

KING'S HEALTH PARTNERS JOINT BOARDS MEETING

MINUTES OF THE KING'S HEALTH PARTNERS JOINT BOARDS

HELD ON 21 JULY 2020

via video conference

PRESENT	Prof Ed Byrne	President and Principal, KCL (Chair)
	Prof Sir Robert Lechler	Executive Director, KHP
	Sir Hugh Taylor	Chair, GStT 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
	Dr Ian Abbs	CEO, GStT NHS FT
	Ms Jill Lockett	Managing Director, KHP
Prof Julia Wendon	Executive Medical Director, Strategy, KCH and GStT (on behalf of Prof Clive Kay, KCH NHS FT)	
APOLOGIES	Rachel Parr	COO (Health), KCL
	Prof Clive Kay	CEO, King's College Hospital NHS FT
IN ATTENDANCE	Joseph Casey (minutes)	Deputy Director, Programme Delivery
	Helen Whyte (admin)	KHP Business Manager

1. Minutes and matters arising

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

Ed Byrne noted that the meeting is the last in which Robert Lechler will be present as Executive Director of King's Health Partners and thanked Robert for his substantial contribution to clinical academic leadership.

Ed Byrne noted the matter arising from the previous CEOs' Action Group regarding the Oxford adenovirus vaccine trial. Robert Lechler updated on the Oxford and Imperial vaccine trials, the latter of which Robert Lechler is chairing the trials board. Ian Abbs commented on an approach to Guy's and St Thomas' for south London to be a trial site for the vaccine. The discussion noted opportunities and considerations to support vaccine research and development.

2. South East London Innovation Quarter

Robert Lechler introduced the item, noting the potential for bringing together clinical, academic and industry assets to deliver innovation.

Robert Lechler shared the current version of the vision focussed on driving improvements in health and wealth both locally and globally. The elements of the Innovation Quarter include healthcare, academia, industry, government, entrepreneurship, and investment of capital supported by an enabling ecosystem based on strong assets. This will be made up of three major hubs (London Bridge, Westminster Bridge and Denmark Hill) focussed on Biomedical, MedTech, and Brain and Metabolic Hub respectively, which are differentiated from one another as well as complementary. This will build on major assets and opportunities across south London, which create differentiated competitive advantages when compared with other clusters in the UK and internationally. To mobilise the Innovation Quarter will require a governance structure, expertise and funding, and development of incubator space.

The conversation noted:

- Important opportunity to realise the potential of discovery science and its translation into patient benefit, to act as an attractive employer, supporting the UK's international competitiveness.
- Potential to leverage the power of the university with assets beyond health and life sciences including, which has potential to be globally distinctive.
- Power of compelling pitch to industry of benefit of partnership, which is very attractive. The discussion emphasised the importance of ensuring academic excellence linked with local services to ensure improvements for local people, including addressing health inequalities. Discussion noted the disconnect between academic excellence and delivery to local population, and the need to ensure the mechanisms in place to support delivery. For this reason, the powerful representation of all three campuses in the vision and developments was considered important.
- Importance of the joint venture to enable external partners to navigate the complex relationships that exist within our system.
- Importance of sustainability and the response from industry.
- Importance of the total London offer to be internationally distinctive, with links to Oxford and Cambridge where such collaboration adds value. MedCity provides a vehicle to support London as a vehicle for engagement on the international stage, particularly on advanced therapeutics, data
- Implementation science in a diverse population is a distinctive opportunity given the current political and social imperatives, and strengths within the partnership.

Ed Byrne summarised that there is strong support from the Joint Boards for the continued development, and some important considerations to realise this exciting vision.

Actions:

- The Joint Boards to receive an update in autumn 2020 setting out the next steps for the development, incorporating the considerations from this and particularly with regard to the involvement of all three campuses

3. Academic Health Sciences System

Robert Lechler introduced the concept of the Academic Health Sciences System and the complex context within which King's Health Partners Academic Health Sciences Centre operates. The Centre remains the core engine of innovation, but there is an opportunity to leverage the benefits across wider partnerships. Robert Lechler emphasised the importance of focussing on the added value for all parties for any developments, which has been a core principle of the recent strategy development.

