

IMPROVING WOMEN AND CHILDREN'S HEALTH THROUGH RESEARCH, EDUCATION, AND CARE

OUR STRATEGIC VISION 2021



Dr Ingrid Wolfe
Director, King's Health Partners Women and Children's Health

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INTRODUCTION

We address the problems of diverse populations with unmet needs, and real-world problems that affect patients and populations.

King's Health Partners Women and Children's Health was established to improve the health and wellbeing of women and children. Through **research and education that is relevant to health needs, with systems to close research gaps**, and by creating the right environment for advancing and **applying scientific knowledge towards clinical practice and policy**, we can make a difference to health.

As a society, **our structures were built in a way that sometimes deprioritises health and wellbeing of women and children**. This problem can affect **every level of our health system** - including research, education, and care. Health inequalities are **inextricably linked to wealth inequalities** and the SARS-CoV-2 pandemic has exposed and amplified underlying inequalities in society. We address the problems of **diverse populations with unmet needs, and real-world problems** that affect **patients and populations**. We focus on **knowledge translation**, to close the existing gaps between current best evidence and evidence-based practice. We are creating a **conducive environment for research and education** for improving outcomes. This means building infrastructure to connect, support, and enable us all to work towards our shared goals.



Our mission is to improve the health and wellbeing of women and children. The Institute is part of King's Health Partners encompassing Kings College London and three NHS Foundation Trusts; Guys and St Thomas' (including Evelina London Children's Hospital), King's College Hospital (including Variety Children's Hospital) and South London and Maudsley, allowing us to develop **world-class research, education, and clinical practice** that benefits **patients and population**. This document, developed as a result of extensive consultation across the partnership, presents our vision and strategy for the Institute. I am thankful to everyone who has contributed to the development of this strategy and all those who will contribute to the success of the Institute in the future.

My best
Dr Ingrid Wolfe
Director, King's Health Partners Women and Children's Health

FOREWORD



King's Health Partners Women and Children's Health officially launched in 2019, with a remit to raise the scale, scope and visibility of women's and children's clinical and academic research and education portfolios across the partnership.

The strategy presented here is a refresh of the strategy first developed in 2016. We focus on developing systematic sustainable approaches to harnessing strengths and unique attributes of the partnership to address areas of unmet need in women's and children's health that align with local, regional, national and international priorities. We will improve access to information and support for research, education and training, enhance women's health and paediatric research activity in the Trusts, and increase research impact to reduce research waste.

The Institute will build connectivity across the system, linking the university and NHS, to enable more effective working across organisational boundaries for better research, education, clinical practice, and improved health for women and children.

"Why do we have such poor outcomes for children and women when we are on the doorstep of two major teaching hospitals and a university?"

Local GP, December 2020

"Ill-health and disease is concentrated in areas of deprivation, and more action is needed to tackle these longstanding inequalities in health."

Prof Chris Whitty, Chief Medical Officer for England, Institute inauguration June 2019



SECTION ONE

Our Strategy & Impact



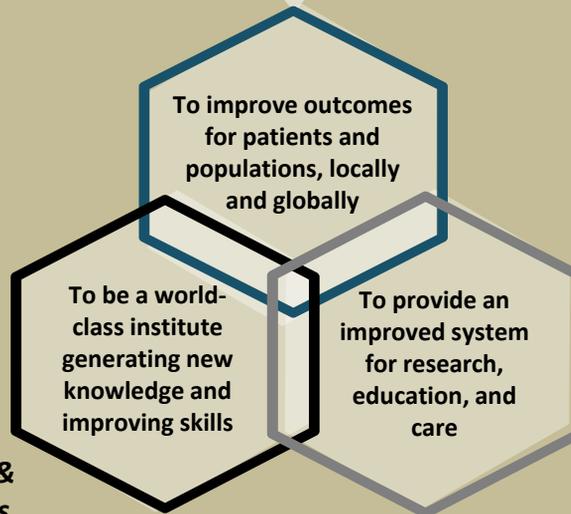
OUR STRATEGY

Our mission is to improve the health and wellbeing of women and children through world-class research, outstanding education, and excellent care

Read more about our mission on slide 7

Our Strategic Priorities

Read more about our strategic priorities on slides 11 to 14



Delivering Our Strategy: Research & Education Strategies

OUR RESEARCH STRATEGY

SURVIVE: Research on major causes of mortality for women and children

THRIVE: Research to improve health and wellbeing across the life course

TRANSFORM: Research on health system and policy problems

Read more about our research strategy on slides 16 to 18

OUR EDUCATION STRATEGY

IMPROVE: Clinical and research skills

SUPPORT: Clinical academic career pathways

INCREASE: Capacity and build sustainability

Read more about our education strategy on slides 19 to 21

Realising Our Goals: Our Core Projects

PATIENT, PARENT, AND PUBLIC INCLUSION AND ENGAGEMENT

GREATER RELEVANCE OF RESEARCH FOR CLINICAL BENEFIT

GREATER KNOWLEDGE AND SUPPORT FOR RESEARCH AND PRACTICE

INFUSING RESEARCH INTO CLINICAL SERVICES AS INTEGRAL TO CARE

A LEARNING HEALTH SYSTEM FOR IMPROVEMENT AND RESEARCH

Read more about our core projects and how these link together on slides 22 to 28

Our mission is to improve the health and wellbeing of women and children through world-class research, outstanding education, and excellent care.

Our Institute exists to improve the health and wellbeing of women and children. Our work focuses on the entire life course, from pre-conception, through childhood and adolescence into adulthood.

We conduct research and education, seeking to understand and address the unmet and pressing needs of the patients and communities we serve. We want to tackle big problems that affect the women and children in our communities; to identify and close research gaps, and share our learning locally, nationally, and globally to secure and improve health.

