

UCLPartners Board

Meeting held on Tuesday 21st January 2014

4.15pm, UCLPartners Offices

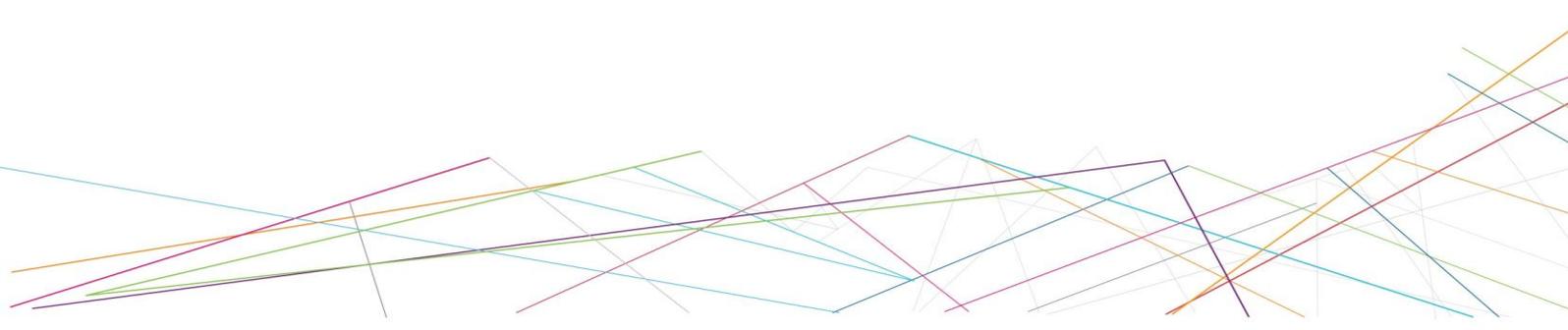
Room 1, 170 Tottenham Court Road

MINUTES

Present Michael Arthur
 Cyril Chantler (Chair)
 Dominic Dodd
 Steve Field
 David Fish
 Simon Gaskell
 Dennis Gillings (by phone link)
 Roger Jackling
 Ajay Kakkar
 Andrew Morris
 Peter Morris
 Richard Murley
 Julian Nettel
 Peter Piot
 Cliff Prior
 John Tooke
 Richard Trembath

Observers: Julian Dixon
 Andrew Whalley

1. Apologies for absence were received from Tessa Blackstone and Stephen O'Brien.
2. AGREED the minutes of the meeting held on 22nd October 2013 were a correct record.
3. MATTERS ARISING from the minutes:
 - a. **Wealth Creation.** NOTED this issue will be discussed in more detail at the Board meeting in April 2014 which Dr Gillings can attend in person.



- b. **CV and Cancer strategy.** NOTED that good progress had been made, with some important legal steps now completed. The focus of the project to date had necessarily been on the transformation required in clinical service design. The additional opportunity to take advantage of the research synergies arising from the proposed reconfiguration will be now pursued enthusiastically.
- c. **AHSC.** NOTED that UCLPartners had now received confirmation of its renewed status as an Academic Health Science Centre. NOTED that the process of application had highlighted that informatics was presently a relative weakness for the UK, and that informatics alignment would be a key priority for 2014 and beyond.
- d. **London School of Hygiene and Tropical Medicine.** The Chair announced that the School had formally become a 'Founding Partner' of the company with effect from 15th January 2015. He welcomed Professor Peter Piot to his first Board meeting as representative of LSHTM, noting that a meeting was being arranged to discuss in more detail the benefits that the School might gain from its new status.

4. NOTED there were no declarations of conflicts of interest.

5. **UCL and UCL Partners**

- UCL's Provost, Professor Michael Arthur, reported on UCL's developing relationship with UCLPartners. He noted UCL's very strong performance in research income which had grown in 2012-13 by 11% to £335m pa, the second highest of any UK university.
- NOTED the emphasis in developing strong external partnerships.
- NOTED The University will support new opportunities to capitalise on its London location, including plans to establish new facilities at the London Olympic Park.
- NOTED that UCLPartners' designations (particularly the AHSC) and government investment in the Crick Institute both present great opportunities for UK life and medical sciences. The key will be to deliver real outcomes for patients – new devices, better outcomes, real translation. The Provost would like to develop UCL's partnership working to an even greater extent and underlined his personal commitment to professional partnership working.
- NOTED, as articulated by Victor Dzau, that AHSCs and AHSNs represent the best opportunity to deliver substantial patient benefit quickly. The partnership role to connect discovery, early and late stage translational research with applied health research is critical to enable patient and commercial benefits to be delivered from academic investment
- NOTED also the strong relationship with our new partner LSHTM, especially in infectious diseases, and the importance of UCLP developing its activities in the field of population health.
- NOTED the importance of collaborative working with industry and working together across London and the south east to maximise benefits.