Jill Lockett outlined how the Academic Health Sciences System responds to the tests for COVID-19 reset and recovery. The response has been very positive from partners across the South East London Integrated Care System. The paper outlines (i) scope, (ii) role of the Academic Health Science Network to deliver added benefit of partnerships (which is focussing on type 1 and 2 diabetes), (iii) system resilience and strength, (iv) opportunities for wider partnership, including to (v) mobilise joint programme focussed on reducing health inequalities, (vi) membership considerations for the Academic Health Sciences System, (vii) framework for learning and development from across the system.

The discussion noted:

- Importance of ensuring a joined-up approach across the Integrated Care System, noting that King's Health Partners members are part of the Integrated Care System.
- Opportunity for King's Health Partners to support research and education in health inequalities and ensure translation to benefit patients and local residents across the full range of partners in the Integrated Care System.
- Importance of population health and health inequalities and the translation model, which should be the focus for King's Health Partners and the Integrated Care System, noting this remains emergent across the system.
- Opportunity to act in a sophisticated way to operate across a system of systems, including with organisations beyond the South East London Integrated Care System. Prioritisation for engagement will be important.
- Importance of relationship to the Academic Health Science Network which has a south London geography, which could be a potential vehicle for system leadership, but there is further work required to extract maximum value.
- Collective challenge to ensure clarity of thoughts to integrate together to gain benefit from different partnerships.

Ed Byrne summarised the conversation and noted the strong support for the continued development as part of the new five-year strategy for King's Health Partners.

Actions:

- Jill Lockett to work with colleagues to develop approach engaging with a range of partners as proposed in the discussion at Joint Boards.

4. King's Health Partners five-year strategy

Robert Lechler introduced the paper on the finalising and launching of the five-year strategy for King's Health Partners following the successful accreditation of King's Health Partners as an Academic Health Sciences Centre. There are four themes to the strategy:

- Novel technologies, therapeutics and diagnostics
- Transforming system-wide quality improvement and outcomes
- Leading urban population health
- Workforce innovation and sustainability

Robert Lechler invited comments on the priorities and focus set out in the papers. The discussion noted:

- An exciting five-year plan for the continued development of King's Health Partners
- Transforming system-wide quality improvement and outcomes needs to take account of broader geography across south east London, south London and South East England
- One of the impacts of the coronavirus pandemic will be unemployment, and that this will require thought as part of the launch of the strategy
- Importance of the concept of Anchor Institutions and that this might provide a helpful framing for the publication of the strategy
- Need to formalise the framing of COVID-19 response and next steps within the strategy.

Jill Lockett noted that we plan to launch the strategy at the virtual annual conference for King's Health Partners which will be held in October. Ed Byrne congratulated Robert Lechler and the KHP team for an exciting and innovative strategy, noting that this was the third KHP strategy and the achievement of a document with such fresh and clear narrative was commendable.

Actions:

- King's Health Partners team to finalise strategy document for launch at annual conference on 13th October
- Joint Boards to receive draft ahead of publication at meeting on 28th September through Director's Report

5. Director's report

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

- Appointment of Syeda Hasnain-Mohammed as Head of Communications for King's Health Partners

- Appointment of Prof Prokar Dasgupta as Professor of Surgery to coordinate research, develop research active clinicians and support trainees across King's Health Partners and increase our competitiveness externally
- Launch of clinical academic innovation workshop series, the first of which focussed on lessons and insights from COVID-19
- Appointment of Shaun Danielli as Director for Population Health and Inequalities jointly between King's Health Partners and the South East London Integrated Care System

6. Any other business

Ed Byrne updated on the discussions that Jill Lockett held with each of the members of the Joint Boards to agree the appointment of Professor Richard Trembath as Executive Director, King's Health Partners following successful application for the position of Senior Vice President and Provost (Health), King's College London. The discussion noted the rigour and high level of engagement in the appointments process and confirmed Prof Trembath's role with King's Health Partners.

Ed Byrne noted that he will step down as President & Principal of King's College London in the new year, and that an appointments process is underway for his successor.

Ed Byrne invited comments from members of the Joint Boards as Robert Lechler's prepared to step down as Executive Director of King's Health Partners. Members of the Joint Boards shared personal reflections and messages of thanks, noting the substantial progress of King's Health Partners as internationally recognised centre for excellence across the tripartite mission with a major focus on Mind & Body. Robert Lechler thanked colleagues for their remarks and their support over many years developing the AHSC together.