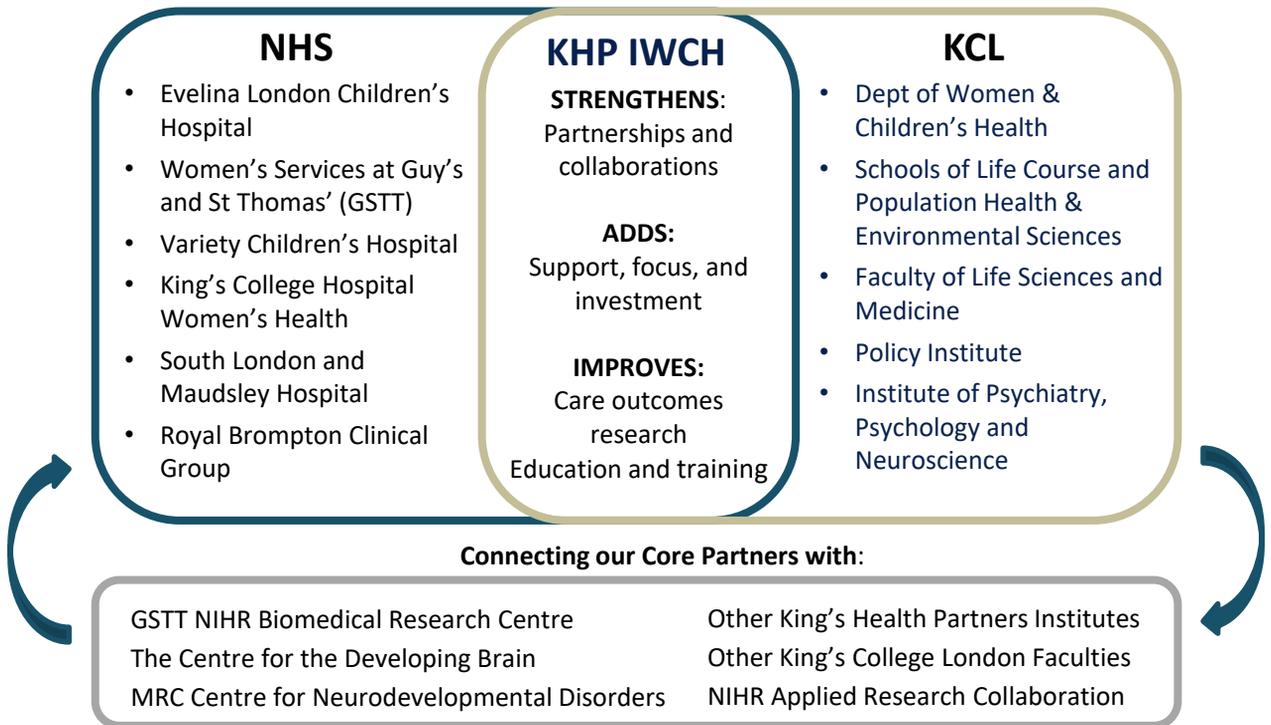
We focus on generating insight into women's and children's health and enabling discoveries to be translated from the laboratory to life. We want to ensure scientific knowledge is applied to clinical practice and policy so that patients receive the best possible mind and body care based on our research.

We are creating a conducive environment for research and education to improve patient and population outcomes. This means building infrastructure to connect, support, and enable our clinical and academic staff and students to work even more closely together and towards our shared goals.

King's Health Partners Women and Children's Health (IWCH) brings together women's and children's services at three NHS Foundation Trusts; Guy's and St Thomas', King's College Hospital and South London and Maudsley, and one of the world's top research-led universities, King's College London (KCL). This includes Evelina London Children's Hospital, the Variety Children's Hospital and the Department of Women and Children's Health in the School of Life Course Sciences as the academic host.

DELIVERING VALUE

THE INSTITUTE STRENGTHENS CONNECTIONS ACROSS KING'S HEALTH PARTNERS (KHP) TO BRING VALUE TO ITS PARTNERS



The Institute strategy delivers relevant, responsive, and practical value to its key stakeholders.

PATIENTS:

We will continuously improve care, by:

- Conducting **research relevant to health and system needs**
- Focussing on **everyday health and equity of outcomes**
- Building on **solutions for rare diseases and global health**
- Ensuring that **research is translated into better care** for patients and populations
- Identifying ways to deliver more **integrated and holistic care** that improves outcomes and reduces inequalities
- Involving patients and parents in **research co-production**

CLINICIANS:

We will support evidence-based and research-infused care, by:

- **Creating a culture in which clinical care strengthened by research can flourish**, and progress the journey to becoming a **research hospital**
- Providing a **knowledge hub** to access data, analytics, "how to" guides, specialist skills, advice, research support and evidence for improving care
- Providing **Ask the Institute** service for rapid turn-around evidence reviews to support clinical and operational decision making
- Providing training and advice to help clinicians to **increase their research capability and capacity**, expand their knowledge, improve their practice

DELIVERING VALUE *continued*

RESEARCHER:

We will support research and academic careers by:

- Negotiating a **better research environment** for clinical academics and researchers with clear systems and processes around funding, permissions, sponsorship, and ethics
- Developing affinity groups and mentorship to **enable skills sharing and support**
- Providing training to ensure that researchers are **trained to the highest standards**
- **Developing research capacity** and activity around major health problems and areas of unmet need

CLINICAL-ACADEMIC SYSTEM:

We will strengthen the system and improve the connectivity between research and practice by:

- **Establishing practices** across clinical and academic settings to **infuse research into practice and practice into research**
- Creating **active learning partnerships** to co-produce research, promote translation of research to clinical practice and improvement
- **Improving access to data and insights** that support research and clinical practice, operational and strategic decision-making
- Supporting clinicians, researchers, and decision-makers in **using, doing, and leading research** that improves outcomes

