



SMD Partnership with Barts Health and UCLP

Outcome requested:	Audit and Risk Committee is asked to approve the paper
Executive Summary:	This paper seeks to address points of concern raised in the Internal Audit of February 2013 and the meeting of ARC in November 2013 relating to the benefits and risks of partnerships with Barts Health NHS Trust and UCL Partners.
QMUL Strategy: strategic aim reference and sub-strategies	<p>Strategic Aim 1: to recruit students and staff of the highest intrinsic talent and potential, and to nurture their careers.</p> <p>Strategic Aim 2: to achieve the highest standards in research, using disciplinary strengths and multi-disciplinary approaches to tackle the most challenging and pressing research problems.</p> <p>Strategic Aim 3: to provide all our students, wherever based, an education that is judged internationally to be of the highest quality, and which exploits innovations in teaching, learning and assessment.</p> <p>Strategic Aim 5: to achieve maximum impact from our academic work through public engagement and partnerships with businesses, government, charities, cultural organisations, and others in the wider community</p>
Internal/External regulatory/statutory reference points:	Internal Audit Report "SMD relationships with external bodies" – February 2013
Strategic Risks:	14 - Breakdown of the partnership with the NHS 41 - Failure to adapt to or take advantage of London developments particularly in medicine.
Equality Impact Assessment:	Not required
Subject to prior and onward consideration by:	QMSE 19 th August 2014
Confidential paper under FOIA/DPA	No
Timing:	The paper outlines some short term benefits of collaboration with UCLP but most partnership benefits are medium or long term.
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Date:	15 th August 2014
Senior Management/External Sponsor	Professor Richard Trembath, Vice-Principal (Health)

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1. Background

In February 2013, ARC received an internal audit entitled “SMD relationships with external bodies” where to key areas were identified as requiring specific actions:

1. An overarching agreement with Barts Health NHS Trust (BH) to formalise the relationship, together agreements currently in place... and to support shared interests and partnered activities.
2. Recognising that objectives of the UCLP will be realised over the long term, outcomes for QMUL need to be defined, in order that progress may be measured.

In November 2013 paper ARC 2013.026 was discussed and the following was requested in the minutes (2013.028)

[b] The Committee felt that the some of the issues raised in the internal audit were not addressed here. In relation to BH these included improving the student experience, clarity on the benefits to QML of the partnership and what arrangements were being made to bring new BH arrangements into the overall framework.

[c] Mechanisms should be introduced to track the benefits of the UCLP agreement through outcomes and timescales. It was suggested that a report on outcomes attained should return to the committee and Council in October 2014, which would be three years into the partnership.

This paper seeks to address these points and the panel are asked to **approve** the report.

2. Barts Health Trust

Student Experience

In their audit of November 2013, KPMG remarked that they “were not able to locate any reference how the College’s corporate objective to improve the student experience is met. Whilst [KPMG’s] review found the College currently had good practice in this area, there is a risk that the partnership may lose sight of this objective if it is not set out in an overarching agreement”

- A direct Service Level Agreement between all London Schools and Trusts has been developed for implementation in NHS financial year 2014-15 (available on request) This includes placement quality standards. Student satisfaction is continually monitored. NSS data show that the overall students satisfaction has steadily increased, improving from 77% in 2010 to 93% in 2014.

Clarity on Benefits to QMUL of partnership with Barts Health NHS Trust

The wider benefits accrued to QMUL in the Partnership with BH can be grouped in three main categories.

- access to the largest NHS Trust in England, supporting a population in excess of 1.5 million
- the ability to support high quality educational and training programmes in medicine and dentistry
- the opportunity to attract funding for clinical and academic research and supporting infrastructure

Below are listed specific benefits to QMUL that have been realised in recent months:

- The UK's first dental school and hospital to open in nearly 40 years which is embedded within the £78 Million royal London Dental Hospital (www.dentistry.qmul.ac.uk/news-and-events/new-building)
- Access to the Education Academy, a state of the art training facility developed for Medical Education, in the Basement of the Dental Hospital (<http://www.bartshealth.nhs.uk/education/>)
- New Cardiac Centre in Collaboration with UCL, UCLH and wider UCLP, to be based at St Barts (West Smithfield)

Arrangements to align BH and QMUL

A number of mechanisms are in place to ensure effective and timely communications, information sharing that enable joint decision making on proposals and meet shared objective

Formal meetings

- QMUL and BH Partnership Board: the Board meet every six weeks bringing together senior members of both organisations (Terms of Reference and Membership in Annex)
- The QMUL VP Health is a non-Executive Director of the Barts Health Trust Board (www.bartshealth.nhs.uk/about-us/our-board/board-papers/)
- Weekly meetings of the VP-Health team include Professor Jo Martin, a Joint BH/QMUL post.
- Professor Martin is a member of the School Executive Group (SEG) and the Research and Education Strategy Group
- SEG reports to QMSE on a monthly basis and Partnerships are a standing item on the Executive agenda.

