

**NATIONAL INSTITUTE FOR HEALTH AND CARE RESEARCH – NHS  
ENGLAND AND NHS IMPROVEMENT DESIGNATED  
ACADEMIC HEALTH SCIENCE CENTRE**

**2021/22 ANNUAL REPORT**

**Note:** Please note this form should be completed in font no smaller than 10-point Arial.

**1. ACADEMIC HEALTH SCIENCE CENTRE DETAILS**

**Name of the National Institute for Health and Care Research (NIHR) – NHS England and NHS Improvement Academic Health Science Centre (AHSC):**

King's Health Partners

**Contact details of the AHSC lead to whom any queries and feedback on this Annual Report will be referred:**

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**2. OVERVIEW OF ACTIVITIES (no more than 4 pages)**

**Please provide a brief overview of what the AHSC designation has helped deliver and achieve for the 2021/22 financial year, addressing the following points:**

- 1. 2a: Please summarise your key deliverables and achievements against the short, medium and long-term objectives as detailed in your full stage application (see table below).**
- 2. 2b: An overview of any significant developments or issues associated with the leadership, strategy and governance arrangements which might impact on the delivery of the aims and objectives of your AHSC.**

**In the provided Case Study Guidance and Form, please present 3 case studies, which highlight notable impact. In 2021/22 we are particularly interested in case studies that highlight the impact that the AHSC has had in one or more of the following areas:**

3. Workforce capacity development
4. NHS recovery, including elective care
5. Embedding research in the NHS
6. Reducing Health Inequalities
7. How has the AHSC engaged with their local ICSs?

**Please demonstrate how AHSC designation has been central to delivery in these case studies.**

**2a: Summary of progress against objectives**

Please state whether short term objectives are on track, or behind, and give a short summary of progress (up to 300 words per objective). Comments are optional for objectives that are on track

If progress has been made towards any medium- or long-term objectives, please provide an update here (optional - up to 300 words per objective).

### Novel technologies, therapeutics and diagnostics

#### Short term objectives

#### AHSC Progress

Build capability and partnerships for cell and gene therapy - specifically in cell therapies for cancer (Maher/Leucid) and for promotion of immune tolerance in autoimmunity and transplantation (Lecher/Quell), and gene therapy for dementia.

This year, KHP **spinout** creation exploring cell and gene therapy has continued to attract investment, including:

- \$156m - Quell Therapeutics (immune tolerance cell therapy).
- £11.5m – Leucid Bio (cancer cell therapy).
- \$80m - AviadoBio (Dementia gene therapy).
- £30.75m - EpsilonGen Ltd (novel IgE antibodies for cancer treatment).
- €8m - Heqet Therapeutics Ltd (regenerative medicine in cardiology).
- Early investment in wound healing (Fibrodyne).

Lastly, Gammadelta Tx Ltd and Adaptate Biotherapeutics Ltd (cancer cell treatments) were acquired by Takeda.

In addition to the £6m Medical Research Council (MRC) funding (2020-21) for a [Gene Therapy Hub](#), our expanded **capabilities** for cell and gene therapy have attracted £7m (KHP) agreed for facilities upgrades.

Separately, other funding furthering cell and gene therapy include £11.8m (NIHR) for our Clinical Research Facility, \$7m for the Cancer Centre’s “Integrated multi-modal tissue state mapping of TNBC progression”, and \$16m from Wellcome Leap for a “**biofoundry in a box**” programme for RNA therapy manufacturing.

KCL Health Faculties received £210m in new research awards this year, including these MRC funds for cell and gene therapy:

- £1.7m - Developmental Pathway Funding Scheme (DPFS) - acute liver failure treatment.
- £4m - retinal cell therapy.
- £4.5m - Microconcept in ischemia/reperfusion injury in transplant.

KHP leads the first and largest set of CAR-T trials in the UK, including the [first allogeneic CAR-T trial](#).

In **commercial partnerships**, our onsite clinical academic activities have growth with [major GSK cancer partnership](#) focused on ‘digital biological twins’, and with **UCB** researching immunology, cancer, neuroscience, and bones.

A KHP and Bristol Myers Squibb (BMS) partnership is exploring genetic and immunological causes of myelodysplastic syndrome and acute myeloid leukaemia.

Notably, KHP Cardiovascular has progressed novel ways to reprogramme adult cardiomyocyte cells, which control the beating of the heart. This offers promising potential as a curative therapy for heart failure.

Key research highlights from 2021-22 can also be viewed [in this brochure](#), and as part of our [Annual Conference 2021](#) which also shared last year’s [Impact Report](#).

#### Medium term objectives

Promote imaging technology and

KHP [London Medical Imaging & AI Centre for Value Based Healthcare \(£26m investment\)](#) launched its first programmes this year. These include the

partnerships to improve diagnostics and detection of disease and deliver surgical innovation, techniques and devices (Razavi/Ourselin/Siemens/Medtronic).

Synthetic Brain Project using **deep learning on its Nvidia [supercomputer Cambridge-1](#)** to create artificial 3D MRI images of human brains, and the [AIDE \(AI Deployment Engine\)](#) at King's College Hospital (KCH) combining **multiple AI tools** into a single AI interface for accelerating diagnosis and care.

Our [London Institute for Healthcare Engineering](#) developments include **capability expansion:**

- a new in-house [Medical Devices Manufacturing Facility](#) (£5m Wellcome funding).
- a £3m extension of the [Wellcome Centre for Medical Engineering](#).

Our [Mental Health of Older Adults & Dementia \(MHOAD\) Clinical Academic Group](#) (CAG) is working to **develop capability for AI to help prevent the progression of dementia**. Notably, our Addictions CAG leadership for the development & translation of [Take-Home Naloxone](#) (THN) has saved lives globally, rapidly reversing overdoses from heroin or opioids. **Over 23 countries** have now implemented THN programmes, with the USA pledge of \$180 million funding.

UK start-up [Novoic](#) and KHP launched an innovative observational study [RHAPSODY](#), a Remote Assessment of Neurodegenerative and Psychiatric Disorders, (NIHR and NHSX grant funded £150,000) to evaluate the use of speech profiling biomarkers and **applying AI for clinical assessments**.