DELIVERING VALUE TO OUR STAKEHOLDERS

THE INSTITUTE STRATEGY DELIVERS RELEVANT, RESPONSIVE, AND PRACTICAL VALUE TO ITS KEY STAKEHOLDERS



PATIENT

IMPROVED HEALTH
OUTCOMES



CLINICIAN

BETTER CARE



RESEARCHER

SUPPORT
RESEARCH



CLINICAL-ACADEMIC
SYSTEM

IMPROVE THE
SYSTEM

SECTION TWO

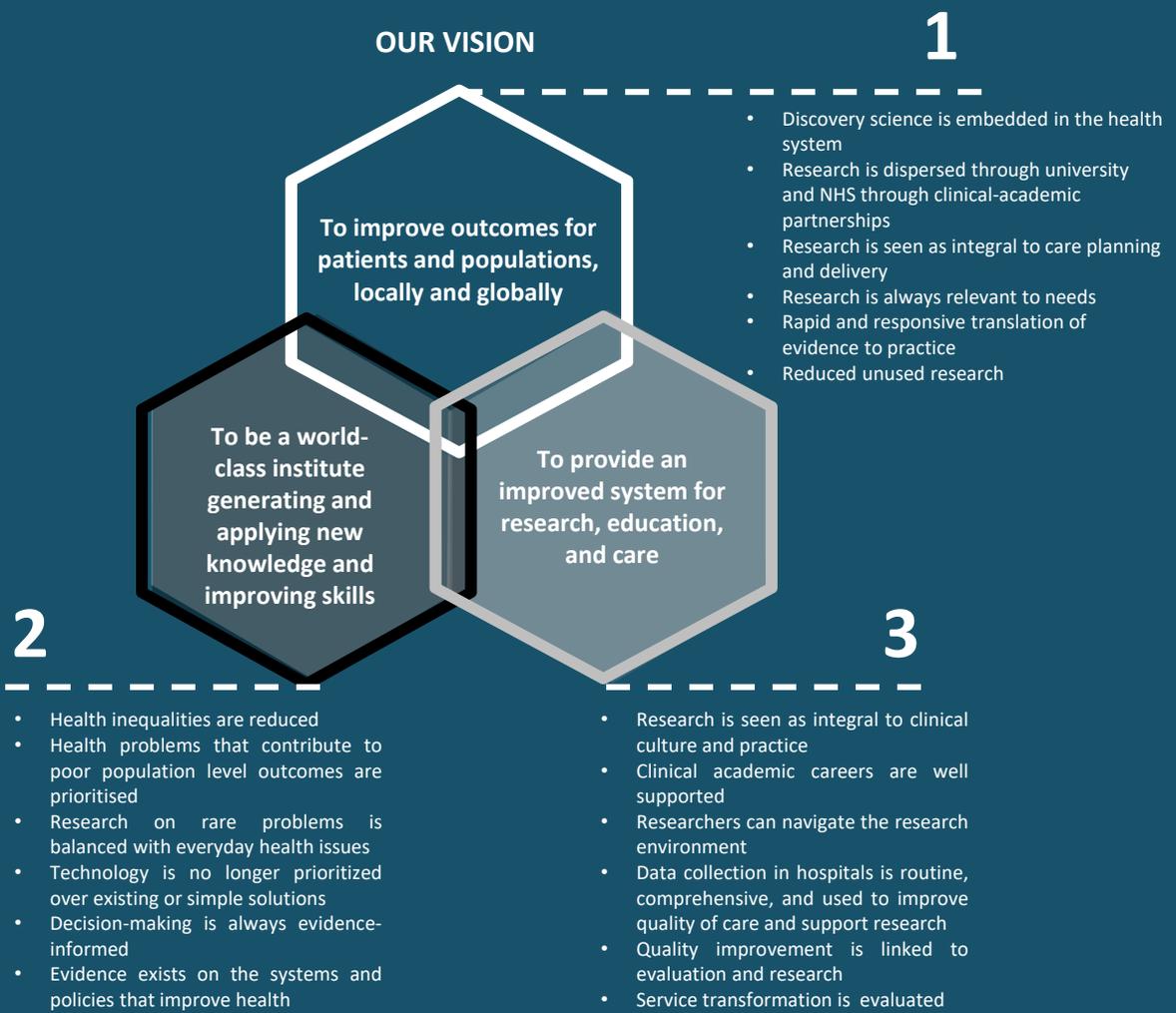
Our Strategic Priorities



OUR STRATEGIC PRIORITIES

Our vision is to make the Institute a world-leading contributor towards the advancement of women and children’s health. We will achieve our ambition by developing **relevant research, outstanding education** and **excellent care**.

We believe that healthcare quality is commonly undermined by the **failure to translate knowledge into action**. We are dedicated to closing the evidence-to-practice gaps by creating a learning health system that **facilitates the transfer of high-quality evidence from research into effective changes in health policy, clinical practice, or products**.



TO IMPROVE OUTCOMES FOR PATIENTS AND POPULATIONS, LOCALLY AND GLOBALLY

There is strong evidence that deliberate policy interventions can impact major trends. Health outcomes would improve faster if research and evidence were more quickly translated into practice and policy. Our Institute is well placed to act as *'system integrator'*, supporting research through the continuum from mechanistic insights to clinical trials and population studies, and evidence to practice.

Through our research strategy, we will build condition or specialty-specific affinity groups that span the research translation pathway. The Institute will provide connectivity, to enable investigators to leverage partner assets such as: the Guy's and St Thomas' Biomedical Research Centre (BRC), King's Clinical Trials Unit Women's and Children's Specialist Section, Clinical Research Facilities, King's College London Policy Institute and NIHR Applied Research Collaboration, to link experimental medicine with applied health research, and bridge the gaps from evidence to policy and practice, for enhanced impact.

The evolution of Integrated Care Systems focussed on population health approaches to improve the health and wellbeing of local populations is expected to be driven by organisations collaborating at place (often Local Authority) level. Our Trust partners are embedded in the communities they serve and focus on everyday issues as well as rare conditions, providing the opportunity to work across organisational boundaries to address health inequalities and issues that affect large numbers of people and deliver population-scale impact.

We will work closely with the King's College London Policy Institute and support investigators to communicate with and engage policy stakeholders across the local health economy as part of Active Learning Partnerships engaged in research design and delivery from the outset. This approach will also capitalise on health systems strengthening learning from low and middle-income countries via our Global Health and Health Systems research groups.

Economic, social and environmental inequalities strongly influence inequalities in health status and wellbeing outcomes, impacting on individuals' access to care and preventative measures, and increasing their risk of ill health. Lambeth and Southwark are among the most deprived areas in the country* and the Institute will focus on reducing health inequalities.

The Institute Learning Health System provides a technical platform for data connectivity that enables a bio-psycho-social approach to care, that takes into account individuals' social, economic and environmental status. This approach embedded in local partnerships enables delivery of proportionate care to address the inverse care law.

* Source: Public Health England



TO BE A WORLD-CLASS INSTITUTE GENERATING NEW KNOWLEDGE AND IMPROVING SKILLS

The Institute was established to bring focus to and highlight research, clinical, and training excellence in women’s and children’s health across the partnership. Evelina specialist children’s hospital is the second largest in London, rated by the CQC as outstanding. Evelina London also incorporates community care which makes it a comprehensive children’s hospital. Community child health and women’s services are CQC rated as good. King’s College Hospital NHS Foundation Trust is one of the top research active Trusts in the country. In 2017/18 it was the eighth highest recruiting Trust in the UK for non-commercial NIHR portfolio studies. The Trust’s world-class fetal medicine research group is the greatest contributor to recruitment figures with weighted recruitment totals of more than 9,500 for the year 2018/19.

The Trusts are consistently amongst the highest ranked training sites for postgraduate paediatric training in London. King’s Health Partners has major strengths in midwifery, gynaecology and children’s nursing, with nursing research at King’s College London ranked 2nd in the world in the QS rankings for 2021. The university’s Women and Children’s Health department is a competitive research centre which has received over 100 awards and £26 million in research revenues in the past five years. The Department combines over 100 experts in obstetrics, gynaecology, and neonatology working across the UK and internationally to develop new technologies and improve care. Most recently our high-profile research has included recognition and characterisation of Covid-related inflammatory syndrome in children, and study of the effect of COVID-19 on the incidence of pre-term and stillbirth, respiratory disease in adults and children.

However, gaps in knowledge about women and children’s health and wellbeing persist. In recent years, progress in reducing infant mortality has stalled; an indicator of the overall health of the nation. Nationally, prevention of ill health is decreasing and obesity and child poverty are increasing.

Maternity, child, and neonatal health are NHS Long Term Plan clinical priority areas. These priorities were identified as areas in which outcomes lag behind those of other advanced healthcare systems and where there exists an opportunity to impact on population health.

We prioritise research that matters to people, and focus on major problems that affect survival, health, and wellbeing, and inequalities. We will produce an annual ‘State of Women’s and Children’s Health’ report, identifying major causes of morbidity and mortality for women and children, as well as major health system pressures, placing these in the context of ongoing trends, across life-course stages. The Institute’s State of Health report will be used to inform research prioritisation, carried out in collaboration with stakeholders from the communities we serve, to ensure that the Institute’s research is relevant and responsive to the needs of our communities and engages local stakeholders.

