



2018/19 Year in Review

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Our main focus
is improving the
health of
a population of
6 million people

1. WHAT WE DO

We get the best ideas and innovations adopted – fast and effectively – to improve health

We bring together world-leading academic and clinical research centres, NHS organisations, industry and others to harness research and innovation for excellent patient care and a healthier population.

We:

- Work across academia, industry and the NHS to find, test, adopt and spread innovations that benefit patients and the health and care system
- Build the skills, knowledge and culture to support our partners to innovate and improve
- Accelerate the adoption of the world-leading research carried out by our academic partners.

As a founding partner of DigitalHealth.London and the NHS Innovation Accelerator, we champion the uptake of digital technologies and support the spread of world-class innovations.

Our main focus is improving the health of a population of 6 million people spanning parts of London, Bedfordshire, Essex and Hertfordshire. Our work also has an impact across London, the UK and globally.





Partnership
working is at
the **heart of**
what we do

2. FOREWORD

Since UCLPartners was formed in 2009, partnership working has been at the heart of what we do, building connections across organisational boundaries so that our partners can work together to improve patient care. Now in our tenth year, this ethos remains a unifying theme across our work.

This past year has seen significant developments in the health and life science landscape, with the publication of the NHS Long Term Plan and the release of a new Life Sciences Sector deal. Our work is strategically aligned with the direction set out in these important publications, working towards a more integrated, person-centred healthcare service through key strategic themes of digital health and data science, discovery and innovation.

This was the first year of the second licence of our Academic Health Science Network, delivering against national programmes and regional initiatives based on local healthcare needs with funding from NHS England, NHS Improvement and The Office for Life Sciences (OLS). As part of this work we have established a local Innovation Exchange to provide a co-ordinated approach to identifying, selecting and supporting the adoption of innovations that improve our economy and patients' lives.

Our Academic Health Science Centre continues to deliver programmes of research activities, uniting experts from hospitals and universities to undertake work accelerating the development of new evidence-based treatments, diagnostics and preventative strategies.

We continue to work closely with our strategic partners, growing opportunities for clinical research, strengthening service evaluation and building partnerships with industry to improve practice across the health and care landscape.

Workforce, financial pressures and the increasing prevalence of multiple long-term conditions remain ongoing challenges for the NHS. Innovation and research are essential to addressing these challenges. As we enter our second decade as an organisation we will strive to develop, test and implement creative solutions to these challenges, helping our population live healthier lives.

Dr Charlie Davie

Managing Director

Rt. Hon. Prof Lord Kakkar PC

Chairman

3. LOCAL, NATIONAL AND INTERNATIONAL CONNECTIONS

We work in partnership with a range of organisations locally, across London, nationally and globally to co-create, test and implement solutions that improve health.

We work closely with the NIHR Collaboration for Leadership in Applied Health Research and Care (CLAHRC) North Thames, the NIHR Clinical Research Network (CRN) North Thames and the North Thames NHS Genomic Medicine Centre. By working closely with these functions that cover the same region as UCLPartners, we maximise opportunities to translate innovation into improved health for our population.

We have strong relationships with both industry and public sector partners, such as IQVIA and Genomics England. Through these connections we support the use of data-driven research and AI to create more efficient clinical trials, and better access to and use of real-world data to improve patient outcomes.

We are part of the national AHSN Network, working to connect NHS, academic organisations, local authorities, the third sector and industry, to spread innovation to improve health and generate economic growth.