Key diagnostic research developments at GSTT across translational research include:

- diagnostic assay to screen for the NPM1 mutation in acute myeloid leukaemia.
- implementation of AI-enabled techniques to motion-correct foetal cardiac MRI and the generation of 3D diagnostic quality images allowing for earlier gestational age imaging.
- same-day diagnostics of bacterial infections allowing for improved antibiotic management within hospital ICUs.

### Long term objectives

Develop and promote early detection and novel interventions to reduce the burden of mental illness (Moss-Morris/COMPASS, Schmidt/FREED).

South London and Maudsley NHS Foundation Trust (SLaM) founded the [NIHR Translational Research Collaboration in Mental Health](#). Our [PHOSP-COVID project](#) is the UK's **largest follow up of hospitalised COVID-19 patients**. We established [COVID-CNS](#) (co-led with Liverpool), which examines neurological and neuropsychiatric COVID-19 complications. We support the national mental health informatics collaborations leading to [MRC DATAMIND](#) programme (£2m funding).

We continue developing **novel digital approaches** for people with Long Term Conditions (LTCs), including

- a digital treatment for irritable bowel syndrome.
- a platform for remote cognitive behavioural therapy (CBT), [\(COMPASS\)](#).
- a peer support platform focussing on mental and physical health.

Other pioneering **early detection and novel interventions** being recognised across KHP include:

- a new potential treatment for depression using oral Ketamine (with [Neurocentrx](#), funded £498k from Wellcome Innovator Award).
- 100 participants in the [AVATAR2 virtual reality talking therapy trial](#) (£3.2m funding, Wellcome Trust).
- a new Brain Health Clinic by SLaM's Psychological Medicine and Older Adults (PMOA) Directorate offering a virtual alternative to outpatient clinics for people with mild cognitive impairment.

	<ul style="list-style-type: none"> <li>£12m Maudsley Biomedical Research Centre (BRC) and COMPASS Pathways plc <a href="#">to accelerate psychedelic research</a>.</li> </ul> <p>Renewal of the <a href="#">MRC Centre for Neurodevelopmental Disorders</a> (£2m), focused on epilepsy, schizophrenia and autism.</p> <p>KHP is developing a Maudsley Virtual Lithium Clinic with the Institute for Psychology, Psychiatry and Neurosciences (IoPPN), SLaM and their <a href="#">VIEWER platform</a> (<a href="#">high commendation at HSJ Partnership Awards</a>), a <b>population health management platform</b>. Connected to pathology results, VIEWER and information retrieval platform <a href="#">CogStack</a> will support safe and sustainable Lithium therapy for bipolar disorder and improve community care access to specialist consultations.</p> <p>Finally, research into breathlessness by the <a href="#">Cicely Saunders Institute of Palliative Care, Policy &amp; Rehabilitation</a>, has <b>transformed how breathlessness is recognised</b> and managed globally. This has led to work developing a short-term holistic breathlessness support service in London helping prevention and treatment at home.</p>
<b>Transforming system-wide quality improvement and outcomes</b>	
<b>Short term objectives</b>	<b>AHSC Progress</b>
<p>Develop an Academic Health Sciences System to reduce system-wide health inequalities through shared expertise in improvement and implementation sciences.</p>	<p>To develop and launch our joint <a href="#">KHP – South East London Integrated Care System (SEL ICS) Population Health &amp; Equity programme</a>, we received £1m seed funding. Initial priorities include data science for population health management and <a href="#">Vital 5</a> (smoking, alcohol, hypertension, obesity, mental health) screening, tracking, patient education, and clinical management.</p> <p>With the SEL ICS, <b>£5.8m has been identified for targeted support to address health inequalities</b> across the six boroughs for borough-based proposals developed through collaborations including our Local Care Partnerships.</p> <p>As a precursor to our <b>planned launch of a Community Research Collaborative</b>, we have:</p> <ul style="list-style-type: none"> <li>secured £321k (UK Research &amp; Innovation (UKRI)) to investigate intersections of ethnicity, gender, poverty, and mental health in adolescence resulting from the COVID-19 pandemic.</li> <li>developed a programme testing health system resilience towards building a system-wide Learning Health Partnership.</li> <li>launched a £400k Resilient Health Systems project to comprehensively map resilience and innovations resulting from COVID-19.</li> <li>our Implementation Sciences programme enabled the launch of the <a href="#">Quality Centre</a> in SLaM/IoPPN to further connect leadership through Quality Improvement methodology.</li> <li>supported the SEL Cancer Alliance to deliver the <a href="#">NHS-Galleri trial</a>; a new blood test for common cancers.</li> <li>launched our new KHP System Innovation Forum (SEL-wide and beyond), prompting a multi-partner review of international commercial practice and the advances in the <a href="#">London Digital Accelerator programme</a> (hosted by the <a href="#">Health Innovation Network</a> (HIN)).</li> </ul> <p>In partnership with <a href="#">Black Thrive</a> and <a href="#">Croydon BME Forum</a>, SLaM's Patient and Carer Race Equality Framework (<a href="#">PCREF</a>) is one of four NHSE national pilot sites following the Mental Health Act Review to <b>eliminate racial disparity in mental health</b> access, experience and outcomes. Alongside work defining and co-designing solutions for anti-racism, PCREF will pilot a national Patient Feedback Mechanism comprising key outcome measures and a rapid feedback tool (similar to Trip Advisor but for mental health).</p>