We will enable our NHS and university partners to embed the main elements of world-class clinical-academic institutes:



TO PROVIDE AN IMPROVED SYSTEM FOR RESEARCH, EDUCATION, AND CARE

THE PURPOSE OF AN INSTITUTE IS TO

Coordinate activities so that together, we can: identify issues, create solutions and leverage resources to address these; and identify opportunities and develop in coordinated way.

Increase visibility of our critical mass in women's and children's health and work together for greater impact.

OPPORTUNITIES:

We are part of boroughs rich in diversity, with reach into our communities that enables us to co-develop and test solutions to major health issues, for example health inequalities across our local community.

We link in to a well evolved data ecosystem, with significant assets available to us including the AI Centre for Value Based Health Care, CogStack, and clinical data, and have an established model for linking data across organisational boundaries.

We have strong links across the research translation pathway with the Guy's and St Thomas' BRC, ARC, and infrastructure to support delivery of clinical research: CRFs, Women and Children's Specialist Section of King's Clinical Trials Unit.

We have academic expertise in complementary areas such as policy via the King's College London Policy Institute, and are working in partnership to inform policy from the outset of clinical academic activities as well as to brief policy makers appropriately.

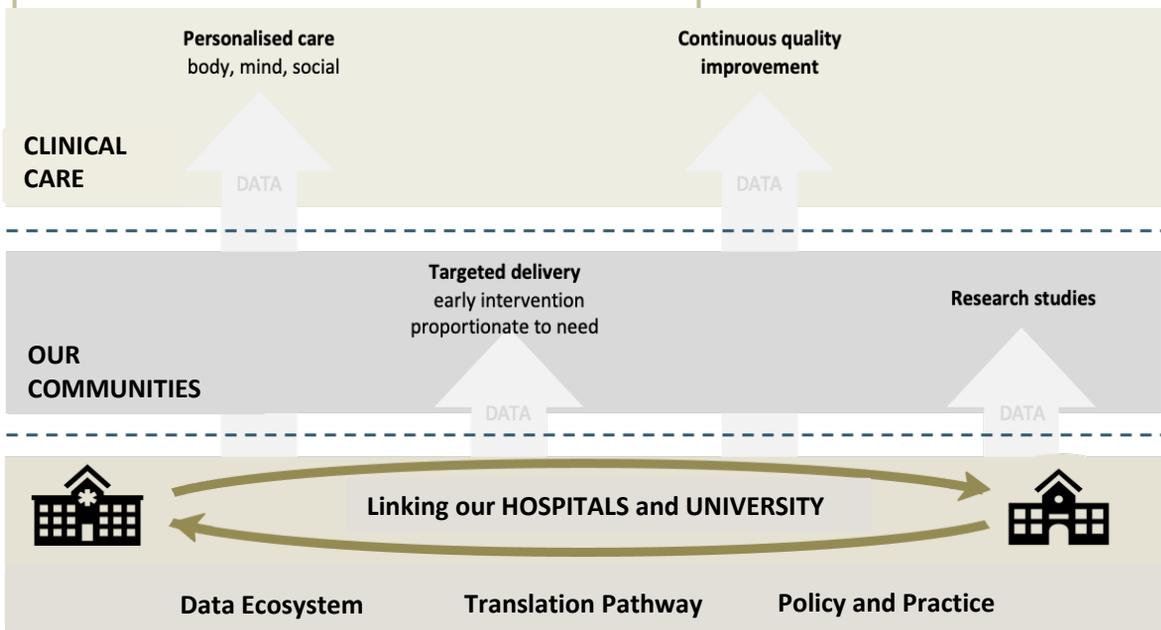
The Institute takes a whole system perspective for better healthcare:

WE WILL USE OUR UNIQUE COMPARATIVE ADVANTAGES TO:

Enhance academic partners by: increasing research quality and impact and supporting clinical academic research careers.

Enhance NHS partners by: applying research to improve health outcomes, supporting the workforce to develop research and research careers, and supporting development as recognised leading research organisations.

Embrace a systems approach that enables our partners to deliver innovations to improve health, and both implement and evaluate these across organisational boundaries.



SECTION THREE

Delivering Our Strategy



OUR RESEARCH STRATEGY



Across King's Health Partners we already have a strong community of scientists and clinicians who are delivering high-quality research to advance the understanding of health and treatment of disease for women and children. Through our Research Strategy we will enhance the impact of this research not only within our partner hospitals and our local communities, but also nationally and internationally. This will ensure that the full value of the knowledge and innovations we create is realised in better healthcare outcomes for women and children, whose needs are not always heard or acted-upon.

Our Institute is uniquely positioned to build the connections that ensure that we not only hear and understand the most important healthcare challenges faced by our communities, but these are acted upon. To do this we will engage and involve these communities in shaping our research, connect our scientists and clinicians to work together to address their challenges, and engage our expertise in policy and practice in the early stages of our research so that is set-up to deliver real-world impact.

To deliver research that addresses the most significant healthcare challenges faced by women and children we need to ensure that our researchers are equipped to achieve their research aspirations and develop to their full potential. It is through this strategy that we will enable our NHS and university partners to continue the journey to create leading research hospitals. In doing this we will equip our researchers with the skills, support, infrastructure and partnerships they need to work for our communities.

With our very best wishes,
Prof Catherine Williamson and Prof Gideon Lack
King's Health Partners Women and Children's Health, Research Co-Leads

OUR RESEARCH MISSION & VISION

OUR RESEARCH MISSION

Our research will integrate, catalyse, and enable our NHS and university partners to create world-class research hospitals for south east London that work with our communities to address their most important health challenges.

OUR RESEARCH VISION

We will prioritise research that builds on our combined strengths in women's and children's health to understand and address the biggest healthcare challenges faced by our local communities. We will work with them to ensure that our research delivers clear and evidenced improvements in the health outcomes of our women and children.

We will develop a dynamic, accessible and integrated research environment and culture to support our clinical and academic researchers in undertaking their best research and fulfilling their career potential.