23
NHS
TRUSTS

9
ACADEMIC
INSTITUTIONS

20
CLINICAL
COMMISSIONING
GROUPS

6
SUSTAINABILITY AND
TRANSFORMATION
PARTNERSHIPS

We forge international partnerships to help the NHS access good ideas and innovations from abroad

4. HIGHLIGHTS FROM 2018/19



people trained in quality improvement



healthcare professionals joined our paediatric sepsis care community



companies engaged through our briefings to support healthcare innovators



NHS Innovation Accelerator products adopted



innovation adoption fund to improve patient safety



mobile ECG devices distributed to GP practices, pharmacies and NHS community clinics across London



REDUCTION

in waiting times for a sarcoma diagnosis as a result of our cancer collaborative



“

We know that continuity of care and carer makes a positive difference to both clinical outcomes and experiences in maternity. We now need to build on this work and make continuity of care accessible for more women”

Logan Van Lessen

Consultant Midwife and Lead for North Central London Better Births (community hubs)

4. HIGHLIGHTS FROM 2018/19

 **APR 2018**

ImproveWell pilot

We invited healthcare providers to pilot an app that helps frontline staff suggest improvements in their workplace.

 **MAY**

Relicensed as an AHSN

NHS England awarded us a five-year licence to drive health innovation and stimulate economic growth.

 **JUN**

End of Life Care education

We released free educational materials to help care home staff across the country deliver excellent end of life care.



 **JUL**

Respiratory rate monitor pilot

We invited trusts to pilot RespiraSense, the world's only continuous and motion-tolerant respiratory rate monitor, designed to identify deteriorating patients.



 **AUG**

Escape-pain programme

We launched an offer of support to spread an award-winning rehabilitation programme for people with chronic joint pain.



 **SEP**

More Improvement Fellows

Applications opened for our Improvement Fellows programme, which creates a network of people with the passion and skills to drive improvement locally.

4. HIGHLIGHTS FROM 2018/19



OCT

Innovative MS treatment

The drug Cladribine, successfully trialed for use in MS patients by Barts and UCLH, was named as a 'rapid uptake' product available through the Accelerated Access Collaborative.



NOV

Understanding the performance and potential of specialist hospitals

Together with the Innovation Agency, we published a review highlighting the potential for high-performing specialist trusts to do more to benefit the wider NHS.



DEC

Tailored support for companies to engage with the NHS and spread innovations

We launched specialist briefings providing innovators and businesses with bespoke advice, signposting and support.



JAN 2019

New fund for innovation adoption

We offered partners the opportunity to bid for a share of £50,000 to help spread improvements in patient safety.



FEB

DigitalHealth.London Accelerator opens applications

High potential start-ups were invited to apply for support to develop solutions to some of the most pressing challenges facing the NHS.



MAR

13 innovations join the NHS Innovation Accelerator

World-best innovations supporting mental health and early diagnosis and prevention of cancer were selected to join this national programme.



“

Being a UCLPartners Improvement Fellow supported me in leading a Surgery School pilot. Patients and their families attended a group on physical, psychological and social preparation for surgery. 100% of patients who attended would recommend it and their hospital stay was below average”

Ruth McDonald
Enhanced Recovery Nurse
UCLH



5. SUPPORTING RESEARCH FOR BETTER HEALTH

A PARTNERSHIP OF WORLD-LEADING ACADEMIC AND RESEARCH INSTITUTIONS

Through our Academic Health Science Centre (AHSC) we accelerate the development of new treatments, identify new approaches to diagnostics and develop effective prevention strategies.

This centre combines the expertise of five hospitals and three universities within our partnership, delivering a programme of research activities spanning six domains: Cancer; Cardiovascular; Child health; Eyes and vision; Infection, immunology and inflammation; Neuroscience (including mental health).

Here we are sharing a small selection of the work the partners in our Academic Health Science Centre have carried out this year.

...we accelerate the development of new treatments, identify new approaches to diagnostics and develop effective prevention strategies

Detecting lung cancer early

Researchers at UCLH and UCL initiated the largest ever lung cancer screening project in the UK. As part of this work, researchers are developing a new blood test that can detect multiple cancer types early.

Rapidly diagnosing eye disease with AI

Moorfields Eye Hospital NHS Foundation Trust and DeepMind are working together to create an artificial intelligence tool to provide rapid, highly expert assessment for people with suspected eye disease. This tool is enabling people to be assigned the right treatment as quickly and efficiently as possible.





