

KING'S HEALTH PARTNERS JOINT BOARDS MEETING

MINUTES OF THE KING'S HEALTH PARTNERS JOINT BOARDS

HELD ON 29th JULY 2021

via Microsoft Teams

PRESENT	Sir Hugh Taylor	Interim Chair (Chair of GStT and KCH FTs)
	Rt Hon Sir Norman Lamb	Chair, South London and Maudsley NHS FT
	Prof Garret FitzGerald	Non-Executive Director, KHP
	Rt Hon Stephen Dorrell	Non-Executive Director, KHP
	Prof Pamela Kirby	Non-Executive Director, KHP
	Prof Shitij Kapur	President & Principal, King's College London
	Prof Ian Abbs	CEO, Guy's & St Thomas' NHS FT
	Prof Richard Trembath	Executive Director, KHP
APOLOGIES	David Bradley	CEO, South London and Maudsley NHS FT
	Prof Clive Kay	CEO, King's College Hospital NHS FT
	Jill Lockett	Managing Director, KHP
IN ATTENDANCE	Prof Michael Heneghan	Corporate Medical Director – Strategy, King's College Hospital NHS FT – <i>on behalf of Prof Clive Kay</i>
	Joseph Casey	Director, Partnerships and Programmes, KHP (minutes)
	Helen Whyte	Office Manager, KHP (meeting support)
<i>Item 4 – Update on Theme 2 – Transforming system-wide quality improvement and outcomes</i>		
	Dr Rachna Chowla	Joint Director, Clinical Strategy, KHP
<i>Item 5 – Update on South London and Maudsley NHS FT</i>		
	Kate Lillywhite	Chief of Staff to CEO, South London and Maudsley NHS FT

1. Minutes and matters arising

Sir Hugh Taylor welcomed everyone to the meeting of the Joint Boards. Apologies were noted for Prof Clive Kay, David Bradley and Jill Lockett. Sir Hugh Taylor welcomed Prof Michael Heneghan to the meeting on behalf of Prof Clive Kay.

The minutes of the previous meeting of the Joint Boards held via Microsoft Teams on 4th May 2021 were agreed as an accurate record. The minutes of the CEOs' Action Group meetings held on 22nd April and 9th July, received in papers, were noted.

Matters arising:

- Since the last meeting, Prof Lord Ajay Kakkar has been appointed Independent Chair for King's Health Partners. Thanks were noted to all partners who were closely involved in the appointments process. Lord Kakkar will start in role at the beginning of September.
- The Joint Boards were updated on the responses to the recent applications for the Biomedical Research Centres process. Feedback on this stage is expected in early August.
- Congratulations were noted by members of the Joint Boards to Amanda Pritchard, who has been appointed Chief Executive Officer of NHS England. An invitation has been extended to Amanda Pritchard to speak at the upcoming King's Health Partners annual conference.

2. Welcome to Prof Shitij Kapur, President & Principal, King's College London

Sir Hugh Taylor welcomed Prof Shitij Kapur to the Joint Boards.

Prof Shitij Kapur reflected on changes within King's College London over the last five years, highlighting new developments across faculties, the growth of student numbers and expansion of international students, and the focus on service and impact. Prof Kapur reflected on the development of King's Health Partners, the lessons taken to and developed in Melbourne, and potential implications and opportunities within the UK and King's Health Partners specifically.

Prof Shitij Kapur updated the Joint Boards on changes within the senior leadership team of King's College London.

Sir Hugh Taylor thanked Prof Kapur for the overview and reflections.

3. King's Health Partners Governance Refresh

Sir Hugh Taylor invited Prof Richard Trembath to update on the progress through the governance refresh following the previous meeting of the Joint Boards. The Executive Director and Managing Director of King's Health Partners have met with executive teams from all partners following invitations to receive feedback on the proposals. The feedback included:

- Strong support for proposals for streamlined governance from partner executive teams
- Suggestion to rename the Executive Board to Executive Group, and to consider frequency and timing of meetings to maximise benefit and value of time together
- Importance of considering breadth of representation throughout governance structure

- Recognise the opportunity and potential of the System Innovation Forum, and importance of ensuring connections between major developments across the partnership
- Opportunity to align the principles and priorities for fundraising through the new governance arrangements

The discussion noted the opportunity to condense the diffuse governance map, which would support the innovation agenda and major developments, including the SC1 innovation district.

Prof Richard Trembath welcomed the comments from the members of the Joint Boards. All partners have been formally written to for nominations to the Executive Group and System Innovation Forum.

The King's Health Partners Joint Boards formally agreed to the commencing of the new governance structure for King's Health Partners with the first meetings in autumn 2021. The requests for nominations from partners for the Executive Group and System Innovation Forums were noted.

Actions:

- **Chief Executives to nominate representatives to the Executive Group and System Innovation Forum for the beginning of September 2021.**
- **King's Health Partners team to update the Board when appropriate on further developments within partner and wider system governance structures.**

4. Update on Theme 2 – transforming system-wide quality improvement and outcomes

Sir Hugh Taylor welcomed Dr Rachna Chowla and Joseph Casey to provide an update on progress and delivery within theme two of the King's Health Partners five-year plan, which focuses on *transforming system-wide quality improvement and outcomes*.