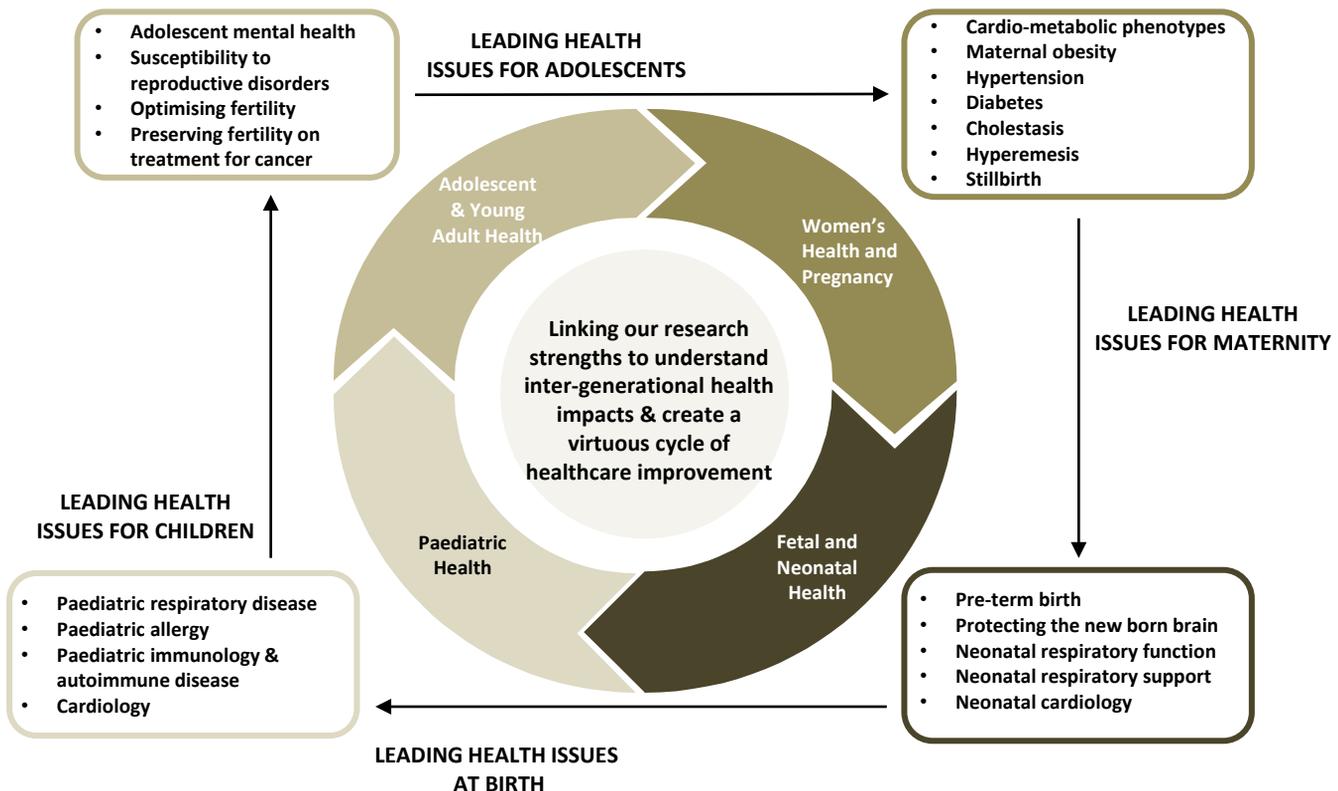
We will collaborate with leading teams nationally and internationally to ensure that our research has the broadest possible impact.



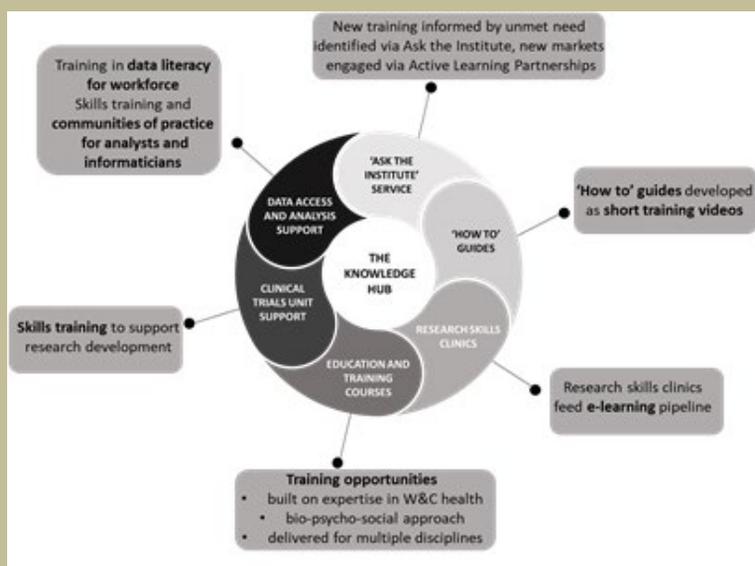
OUR RESEARCH PRIORITIES

WE WILL:

- Work with partners across the Institute, NHS, the university and our communities to ensure that our research is transitioned smoothly from bench to bedside to community and back again to deliver the greatest impact.
- Build on and sustain our current areas of research strength in women’s and children’s health. We will link these strengths to uncover and understand the inter-generational impact of health and disease so that we can deliver lasting health improvements.
- Listen to and understand in depth the needs of our clinical and academic research community so that we can create a culture and research environment that enables both researchers and their research to reach full potential.
- Become renowned for our innovative and inclusive approach to involvement of our local community in our research. We will go the extra mile to ensure our engagement is representative of our community and, in particular, that we listen to and involve those who historically we haven’t managed to reach and are at risk of not having their voices heard.
- Learn from both our own successes and exemplars and those from organisations that inspire us on our journey to becoming leading research hospitals, committing the time and insight to understand the enablers of success and ensuring that these are accessible to researchers across our academic and clinical community.
- Inspire, enable and embed research into the culture of our healthcare (NHS) community ensuring that clinicians and managers base decisions on clinical practice on research and evidence, and that all in our community who aspire to involvement in research are supported and encouraged to participate.



OUR EDUCATION & TRAINING STRATEGY



Our strategy builds on a comprehensive range of undergraduate and post graduate education and training in women's and children's health. Our education and training spans the life-course from pre-natal development, the neonatal period, maternal health, the transition from adolescence to adulthood, pregnancy and through to post-menopause, and uses novel and accessible modalities in both women and children's health. Our expertise in education and training is well reflected in the success of our national and international conferences. Through the Institute, we will expand the offer, drawing on partner strengths for example to develop mental-physical health resources upskilling staff to deliver "whole patient" care.

The unprecedented emergence and impact of the COVID-19 pandemic has exposed shortages in the NHS workforce, as well as exacerbating and highlighting workforce pressures. The pandemic also elicited rapid alteration in the modes of healthcare delivery. Creative responses to the challenge of delivering effective and engaging training remotely have been critical to enabling staff to adapt to new ways of delivering healthcare. The Institute will take the opportunity to build on initiatives launched in, and lessons learned from responding to the pandemic, and continue to increase virtual learning.

The Institute is well positioned to deliver a forward-looking agenda, including by drawing on reach across the King's College London Faculties to prepare the NHS workforce with the necessary skills to embrace emergent technologies. The Institute will also leverage connectivity across the local health system to support the creation of a new workforce in the community. Through this approach, we will apply our expertise in learning to continue to develop leaders of the future.

Best wishes, Prof Anne Greenough, King's Health Partners Women and Children's Health, Education and Training Lead

OUR EDUCATION MISSION & VISION

OUR EDUCATION AND TRAINING MISSION:

Our education and training will improve clinical and research skills, increase sustainable clinical academic capacity, and support clinical academic career pathways to improve staff satisfaction and clinical outcome.