Using patient data to improve health outcomes

The Government has committed £37.5m to develop Digital Innovation Hubs which support the use of data for research and innovation. The hubs will learn from local examples of research partnerships that are already working in practice. These include:

- A digital research unit using routinely collected, non-identifiable data to improve child health at Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH).
- A technology solution that enables patients with rare, genetic eye disease to access their own, connected data from multiple locations at Moorfields Eye Hospital NHS Foundation Trust.

Revolutionising the use of technology in hospitals

GOSH, UCL, NHS Digital and leading industry experts have come together to create a new state of the art unit called DRIVE (Digital Research, Informatics and Virtual Environments). This unit is a space for clinicians, students and industry partners to collaborate and drive forward the translation of solutions into clinical practice.

Developing and spreading an effective MS treatment

Clinical trials by teams at Barts and The London School of Medicine and Dentistry at Queen Mary University of London and UCLH found that the drug Cladribine is an effective treatment for highly active MS, reducing relapses. Cladribine was named as one of the Government's Rapid Uptake Scheme products and is being spread by the AHSN Network's Innovation Exchanges.



MENTAL HEALTH

Supporting young people

Our researchers are working with colleagues at the Anna Freud National Centre for Children and Families to investigate possible interventions to support young people while they are waiting for clinical mental health support. This work will develop resources for schools, GPs and social services. uclpartners.com/mental-health-services

Testing support to prevent mental health crisis

Working with colleagues at NIHR CLAHRC North Thames and the Anna Freud Centre, we are evaluating the effectiveness of Serenity Integrated Mentoring - a partnership working model that brings together police officers and mental health nurses to support people with severe mental health problems.

Monitoring wellbeing through phone use

US company Mindstrong have developed an app that tracks how and when people use their smartphone to predict mental health relapse. We are supporting research to evaluate the use of this technology, led by the team at the Anna Freud Institute.



6. ACCELERATING THE ADOPTION AND SPREAD OF INNOVATIONS

PRIMARY AND COMMUNITY CARE

Increasing detection and treatment for atrial fibrillation

Atrial fibrillation (AF) is a common type of irregular heart rhythm that can increase risk of stroke. We are supporting the implementation of a new model to find and treat those with AF, bringing together GPs and specialist pharmacists to review patients on a case by case basis, offering advice on optimum treatment.



Preventing prescribing errors

Prescribing errors in general practice are an expensive, preventable cause of safety incidents, illness, hospitalisations and even deaths. We are working to increase the use of a Pharmacist-led Information technology intervention for reducing Clinically Important Errors (PINCER) to reduce errors. PINCER supports GP practices using software systems alongside root cause analysis to identify why mistakes happened.

This year we have established support for the implementation of PINCER across north central and north east London.

We have been working with our partners to increase detection of atrial fibrillation



Community pharmacist support for patients leaving hospital

When patients leave hospital, they can need extra support taking their prescribed medicines. As part of a national programme to address this need, we are supporting the implementation of a Transfers of Care Around Medicine (TCAM) pathway in our area. This involves working across hospital and community pharmacy to set up a secure electronic interface between hospital IT systems and the community pharmacy IT system, so that patients that need extra support can be referred for advice from their local pharmacist.

This year we have implemented TCAM with four of our partner trusts and engaged pharmacy providers across north east London, Luton, Hertfordshire and Essex in this work.



MATERNAL AND NEONATAL HEALTH

Preventing cerebral palsy in preterm labour

Administering magnesium sulphate to mothers during preterm labour can help reduce cerebral palsy in babies. This year we have rolled out a programme of support for trusts across London, Essex, Hertfordshire and Bedfordshire, aiming to increase the use of magnesium sulphate for neuroprotection to 85% of eligible pre-term births. This work is part of a national drive by all 15 Academic Health Science Networks.

Thirteen trusts in our region have enrolled on the programme, resulting in magnesium sulphate being administered for 48 additional eligible births, 60% over the original target.

