

# KING'S HEALTH PARTNERS JOINT BOARDS MEETING

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

HELD ON 31<sup>st</sup> March 2021

*via Microsoft Teams*

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<b>PRESENT</b>	<p>Sir Hugh Taylor</p> <p>Prof Richard Trembath</p> <p>Rt Hon Sir Norman Lamb</p> <p>Prof Garret FitzGerald</p> <p>Rt Hon Stephen Dorrell</p> <p>Dr Pamela Kirby</p> <p>Prof Ian Abbs</p> <p>Jill Lockett</p> <p>Rachel Parr</p> <p>Altaf Kara</p> <p>Julie Lowe</p>	<p>Interim Chair (Chair of GStT, KCH FTs)</p> <p>Executive Director, KHP</p> <p>Chair, South London and Maudsley NHS FT</p> <p>Non-Executive Director, KHP</p> <p>Non-Executive Director, KHP</p> <p>Non-Executive Director, KHP</p> <p>CEO, Guy's &amp; St Thomas' NHS FT</p> <p>Managing Director, KHP</p> <p>COO (Health Faculties), KCL</p> <p>Director of Strategy and Commercial, SLaM (for David Bradley)</p> <p>Site Chief Executive, Denmark Hill, King's College Hospital NHS FT (for Prof Clive Kay)</p>
<b>APOLOGIES</b>	<p>David Bradley</p> <p>Prof Clive Kay</p>	<p>CEO, South London and Maudsley NHS FT</p> <p>CEO, King's College Hospital NHS FT</p>
<b>IN ATTENDANCE</b>	<p>Prof Evelyn Welch</p> <p>Joseph Casey</p> <p>Wendy Clark</p>	<p>Interim President &amp; Principal, King's College London</p> <p>Director, Partnerships and Programmes, KHP (minutes)</p> <p>Executive Assistant, KHP (meeting support)</p>
	<p><i>Item 2 – King's Health Partners governance refresh</i></p> <p>Prof Lord Ajay Kakkar</p>	<p>Chair, External Advisory Group</p>
	<p><i>Item 3 – King's Health Partners Education Academy</i></p> <p>Prof Anne Greenough</p> <p>Rachael Jarvis</p>	<p>Director, Education and Training, KHP</p> <p>Manager, Education Academy, KHP</p>

#### *Item 4 – COVID-19 Symptom Study*

Dr Claire Steves	Deputy Director (Clinical) for TwinsUK; Clinical Senior Lecturer, King's College; Consultant Geriatrician, Guys and St Thomas's NHS FT
Prof Tim Spector	Professor of Genetic Epidemiology, Head of Department, Department of Twin Research & Genetic Epidemiology, KCL
Prof Seb Ourselin	Professor of Healthcare Engineering, Head of School, School of Biomedical Engineering & Imaging Sciences, KCL

### **1. Minutes and matters arising**

Sir Hugh Taylor welcomed everyone to the meeting of the Joint Boards.

The minutes of the previous meeting of the KHP Joint Boards held via Microsoft Teams on 17<sup>th</sup> December 2020 were agreed as an accurate record.

Matters arising:

- Prof Richard Trembath and Prof Ian Abbs noted recent productive conversations with St George's University Hospitals NHS FT and St George's, University of London.
- Prof Ian Abbs noted that Guy's and St Thomas' NHS FT has now merged with the Royal Brompton & Harefield NHS FT, which is now formally part of King's Health Partners. Prof Richard Trembath and Prof Ian Abbs will develop a Memorandum of Understanding with Imperial to support continued collaboration.
- Prof Richard Trembath noted an update on the Joint Venture will be included as part of the Director's Report.

### **2. King's Health Partners governance refresh**

Sir Hugh Taylor invited Prof Richard Trembath to introduce the item, who provided the context and background to the formation of the External Advisory Group, which met in January and February 2021.

Sir Hugh Taylor invited Prof Lord Ajay Kakkar to present the findings of the External Advisory Group, who did so on behalf of all members of the External Advisory Group. Lord Kakkar noted the thanks of the External Advisory Group members for the comprehensive materials provided by the King's Health Partners team, which are provided to the Joint Boards for information in papers. Lord Kakkar noted:

- The terms of reference for the External Advisory Group, reviewing the governance arrangements to support effective delivery of the five-year plan.
- Support of the External Advisory Group for the strategy for the next five years of King's Health Partners, and the view that King's Health Partners has been very successful in its delivery since the formation of the Academic Health Sciences Centre in 2009. This was

important context for the External Advisory Group in its considerations and recommendations in the final report.

- There is significant potential and capacity within the wider health economy, and there is an opportunity to secure the benefits to patients of working across the broader healthcare landscape. This can also support for the purpose and delivery of the core mission of the Academic Health Sciences Centre.
- The important opportunities and potential obligations to the wider health economy, including considering changes within the structures of the NHS as indicated in the recent “Integration and Innovation” white paper.