OUR EDUCATION AND TRAINING VISION:

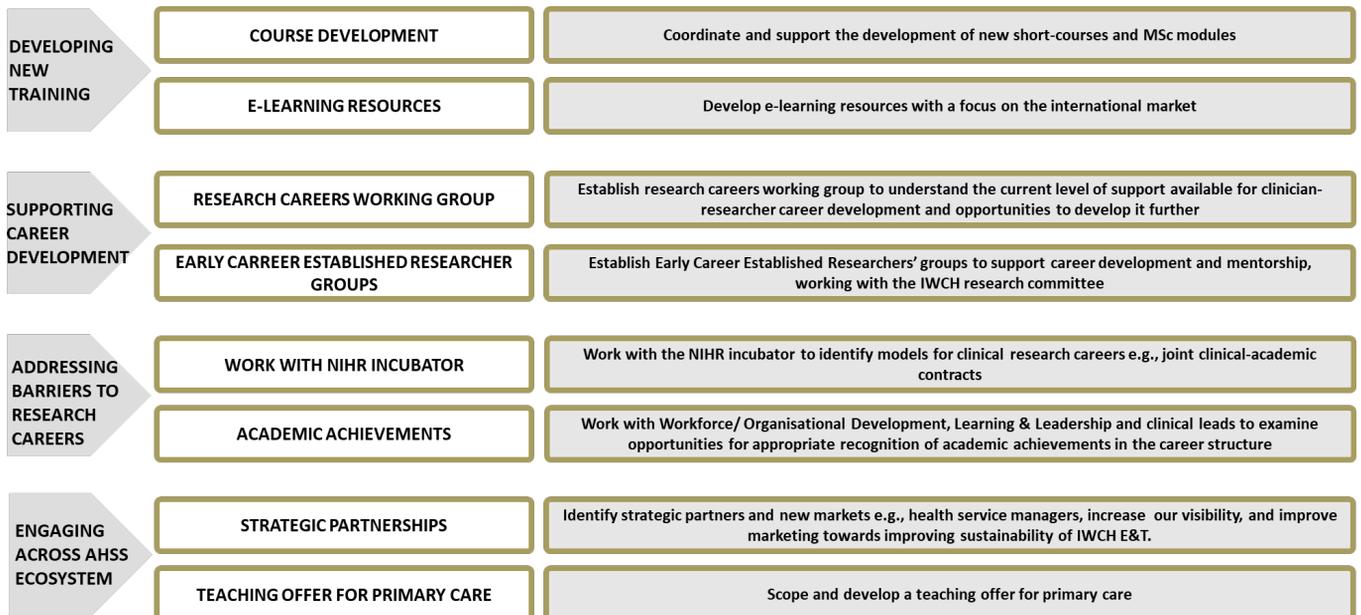
We will develop a dynamic, accessible and integrated training offer that spans career stages and professional groups. We will provide learning opportunities that are inter-professional in design and draw on the competitive advantages of the partnership including its bio-psycho-social approach, and an integrated outlook that recognizes the influence of structural as well as biological influences on health. Our offer will be responsive to unmet need and include innovative delivery models. We will work to address barriers to clinicians integrating research in their career portfolios and grow clinical academic leaders of the future.



OUR EDUCATION AND TRAINING PRIORITIES

WE WILL:

- Work with partners across the Institute, NHS, the university and our community to augment the existing offer and ensure that our education and training integrates the combined strengths of the partners to deliver the greatest impact.
- Identify opportunities to support development of the workforce of the future, including horizon scanning to understand future trends and needs.
- Adopt a proactive approach to identifying barriers to research career development and work with professional groups and management teams to identify innovative solutions so that we can create a culture and environment where research career development is valuable to and valued by the hospital community.
- Become renowned for our innovative and inclusive approach to involvement of our local community in our education and training. We will collaborate with patients, service users and the public to bring diverse voices to our training offer, including through delivery of training by those with lived experience.
- Support the development of peer-networks to enhance practice and support the development of communities of practice for colleagues sharing specialist skills.
- Inspire, enable and embed clinical and research skills into our NHS community both through the Institute’s education and training programme and through mentorship and access to expertise.



SECTION FOUR

Realising our goals



PROJECT 1: PATIENT, PARENT AND PUBLIC INCLUSION AND ENGAGEMENT (PPPI/E)

We understand that involving patients and service users in the design and development of the Institute is critical to delivery of a meaningful strategy that benefits our local populations, and has national and global impact.

The Institute's PPPI/E mission is to ensure our research and clinical practice reflect the needs and voices of service users and the public. Our Patient, Parent, and Public Inclusion and Engagement Committee, which has three co-Chairs, representing maternity and women's health, children's health and the public, is integrated into Institute committees at all levels. Committee members feed into the Research, and Education and Training strategies, as well as leading delivery of the PPPI/E strategy.

The Institute's PPPI/E strategy aims to promote trust, understanding and mutual respect between service users, women and children, family members, communities using services, clinicians and academics.

The strategy will support: involvement of the public in the design and co-creation of research, paying attention to diversity and inclusion principles; investigators to enhance equity of participation in research studies; and engagement of the public in understanding and sharing research knowledge.

Over the year, we will deliver these aims by:

- Building a network of knowledge intermediaries (PPPI/E groups, champions, community gatekeepers) through which the Institute can reach a broad constituency of stakeholders to involve in research prioritisation, development, and delivery.
- Developing and publishing (via the Institute Knowledge Hub) practical guidance on PPPI/E values, principles and practices, guidance on the importance of describing and reflecting on service-user involvement and impact.
- Facilitating research prioritisation underpinned by the Institute's State of Women's and Children's Health report.



PROJECTS 2: GREATER RELEVANCE OF RESEARCH FOR CLINICAL BENEFIT

During the first year of operations the Institute will formally constitute our Research Committee. We will empower this Committee to investigate, understand and make recommendations on how the Institute and its partners will ensure our research is set-up from the start to deliver clinical benefit for our patients, our hospitals and our community.

Our Research Committee will be different. We will include members with expertise in healthcare policy and healthcare systems, along with representatives from our community (PPPI/E) and our main partners (including the Guy's and St Thomas' BRC) to ensure that we take the widest view of translation of our research from bench, to bed-side, to community, to policy, and back.

The challenge presented by this project is significant, and the approach taken is expected to span a number of important areas, including:

- Ensuring that we have identified and understand fully the main healthcare needs of the communities we serve and embedded these in the Institute's research approach / themes / priorities.

- Bringing together groups of our academic and clinical researchers (our affinity groups) to generate new ideas and address the areas where the Institute's research strengths are best matched to both the healthcare needs of our community, and the priorities of our main research funders.
- Providing easy access to expertise in healthcare policy, health care systems, and PPPI/E to researchers developing grant applications and projects to ensure that our research is set-up for future implementation and delivery of real-world impact and value.
- Developing and strengthening the research culture and environment within our partner hospitals so that we inspire, encourage, and enable clinicians to start and / or continue their research careers.
- Increasing opportunities for clinical colleagues (clinicians, allied health professionals, and managers) to become involved in research. Such opportunities are likely to include: joining / shadowing a research team, providing input and advice on clinical needs into developing research proposals, and making feedback on the results of research more readily accessible.