Improving maternity services

This year, we ran a maternity care transformation programme, focussed on changing the way local maternity services are delivered in north central London in response to the National Maternity Review. The programme addressed: quality and safety, personalisation and choice, collaborative working, community services (including an economic analysis of continuity of carer pathways), and single point of access.

Stand out achievements include establishing two midwifery hubs that align with existing services such as health visiting and early years and creating a personalisation and choice toolkit for women and midwives.



13

Trusts



administered
magnesium
sulphate
for

48

eligible
births



60%
over target

A woman with dark hair tied back, wearing a maroon NHS uniform with white piping on the collar and sleeves. She has her arms crossed and is smiling at the camera. The background is a clinical setting with medical equipment and a green chair.

“

Since launching PReCePT at the Whittington we have administered magnesium sulphate to seven women in pre-term labour, which can help to reduce cerebral palsy in babies by up to 30%”

Tamara Joly

PReCePT Lead Midwife
Whittington Health NHS Trust

WORKING WITH COMPANIES TO SPREAD INNOVATIVE PRODUCTS AND TECHNOLOGIES ACROSS THE NHS

Innovation Exchange

Funded by the Government's Office for Life Sciences, our Innovation Exchange aims to identify, select and support the adoption of innovations that have the potential to improve our economy and patients' lives.

We are working with **Care City** to deliver our Innovation Exchange in the East London area, specifically focussing on long-term conditions including self-care and management, ageing and frailty technology, dementia and mental health.

Helping companies to work with the NHS

We provide bespoke advice, signposting and support to help innovators and businesses work with the NHS. We offer a range of services for companies with products and technologies on or close to market, or that may be ready to spread across the NHS.

This year we launched Market Insight Briefings for companies at an earlier stage and Innovation Surgeries for businesses that have products ready to launch, on the market, or ready to spread across the NHS.

Supporting our NHS partners to adopt new technology

This year we have supported several of our partner NHS organisations to adopt new technologies that address unmet needs in their trusts.

These technologies include:

- **HeartFlow** - a cutting-edge cardiac test that creates a 3D model of the heart's arteries to help improve care for people with suspected coronary artery disease uclpartners.com/heartflow
- **UroLift** - a new technique for treating an enlarged prostate that involves inserting implants to hold the enlarged prostate tissue so it no longer blocks the urethra uclpartners.com/urolift
- **RespiraSense** - a continuous and motion-tolerant respiratory rate monitor piloted in four trusts in London and Essex uclpartners.com/respirasense

We also work closely with our NHS partners to identify their priorities and articulate these to industry in order to ensure a pipeline of new products and services that meet the most pressing needs of the NHS.

ACCELERATING INNOVATION ON A NATIONAL AND GLOBAL SCALE

NHS Innovation Accelerator

UCLPartners co-founded and hosts the NHS Innovation Accelerator (NIA), an NHS England initiative delivered in partnership with all Academic Health Science Networks across England. The programme continues to go from strength to strength and has now supported 49 Fellows representing 52 evidence-based innovations. Collectively the innovations are now in 1806 additional NHS sites, have secured £81m+ in funding and created 339 new jobs.

In November NIA research 'Understanding how and why the NHS adopts innovation' was published, celebrating innovation-adopting NHS organisations.

DigitalHealth.London

DigitalHealth.London is one of UCLPartners' collaborative programmes, delivered alongside MedCity, Imperial College Health Partners and Health Innovation Network. The programme ran the third round of its Accelerator this year, working with 21 high potential start-ups and SMEs in London.

The programme is in its second year of running the pan-London NHS Digital Pioneer Fellowship, supporting 37 front-line NHS staff to deliver transformation across their organisations through digital interventions.

This year, DigitalHealth.London partnered with the UK Israel Tech Hub, based at the British Embassy in Israel, to create a new international health accelerator programme – the UK Israel Dangoor Health Initiative. This initiative connects Israeli startups in digital health with the NHS.