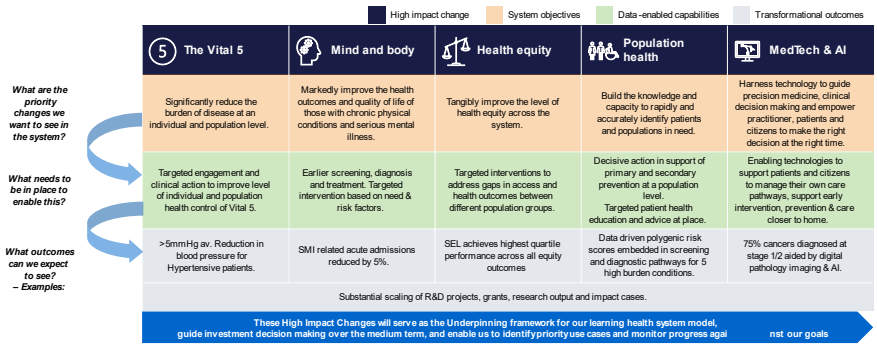
<b>Medium term objectives</b>	
<p>Work across our system to improve detection and control of hypertension, improve insulin control, reduce variation in physical health care of people with mental illness.</p>	<p>The KHP <a href="#">Vital 5 programme</a> has made significant progress in Hypertension and Tobacco dependency workstreams. A <a href="#">Hypertension Workshop</a> in June 2021 (96 attendees) resulted in a new <b>system-wide map of hypertension-related initiatives</b>. It spurred a data deep-dive using Lewisham's Cerner database to find and engage with at-risk populations and co-design engagement pilots which would help improve their support.</p> <p>In parallel, with Lewisham Cerner, we have completed a data deep-dive across their 300,000 population to segment and identify at-risk populations for the remaining Vital 5 in Lewisham. The methodology will be worked into a manual for other health systems.</p> <p>To better identify groups at risk of hypertension, KHP supported <a href="#">Clinical Effectiveness SEL (CESEL)</a> - whom we host as academic partners – to win funding for a Pathfinder Project for the development of a London-wide shared data approach - or 'Health Data Infrastructure'. This shares best practice of different, tailored interventions and has the potential to be applied to other high-priority disease areas, such as diabetes.</p> <p>Planning through nationally funded <a href="#">Targeted Lung Health Check</a> program in SEL, KHP will work with system partners and local smoking cessation services to improve early diagnosis of lung cancer, as well as respiratory disease in smokers living in areas of the highest deprivation in SEL.</p> <p>Through the <a href="#">Integrating Mental and Physical Healthcare Systems (IMPHS)</a> project at SLaM we have further <b>reduced variation in physical healthcare of people with mental illness</b>. IMPHS was a finalist in the <a href="#">2022 HSJ Partnership Awards</a> and was nominated by Harriet Harman MP in the NHS Parliamentary Awards.</p> <p>Lastly, KHP's Psychological Medicine CAG is linking data between SLaM/IoPPN and the Lambeth Data Net (<a href="#">through CRIS</a>) to review population wide data sets for the borough – including mental health, diabetes control in dementia and severe mental illness.</p>
<b>Long term objectives</b>	
<p>Embed patient reported outcomes as part of a digital offer to people in southeast London giving patients greater control over their health.</p>	<p>KHP has progressed several programmes of work to further develop models and improvements to embed outcomes that matter most to patients.</p> <p>Over 2021-22, the Psychological Medicine and Older Adults (PMOA) Directorate at SLaM, through our CAG has developed a Power BI platform to extract paired HONOS scores (a clinician rated outcome scale at the start and end of a spell of treatment). Staff have been extensively trained on using this measure, and paired HONOS score data is available for over 3,000 older adult service users over the past three years. The PMOA End of Life Care Team were the <b>winners of the <a href="#">HSJ Patient Safety Awards 2021: End of Life Care Initiative of the Year</a></b>.</p> <p>Additionally, the award-winning <a href="#">Life Lines project</a> started by KHP – supporting over 100,000 secure virtual visits between families over the COVID-19 pandemic, using over 1,400 Android devices across 180 NHS hospitals – is now pivoting its platform to help with ICU recovery. Its <a href="#">new ICU pathway</a> addresses 'fracture points' in services and support for ICU survivors as they move from ICU to the ward and then home. This <b>empowers patients to set, self-report, e-monitor and achieve their bespoke recovery goals</b> with support from a dedicated recovery coordinator.</p> <p>This year has also seen the launch of the <b>largest, most robust study for digital health remote monitoring and management</b> for LTCs across specialties (awarded £2.2m in the NIHR i4i Challenge) using the Ascelus™</p>



	<p>platform. This will have national and international significance beyond participants KCH, GSTT, and Sheffield Teaching Hospitals NHS Foundation Trust, and will not only empower patients but increase productivity, capacity and resource efficiency. The app will be developed in <b>seven haematological diseases</b> with over 4,500 patients. <b>Patient involvement</b> across the project was signalled as 'exemplary' by the NIHR Panel (including five haematology charities).</p>
<p>Work with partners in public health, local authorities and the ICS to improve health outcomes across the life course (long-term).</p>	<p>Our endeavours continued to unite system-wide partners to improve health for all communities across the life course, with promising outputs. This includes the <a href="#">south east London Diabetes and Obesity Delivery Board</a> (DODB) with KHP Diabetes, Endocrinology and Obesity (DEO), the <a href="#">HIN</a> and the <a href="#">SEL ICS</a>. It is co-chaired by the KHP Managing Director and the CEO of our local Community provider. Bringing together <a href="#">SEL ICS</a> partners, the Board oversees delivery of a <b>single set of system-wide priorities for diabetes and obesity</b> services to improve outcomes and reduce health inequalities. Over winter 2021, the DODB launched its first system-wide data dashboard.</p> <p>Working with partners, KHP developed a bespoke Maternal Medicine course for primary care. With the <a href="#">Local Maternal System, part of SEL-ICS, and KHP Women and Children's Health</a>, the first course had <b>220 registrants nationally</b> (not just SEL).</p> <p><a href="#">Clinical Effectiveness South East London</a> (CESEL), hosted through KHP, provides a systematic evidence-based approach to <b>quality improvement across SEL general practice</b>, to help improve health outcomes and reduce variation and inequalities for our local population.</p> <p>As a collaborative endeavour between the SEL ICS and Primary Care Networks (PCNs), CESEL will also strengthen capability and skills to improve population health, ensuring front-line staff have the tools and resources to provide best-practice care. The programme builds on established improvement models and local knowledge/relationships, while supporting local clinical leadership capacity and capability. CESEL has now expanded across all SEL boroughs and created clinical guides/tools for primary care on hypertension and diabetes, including the KHP educational events.</p> <p>Focussing on care pathways and services across the life course, KHP Women &amp; Children's Health and the Children &amp; Young People's programme are working with sector wide teams and PCNs to improve pathways, reduce hospital admissions, and build partnerships focussed on system resilience post pandemic.</p>
<b>Leading urban population health</b>	
<b>Short term objectives</b>	<b>AHSC Progress</b>
<p>Launch our Institute of Population Health integrating clinical, mental health and social sciences in primary research and intervention methodologies (as well as team-based learning). This includes specific activity in social science and mental health, led by our ESRC Centre for Society and Mental Health.</p>	<p>The high-performing <a href="#">ESRC Centre for Society and Mental Health</a> has produced <b>174 publications, undertaken 173 engagement activities and has received £3.3m funding (48 awards)</b>. Notable to this objective, the <a href="#">REACH (Resilience, Ethnicity, and Adolescent Mental Health) trial</a> found disproportionate direct distress on young people from the pandemic restrictions and the resulting financial, schooling and familial challenges.</p> <p>Within the ESRC, the Marginalised Communities programme includes the <a href="#">Contributions of social Networks to Community Thriving</a> (CONNECT) study. This builds on the South East London Community Health Study in Southwark and Lambeth to <b>reduce social inequities and improve mental health</b> and wellbeing.</p> <p>Our population health work has evolved in a way that no longer requires the creation of a specific Institute structure, but instead is making significant progress through our integrated <a href="#">Population Health and Equity Programme in collaboration with SEL ICS</a>. Working in coalition with health and care</p>