Informal interactions

Regular meet

- Regular meetings between QMUL Principal and BH Chief Executive and Chairman
- Regular monthly meetings between BH Chief Executive and QMUL VP-Health
- Regular meetings between BH Strategy Director and QMUL Strategy Officer
- Regular Meetings between BH Strategy Director and the School of Medicine and Dentistry Partnership Associate Director

The mechanisms described above form an effective network to ensure information is shared and aligned.

3. UCLP

Mechanisms should be introduced to track the benefits of the UCLP agreement through outcomes and timescales

Progression against objectives is now being measured and October 2014 will mark the three years anniversary since the Partnership was formed.

Range of Outcomes supported through UCLP since 2011

QMUL objectives in entering the partnership with UCLP were aiming at three main categories:

- **Areas of broader public interest and/or leading to public benefit,**
- **Indirect and quantifiable benefits for QMUL,**

- **Direct and quantifiable benefits for QMUL**

Objectives were set to help focus work done in collaboration with partners and to allow an effective evaluation of the outcomes.

Recognising that many outcomes of the partnership represent medium to long term objectives the following represents identified substantial benefits to QMUL by the Partnership

- AHSN (Academic Health Science Network) accreditation, providing access to a patient population in excess of six million to enable clinical research and improvements in Healthcare outcomes
- Academic Health Science Centre (AHSC) accreditation (2013) a national competitive accreditation process. AHSC status provides the framework for partnership working. (<http://www.uclpartners.com/our-work/academic-health-science-centre>)
- MedCity: Through UCLP Partnership QMUL is a member of the HEFCE funded (£3M) initiative that aims at attracting business partners into the London AHSCs (<http://www.medcitylondon.com/>). This initiative has full support from the Mayor of London office and our membership has added to and supported awareness on QMUL Life Science Initiative.
- London NHS configuration of Cardiovascular services leading to the formation of the Cardiovascular Heart Centre. Formal approval by NHS England to move the London Heart Hospital to the new integrated centre at St Barts was achieved in June 2014. This initiative will deliver the largest Cardiovascular Specialist Centre in UK, providing the foundation for further clinical and academic developments in Cardiovascular and related sciences. <http://www.uclpartners.com/news/crucial-step-for-patients-with-cancer-and-heart-disease/>
- FARR Institute, a national MRC funded (£6.5M) initiative in e-health informatics. UCLP sponsored successful application to form a UCL/QMUL/Crick partnership as the London hub, one of four in the network across the UK (http://www.farrinstitute.org/centre/London/6_About.html).
- MRC award (£8.9M) for the development of and training in medical bioinformatics, a partnership between QMUL/UCL/LSTMH (London School of Tropical Medicine and Hygiene)/Crick/Sanger Institute. (<http://www.nimr.mrc.ac.uk/news/medical-bioinformatics-grant-for-francis-crick-institute/>)
- Participation in the Francis Crick Institute informatics development plans. (<http://www.crick.ac.uk/>)
- Genomics England has chosen to have its Headquarters in QMUL Charterhouse Square campus following a national search across the AHSCs and other potential locations. Partnership in the London Farr Institute and membership of the UCLP AHSC were important factors in the choice of QMUL.
- MRC Clinical Research Infrastructure award (£24M) to QMUL for Genomics England to develop an Informatics platform.
- MRC Clinical Research Infrastructure award (£2M) to QMUL for the creation of a Genomics based Clinical Research Facility.
- Student Satisfaction: Since 2010 the overall satisfaction has risen from 77% in 2010 to consistently above 90% since 2012. Learning resources, many of which are associated with our Partnerships in Barts Health Trust are consistently ranked positively (98% Dentistry 2014, 92% Medicine).
- UCLP publishes an annual report (available on request)

Partnership Board Terms of Reference

- To develop strategy for consideration of QM, Bart's Health NHS Trust.
- To consider and advise QMSE, QM Council and TheTrust Board on options and priorities for development of programmes across the Partnership.
- To review and make recommendations to the School and Trust Executive Teams.
- To provide a forum to receive external reports and proposals of interest and/or potential impact to partners
- To consult as appropriate with interested parties on matters raised at the Board.
- To monitor implementation of recommendations and/or decisions of the Board, as appropriate to the relevant partnership and governing bodies.

Membership

Queen Mary University of London

- Professor Richard Trembath, VP (Health) and Executive Dean
- Professor Anthony Warrens, Dean for Education
- Professor Tom MacDonald, Dean for research
- Dr Rob Bennet, Chief Operating Officer
- Dr Francesca Gliubich, Partnership Associate Director
- Mr Dean Curtis, Chief Strategy officer

Barts Health Trust

- Mr Peter Morris, Chief Executive
- Mrs Frances O'Callaghan, Director of Strategy
- Mark Odgen, Chief Financial Officer
- Dr Steve Ryan, Medical Director

Joint Member

- Professor Jo Martin, Director of Academic Health Sciences

In attendance

- Mr Nick Smith, Executive Officer to the VP (Health)