7. EMBEDDING SKILLS AND CULTURE TO IMPROVE AND INNOVATE



QUALITY IMPROVEMENT TRAINING

We provide training to support individuals across our partnership to participate in and lead improvement work in their organisations. Using Quality Improvement (QI) – a systematic approach to improving quality in health care services – we support frontline healthcare staff to work collaboratively to improve patient outcomes. Our QI training programme comprises Quality Improvement Training, Human Factors Training, Measurement for Improvement and Quality Improvement Clinic.

This year, we trained 352 people in Quality Improvement, 211 people in Human Factors awareness and 134 people in Measurement for Improvement.



Tailored programmes

Our bespoke improvement training is designed to complement our partners' existing frameworks and any progress they have already made to improving quality and efficiency.

The changes that teams are implementing as a result of this bespoke support are having a direct impact on patient care. For example, changes made by the UCLH cancer collaborative services have led to:

- Quicker diagnosis for sarcoma patients – Those referred to The London Sarcoma Service now wait 28 days for their diagnosis, compared to 35 days previously.
- Quicker endoscopies – The team have halved the time it takes to undertake an endoscopy, from 18 minutes to just 9.
- Quicker diagnosis and treatment for breast cancer – Changes have led to a sustained drop in the number of patients waiting over 38 days for a diagnosis and treatment plan.

“

Being an Improvement Fellow has enabled me to build on my knowledge of QI, my approach to embedding QI and introduced me to like-minded individuals from the local health system”

Ryan O'Shea

Senior Primary Care Development Manager
Southend & Castle Point and Rochford CCG



NETWORKS AND CULTURE

Our networks bring together individuals and communities to tackle the barriers to improving quality in healthcare. We connect people with shared interests and needs beyond traditional institutional boundaries.

This year we have built a range of networks that have included patients, GPs, hospital staff and those working in the wider healthcare sector. These networks are helping to:

- Build skills in quality improvement
- Connect patients with healthcare staff
- Develop emerging leaders
- Improve patient safety – specifically focussing on recognition and care of paediatric sepsis and implementing the national early warning score (NEWS2)
- Support the delivery of Integrated Care Systems



“

I felt very welcomed
and able to make
a contribution”

Local resident

Community engagement
workshop in Newham



Changing culture

Adopting quality improvement approaches involves significant and sustained cultural change. Our work is helping our partners to embrace new ways of working by providing tools and guidance that support staff engagement, teamwork and champion bottom up solutions, creating a culture within the workforce to improve and innovate.



Optimising performance

Our unique human factors programme aims to equip participants with an in-depth knowledge of the factors that influence human behaviour and an understanding of how human interactions and environment can influence performance.

Developing a positive and inclusive culture through collaboration

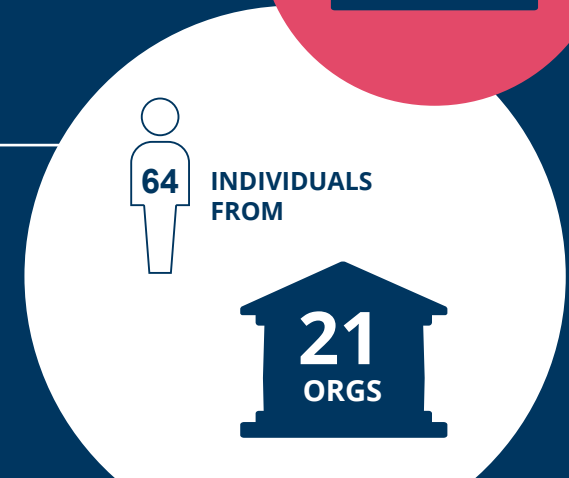
In January 2019 we launched an 18-month collaborative programme, delivered in partnership with NHS Improvement, to help NHS trust teams develop their organisational strategies for compassionate and inclusive culture and leadership.