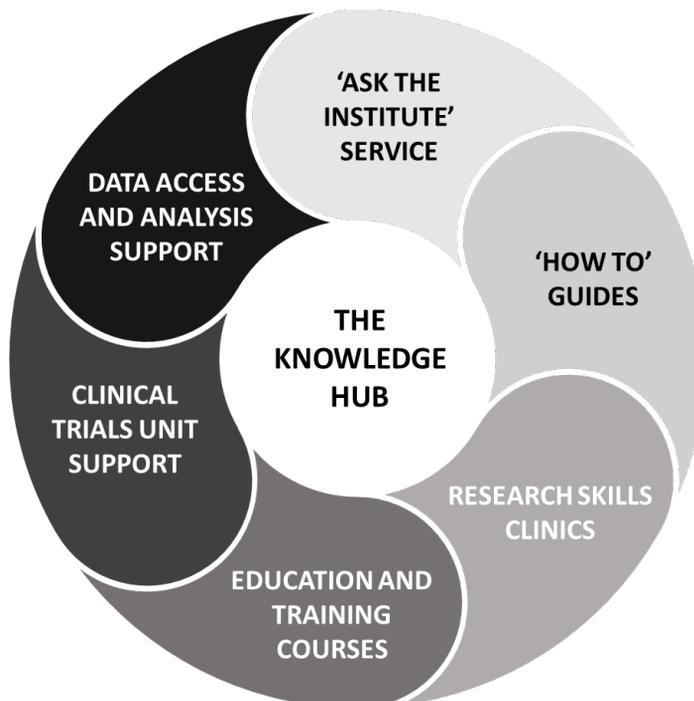
PROJECT 3: GREATER KNOWLEDGE AND SUPPORT FOR RESEARCH

During the next year we will develop and pilot our IWCH Knowledge Hub. The Knowledge Hub will provide 'no wrong door' access to a wide range of information and support for clinical and academic researchers. One of the first elements of the Hub that we have already started to design and develop is our research support, which will include:

- Readily accessible advice and guidance for researchers preparing external grant applications and clinical studies, which will be delivered both through in-person support and simple and comprehensive 'how to' guides.
- A physical and virtual place to go for assistance in finding either specific research expertise or research support and infrastructure from across the university and our NHS partners.
- Advice on external funding schemes and promotion of research funding opportunities through a regular Research Newsletter.

The IWCH Knowledge Hub will also provide a gateway for our research community to access specialist support and services. These will include: the Specialist Section in Women and Children's Health of King's Clinical Trials Unit to provide statistical and methodological support for design, set-up, and evaluation of clinical research, a variety of training on relevant research topics (including the use of data and statistics), and the Learning Health System that will include a library of research and clinical data sets that can be accessed and used by clinicians and researchers.

Led by the Institute's Research Team we will very soon be launching a short survey that will enable us to understand in more detail the needs for research support across our diverse research community. This will inform the ongoing development of the Institute support to, and infrastructure for, our research community both over the next year, and beyond.



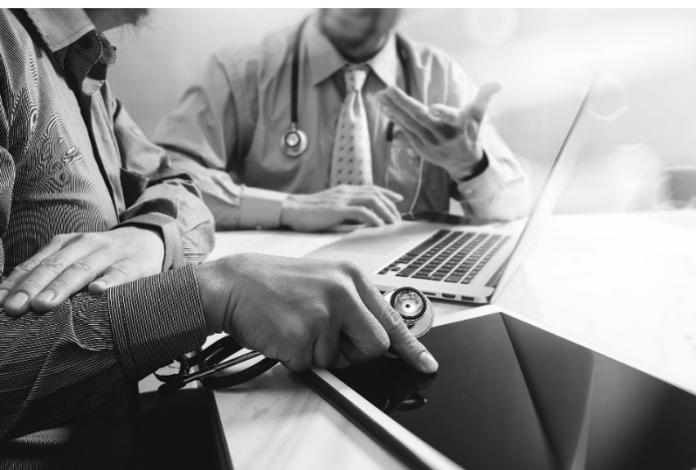
PROJECT 4: INFUSING RESEARCH INTO SERVICES

Over the next year we will be developing and piloting our 'Ask the Institute' service, which will be accessed through the Knowledge Hub. This service will provide support and specialist expertise to help researchers, clinicians, and service managers ask the right questions, and obtain relevant research and evidence to inform their clinical decisions. Examples of the type of questions we expect to receive through 'Ask the Institute' include: 'what existing information or research is there on the efficacy of an intervention or treatment for a specific disease', 'has anyone undertaken reconfiguration of a clinical pathway for maternity and reported the outcomes', and what are the best methods for evaluating an intervention in practice. The 'Ask the Institute' service will be set-up to answer a range of questions from those that are simple and involve only a few days of desk-based research, to large studies and evaluations of healthcare systems improvements.

One of the first aspects of the 'Ask the Institute' service that we will be developing is connectivity to, and provision of responsive support for, clinicians and researchers. Before we undertake detailed design of this aspect of the 'Ask the Institute' service we are consulting with a range of clinical colleagues across women's services and paediatrics to understand the current gaps in the information and evidence available to support both day-to-day clinical care and to inform clinician-led service developments or improvements. This work will ensure that we design and set-up the 'Ask the Institute' service to address current gaps and meet the needs of our clinical and research community.

The enhanced connectivity between research and clinical services that we will develop through 'Ask the Institute' is expected to itself be an exemplar for new ways of working within the NHS, however, beyond this we expect the research and evidence provided through the service to catalyse and inform ongoing service improvements within our NHS partners and beyond.

The 'Ask the Institute' service will not only synthesise evidence to inform improvements in patient care and clinical pathways, it will provide a route for the Institute to undertake health systems research with a range of NHS organisations. We are currently undertaking our first large-scale Institute commissioned project as a pilot and potential model for future 'Ask the Institute' projects of this type. This project, which is the first output of a learning partnership with the South East London Integrated Care System, aims to turn the COVID-19 pandemic into a transformative shock by using learning from changes implemented in response to the pandemic to build system resilience. A resilient health system is prepared and responds effectively to crises, maintains core functions when a crisis happens, and is informed by lessons learned after crises. The project will produce recommendations to guide decision-making about which services, programmes, and policies instigated as a result of the pandemic should be enhanced, amplified, begun, or ended.