	<p>organisations, local authorities, voluntary and local community organisations, we will tackle three initial workstreams:</p> <ul style="list-style-type: none"> <li>• Population Health Management and data;</li> <li>• Prevention and inequalities; and</li> <li>• Maximising our local assets.</li> </ul> <p>Locally, we have begun to form a partnership with <a href="#">Impact on Urban Health</a> - part of Guy's and St Thomas' Foundation and SEL ICS - to (re)build trust and achieve health equity for Black, Asian and minority ethnic groups in SEL. Early seed funds include £5m to support local initiatives, beginning with <b>maternal health</b> and <b>early access to mental health services</b>.</p> <p>Additionally, KHP hosts the <a href="#">NIHR (ARC)</a>. The ARC's <a href="#">social care theme</a> investigated how day services for both homeless people and older people with long term conditions had adapted during the pandemic and developed a national guide on re-opening after lockdown.</p> <p>Engagement with LA Adult Social Care leaders and coroners on Safeguarding has prompted developments which will underpin <b>the development of new Social Care Hubs</b> (funded by the Mayor of London).</p>
<b>Medium term objectives</b>	
<p>Ensure local patients are offered Mind &amp; Body and Vital 5 screening routinely, as part of our shared system-wide population health strategy.</p>	<p>Our pioneering <a href="#">Mind &amp; Body programme</a> has progressed efforts to reduce variation in physical health care of people with mental illness. It has led the development and collection of <b>patient reported outcome measures (PROMs)</b> as part of the <a href="#">Integrating Mental and Physical healthcare: Research, Training &amp; Services (IMPARTS)</a> programme. Used in more than 80 outpatient clinics (screening 20,000 people in 2021/22 and 100,000 to date), IMPARTS has assessed patients for common mental and physical health conditions to enable <b>prevention and early intervention</b>.</p> <p>With the aim of expanding beyond secondary care, we were successful in securing £700k in funding to test use of IMPARTS screening in primary care settings. This forms part of a wider project to co-design and test a Mind &amp; Body approach to <b>supporting chronic pain patients</b> in the community, particularly with Black communities to recognise disparities in prevalence and historic inequalities in access and health outcomes. The new service aims to launch in September 2022.</p> <p>Following the selection of KHP as one of only two acute physical healthcare sites nationally to be an <a href="#">Early Implementer Site for the NHS Long Term Plan tobacco program</a>, <b>£900k ICS funding</b> has been secured to supplement national funding to level up the roll out of the Ottawa Model for Smoking Cessation model across all local providers.</p> <p>Our winter workshops with 90 staff have developed our joint <b>KHP &amp; ICS Health Data Sciences Blueprint</b>. This includes five High Impact Changes to track progress and value. These include the delivery of Vital 5 and Mind &amp; Body screening as standard through all our digital pathways. Work has begun on testing several key metrics for improving health system knowledge and patient health and wellbeing for babies, children and young people.</p>

**Transformation 1: Committing as a system to high impact changes**



11

Connect the learning from our local communities with our global health work to further spread learning and skills to wider international communities.

KHP continues to pool its expertise to support the strengthening of health systems in Sub-Saharan Africa through [King's Global Health Partnerships \(KGHP\)](#). In **Somaliland**, we completed a five-year project to transform higher education for clinical staff, improving the quality of teaching and learning for over 1,500 undergraduates.

In **Zambia**, we are improving [emergency care for women facing complications in childbirth](#). Our acute trust staff are developing training for health care teams to rapidly diagnose and refer emergencies. In November 2021, our team at Connaught Hospital **Sierra Leone**, were first responders to a fuel tanker explosion which caused 151 deaths and 301 injuries. KHP mobilised UK-wide burns care teaching and support for the immediate response and developed care pathways for long term rehabilitation and physiotherapy. In the **DR Congo**, we have translated UK COVID-19 learning to support local hospital COVID-19 ICP management plans.

KHP continues as an active member in the [European University Hospital Alliance \(EUHA\)](#) to develop research collaboration and translational learning in AI, advanced therapies, and global mental health.

KHP's international partnerships programme builds collaboration and learning with [Aarhus University](#), Aarhus University Hospital and [Sydney Health Partners](#) on translating the KHP **Clinical Academic Group (CAG) model** for accelerating progress and fostering excellence in research, clinical, and education activities.

KHP was awarded £30k from the Global Engagement Fund to develop an international clinical research capacity building unit within India. Guys' Cancer Academy is also working with [Karkinos Healthcare](#) – India to provide a digital framework to efficiently coordinate the entire cancer pathway. The Learning Laboratory modules will support the early diagnosis of cancer at the "Primary Care Level" in Kerala (India) initially (£599k), with a view to expanding across low to middle income countries.