6. **UCL Partners strategy**

- REPORTED by David Fish that UCLPartners' aim was not to attempt to duplicate the substantial resources available to the partners, but rather to build relationships and connections, with an emphasis on 1. strengthening connectivity between partners; 2. supporting workforce development; and 3. utilising and sharing data more effectively.
- NOTED that in 2012-13 the focus had been on five national designation processes, all of which had proven successful. The improved performance achieved by the last quarter of 2013/14 of the CRN was noted. Similarly, the QMUL-led Quintiles prime site provided another opportunity to enhance patient recruitment to commercial studies that was proving successful.

- NOTED UCLPartners is under discussion with NHS England to develop a Patient Safety Collaborative to be hosted by each UK AHSN.
- NOTED the focus from 2014-15 onwards will be to ensure that each of these designations operates not as a silo but in alignment. Next steps included greater clarity on the governance of and between each designation and this will be reported to the Exec in June.
- NOTED Informatics will present a particular challenge, as in this field UK healthcare lags behind many other countries. The company will support the partners to enable a step change in informatics, supporting better patient care, more efficient use of resources and with proper governance supporting linkage of clinical and academic data.
- NOTED comments from Board members, including the need to avoid mission creep and to stay focused on the company's core objectives. UCLPartners will thrive as a catalysing organisation; projects and outputs must keep a keen eye on cost-effectiveness – which is essential to clinical effectiveness. Effective workforce development will also be important.
- NOTED The Board welcomed various opportunities to contribute further locally, nationally and globally to enhance dementia research, building on substantial existing strengths of university partners in this field.
- **ACTION: Discussion on the governance of and between designations to be discussed at the Executive Group meetings as part of delivery of the strategy**

7. Green paper on informatics

- RECEIVED the paper from Andrew Morris, Dean of Medicine at Dundee University and Scotland's Chief Scientist, who had agreed to chair UCLPartners' informatics Board and to lead its informatics programme.
- NOTED that his work in Scotland had developed an integrated informatics healthcare system that enabled clinicians to see data across the patient pathways. Based on portal technology, the Electronic Health Record enabled more effective patient intervention and follow-up with real benefits to Scotland's patients. It was noted that the UCLPartners geographical footprint hosts a similar population to that of Scotland and the project would aim to create a similar step change in informatics.
- NOTED that the MRC has awarded £39m to support UK-wide EHR centres. UCL has been appointed to be the London centre for the Farr Institute and received infrastructure funds, Professor Morris has been appointed as the UK lead. Partners collaborated with the Crick to win a second major grant.
- NOTED that healthcare is one of the few remaining spheres that has not been affected by the data revolution. The UCLPartners programme would need to be bold, ambitious and enterprising, thinking big but starting small, ensuring an effective convergence of care and research data.
- NOTED the principles of engagement and governance established in the Scottish model would be exportable, but the mechanics of the new system would be determined by pre-existing local models.
- NOTED the proposed new system will give an analytic capability that may support the shift to new models of care and of workforce development.
- **AGREED that the programme should proceed as set out in the paper. David Fish thanked Professor Morris for his leadership and agreed to commit staff and other resources to support the task ahead.**
- **ACTION: David Fish to bring further detail on proposed implementation to the July Board.**

8. Vote of thanks to the Chair

- The company's longest-serving Director, Richard Murley, proposed a vote of thanks to Professor Sir Cyril Chantler who was now stepping down from the role of Chair, having held the position since the company's inception in 2009.

- NOTED that when UCLPartners began, it was a small London-focused organisation, supporting solely the AHSC. Under the Chair's direction, and having appointed an excellent Managing Director, the company had developed a much greater range of activities and geographical scope. Sir Cyril's experience, wisdom, calm
- and authority had been immensely helpful in bringing about this expansion and the Board unanimously offered its heartfelt thanks for his excellent work.

9. Date of next meeting

- The next meeting would take place on Tuesday 22nd April 2014 at 4pm in the UCLPartners Boardroom.