Joseph Casey provided an overview of the focus across the theme, including building on work within Mind & Body, Value Based Healthcare and the Vital 5, on which the Joint Boards have been updated previously. The update focused on developments within primary care, which have been led by Dr Rachna Chowla. Dr Chowla provided an overview of developments working in collaboration with primary care locally, including the hosting of Clinical Effectiveness south-east London, co-chairing of primary care webinar series, and a recent cross-system improving blood pressure workshop.

The discussion noted:

- Breadth of engagement across the primary care workforce within the programme of work, and the importance of continuing to engage widely across the whole of primary care and public health
- Importance of diversity through engagement and involvement, including parity between primary, community and secondary care
- Importance of health (as well as healthcare) and engaging with the community beyond the NHS, to improve health and wellbeing
- Importance and increased focus on hygiene, alongside other public health measures, due to the COVID-19 pandemic

- Importance of understanding the baseline and impact of actions undertaken, and extent to which data infrastructure and system has capacity, capability and culture to draw out the insights to continually inform developments
- Opportunity to engage across the breadth of the university to support progress and delivery

Sir Hugh Taylor thanked Dr Rachna Chowla and Joseph Casey, noting the commitment of King's Health Partners in working with primary care and across the whole health system.

Actions:

- ***King's Health Partners team to continue to engage within partners to ensure work is connected to major individual and collective priorities***

5. South London and Maudsley NHS Foundation Trust strategic refresh

Sir Hugh Taylor welcomed Kate Lillywhite to the meeting, who joined Sir Norman Lamb to share the strategic refresh being undertaken by South London and Maudsley.

Sir Norman Lamb provided context to the strategic refresh and an overview of the approach, which has included engaging with 1,000 people through the development. Kate Lillywhite shared a summary of the feedback received through the conversations, including the opportunities and challenges in delivering the ambitious strategy, as well as the identified gaps within the proposals. Kate Lillywhite highlighted feedback from specific communities, and how this feedback has been incorporated into the strategic refresh. Kate Lillywhite set out the implementation considerations and next steps for South London and Maudsley.

The discussion noted:

- Importance of much greater diversity in research, highlighted as a priority within the strategic refresh
- Opportunity to work across partners on cultural competency, as well as across the breadth of health system including primary care
- Challenges that need to be addressed to achieve the ambition of being the leading mental health provider in the country, and potential value of international comparisons. There are opportunities to learn from and be challenged by others nationally and internationally
- Importance of working with partners, noting on-going conversations about presentations of people in crisis in emergency departments in south east London
- Importance of addressing major challenge of children's mental health, with potential for major King's Health Partners initiative with support with research and evaluation, which should be a priority for the South East London Integrated Care System
- Conversations with much wider range of partners, including voluntary sector and charities, schools and wider.

Sir Hugh Taylor thanked colleagues for an important conversation and colleagues from South London and Maudsley for sharing the ambitious strategy.

Actions:

- ***King's Health Partners team to continue to work with South London and Maudsley team to progress opportunities identified through engagement process and Joint Boards discussion***

6. King's College Hospital NHS Foundation Trust strategy

Sir Hugh Taylor invited Prof Michael Heneghan to share with the Joint Boards the recently launched King's College Hospital strategy.

Prof Michael Heneghan provided an overview of the strategy – “Strong Roots, Global Reach” – which has been developed through conversations with more than 4,500 people. The strategy highlights the diversity within the Trust. The vision is to be BOLD (Brilliant people; Outstanding care; Leaders in research, innovation and education; Diversity, equality and inclusion at the heart of everything we do). Prof Heneghan set out the areas for further collaboration within King's Health Partners aligned to the themes of the strategy, noting the strong links to the strategic themes and objectives of King's Health Partners.

The discussion noted the opportunities for collaboration between partners through the implementation of EPIC, which is supported through joint appointments at Board and senior leadership level. Joint implementation work is underway, including with research at the forefront and the importance recognised. The discussion also highlighted the importance of aligning mental and physical healthcare, with opportunities to use data more effectively as part of a broader approach.

Sir Hugh Taylor noted the strong emphasis of partnership working within the recent strategies. These provide a very strong platform for working together. Sir Hugh Taylor thanked Prof Michael Heneghan for sharing the strategy with the Joint Boards.

Actions:

- ***King's Health Partners team to continue to work with King's College Hospital on mechanisms for delivering shared strategic objectives.***

7. Director's Report

Sir Hugh Taylor invited Prof Richard Trembath to share the Director's report. Prof Trembath noted the significant delivery across major programmes, highlighting updates for members of the Joint Boards including:

- Renewal of the MRC Centre for Neurodevelopmental Disorders (£3.6m award)
- GRAIL Cancer Screening Research Study (£5m award)
- Additional funding for the national expansion and coordination with UK Advanced Therapies
- Additional investment by King's Health Partners in the development of COMPASS, a digital therapeutic designed by King's College London researchers to support illness-related anxiety and depression
- Recent very effective stocktake in the Cardiovascular and Respiratory Partnership programme

- Considerations for King's Health Partners within the Government's recently launched Life Sciences Vision.

King's Health Partners has submitted an annual report to NIHR and NHS England & Improvement for 2020/21, which has been included in papers for the Joint Boards. Prof Ricard Trembath thanked partners for the significant contributions from across the organisations, and to Syeda Hasnain-Mohammed (Head of Communications, King's Health Partners) for coordinating and drafting the submission.

8. Any other business

There was no other business.

The next meeting of the King's Health Partners Board is on 28th September 2021.