

KING'S HEALTH PARTNERS JOINT BOARDS MEETING

MINUTES OF THE KING'S HEALTH PARTNERS JOINT BOARDS

HELD ON THURSDAY 19th SEPTEMBER 2019

KING'S HEALTH PARTNERS, THE COUNTING HOUSE, GUY'S HOSPITAL

PRESENT	Prof Ed Byrne	President and Principal, KCL (chair)
	Mr Robin McIver	Chief Operating Officer - Arts & Sciences, KCL
	Prof Sir Robert Lechler	Executive Director, KHP
	Sir Hugh Taylor	Chair, GStT and KCH NHS FT
	Mr David Bradley	Chief Executive, SLaM NHS FT
	Ms June Mulroy	Chair, SLaM NHS FT
	Dr Clive Kay	CEO, King's College Hospital NHS FT
	Prof Garret FitzGerald	Non-Executive Director, KHP
	Ms Jill Lockett	KHP Director Performance & Delivery
APOLOGIES	Dr Ian Abbs	CEO, GStT NHS FT
	Rt Hon Stephen Dorrell	Non-Executive Director, KHP
	Dr Pamela Kirby	Non-Executive Director, KHP
	Lord Butler	Non-Executive Director, KHP
IN ATTENDANCE	Prof Mark Richardson	Joint Lead - KHP Neurosciences
	Dr Jo Jarosz	Joint Lead - KHP Neurosciences
	Karen Larcombe	Programme Director - KHP Neurosciences
	Lucilla Poston	Research Lead - KHP Women and Children's Health
	Nandi Simpson	Programme Director - KHP Women and Children's Health
	Prof Karen Edmund	KHP Women and Children's Health
	Prof Graham Thornicroft	Director - CLAHRC South London
	Prof Nick Sevdalis	Director - CLAHRC South London

1. Minutes and Matters Arising

Ed Byrne welcomed Mr. David Bradley to the meeting following his appointment as Chief Executive of South London and Maudsley NHS Foundation Trust.

The minutes of the last meeting of the King's Health Partners Joint Boards held on 18th July 2019 were agreed as a true record.

Matters arising – Robert Lechler noted that the Joint Boards will need to consider refreshing the non-executive director cohort in the future. A nominations committee will need to be established. It was agreed that Robert Lechler would take the lead.

➤ **Actions:**

- **Actions from previous meetings to be presented in an action log and discussed as a separate agenda item for ease of review of the Joint Boards meeting.**
- **Update on the cross-system informatics workshop to be included in the Director's Report for the next meeting.**

2. King's Health Partners Neurosciences Update

Ed Byrne welcomed Prof. Mark Richardson, Dr. Jo Jarosz and Mrs Karen Larcombe, who presented an update on King's Health Partners Neurosciences. The presentation highlighted:

- The national context in current and rising numbers of neurological conditions, and where there are short falls in national service provision.
- The overarching strategy for King's Health Partners Neurosciences as a vehicle to accelerate innovation and improve outcomes for patients.
- An overview of strengths, as recently published in the Institute's Outcomes Book.
- King's Health Partners Neurosciences' delivery plan: three themes 1) a world-leading centre for experimental medicine 2) an outstanding centre for education and training 3) a world-leading centre for neurological recovery, all underpinned by excellence in digital and data science, and a holistic approach to care.
- Examples of progress against these themes in the past year, including rising from fourth place to first place in the world for citation impact in the top decile against a range of universities well regarded for neuroscience research.
- Examples of where the Institute is driving innovation through digital and data science and working collaboratively with the Operational Delivery Network (ODN) to maximise improvements in clinical services for six-million people in the South East England catchment area.

Ed Byrne thanked the team for the presentation, noting the impressive strengths and progress of King's Health Partners Neurosciences. The discussion noted:

- Impressive strengths but that there needs to be a higher external profile, which will support recruiting the very best talent.
- King's Health Partners should be leading the integration of psychiatry and neurosciences. There are opportunities for training programmes to support this integration, but there are further areas of integration to explore. There are lots of examples of collaboration within King's Health Partners Neurosciences including mind, body and brain, Dementia Research Institute and brain medicine.
- Connections with South London and Maudsley NHS Foundation Trust are being developed by learning from the South London and Maudsley Recovery College approach. King's Health Partners Neurosciences is growing and developing the clinical academic workforce supported by synchronisation of recruitment processes across the partners.
- Importance of ODN linking with service improvement and transformation needs of the system (for example, reducing outpatients, increasing bed capacity). This is being supported through developments in the use of data, wearables and apps to enable inpatient and at

home monitoring, as well as delivering new treatments at home. It is important that we are together leveraging our strengths to reduce length of stay and realise financial savings. There are opportunities to build the evidence for improvement, for example, the role of clinical leadership. This links with neurodevelopment and the Institute of Women and Children's Health.

- Need for funding for clinical academic neurosurgery clinical fellows. A potential strategy would be to further develop this strength in academic neurosurgery internally.
- The significant strengths within King's Health Partners Neurosciences is not matched by the external profile and reputation. This is an important aspect of recruitment and retention of internally leading clinical academics, students and trainees. It was agreed that this is an important issue to address, and that the programme needs to develop and implement a strategy to address this challenge. The strategy needs to clearly define the unique strengths and focus of King's Health Partners Neurosciences.

