of patients who visit the CRF recommend participation in clinical research. Areas of focus include cancer and children's health conditions. Priorities for the NIHR-Wellcome Trust King's CRF include accelerating the development of new treatments for patients with mental health, brain and physical disorders, and better understanding of the mental-physical health dimensions of disorders including diabetes, leukaemia, and kidney, liver and heart disease.

Building on the award of OECI European Comprehensive Cancer Centre Status last year, this year has seen our partnership awarded Cancer Research UK Centre status, as well as the renewal of our Experimental Cancer Medicine Centre (ECMC). The £8.5m funding received will allow our scientists to carry out pioneering research into the microenvironments of tumours, meaning we will be able to gain a better understanding of how tumours form in people, and how they adapt to go unnoticed by patients' immune systems. As a result, we will be able to develop new immunotherapies designed to reinvigorate a patient's immune system to recognise and start fighting cancer, and to apply profiling and imaging technologies to help guide the deployment of these new treatments and measure patient impact through our ground-breaking ECMC clinical trials programme.

A £12m funding award from the Wellcome Trust will support our work to help sick children and improve cancer care through a new medical imaging research centre based at St Thomas' Hospital. The investment will be used to fund state-of-the-art imaging equipment and employ new staff to support our imaging research, which focuses on areas including improving long-term neurological outcomes of sick babies and children, improving outcomes of adult patients with chronic heart conditions, and improving the care of cancer patients by identifying which treatments are working at an early stage.

We received funding as one of five centres for the new UK Dementia Research Institute. Other significant research awards include funding to expand our research into child health, neurodevelopmental disorders, Ebola, pain, schizophrenia, mental health and justice and for a new 7 –Tesla MRI scanning facility at St Thomas'. We have also had 12 NIHR Senior Investigators appointed in the 2016 round and a number of our scientists elected as Fellows of both the Academy of Medical Sciences and the Royal Society in recognition of their contributions. We are a founding partner of the new Francis Crick Institute and our first scientists moved into the building last year.

#### Transforming outcomes through education and training

During 2016/7, the number of KHP kitemarked education materials (e.g. lectures, videos and interactive e-learning materials) available on our Learning Hub has risen to 90 and there are now 9,300 registered users able to access our educational resources. This year's highlights include a video-based introduction to simulation which prepares participants undertaking courses in the KHP simulation centres, an interactive resource to raise awareness of how physical and mental health inter-relate and haematology webinars.

Our partner organisations are jointly developing an international education and training offer. A large series of programmes including fellowships, visiting experts, short courses and e-learning materials have been identified. We are developing an internal portal to coordinate our wide range of training and an external face to our Learning Hub to act as the front door for our collective offering. Importantly we will be offering more KCL accredited KHP short courses, with the first students having now graduated in Introduction to Psychological Interventions, Intermediate Psychological Interventions, Physical Assessment, Pharmacological Interventions and Working with Complexity.

A series of highly successful educational conferences were held this year including Inter-professional Education and Training, Realising Your Potential, Intellectual Disabilities and Safety Connections. Activities developing research capacity continue to increase, both at undergraduate level (the healthcare students' Clinical and Academic Research Society) and postgraduate level (our NIHR Integrated Academic Training (IAT) scheme supported by a credit bearing generic research course and our Academic Foundation programme which has many of the most popular posts across London). Highlights from the Education Academy's workstreams include new training resources and adapted clinical pathways co-produced with service users with intellectual disabilities, Realising Your Potential career development resources on our Learning Hub and the launch of 'Discover Healthcare', a new website aimed at attracting young people aged between 14 and 19 to a career in health science.

#### Excellence through key specialties

Our work to more closely integrate our collective clinical, research and education assets in key specialties through our institutes programme has been described above. Particular progress made this year also includes the opening of the new Cancer Centre at Guy's, co-locating clinicians and scientists in a new state of the art facility, co-designed with patients, which features Europe's first above ground radiotherapy suite. We have also introduced a new integrated heart failure service, providing joined up care across our local boroughs and a joined up neuro-rehabilitation offering across our partner trusts featuring a neuro-navigation service supported by a clinical pathway across mental and physical health. Our regional Major Trauma Network, with King's College Hospital as the Major Trauma Centre hub, remains the best performing in the country. Our Hyper Acute Stroke Research Centre at King's College Hospital was renewed as one only of nine centres in the country to have the accredited status.

#### Value Based Healthcare

All of our work is underpinned by a commitment to improve the value of care we provide through maximising the collective resources and expertise of our partnership. With unprecedented levels of demand and financial challenge facing the whole system, we want to achieve transformational health improvements that are patient-centred, population-based and sustainable, which make the best use of every pound available by continually focusing on value for patients and carers across the full cycle of care. We are therefore working to develop a 'value calculator' – an innovative tool underpinned by powerful informatics and analytical capability. It will be designed to support organisations across South East London to develop meaningful and consistent patient-centred metrics; quantify the potential impact that investment decisions have on our patients, carers, the local health economy and wider society; ensure that the mental, physical and psychosocial needs of people are treated as one and; evaluate and learn from the outcomes that we achieve through research and transparent use of data to reduce variation.

