

# KING'S HEALTH PARTNERS JOINT BOARDS MEETING

## MINUTES OF THE KING'S HEALTH PARTNERS JOINT BOARDS

HELD ON 21 MAY 2020

*via video conference*

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<b>PRESENT</b>	Prof Ed Byrne	President and Principal, KCL (Chair)
	Prof Sir Robert Lechler	Executive Director, KHP
	Sir Hugh Taylor	Chair, GSSt and KCH NHS FTs
	Rt Hon Sir Norman Lamb	Chair, SLaM NHS FT
	Lord Butler	Non-Executive Director, KHP
	Prof Garret FitzGerald	Non-Executive Director, KHP
	Rt Hon Stephen Dorrell	Non-Executive Director, KHP
	Dr Pamela Kirby	Non-Executive Director, KHP
	Mr David Bradley	CEO, SLaM NHS FT
	Prof Clive Kay	CEO, King's College Hospital NHS FT
	Dr Ian Abbs	CEO, GSSt NHS FT
	Rachel Parr	COO (Health), KCL
	Ms Jill Lockett	Managing Director, KHP
<b>IN ATTENDANCE</b>	Prof Ajay Shah	Institute Director, KHP Cardiovascular; Head of School of Cardiovascular Medicine & Sciences, KCL
	Dr Rachna Chowla	Joint Director of Clinical Strategy, KHP
	Dr David Hopkins	Co-Director, King's Health Partners Institute for Diabetes, Endocrinology and Obesity
	Dr Shaheen Khan	Co-Leader, Palliative Care CAG
	Dr Matthew Maddocks	Senior Lecturer and Specialist Physiotherapist, Cicely Saunders Institute, KCL
	Dr Sabrina Bajwah	Consultant and Honorary Senior Lecturer, Cicely Saunders Institute, KCL
	Dr Mark Zuckerman	Consultant Virologist and Head of Department, KCH
	Prof Jonathan Edgeworth	Director of the Centre for Clinical Infection and Diagnostics Research (CIDR); Medical Director, Viapath
	Prof Mike Malim	Head of School, School of Immunology & Microbial Sciences, KCL
	Joseph Casey	Deputy Director, Programme Delivery, KHP
	Helen Whyte	Office Manager, KHP

## 1. Minutes and matters arising

Ed Byrne welcomed everyone to the meeting of the King's Health Partners Joint Boards.

The minutes of the meeting of the KHP Joint Boards on 16 March 2020 were accepted as a true record. The minutes of the meeting of the Chief Executives' Action Group on 30 January 2020 were accepted.

There were no matters arising.

## 2. COVID-19 – response and learning

Ed Byrne welcomed Prof Ajay Shah, Dr Rachna Chowla and Dr David Hopkins to the meeting.

Ajay Shah described the clinical characteristics of COVID-19 based on 3,200 patients at King's Health Partners, including the cardiovascular complications. Well-developed clinical informatics has enabled King's Health Partners groups to rapidly describe clinical characteristics including demographic data. Along with other centres in Birmingham, Leicester, Leeds, Bradford and Queen Mary University of London, King's Health Partners has initiated Biological Mechanisms underlying susceptibility of people from black, Asian and minority ethnic populations to severe COVID-19 (BME-COVID) study.

David Hopkins presented lessons from previous outbreaks, including SARS CoV-1 (2002), and subsequent complications related to diabetes and potential impact on patient outcomes. The organisation as an institute has been of considerable importance to enable rapid mobilisation locally to change practice, which has informed London and national practice, including through publication of guidance and research.

Rachna Chowla provided an overview of the response in primary care characterised by rapid digital transformation at practice-level, borough-level initiatives supported by King's Health Partners and the Health Innovation Network to develop and evaluate new models, and leading South East London responses including the COVID 'virtual ward'.

Robert Lechler noted that the hospital partners of King's Health Partners were at the epicentre of COVID-19 in the UK. The presentations reflect the extraordinary richness of research across King's Health Partners. One of the benefits of the pandemic is that it has accelerated the digital transformation.

The discussion highlighted:

- Impressive richness of research and opportunities for collaboration with multiple centres
- Striking definition of new syndromes, including post infectious hyper inflammatory illness in children with a Kawasaki-type presentation. There might be opportunities for collaboration with centres in the United States (eg, there are c.20 in Children's Hospital of Pennsylvania).
- The importance of internal and external collaboration had been emphasised during the pandemic response.

- Potential implications of findings relating to ethnicity, including for staff members. This could be combined with other risk factor information for a stratified response, including working location.

