

# KING'S HEALTH PARTNERS JOINT BOARDS MEETING

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

HELD ON 28<sup>th</sup> September 2020

*via MS Teams*

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<b>PRESENT</b>	Prof Sir Ed Byrne Prof Richard Trembath Rt Hon Sir Norman Lamb Lord Butler Prof Garret FitzGerald Rt Hon Stephen Dorrell Dr Pamela Kirby Mr David Bradley Dr Ian Abbs Jill Lockett Prof Julia Wendon  Rachel Parr	President and Principal, KCL (Chair) Executive Director, KHP Chair, SLaM NHS FT Non-Executive Director, KHP Non-Executive Director, KHP Non-Executive Director, KHP Non-Executive Director, KHP CEO, SLaM NHS FT CEO, GStT NHS FT Managing Director, KHP Executive Medical Director, Strategy, KCH and GStT (on behalf of Prof Clive Kay, KCH NHS FT) COO (Health Faculties), KCL
<b>APOLOGIES</b>	Prof Clive Kay Sir Hugh Taylor	CEO, King's College Hospital NHS FT Chair, GStT and KCH NHS FTs
<b>IN ATTENDANCE</b>	Joseph Casey (minutes) Helen Whyte (admin) Dr Jonty Heaversedge Dr Rachna Chowla Dr Irem Patel Shaun Danielli  Karin Nilsson Dr Sean Cross Natalia Stepan	Deputy Director, Programme Delivery, KHP Office Manager, KHP Chair, South East London CCG Joint Director of Clinical Strategy, KHP Joint Director of Clinical Strategy, KHP Director, Population Health & Inequalities, KHP and South East London Integrated Care System Programme Manager, KHP Clinical Director, Mind & Body, KHP Interim Programme Director, Mind & Body, KHP

## 1. Minutes and matters arising

Prof Sir Ed Byrne welcomed Prof Richard Trembath to his first meeting of the King's Health Partners Joint Boards as the new Executive Director of the AHSC and Senior Vice Principal & Provost (Health) KCL

The minutes of the previous meeting of the Joint Boards held via MS Teams on the 21<sup>st</sup> July 2020 were reviewed and agreed. Ed Byrne noted the minutes of the CEOs' Action Group held on 25<sup>th</sup> June 2020.

There were no matters arising.

## 2. Population Health & Inequalities

Ed Byrne welcomed Dr Jonty Heaversedge, Dr Rachna Chowla, Dr Irem Patel, Shaun Danielli, and Karin Nilsson to the meeting.

Dr Rachna Chowla set out the urgency for improving population health and reducing health inequalities in south east London. The direct and indirect impacts of COVID-19 have exacerbated pervasive health inequalities. We need a system-wide response to population health addressing the wider determinants of health through prevention and health promotion. Dr Jonty Heaversedge emphasised the importance of this approach, highlighting challenges including the complexity of the system within which we work, often with high levels of commitment across partners but siloed initiatives that limit impact. We have the potential to develop a learning system that supports on-going, systematic improvement across the breadth of the South East London Integrated Care System. King's Health Partners will support the launching of a joint programme, focussing on people, place, programmes (and partnerships), and underpinned by digital and data.

The conversation noted:

- The importance and urgency of this joint initiative with the South East London Integrated Care System, including the need to deliver tangible benefits and impact for the local population.
- Opportunities and importance of developing initiatives through and with the community, including training opportunities.
- Importance of setting ambitious targets to deliver improvements, with explicit commitments from all partners.
- Importance of identifying mental health as one of the urgent priorities to address together.
- Significant and important opportunity to address inequalities for people with serious mental illness, including people from black communities who are over represented in mental health services.
- Work underway across south London building a public mental health response to the mental health injury of COVID-19. One of the priorities is to identify data to track levels of distress within our communities. However, this has been challenging to bring together across a vast range of organisations. This requires collaboration with academic and delivery partners.

- Importance of leveraging strengths across the partnership to deliver this programme and joint commitments at pace and scale.
- Challenge and importance of identifying an immediate objective with a tractable, measurable, and demonstrable outcome for the community to build confidence and trust.
- Identifying funding opportunities to support this agenda, including with wider potential partners such as industry.
- Need to address the 'how' question, working with commercial and local authority partners, to deliver in a measurable timescale.
- For the foreseeable future, there will be limited public resources and local authority resources and is there a way to address this challenge collectively.
- Complexity of system creates risk for diffusion of effort rather than concentration of effort to ensure impact.

The presenting team noted the themes shared in feedback, including the importance of the mental health, engaging with communities, and realising the benefits from assets across our partnerships. There are opportunities to explore new funding mechanisms, including social impact bonds. The team will draw up priorities to rapidly test (e.g., such as hypertension and smoking cessation across mental and physical health settings), drawing on academic expertise and system partners such as our Academic Health Sciences System. The team will develop the plan, responding to the feedback from the Joint Boards.