**Long term objectives**

Use our data and genomic capability to develop polygenic risk scores and improve targeted interventions in our communities (and in mental health). Develop data-driven platforms with linked health and social

KCL was successful in the competition for an **UKRI "Innovation Scholars" award**. The programme "[Data Science Training in Health & Bioscience](#)" is to provide modular flexible training for the biomedical and healthcare workforce to enable the big data revolution through skills training in Data analysis; large-scale data uses in Health Data Science/Omics/Artificial Intelligence. These modules will also provide researchers with training to help them take advantage of "Trusted Research Environments" being deployed by NHS to securely access large scale health datasets, such as by Genomics England, NHS Digital, OpenSAFELY (for GP data), and many others including through



<p>care records to inform a Learning Health System.</p>	<p>our biomedical research teams.</p> <p>In collaboration between the Psychosis CAG, Maudsley BRC, CogStack have developed the <b>population health Psychosis dashboard</b> to risk stratify and understand the population health perspectives and determine clinical management with local patients with psychosis and schizophrenia. The dashboard includes data from multiple dimensions, including demographics, geo-locations, co-morbidities, access to treatment, and risk flags. The dashboard is being used to target clinical activity, anticipate care and avoid risk and acuity. Long term outcomes for both mental and physical health, including impact on the 20-year mortality gap in this area can be tracked through the platform.</p> <p>KHP has developed state-of-the-art <b>Natural Language Processing technology for healthcare</b> which can service data-driven healthcare and innovation activities locally through a Learning Health System as well as driving digital transformation in any English-speaking health economy.</p> <p>KHP and SEL ICS have developed a joint steering group and blueprint around <b>integrated health data sciences</b>, including a complete technical document that sets out the framework for future integration and harnesses the power of our partnership and our considerable progress and assets to ensure our joint efforts transform processes for service delivery, agile and anticipatory care delivery and population health outcomes.</p>
<p><b>Workforce innovation and sustainability</b></p>	
<p><b>Short term objectives</b></p>	<p><b>AHSC Progress</b></p>
<p>Develop accessible learning, including patient-focused and staff education, building on the strength of the KHP Education Academy to create a learning health community, locally and globally.</p>	<p>This year KHP CAGs accelerated training initiatives, with our Dental CAG winning the Times Higher Education award (November 2021) for Technological or Digital Innovation Award for the state-of-the-art redevelopment and installation of <a href="#">virtual haptic machines</a> and new Phantom head dental simulators improving <b>COVID-secure practice</b>. It was first in the world to integrate <a href="#">clinical digital learning across all facilities</a> (£3.1m investment, benefitting &gt;850 dentistry students). Our Pharmaceutical Sciences CAG also implemented a new pharmacy simulation training, sponsored by HEE.</p> <p>Working with our Cancer CAG, <a href="#">Guy's Cancer Academy</a> continues to excel, offering a 'Symptom of the Month' series, open access digital education, careers, competency and wellbeing training.</p> <p>This year the KHP Education Academy:</p> <ul style="list-style-type: none"> <li>• welcomed 947 attendees to our <a href="#">Primary Care Webinar series</a>.</li> <li>• increased the number of new online courses by 150% from 2021.</li> <li>• were awarded 24 new integrated academic trainees by the NIHR (application scored 'excellent').</li> <li>• strengthened the <a href="#">RBH-KHP Training Calendar</a> offering trainees access to training across specialties throughout KHP.</li> <li>• were approved to be on the HEE Global Health Partner Framework and contributed to the SEL Systems Leadership Academy.</li> </ul> <p>Other significant courses included:</p> <ul style="list-style-type: none"> <li>• An end-of-life care (EOLC) Mental Health Bundle by our PMOA Directorate - won the <a href="#">2021 HSJ Patient Safety Award</a>, nominated as NHS Parliamentary Excellence in Mental Health Award.</li> <li>• A Maudsley Learning two-day course on "Treatment Resistant Depression" for European Psychiatrists.</li> <li>• The 11th conference of the international society for affective disorders "Advancing Mood Disorders: Neuroscience &amp; Novel Treatments" (IoPPN).</li> </ul>

	<ul style="list-style-type: none"> <li>Expanding international access to our Palliative Care CAG MSc Programme, and in addition to a PhD programme, an annual applied research methods course.</li> </ul> <p>The Guy's BRC delivered the KHP Summer School (28 enrolled), rebadging as the I ♥ Research Academy. The BRC Public and Patient Involvement (PPI) training was delivered to more than 200 participants.</p>
<b>Medium term objectives</b>	
<p>Harness our partnerships' power to increase research and education sessions across our diverse and multidisciplinary workforce to improve research engagement, staff retention and development throughout their careers.</p>	<p>KHP has continued to promote and enhance the contribution of NHS staff (medical, nursing, allied health) to education and research through formal awards of honorary academic status. 370 KHP staff have received Honorary status since August 2017, with their academic contributions assessed alongside clinical contributions at annual performance development reviews (342 Honorary Senior Lecturers, 20 Honorary Lecturers, 5 Honorary Professors, 4 Honorary Readers).</p> <p>Additionally, 92 adjunct titles were awarded to colleagues whose academic activities included significant competitive external funding and/or the supervision of PhD students. Their career development is evidenced by the promotion of 22 staff to Honorary professor and 35 staff to Honorary Reader. The contribution of NHS staff to multidisciplinary academic partnerships has had substantial impact across diverse areas, with the COVID-19 response perhaps being the most striking example.</p> <p>KHP Women's and Children's Health developed '<b>Ask the Institute</b>', offering all staff support and guidance for improving research methods (£3m for 2 NIHR projects in 2021/22). The service supports the South Thames Paediatric Network and system partners, and primes initiatives such as the new multi-disciplinary MSc module 'The Essential Knowledge for Obstetric Medicine' and the £1.5m MRC Clinician Scientist Fellowship award.</p> <p>The Foetal Medicine Foundation gifted £1.5m for the academic component of two new Senior Clinical Lecturer posts in maternal and foetal medicine. This award is supporting development of the next generation of clinician scientists by funding mid-career researchers to develop new research programmes.</p> <p>KHP has progressed its <b>Future Healthcare Workforce Initiative</b> has scoped a range of deliverables across five workstreams; Policy, Curriculum Enhancements, Nursing, Systems Design and Engineering and Novel Practitioners: Community and Population Health.</p> <p>Lastly, this year we launched <a href="#">KCATO</a>, which will provide <b>strong oversight of clinical academic training</b> for all qualified healthcare professionals, and recently appointed its leadership team.</p>
<p>Building on diversity and inclusion initiatives within our partnership (section 2 and annex), we will develop and evaluate approaches to enhance opportunities for black and minority ethnic staff and students.</p>	<p>KHP has mobilised to build on the efforts to improve equality, diversity and inclusion (EDI) seen in 2020-21, including:</p> <ul style="list-style-type: none"> <li>GSTT appointed their <b>first Board Director for EDI</b>, increasing visibility of EDI initiatives and events for all partners, and with dedicated efforts to challenging racism through listening exercises with staff and students.</li> <li>GSTT launched Calibre, a <b>leadership development programme</b> for people with a disclosed disability/impairment or long-term health condition.</li> <li>KCH has launched Active Bystander training to <b>empower staff</b> to respectfully challenge inappropriate behaviour. KCH has also improved accessibility requirements for disabled staff and attained a Level 2 Disability Confident Employer rating.</li> <li><a href="#">KCL</a>, with the Race Equality Network, are increasing ethnic diversity of senior leaders, supporting discussions on race and racism and racial microaggressions, closing King's BME attainment gaps and developing</li> </ul>