➤ **Actions:**

- ***King's Health Partners Neurosciences programme to develop strategy to define unique strengths and focus for raising external profile. This should include comparison with other internationally leading centres, including external focus and communication.***
- ***Based on the strategy defining strengths and focus, King's Health Partners communication team to advise on and support external profile-raising activities.***
- ***King's Health Partners central team to support Neurosciences to continue to develop links with the Institute of Women and Children's Health and (linked to next agenda item) the Centre for Children and Young People's Mental Health.***
- ***King's Health Partners Neurosciences to further develop strategy for clinical academic neurosurgery, including defining targets to be included within programme reporting.***

3. King's Health Partners Institute of Women and Children's Health Update

Ed Byrne welcomed Lucilla Poston, Karen Edmond and Nandi Simpson. The Institute of Women and Children's Health presented an overview and update, which included:

- The recent launch of the Institute, held in Bush House, that attracted around 300 attendees from across the partnership.
- An overview of the Institute's governance structures, research highlights and major funding awards.
- An outline of the Institute's focus and unique offer, with key initiatives that include a Paediatric Clinical Research Facility (CRF) at Evelina London and a Women and Children's Clinical Trials Unit spoke of the King's CTU.

Ed Byrne thanked colleagues for the presentation. The discussion noted:

- The unique strengths and position of the Institute, which can have global reach through research and innovation in low-income areas translating internationally. Data linkage across our partnerships and boroughs will support implement and evaluation of improvements in clinical care. The Institute is developing the infrastructure through the CRF to build on our collective clinical academic strengths.

- There are significant opportunities to improve outcomes both locally and globally working with our diverse local population across south east London. For example, using data to understand our population health and needs, including health inequalities. Working collaboratively with the Applied Research Collaboration (ARC) and across women and children's health there is an opportunity to support primary care networks and systems for our most vulnerable local people.
- The Institute of Women and Children's Health is being developed in parallel with the Centre for Children and Young People's Mental Health. These parallel activities will continue to benefit each other if we maintain strong links between the teams leading the developments. It is important to have a strong shared narrative to ensure a coherent vision, especially for fundraising activities. The more that we bring together these related activities, the greater the potential tangible impact for local people. There are also opportunities to build strong links to integrate women's physical and mental health.
- King's College London has strengths in immunology on which the Institute is drawing (for example, collaborating with immunology researchers on peanut allergy).

➤ **Actions:**

- ***King's Health Partners central team to support Institute of Women and Children's Health to continue to develop links with the Centre for Children and Young People's Mental Health (linked to previous agenda item). Robert Lechler to introduce Karen Edmond to recently appointed Joint Directors of Clinical Strategy, including Rachna Chowla to support primary care links.***

4. Centre for Implementation Science and Collaboration for Leadership in Applied Health and Care (now ARC) Annual Report

Ed Byrne welcomed Graham Thornicroft and Nick Sevdalis to the meeting. The Joint Boards received the annual report of the CLAHRC South London, which has recently been renewed as the Applied Research Collaboration (ARC), and the Centre for Implementation Science. The summary presentation highlighted the following aspects of the annual report:

- The ARC: Applied Research Collaboration, has received a programme grant from the NIHR for 2019-2024, with £9m in direct funding and £7m in support costs for south London
- A summary of achievements was presented and an overview of focus for 2019-2024, including stronger public health remit, added themes in social care and children and young people and a new Implementation team
- The ARC South London has been appointed by NIHR to lead two new national applied research networks in mental health and palliative and end of life care
- The Centre for Implementation Science outlined their achievements and plans, noting how they may align future activity with emerging King's Health Partners five-year strategy.

Ed Byrne congratulated the team on securing the renewal and funding for the ARC. The discussion noted:

- The importance of linking the work and expertise of the ARC with improvement and care redesign activities in the Trusts. There is further work to do to translate the lessons and benefits from this

work into our organisations to ensure that we all are benefitting. There are already several established links with programmes in the trusts, including embedding work within quality improvement teams, as well as capacity development and training opportunities. This includes supporting consultants and students with quality improvement projects, including evaluating projects.

- There is a challenge in translating novel therapies into practice to meet the needs of a wider population. Making such therapies more broadly accessible could be an area of interest to take forward.
- A potential measure of success could be the number of co-authored papers with hospital-based clinicians. This could be an indicator of translation of the work of the ARC into the partner organisations.

➤ **Actions:**

- ***Applied Research Collaboration to explore opportunities to build further links with partner organisations improvement teams, including through the system-wide quality improvement and outcomes theme for the King's Health Partners five-year strategy.***

5. King's Health Partners Director's report

Robert Lechler shared the Director's Report in papers, highlighting the recent appointment of Dr Rachna Chowla, Dr Irem Patel and Dr Natasha Curran as Joint Directors of Clinical Strategy for King's Health Partners. Robert Lechler also noted some recent successes, including King's Health Partners Neurosciences rising from fourth place to first place for citation impact in the top decile against a range of universities well regarded for neuroscience research, and King's Health Partners Cardiovascular being number one in a field-weighted citation index when compared with other cardiovascular centres internationally for research. It was noted that Prof David Edwards is stepping down from the role of Institute Director for the Institute of Women and Children's Health, which is part of a managed process. The work of the Comprehensive Cancer Centre was highlighted, the strength and progress of which was reflected in a recent presentation to the King's Health Partners Executive.

6. Any other Business

None.