King’s Health Partners – first steps in great expectations

Dr Mary Davies King’s College London

November 2009
Who are KHP? - Key Facts

- One of top 25 universities in the world
- 3 of UK’s leading NHS Foundation Trusts
- 7 hospitals
- Over 150 community based services
- 2 million patients each year
- 25,000 employees
- 20,000 students
- £2 billion annual turnover
The KHP Vision – a radical shift in healthcare

• King’s Health Partners is pioneering better health & wellbeing, locally & globally, through integrating excellence in research, in education and training, and in patient care
KHP Mission – to be the best AHSC in the UK

- Drive integration of research, education & clinical care
- Consider all aspects of the health needs of patients
- Improve the health & wellbeing locally
- Develop an AHSC which draws upon all academic expertise
- Identify at risk groups
- Work innovatively with partners to redesign patient pathways
Population – focus on local health needs and reducing inequalities

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<tr>
<th>Health Indicator</th>
<th>Lambeth</th>
<th>Southwark</th>
<th>Lewisham</th>
<th>Greenwich</th>
<th>Croydon</th>
<th>Bromley</th>
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<td>Early deaths: Heart disease &amp; stroke</td>
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Source: Department of Health Community Health Profiles 2009

Key:
- Red: Worse than London average
- Yellow: In line with London average
- Green: Better than London average
## Benefits for patients

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Partnership Strategic Developments

- **Partnership Board** (joint venture with one or more limited companies underneath it)) with independent Chair

- **KHP Executive Group**

- **KHP Advisory Group**

- **Strategy Co-ordination Group** – development of KHP Strategic Framework 2010-2014 (public consultation Jul-Sep ’09)

- **Nov. ’09** – to be presented for approval & adoption by FTs’ Board of Directors & the College Council
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Clinical Academic Groups: key to accelerating translation

- **KCL**
- **GSTT**
- **KCH**
- **SLaM**

**Partnership Board**

**King’s Health Partners Executive**

**CLINICAL ACADEMIC GROUPS**
- Cardiovascular
- Dementia and Older People’s Mental Health
- Diabetes and Obesity
- Other Clinical Academic Groups

**EDUCATION ACADEMY**
- Disorder- / Research-based training and education

**Drive basic discovery**
**Drive translation**
**Evaluate**
**Efficient infrastructure to deliver translation**
**Disseminate knowledge, train the next generation**
ICT/IM Strategic Development Plan

- **IM/IT Strategy Group**
- Vision, values and principles draft KHP Strategic Framework
- KHP accreditation documents
- Underlying draft strategies tripartite elements
- Strategies and plans for the BRC Centres (comprehensive, specialist in mental health, patient safety and service quality)
- Integrated Cancer Centre Research IT strategy
- Consultation Transition Executive & key stakeholders in first wave CAGs
- **KHP Executive Lead**: Professor Frank Walsh
ICT/IM Strategic Development Plan - Constraints

- **KHP Strategy is still being developed**
- Must support strategic aims of KHP plus respond to core requirements of the tri-partite mission
- 4 organisations not starting from scratch & have different systems with different levels of complexity & functionality
- Even where same software solution, differences in versions, configuration & functionality utilised
- **Proposed series of projects for 12 month period**
- **Funding major issue**
  - None attached to AHSC accreditation
  - Small contributions from partners’ IT recurrent budgets
  - Additional funding secured from Translational BRC, GSTT & CfH to support research platform & clinical system projects
  - HIEC (Health Innovation & Education Cluster) bid
7 Programme Themes
1. Clinical Systems Development
2. Health Research Platform
3. Education & Training
4. Infrastructure
5. Digital Strategy
6. CAG Performance Indicators
7. Information Governance
1. Clinical Systems Development

- 2 acute Trusts developing strategy for provision of core patient administration & EPR systems
- Both use same basic technology from iSOFT but additional local functionality
- Recently appraised two CfH solutions (Cerner & Lorenzo) but concerns about meeting requirements
- **Focus for 2009/10 on** renegotiating existing contracts
- Consultation with key clinical groups to define requirements to meet new ways of working
- Develop a strategy for sharing information across two acute Trusts, e.g. make core systems (EPR, PACS) visible & available to clinicians
Clinical Systems Development - 2

- Develop a strategy to meet specialty requirements of CAGs consistent with sharing core systems within KHP as well as local Trust strategies
- **Benefit** – stepped approach will maintain stability of existing solutions whilst enabling clinicians to work more seamlessly across Trusts
- **Links** with Info Governance, research platform & infrastructure projects
- **Dental Clinical Systems development** – funding allocated by CfH to GSTT & KCH for procurement of dental clinical info system – existing EPR issue
- **Benefit** – common dental EPR across DI
- **Links** with other Clinical Systems development
2. Health Research Platform

• Currently 3 projects on-going to support the development of a health research IT platform:

  • **CRIS (Case Register Interactive Search) Project** for the Specialist BRC in Mental Health

  • **ORIS (Oncology Research Information System)** for the Integrated Cancer Centre

  • **TRIAD (Translational Research Integrated Academic Database)** for the Comprehensive BRC

• Three projects have high levels of commonality in technology approaches & requirements

• All will require significant investment

• November ’09 external assessment of relationships

• **Benefits** – minimise duplication & invest time & resources wisely for benefit of all projects
3. **Education & Training**