	<p>inclusive curricula including 'Diversity Matters' staff and manager training. The university's <a href="#">EDI Strategy to 2022</a> details university-wide EDI activity, and it has attained Gold Stonewall, Silver Athena Swan and Bronze Race Equality Charter accreditations as a result of implementing strategic EDI programmes for LGBTQ+ Inclusion, Gender Equality and Race Equality. All Faculties have EDI committees, strategies and action plans, and all Health Faculties hold Silver Athena Swan status.</p> <ul style="list-style-type: none"> <li>• SLAM, working as the South London Partners, have conducted the <a href="#">South London Listens</a> programme working with citizens, service users, families and community groups to hear their views on how culturally aware and compassionate care can be developed further (more than 1,000 participants to first online event).</li> </ul>
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**Long term objectives**

<p>Develop a compassionate, Mind &amp; Body-trained workforce, who are data and technology skilled and thereby better able to lead advances in health, care and medical technology.</p>	<p>The <a href="#">Mind &amp; Body Quality Improvement Network (QIN)</a> was developed and piloted in 2021 with the aim of <b>setting a national and global, benchmark for good practice integrated mind and body care</b>. The assessment framework and membership focus on the support of staff awareness of the interaction between mental and physical health and confidence to deliver mind and body care, in addition to the centrality of staff health and wellbeing.</p> <p>KHP Mind &amp; Body supports a range of staff wellbeing initiatives. Our <a href="#">Mindfulness for All platform</a> has over 500 users. This new service establishes a bio-psycho-social mind and body approach to supporting staff.</p> <p>A new Wellcome Trust Clinical PhD Programme in Mental Health (£7m, plus £1.5m contribution from KCL) will <b>develop the mental health multidisciplinary research workforce</b>.</p> <p>The KHP YouTube partnership has produced a <a href="#">pioneering mental health video series</a>, aimed at prevention and offering credible patient information online. The <a href="#">8 videos aired during Mental Health Week</a> with 13m opportunities to see, increasing viewership by 61k and subscribers by 164.</p> <p>The IMPARTS Short Course 'Integrating Care: Depression, Anxiety and Physical Illness' is hosted on Future Learn with totalling 38,000 participants across 165 countries.</p> <p>KHP designed and delivered programme <a href="#">NHS CHECK</a> has established a cohort of NHS-affiliated staff to investigate the short, medium-and longer-term <b>psychosocial impact of the COVID-19 pandemic on staff</b> performance and wellbeing.</p> <p>The NHS Check team worked with the Tackling Inequalities and Discrimination Experiences in health services (<a href="#">TIDES</a>) study to enable understanding of inequalities in healthcare and experiences and aims to identify and mitigate the impact of the pandemic on racial and ethnic inequalities among healthcare staff.</p>
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**2b: Overview of any significant developments or issues associated with the leadership, strategy and governance arrangements which might impact on the delivery of the aims and objectives of your AHSC.**

<p>In January and February 2021, we convened an External Advisory Group to <b>review our governance and propose changes to support the delivery of the five-year plan</b>. On 1 July, KHP announced the appointment of <a href="#">Professor Lord Ajay Kakkar as the chair of the King's Health Partners Board</a>.</p> <p>The KHP <b>External Governance Review in March 2021 reflected</b> on the following:</p> <ul style="list-style-type: none"> <li>• Substantial achievements and programme delivery since launch of the AHSC in 2009, developing into a mature and strong AHSC partnership.</li> </ul>
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- King's Health Partners growing international reputation for strength in Mind & Body, Clinical Academic Groups (CAGs), emerging Institute (now Clinical Academic Partnership) themes, and Education Academy.
- KHP five-year plan (2020-2025) reflected maturity and demonstrated further opportunities through partnership, locally and globally.
- The current governance and delivery model could be simplified for the AHSC to be an innovation agency for partners, focused on joint activities.