*Actions:*

- Shaun Danielli to incorporate feedback from Joint Boards into the joint programme plan setting out short term delivery priorities and actions.
- Programme to provide future update the Joint Boards on progress in responding to feedback.

### 3. KHP Mind & Body Programme

Ed Byrne welcomed Dr Sean Cross and Natalia Stepan to the meeting.

Sean Cross provided an updated on the:

- Mind & Body programme response to the COVID-19 pandemic, including the rapid implementation of e-IMPARTS (which is an online digital screening programme, the implementation of which has been accelerated in response to the pandemic and new ways of working) and Consultant Connect (which provides physical health advice and guidance to South London and Maudsley inpatient clinicians).
- Potential partnership working with the South East London Integrated Care System, supporting the sharing of lessons and evidence from Mind & Body developments within King's Health Partners.
- Successful and on-going grant applications to support the continued development of the programme.

- Strong continued alignment of the Mind & Body programme to the five-year plan for King's Health Partners.

The discussion noted:

- Importance of meeting the physical health of people with serious mental illness, and mental health of people with physical illness.
- Importance of evaluating and demonstrating the impact of the programme, including financial, to continue to build the case for the Mind & Body programme.
- Opportunity to reinvigorate collective commitment at the South East London Integrated Care System level as an exemplar for the country, as well as at a King's Health Partners and individual-partner level.
- The opportunity to further promote the work undertaken through King's Health Partners to advance the Mind & Body agenda.
- Reflected on lessons from the development of the Mind & Body programme to date, including the challenges in developing the approach despite the support from across all partners (including challenges following outcomes and financial data).
- Importance of exchanging data and information to support the Mind & Body agenda, in the context of the developing Integrated Care System.
- Noted that we are only at beginning of understanding the impact of the pandemic, and that there will be chronic consequences within the organisation and across our communities.
- Importance of connecting the Mind & Body programme closely with the Reducing Health and Inequalities programme being developed jointly by King's Health Partners and the South East London Integrated Care System.

Sean Cross reflected on the importance of demonstrating the value proposition of the Mind & Body programme, which is very challenging. The programme team will continue to welcome any opportunity to report to partner boards. The Mind & Body programme is embedded within the partners' business-as-usual activities, including developing digital approaches to progress the Mind & Body agenda. Natalia Stepan updated on the development of Compass, an online CBT programme, to support the system to increase capacity and support.

Ed Byrne thanked the presenting team for an inspirational presentation. Richard Trembath emphasised the strength of commitment to and continued importance of the Mind & Body focus within the new five-year plan for King's Health Partners.

*Actions:*

- Mind & Body team to continue to develop joint activities with Population Health and Inequalities team as the joint programme is developed with the South East London Integrated Care System.

#### 4. Director's report

Richard Trembath thanked members of the Joint Boards for their support through initial conversations since coming into role as Executive Director for King's Health Partners. Richard Trembath presented the Director's report, highlighting:

- Five-year plan for King's Health Partners, which has been developed from the successful application to be accredited as an Academic Health Sciences Centre.
- Upcoming virtual annual conference, at which the five-year plan will be launched.
- Work underway through the KHP Mass Testing Bid to the Department of Health and Social Care, thanking Jill Lockett and Prof Reza Razavi for the substantial work to deliver the bid with partners.
- Series of clinical academic innovation workshops underway, the second of which focussed on the theme of workforce innovation and sustainability with more than 160 attendees across King's Health Partners and local health system.
- The international reach of the 'meet the expert' seminar series, which was launched in response to COVID-19.
- Continued progress through the KHP-RBH Partnership Programme, including strong engagement with NHS England & Improvement, and with teams across the programme.
- Noted that Professor Prokar Dasgupta has taken up his position as Professor of Surgery for KHP.

The discussion noted:

- Strength and quality of the five-year plan document.
- Potential to draw further work from King's College London's education strategy within the workforce innovation and sustainability theme.
- Opportunity to strengthen the relationship between the themes.
- Importance and opportunity to deliver a data-driven approach across the breadth of the university faculties including social sciences disciplines.

*Actions:*

- Jill Lockett to incorporate the final feedback from the Joint Boards for launch at the King's Health Partners annual conference.

#### 6. Any other business

Ed Byrne noted that King's College London is well advanced in appointing his successor. It is likely that an interim Chair is required for part of 2021 for the KHP Joint Boards will longer term agreement for the chairing arrangements going forward.

*Actions:*

- Jill Lockett to coordinate a small working group of the Joint Boards to agree interim governance arrangements for chairing of the Joint Boards.

<b>CEOs' Action Group</b> Tuesday 3 <sup>rd</sup> November 4.00pm – 5.00pm	<b>KHP Joint Boards</b> Thursday 19 <sup>th</sup> November 12.00pm – 2.00pm	<b>CEOs' Action Group</b> Thursday 26 <sup>th</sup> November 2.00pm – 4.00pm
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