*Actions:*

- Ajay Shah and Garrett Fitzgerald to have follow-up conversation on opportunities identified in discussion

Ed Byrne thanked all the presenters for the importance of the presentations.

### **3. Covid-19 response – Palliative care and breathlessness**

Ed Byrne welcomed Dr Shaheen Khan, Dr Sabrina Bajwah and Dr Matthew Maddocks from the Palliative Care CAG.

Shaheen Khan set-out the tripartite response to COVID-19 supported by the structures and relationships across King's Health Partners and the wider system, including hospices and care homes. This included the rapid reorganisation of services and redeployment of staff across the multi-professional team, including rapid development of seven-day working, development of guidance for inpatient and community settings sharing across the South East London Integrated Care System, and international evidence reviews. Training resources and teaching have been developed to support a range of needs across the multi-professional teams. The CAG is planning to embed the developments as part of the CAG strategy.

Sabrina Bajwah provided an overview of international collaborations in research, developing guidance, and ensuring this is supporting patients (the patient information leaflets have been translated in to 25 different languages).

Matthew Maddocks outlined how the research activity has been translated into improving patient care rapidly, including through the development of breathlessness guidance, rapid evaluation of clinical practice across King's Health Partners, and through patient and family involvement via an online platform.

Shaheen Khan summarised some of the main lessons in the context of recovery and rehabilitation as well as preparation for future increased of COVID-19.

Robert Lechler noted discussion highlighted the impressive nature of systematic approach and international collaboration

*Actions:*

- KHP central team to support Palliative Care CAG executive in embedding opportunities identified through COVID-19 response, including furthering links with Integrated Care System for expanded CAG offer

Ed Byrne thanked the Palliative Care CAG for the presentations and the contributions.

#### 4. COVID-19 response – testing update

Ed Byrne welcomed Prof Michael Malim, Prof Jonathan Edgeworth and Dr Mark Zuckerman to the meeting/

Robert Lechler introduced the item providing context on testing and logistics. The cooperation and collaboration across all the partners has been impressive.

Jill Lockett introduced the item. Mark Zuckerman provided an overview of PCR testing and rapid scale-up, and the progress in developing Bromley care homes pilot (currently 38 care homes in Bromley). Michael Malim updated on the launch of the June Almeida Laboratory, where activity is scaling up as part of the King's Health Partners response. This has created flexibility in the testing research strategies, both to meet current challenges but also future challenges. Jonathan Edgeworth emphasised that the outbreak has required new ways of working that have brought the university, research labs and hospitals more closely together and increase the pace of innovation. There are significant opportunities build on the substantial partnership working, which are being develop further as part of response to NHS England & Improvement.

The discussion highlighted:

- Potential for saliva testing drawing on the experience in the United States.
- Importance of harnessing the changed behaviours that have delivered progress, and importance of King's Health Partners supporting maintaining.
- Opportunities for continued collaboration and progress to respond to system need.

Ed Byrne thanked the presenters for the significant impact of the rapid response.

#### 5. Director's report

Ed Byrne updated on a number of major COVID-19 related research initiatives that are being undertaken nationally and internationally. Robert has been appointed a Senior Advisor to Lords Science and Technology Select Committee on COVID-19, and chair of the steering committee for the Imperial vaccine trial.

Robert Lechler presented the Director's report for King's Health Partners, highlighting:

- Financial position for King's Health Partners, noting previous year underspend, and significant financial challenge for King's Health Partners.
- The appointment of Syeda Hasnain-Mohammed as Head of Communications joining from the Department of Health and Social Care.
- Recruitment process for a Professor of Surgery to develop academic surgery across King's Health Partners.

- Potential for a blended learning programme for healthcare professional education, addressing local, national and international healthcare needs
- Life Lines initiative driven by Prof Louise Rose and Dr Joel Meyer to deliver more than 1,000 tablets to over 150 hospitals to date across the United Kingdom.
- Range and scale of research underway across King's Health Partners.
- Appointment of Dr Ingrid Wolfe as Institute Director for the Institute of Women and Children's Health over the next six months as Prof Karen Edmond takes up a role with the World Health Organisation.

In discussion:

- Robert Lechler updated on the pausing of capital investment by King's College London and the impact on major strategic priorities.
- Noted the importance of highlighting research power through Academic Health Sciences Centre, and the opportunity with regards Life Sciences. The response to COVID-19 has emphasised the importance of partnership working, and there is significant potential for this to be further enhanced.

## 6. Any other business

Ed Byrne updated the Joint Boards on the process for appointment of Robert Lechler's successor.