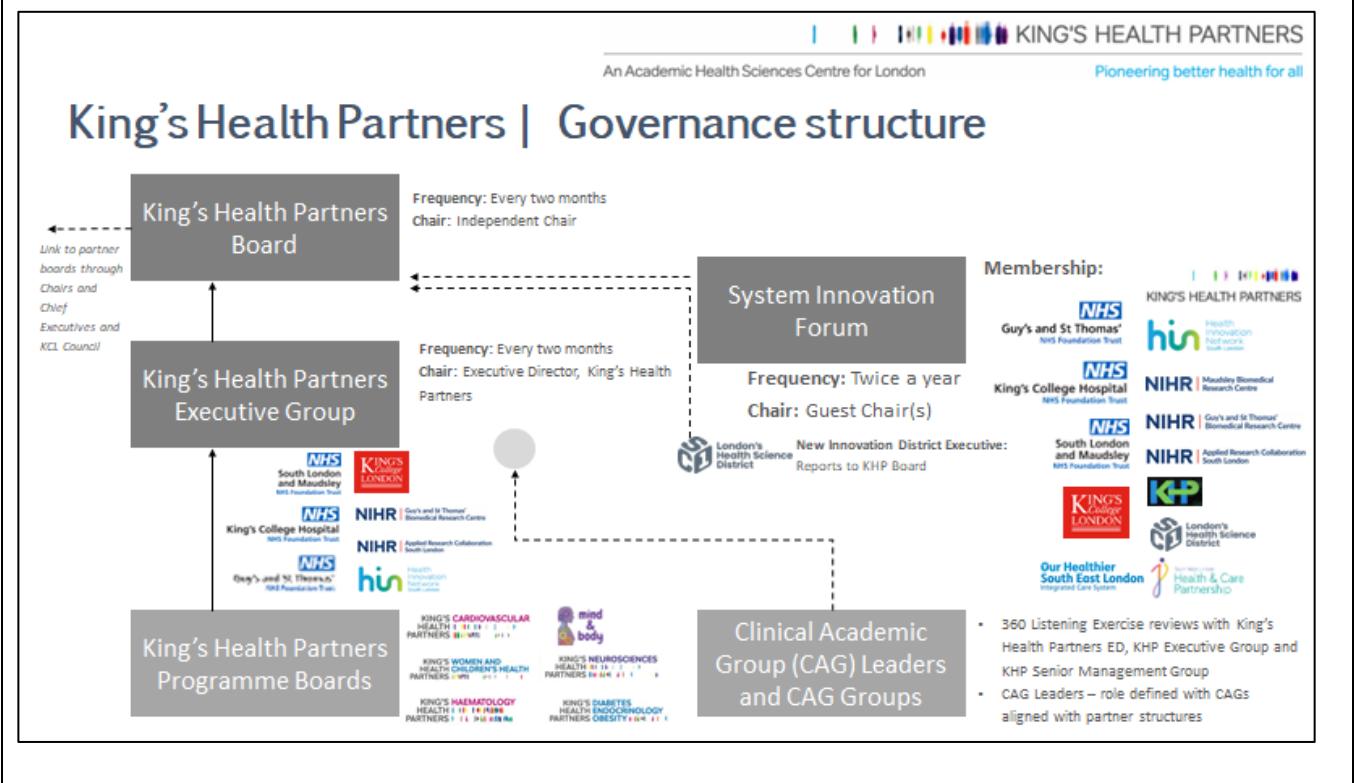
The review also recognised the importance of joint leadership and regular meetings of chairs and chief executives in delivering the AHSC mission. We have fully implemented the recommendations of the external review, including these actions:

- **KHP Board** – appointment of **new independent chair**; review role of non-executive directors
- Maximise value of senior leadership time by **removing CEOs' Action Group and replacing with KHP Executive Group**.
- **KHP Executive Group** – expand executive representation across partners, nominated by chief executives, to drive oversight and delivery of the AHSC's programmes and ensure benefits for partners. Includes Executive Dean representation from across the whole university.
- **Institute Partnerships and Clinical Academic Groups** – programme structures now reporting to the KHP Executive Group.

Through the summer 2021, we received nominations from partners for membership and representation through the streamlined governance structure.

The five-year plan is presently implemented through our KHP Institutes, Clinical Academic Groups (CAGs), and major programmes, including **Mind & Body**.

In line with the KHP Governance Review, we have developed the draft terms of reference for a new External Advisory Group to enable AHSC development. Prof Garret FitzGerald (Director of Translational Medicine, Pennsylvania University, KHP NED) will chair the group and report to the Board on its progress and deliberations. This group will launch in Autumn 2022.



## Summary terms of reference | Board

### Membership (alphabetically by organisation)

	<b>Chair:</b> Independent chair
	<b>NEDs:</b> <i>Consider external advisory group</i>
 <b>Guy's and St Thomas'</b> NHS Foundation Trust	Chair Chief Executive
 <b>King's College Hospital</b> NHS Foundation Trust	Chair Chief Executive
	Principal & President (SVP Service, People, Planning)
	Executive Director Managing Director
 <b>South London and Maudsley</b> NHS Foundation Trust	Chair Chief Executive

**Frequency:** Every two months

### Role:

- Assuring delivery of the AHSC strategy
- Assuring appropriate application of resources to deliver strategy.
- Oversight of the partnerships and relationship of the AHSC to deliver the strategy
- Assuring strategy achieves intended benefits for partners, and partners meet obligations
- Assesses and takes action to mitigate risks

### Reporting:

- Link to partner boards through chairs and chief executives and KCL Council (with discussion at these boards by invitation)
- Receives the Executive Director's report
- Receives papers of the SC1 Board
- Receives updates from System Innovation Forum to support connectivity

## Summary terms of reference | Executive Group

### Membership:

	<b>Chair:</b> Executive Director (KHP)
 <b>Guy's and St Thomas'</b> NHS Foundation Trust	Medical Directors/Chief Strategy Officers
 <b>King's College Hospital</b> NHS Foundation Trust	
 <b>South London and Maudsley</b> NHS Foundation Trust	Health Faculty, SSPP and NMES Executive Deans, CoS Health and Life Sciences
	
 Maudsley Biomedical Research Centre  Guy's and St Thomas' Biomedical Research Centre	BRC Directors
	CEO Managing Director Senior Management Team

**Frequency:** Every two months

### Role:

- Drives delivery of the strategy across the AHSC
- Ensures links and alignment to individual partner strategy and delivery
- Oversight of the King's Health Partners Institutes/programme boards
- Monitor resource use and recommend annual plan and budget to Board
- Oversight of major programmes and activities of the five-year plan (eg, Mind & Body programme)
- Develop plans for future 'cross cutting' initiatives including **King's CATO, Health Data Sciences, Advanced Therapies, Precision and Prevention Medicine, KHP Education Academy**

### Reporting:

- Reports to the King's Health Partners Board
- Exception reporting through the Executive Director's report
- Receives papers from Programme Boards by exception



# Summary terms of reference | System Innovation Forum

**Membership:**



**Frequency:** Twice a year (workshop)

**Chair:** Guest Chairs

**Role:**

- Drives the development of the Academic Health Sciences System relationship for South East England
- **Focus on realising innovation throughout the 5 year plan**
- Ensures links and alignment to formal governance arrangements within system partners and partnerships

**Reporting:**

- Links to the King's Health Partners Board through representation, and provides updates to ensure connections across system
- Link to member governance through representation