In summary, the External Advisory Group recommends simplification of current governance arrangements:

- Clarity on purpose and role of the Board of the Academic Health Sciences Centre, including roles, obligations of and benefits for each of the partners.
- Critical importance of the composition of the Board in achieving this clarity of purpose and delivery, by providing the decision-making necessary to ensure organisational support for the strategic agenda and providing a forum to explore strategic opportunities and challenges.
- Board should have the capacity for flexibility to incorporate future members of the Academic Health Sciences Centre, whilst maintaining clarity of purpose and ensuring capacity to drive the delivery of the strategy.
- Recommendations on membership, including for an independent chair of the Board. Further details are set out in the full report of the External Advisory Group, which is included in papers.
- Recommendations for an Executive Board, including a wider membership across the partner organisations including the Biomedical Research Centres and representation of faculties across the breadth of the university partner.
- Recommendations for the Institutes Programme Boards to formally report to the Executive Board.
- Recommendations for a System Innovation Forum to bring together the broader health ecosystem, chaired by one of the chief executives of the NHS partner organisations. This would have links to the Board, including through the Executive Director and Managing Director of King’s Health Partners.
- Together, the recommendations are intended to provide the necessary clarity and representation to effectively deliver the strategy, making best use of the available time and resources of partners and the central team.

Lord Kakkar invited questions from members of the Joint Boards. The discussion noted:

- Thanks for the time committed to the report, and the clarity of the observations and recommendations.
- Rationale for proposals for an independent chair separate to the non-executive directors. Lord Kakkar further outlined the rationale of the External Advisory Group, including the importance of ensuring alignment across the organisations.

- Rationale for proposals for the role of Executive Director of King's Health Partners, providing necessary authority and clarity to deliver the strategy.
- Rationale for the proposed representation, including the importance of ensuring diversity of the representation through the governance structure.
- Rationale for proposals in context of commercial arrangements, including in the developments of the Innovation District and Joint Venture arrangements. Lord Kakkar noted that this consideration was one of the drivers for the proposals relating to the System Innovation Forum.
- Support for reflections on the strength of the strategy and ensuring the balance of representation, including across the faculties of King's College London.

Sir Hugh Taylor, on behalf of the KHP Joint Boards, expressed the thanks and gratitude to Lord Kakkar and members of the External Advisory Group. Lord Kakkar expressed, on behalf of the External Advisory Group, their thanks for the support and the pleasure in supporting the considerations of King's Health Partners. Lord Kakkar left the meeting.

The further discussion of the Joint Boards noted:

- Importance of the timing of the review and considerations set out in the final report, including the policy direction within the healthcare system and the important challenges locally, including in population health and inequalities.
- Positive and productive conversations underway within the University, and support for the direction suggested through the recommendations.
- Support for the proposed direction, including the recommendation of an independent chair, and further consideration to be given to the role of non-executive directors. Potentially this could be through external advisory board to ensure external challenge and international benchmarking. However, further consideration should be given to the role of non-executive directors in providing support and challenge within the Board. There have been previous occasions where this has offered benefits to the partners.
- Recommendation for a short, robust process to address the questions raised through the Joint Boards discussion, including the role of non-executive directors of the Board or through establishing an external advisory group.
- Consideration to be given to the role of the independent chair, including the contribution within and outside of the Board meeting. This will require careful consideration given the critical importance of the role in the future developments of King's Health Partners.
- Importance of strengthening the internal clinical academic governance mechanisms within each partner to support the governance of the Academic Health Sciences Centre.
- Importance of a timely and robust process for the appointment of the independent chair.

The Joint Boards agreed to the general direction of the report of the External Advisory Group, and agreement to the recommendation to have an independent chair of the Board.

**Action:**

- ***Prof Richard Trembath and Jill Lockett to define the process and timings for the development detailed governance arrangements for further consideration and agreement by the Joint Boards.***
- ***Prof Richard Trembath and Jill Lockett to define the process, timings, and arrangements for the appointment of an independent chair, for update on progress at the next meeting of the Joint Boards.***

### **3. King's Health Partners Educational Academy annual report**

Sir Hugh Taylor welcomed Prof Anne Greenough and Rachael Jarvis to the meeting to provide the report of the King's Health Partners Education Academy.