Our focus will be to improve the health of all our patients, across the full cycle of their care, by ensuring that quality of clinical outcomes and access to care are not affected by deprivation, geography or demographic profile. Value based healthcare will drive quality and sustainability by continually focussing on, and measuring, outcomes that matter to patients and carers alongside understanding the true cost of care. To demonstrate and test the potential use and impact of the

'value calculator' we are building example case-studies around pathways that link with local priority areas including cardiovascular, orthopaedics and depression in older adults. We have formed a value think-tank which brings together the expertise of King's Implementation Science, King's Health Economics, the Collaborations for Leadership in Applied Health Research and Care (CLAHRC), and external partners.

Nine of our CAGs have now published their first Outcomes Book, which transparently evidence a wide range of clinical, research and education delivery and outcomes, and which are used to identify variation and areas to drive improved outcomes and value. This year has also seen the first second-edition Outcomes Book publication, demonstrating how the Behavioural and Developmental Psychiatry CAG has used their first book to drive improved performance.

#### Development and delivery of e-Health informatics platforms

Our work to join up electronic patient records across our local healthcare system to improve the safety, quality and efficiency of patient care has made significant progress in the past year. All three of our NHS trusts and all GPs in Lambeth and Southwark are now using the award-winning Local Care Record system, and 97% of the population in Bromley are now also covered. There are 8,000 approved users accessing records and there have been 875,000 record views since January 2016 across primary and secondary care. We are now also using CRIS and CogStack, pioneering technology developed in-house, to text-mine electronic patient records to improve research and clinical performance.

This year has also seen the launch of our Centre for Translational Informatics (CTI), a unique research partnership providing a front door to collaboration with the digital health industry. The CTI aims to drive digital innovation in mental health, finding new ways of improving healthcare using digital technologies and accelerating their delivery to patients. Areas of focus for the CTI include the use of virtual reality, wearable and smartphone technology and patient controlled health records. In recognition of the digital excellence at the heart of our partnership, South London and Maudsley were announced by NHS England as London's only mental health digital exemplar to help deliver the NHS Five Year Forward View.

#### **Our global impact**

We remain committed to using our partnership's expertise to help build strong, safe and sustainable healthcare systems in developing countries. A team of 25, mostly volunteers, remain in Sierra Leone to support the rebuilding process post-Ebola, our Somaliland country partnership also continues to make progress and we have launched an exciting new partnership venture in the Democratic Republic of Congo. King's Centre for Global Health continues to grow, covering education and training, service delivery, capacity building, research and policy development. There has been substantial expansion of our global health research, culminating in three significant awards: £7m for an NIHR Global Health Research Unit focused on maternal health, mental health and surgery in sub-Saharan Africa and two Research Council "Growing Capabilities" awards of £6m each for conflict and health in the Middle East and North Africa, and for pregnancy in Africa and Asia.

#### **Our contribution to economic growth and the economy, including through partnerships with industry**

To support the development of our haematology institute we are in the process of developing a strategic partnership with a large American pharmaceutical company worth £20m over five years. We have also joined forces with Buddi, a pioneering technology company, to help prevent type 2 diabetes in patients most at risk of developing the disease. Together, we have launched a unique and innovative clinical trial, partially funded by Innovate UK, to establish whether progression to diabetes can be halted and sustained through the use of wearable technology and person centred apps and messaging. Working closely with our local AHSN partner (Health Innovation Network) we have also engaged with industry in key clinical areas including medicines optimisation and alcohol.

A specific focus on digital health has led to the creation of DigitalHealth.London jointly with the other London AHSCs and AHSNs, with the aim of 'building the global digital health capital, together'. This programme works to bridge the gap, between the supply side of industry and the demand side of the health and care sectors. A recent event celebrating 'Digital Pioneers' and 'Tomorrow's Patient' was supported by major corporations including QuintilesIMS, Teva and Cerner. Over the year a digital library of over 145 resources has been created for digital health innovators and entrepreneurs. Together DigitalHealth.London has successfully launched an accelerator programme to support the small and medium sized enterprises that are crucial to the NHS delivering on the potential of digital health and future economic growth. Over 30 companies have been supported in the first year, who have secured £3.5m funding, more than 20 contracts, over 50 opportunities to engage with clinicians and 30 events as part of the programme.

#### **Our governance arrangements**

Our King's Health Partners Board continues to provide strategic oversight and direction for the work of the partnership. In the past year our Board has been strengthened by the arrival of Pamela Kirby, previously Chief Executive of Quintiles Transnational, as a fourth non-executive director (NED), providing additional external challenge and focus, drawing on her significant expertise and experience from the pharmaceutical industry.

**2016/17 ANNUAL REPORT****SUPPORTING INFORMATION AND MATERIALS****Our impact**[Innovation Impact Stories](#)[Stakeholder perceptions survey](#)**Value Based Healthcare**[Outcomes Books](#)**Integrating mental and physical health**[Mind and Body animation](#)[IMPARTS patient film](#)[Mind and body blog series, including joint CEO piece](#)[3 Dimensions for Long Term Conditions](#)[SHRINE \(Sexual and Reproductive Health Rights, Inclusion and Empowerment\)](#)**Research funding**[NIHR Biomedical Research Centres](#)[NIHR Clinical Research Facilities](#)[Cancer Research UK Centre and Experimental Cancer Medicine Centre](#)[Wellcome Trust Imaging Centre](#)**Excellence in key specialties**[New Cancer Centre at Guy's](#)[Neuro-rehabilitation pathway](#)[Integrated Heart Failure Service](#)**Education and Training**[Education Academy Annual Report](#)**Local health system engagement**[Our Healthier South East London Sustainability and Transformation Plan](#)