- Executive Director and Managing Director, KHP
- Nominations of NHS Chief Executives from KHP
- Med Tech and Innovation leads, NHS partners and KCL
- Nominations of Chief Executive, HIN
- Executive Director, **Innovation District SC1**
- Chair and Managing Director, KHP Med Tech JV
- **ICS Chair, Clinical Chair and Director of Commissioning,**
- **2x BRC Directors nominees, ARC Director**
- **Executive Deans, nominees**

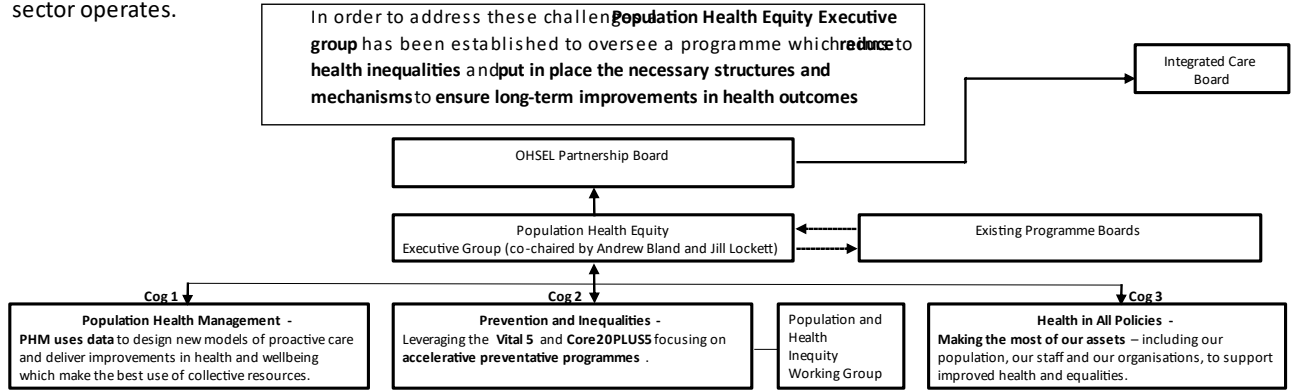
## KHP linkages to South East London Integrated Care System

March 2022

## Population Health and Equity | Our Joint programme

**Vision** - Our vision is that every SEL resident is enabled to live a happy and healthy life in an equitable and equal society.

**Aim** - To reduce health inequalities in the local population, put in place the necessary structures and mechanisms to ensure long-term improvements in health outcomes and to make population health an integral part of how the health and care sector operates.



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## Population Health & Equity Executive Group

				Jill Lockett (co-chair) Joseph Casey Dr Rachna Chowla Shaun Danielli									
Dr Hiten Dodhia	Sarah Austin	Dr Jack Barker	David Bradley	Dr Hiten Dodhia	Sarah Austin	Dr Jack Barker	David Bradley	Dr Hiten Dodhia	Sarah Austin	Dr Jack Barker	David Bradley	Dr Hiten Dodhia	Sarah Austin
Dr Ibidun Fakoya	Beverley Bryant	Beverley Bryant	Dr Emily Finch	Dr Ibidun Fakoya	Beverley Bryant	Beverley Bryant	Dr Emily Finch	Dr Ibidun Fakoya	Beverley Bryant	Beverley Bryant	Dr Emily Finch	Dr Ibidun Fakoya	Beverley Bryant
Dr Nandi Simpson	Dr Kate Haire	Karen Larcombe	Dr Lade Smith	Dr Nandi Simpson	Dr Kate Haire	Karen Larcombe	Dr Lade Smith	Dr Nandi Simpson	Dr Kate Haire	Karen Larcombe	Dr Lade Smith	Dr Nandi Simpson	Dr Kate Haire
Dr Ingrid Wolfe	Sarah Morgan	Hayley Ormandy	Natalia Stepan	Dr Ingrid Wolfe	Sarah Morgan	Hayley Ormandy	Natalia Stepan	Dr Ingrid Wolfe	Sarah Morgan	Hayley Ormandy	Natalia Stepan	Dr Ingrid Wolfe	Sarah Morgan
	Julie Screaton	Dr Irem Patel			Julie Screaton	Dr Irem Patel			Julie Screaton	Dr Irem Patel			Julie Screaton

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## SEL Integrated Care System (ICS) & KHPPopulation Health & Equity

This programme has 3 (integrated) areas of work:

- 1. Population Health Management**
  - Establishing PHM as the way of working in SEL, using data and local insights to improve population health and delivery of care and health equity.
- 2. Prevention and Equalities**
  - Identify priority initiatives to address 'the Vital 5' (smoking, alcohol, obesity, high blood pressure and mental health)
  - Support the ICS with become a learning and resilient health system
  - Scoping work to look at the wider determinants of health
- 3. Making the most of our assets**
  - Spotlight the many great things that are happening locally
  - SEL People Board
  - Establish an 'Anchor system' which recognises our assets of population staff and organisations
  - Asset based approach to working with communities



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[end]

**NIHR and NHSEI would like to promote the work of the AHSCs by sharing your case studies on our website and other communication channels. Please indicate if you are happy for NIHR and NHSEI to use your case studies in external communications:**

YES

The completed AHSC Annual Report 2021/22 must be submitted via email, to the NIHR CCF Infrastructure mailbox: [ccf-infrastructure-team@nihr.ac.uk](mailto:ccf-infrastructure-team@nihr.ac.uk) copying the Senior Research Manager Antony Horton ([antony.horton@nihr.ac.uk](mailto:antony.horton@nihr.ac.uk)) by **1pm on Monday 25 July 2022**.

The Annual Report aims to capture progress against the stated objectives, specific themes and work programmes as set out in your application, in order for the Department of Health and Social Care and NHSE/I to be able to understand the overall progress of the AHSCs. However, please note that we will not be providing feedback on the AHSC Annual Reports.

The key NIHR CCF contact for the NIHR 2021/2022 Annual Report, to whom all queries should be addressed (copying in [ccf-infrastructure-team@nihr.ac.uk](mailto:ccf-infrastructure-team@nihr.ac.uk)) is:

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NIHR Central Commissioning Facility  
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Phone: 020 3692 7837  
Mobile: 07990951092