Anne Greenough outlined the delivery over the last year, including the significant response to the COVID-19 pandemic:

- Support provided through the Education Academy to the emergency response of COVID-19 across the UK, including reviewing local, national, and international resources provided through the King's Health Partners Learning Hub.
- Since April 2020, hosting the weekly Meet the Expert global clinical for a, which have brought together experts from across the world to share the rapidly emerging clinical insights. Nearly 4,000 people have joined the series to date.
- The Learning Hub has freely provided essential COVID-19 resources to support staff training, including those provided through the RBH-KHP Partnership programme and the Life Lines project.
- Support provided by Prof Anne Greenough and the team to integrated academic trainees who were redeployed to support across the NHS partners.
- There has been significant development of new courses over the last year, including the development of a remote surgical programme under the leadership of Prof Prokar Dasgupta.
- Widening the global clinical fora to strategic partners including the European University Hospital Alliance, the University of Pennsylvania, Tata Memorial, and University Health Network Toronto.
- Supporting students and staff across the partners to access materials, including through the development of a shared events calendar and hosting of materials such as the RBH-KHP virtual grand round.
- Responses to tenders, including from NHS England & Improvement and Health Education England. This has led to new developments, such as the Clinician Innovator Programme (CLiP).
- The approach is responding to the five-year strategy for King's Health Partners, including the primary care webinars which are being delivered every month with people attending from across our local health system.

The discussion noted:

- The significant delivery through King's Health Partners education and training activities over the last year, and the importance in supporting the response to COVID-19.
- Advise on international fees, which is a governance question for the University.

- Opportunities for working with King's Global Health Partners. Prof Anne Greenough noted work currently underway to understand opportunities in relation to the Learning Hub.
- Marketing opportunities, including potential to increase activity and delivery with commercial partners. There are significant opportunities that are not being fully realised, on which feedback was provided by the Joint Boards.

Sir Hugh Taylor expressed the thanks of the Joint Boards for the response to the COVID-19 pandemic and the substantial delivery through the King's Health Partners Education and Training team.

**Action:**

- ***Prof Anne Greenough to provide update to the Prof Richard Trembath on discussions in relation to international fees, to ensure discussion and decision within university governance arrangements.***
- ***Jill Lockett and Rachel Parr to arrange an invitation to Prof Anne Greenough and team to update the King's Global Health Partners Board once conversations are further progressed.***

### **3. King's Health Partners Zoe COVID Symptom Study**

Sir Hugh Taylor welcomed Dr Claire Steves, Prof Tim Spector and Prof Seb Ourselin to the meeting.

Dr Claire Steves highlighted:

- The impact over the last year to the understanding of and response to the COVID-19 pandemic, including informing the Chief Medical Officer and Chief Scientific Officer as well as Public Health England.
- Support from the King's Health Partners communications team working across the health system to engage with the local community in vaccination, which is enabling greater understanding of symptoms following vaccination (including prediction by characteristics and post-vaccination infection).
- Findings in relation to vaccination hesitation and vaccination follow-up, as well as risk of infection in relation to ethnicity, deprivation, and vaccination uptake by geography.
- Potential future opportunities, including: building a diverse local south east London digital cohort on the app; integrating with local clinical and imaging research; potential for King's Health Partners to support the app as a digital public health intervention (especially given the scale and pace of delivery through the app to date).

The discussion highlighted:

- Significant local and national impact for the healthcare system, and international research impact.
- Strong support for proposals for digital epidemiology, which should be given further support and consideration through partner and system governance structures.
- Potential for King's Health Partners to support the further development and delivery, noting the impact of health inequalities on health outcomes for the population.
- Significant impact of project, including 'knitting' into the healthcare and public health structures to enable effective delivery.

- Consideration to be given to the potential to reach all minority ethnic groups equally.
- Potential links to other faculties within King's College London, including the Policy Institute, as well as operational delivery to support student and staff testing.

**Action:**

- ***Jill Lockett to have progress conversation with Dr Claire Steves, Prof Tim Spector, and Prof Seb Ourselin on potential for King's Health Partners to support the continued development of the COVID-19 Symptom Study.***
- ***Jill Lockett to identify appropriate forum within which to support discussion about potential for this development within development of an Academic Health Sciences System.***

#### **4. Director's report**

Prof Richard Trembath introduced the Director's Report, which has been received in papers by all members of the Joint Boards.

Prof Richard Trembath noted the previous Head of Commercial for the KHP Med Tech JV has now left the university and discussions are underway to recruit a replacement. There are on-going discussions to ensure alignment across partners to maximise the benefits of the Joint Venture.

Prof Richard Trembath highlighted in the Director's Report the updates on: the completion of the Research Excellence Framework (REF) submission by King's College London; the potential financial impact on the university of the recent UK Research & Innovation (UKRI) decision on development funding; the appointment of Dr Rishi Dasgupta as CEO of the Health Innovation Network (HIN), and thanks to Zoe Lelliott for her contributions to King's Health Partners as interim CEO over the last two years; opportunities to further progress the clinical academic agenda within respiratory medicine following the completion of the merger with Royal Brompton & Harefield NHS FT; continued major delivery through the Institutes programmes; and, the project financial outturn position of King's Health Partners for the financial year 2020/21.

The next meet of the Joint Boards is on Tuesday 4<sup>th</sup> May (2.00-4.00pm).