PROJECT 5: BUILDING/ STRENGTHENING THE LEARNING HEALTH SYSTEM

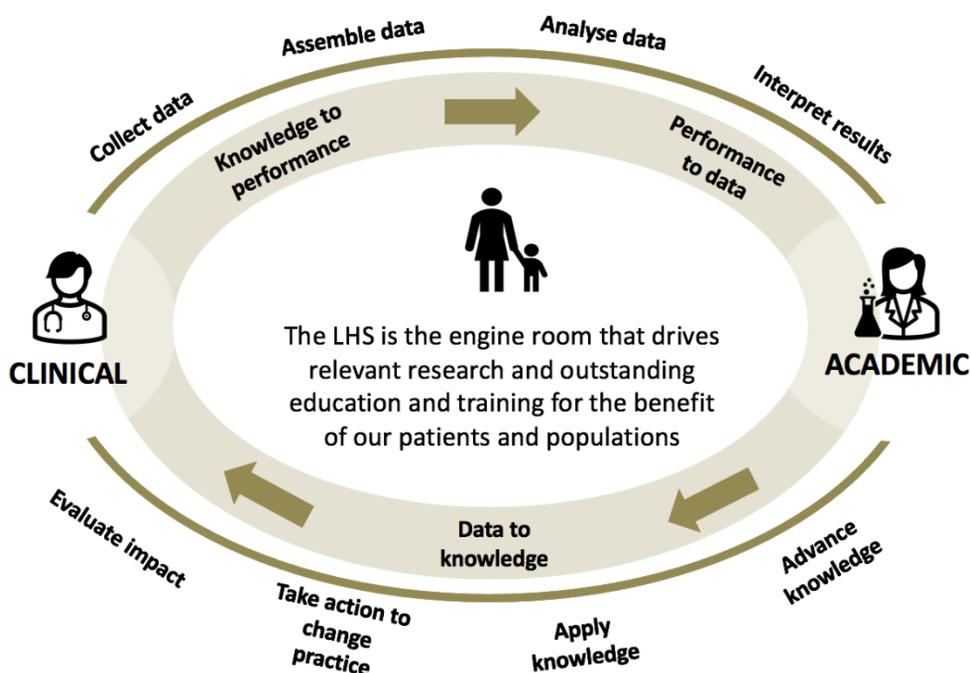
A Learning Health System (LHS) is based on the principle of continuous cycles of innovation and evaluation, informed by clinical insights derived from real-world data, driving health system improvements and better health outcomes. The Children and Young People’s Health Partnership (CYPHP) programme used a LHS approach coupling system-wide data connectivity with population health management to provide personalised care on a proportionate universal care model for children and young people in Lambeth and Southwark, that improved health outcomes and reduced inequalities in access to care. Critically, the CYPHP approach enabled dual research and service evaluation and our aim over the next year is to build on the learning and connectivity from CYPHP, and develop the next iteration of the CYPHP technical platform to enable: care, research, service evaluation and system intelligence.

The Institute’s Learning Health System technical infrastructure will integrate data from across the health community, connecting clinical and research environments, for broader more agile interventions.

The LHS will join up: individual patient level data via apps, wearables etc, operational and service data, system level data, publicly held data repositories (HES, ONS), and research data including trial and cohort data.

The LHS will provide:

- A flexible, secure Application Programming Interface for symptom, social, environmental, and mental health data from apps, wearables, and devices.
- Dashboards for clinicians including physical and mental health data, social, and environmental factors.
- A secure data safe haven and comprehensive catalogue of stored and linked data for research purposes.
- Access to analytic expertise to support access to data and derivation of insights from it.
- Training including best practice analytics toolkit.



BRINGING IT ALL TOGETHER AN EXEMPLAR CASE STUDY: MAKING CONNECTIONS TO REDUCE INEQUALITIES IN MATERNAL CARE AND OUTCOMES

Our research expertise spans a wide range of systems and conditions. This expertise makes the Institute well-placed to make links from mechanistic insights in these areas across the research translation pathway to improve health outcomes in our communities. Disparities in maternal care and outcomes is a major challenge, and an exemplar of how the Institute can bring together the strengths of our partners do deliver impact.

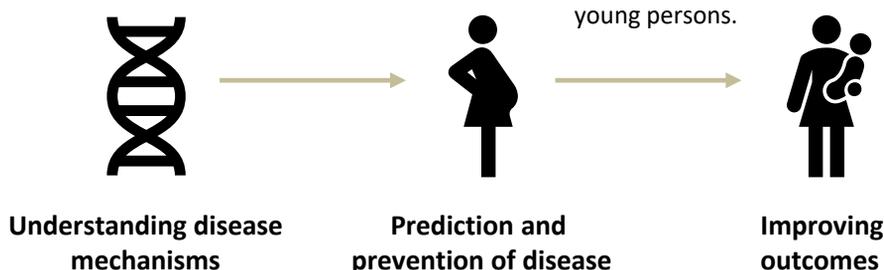
One of the major challenges that we expect the Institute’s ‘state of women’s and children’s health’ report to address is inequality in the outcomes for mothers and their babies between different racial groups. Through both our research expertise and the connections with our racially diverse local community through our PPPI/E network this is a major challenge that the Institute is uniquely equipped to address.

We know that some of the most common conditions that threaten the lives of mothers and their babies have markedly different incidence and outcomes in different racial groups. Examples of these include: the higher incidence of intrahepatic cholestasis of pregnancy among Asian women; higher prevalence of underlying health conditions such as obesity and lupus among Black women that reduce their chances of a healthy pregnancy; and higher incidence of diseases of pregnancy including gestational diabetes, hypertensive disorders including pre-eclampsia, liver and kidney disorders among Black women. These conditions contribute to higher maternal mortality, pre-term birth, and stillbirth in these racial groups, which represent a large section of our local community.

The Institute’s researchers are renowned for their work on understanding the mechanisms of diseases of pregnancy and developing tools and tests to identify women at risk of these conditions, and ensure they receive the timely treatment needed to improve their care and outcomes. Working with our local community we can extend our research to improve understanding of the genetic susceptibility of conditions such as maternal cholestasis and pre-eclampsia within our different racial groups. Based on the results of such work we intend to:

- Involve policy makers and community leaders in the design of research to address inequalities in health
- Work to improve awareness of these conditions amongst pregnant women and their community healthcare practitioners, and with our implementation science experts to promote wider application of our research.
- Investigate how we can ensure women and children within our community have equal access to the online tools to enhance their care; one example is the QUIPP platform developed by our researchers for prediction of pre-term birth and recommended by NHS England.
- Address the bio-psycho-social influences of common children’s conditions begun through the CYPHP project, and our learning health system.
- Raise resources to enhance our current research strengths through interdisciplinary collaboration and to support new ideas and rising stars.

This is only one example of how the Institute will enhance the reach and impact of our research. Other areas of research strength where our impact can be maximised include: paediatric allergy, and respiratory, liver, cardiac and neurological conditions among children and young persons.



SECTION FIVE

Our Promise



OUR PROMISE

BY THE END OF OUR FIRST YEAR THE INSTITUTE WILL HAVE:



Increased involvement of patients, families and our communities in their own health and wellbeing by establishing an active PPPI/E network and integrating PPPI/E representation into our governance, activities and projects.



Laid the foundations for broadening research opportunity and activity by bringing together researchers across our partners to generate fundable research that matches our strengths with our community's most challenging healthcare problems.



Taken significant steps to reducing the barriers to funding and delivering clinical and academic research through set-up of the IWCH Knowledge Hub.



Developed and delivered new short courses and modules, and be taking action to address the barriers to clinical research career development.



Begun to increase the use of research and evidence in clinical decision-making through delivery and early operation of the 'Ask the Institute' service.



Established the infrastructure, model, and early benefits of a learning partnership with South East London Integrated Care System, including delivery of the first phase of the Resilient Health Systems project.