- **Creation of KHP-wide flexible learning platform** - to support education & workforce development. Aim is to build on existing learning systems & content

- **Benefit** – will provide a single point of access to all KHP online education & training resources that can be accessed by authorised staff & students independent of location

- Project is important element in KHP’s bid to lead one of the planned HIECs (Health Innovation & Education Clusters) proposed by DoH

- **Initial priority is review of all e-learning courses available across 4 partners to identify a potential e-portfolio** – access early 2010

- **Delivery of KHP-wide VLE** planned for Sep. 2011
• **Electronic information resources** – KCL extensive range to support education and research vs. more limited resources licensed through NLH for staff in Trusts

• **Longstanding sector-wide issue** - negotiations at national level have failed to resolve or progress

• Initial discussions with individual publishers planned to develop costed proposals to extend access to Trust staff to key collections licensed to College (bargaining position remains weak until partnership agreement signed) – costs high!

• **Interested in dual AHSC approach as well** –
  – contacted London AHSCs already suggesting exploratory meeting
  – NHS-HE Forum Content Group
• Last, but not least:
  – research output
  – citations
  – bibliometrics & REF
  – league tables

• **KCL Citation Policy** – KHP added component in revised document

• Discussions concerning **KHP utilising research outputs & bibliometrics functionality** in KCL’s VRE (Virtual Research Environment)
4. Infrastructure

- **Inability to access systems & applications regardless of location**, even though authorised to use them - frustration of many staff & students across 4 organisations

- Historically, network connections between individual partners have been developed to meet individual requirements

- But connections have not been developed in a standard way nor use common technologies

- **Liaison with NHS-HE Forum** – N3/JANET Gateway

- **Project will evaluate:**
  - options for network connectivity & federated IAM & will develop proposal for technical design
  - will include potential for leveraging N3/JANET Gateway & for using Shibboleth technology within KHP

- **Discussions with Malcolm Teague** – AHSC connectivity
Option 1: DMZ with shared data e.g. extranets & directories
Option 3: NHS COIN plus DMZ with shared data e.g. extranets & directories
Option 5: AHSC Shared Network Infrastructure for NHS and University.
Links – core underpinning element of other projects that require cross-organisational access to systems or data sharing; the info governance framework, especially the info security framework

**E-mail address books** – project focuses on scoping a long-term sustainable solution for sharing address books

Interim solution already implemented for sharing of e-mail address books of 3 Trusts but needs refining

KCL has been implementing a local e-mail upgrade program and needs to segment its address book so that only the relevant data is shared

Benefit – cross-organisational communications will be easier for individuals – will help foster engagement
5. Digital Strategy

- **Development of digital strategy for KHP - communications workstream** commissioned external consultants

- No of recommendations overlapped with initiatives already on-going within the Partnership e.g. VRE at KCL (delivering staff profiles, bibliometrics, grant info & research opportunities in support of REF)

- Proposed to extend functionality of VRE to Trusts in second phase of development

- **Project has established working group to:**
  - agree requirements around content & functionality;
  - develop shared understanding of existing projects & how they might be exploited;
  - deliver initial intranet site with priority on staff profiles

- **Benefit** – website with high usability, quality content & relevant tools to build KHP brand – ext. comms
6. CAG Performance indicators

- **Performance management criteria** currently being developed for CAGs
- Project builds on experience of KCH in developing scorecards for each care group which comprises a series of Trust-wide indicators plus specific indicators relevant to the specialty
- **Project will scope** the potential for developing a dashboard approach for KHP executives to access performance indicators
- **Links** with clinical systems development & potentially the digital strategy.
7. Information Governance

- **Information governance framework** is essential to enable secure & appropriate sharing of data across organisations

- Framework will consist of **an information security framework & an information sharing policy**

- Caldicott Guardian Group are the main “business owners” of this element of the plan

- Trusts already operate to similar standards so main effort to align KCL policies with those in Trusts

- **Project will**: agree info sharing policy; finalise info security framework; assess KCL’s IG structures in context of NHS Info Governance Toolkit; & develop an e-learning tool about confidentiality & data protection

- **Link** projects – network, IAM, research, VLE
Building the KHP ICT Architecture

KHP Website & Intranet

Funding

Integrated Data
Common Presentation
Common Access
£35 – 40m

Common Presentation
Common Access
£2m

KHP Website & Intranet

KHP Clinical System

KHP & Health Research Platform

Education Academy & HIEC Virtual Learning Environment

KHP Business Systems

CAG Performance Indicators

Integration Platforms

Shared email address book, Network & Wireless Connectivity

Trust Infrastructure

Trust Infrastructure

Trust Infrastructure

College Infrastructure

GSST

KCH

SLAM

KCL

Policies & Frameworks

Protocols for Anonymised data

Information Governance Framework

IT Security Policy

2013

2012

2011

2010
The Certain Future

- Lots more to be done!
- Continue to expand our partnerships at local, national & international level
- Continue to participate in national initiatives (NIMR’s Health Research Support Service Pilot Programme – part of Research Capability Programme)
- Continue to align cultures of 4 large & successful organisations
- Create the management capacity amidst numerous competing pressures
- Generate funds for investment whilst preparing for substantial financial cutbacks
- Renewal of accreditation as AHSC in 2014!
- The metrics of success will be tough