Breaking down barriers with tech

We've supported teams from three organisations within our partnership to pilot ImproveWell, an app that enables frontline healthcare workers to make improvement suggestions for their workplace.

Learning from excellence

Studying excellence in healthcare can create new opportunities for learning and can improve team resilience. This year we have created a 'Learning from excellence' community, encouraging healthcare teams to acknowledge and celebrate examples of excellent practice in their workplace.



“

We've used Quality Improvement methodology to improve our Multi-Disciplinary Team meetings, allowing us to concentrate on the most complex cases, getting maximum benefit from the experts in the room”

Jacky Jones

Lead Breast Cancer Nurse Specialist
Barts Health NHS Trust



8. OUR BUSINESS

UCLPartners is a company limited by guarantee. Our income is derived from a combination of contracts, partnership contributions and grant funding to deliver commissioned programmes of work.

The majority of our revenue of £7.1m was received from the public sector and other not-for-profit organisations. Our costs for the year were £7.1m. These were related to the delivery of our programmes of work.

We reinvest any annual surplus in furtherance of the principle aims and objectives of UCLPartners.

Our team

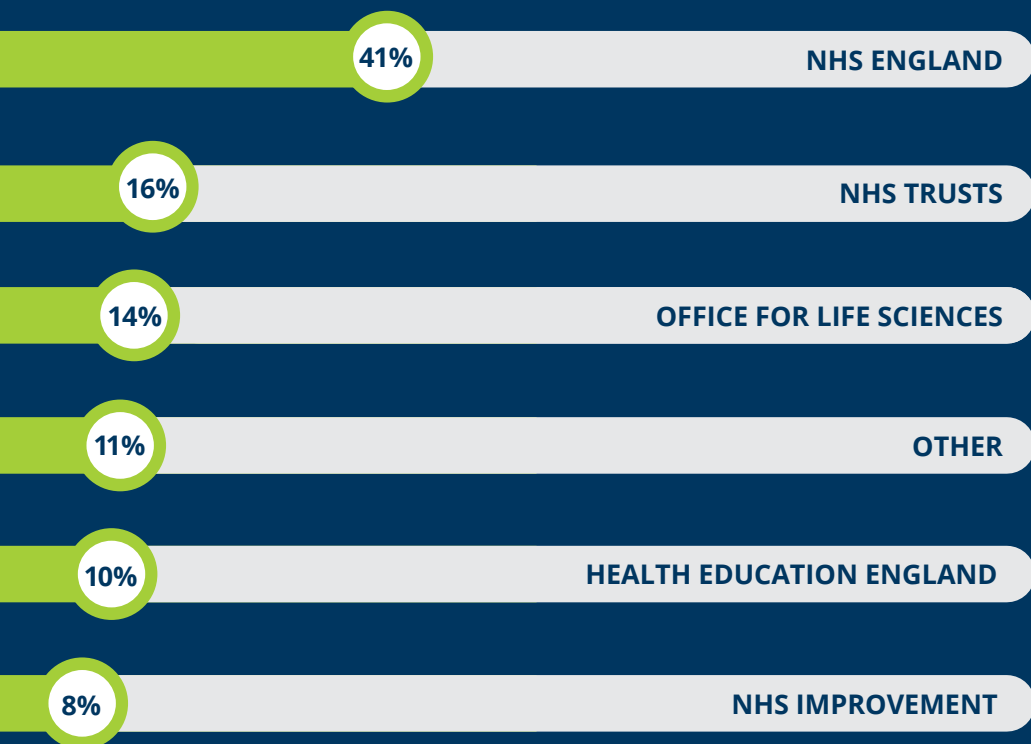
We have around 120 employees, with both clinical and non-clinical backgrounds. Around a quarter of these are on secondment from partner organisations.

We encourage seconded staff to share the knowledge they gain at UCLPartners with their substantive employers and teams. Equally, some of our team members are seconded to organisations within our partnership, providing bespoke support as needed.

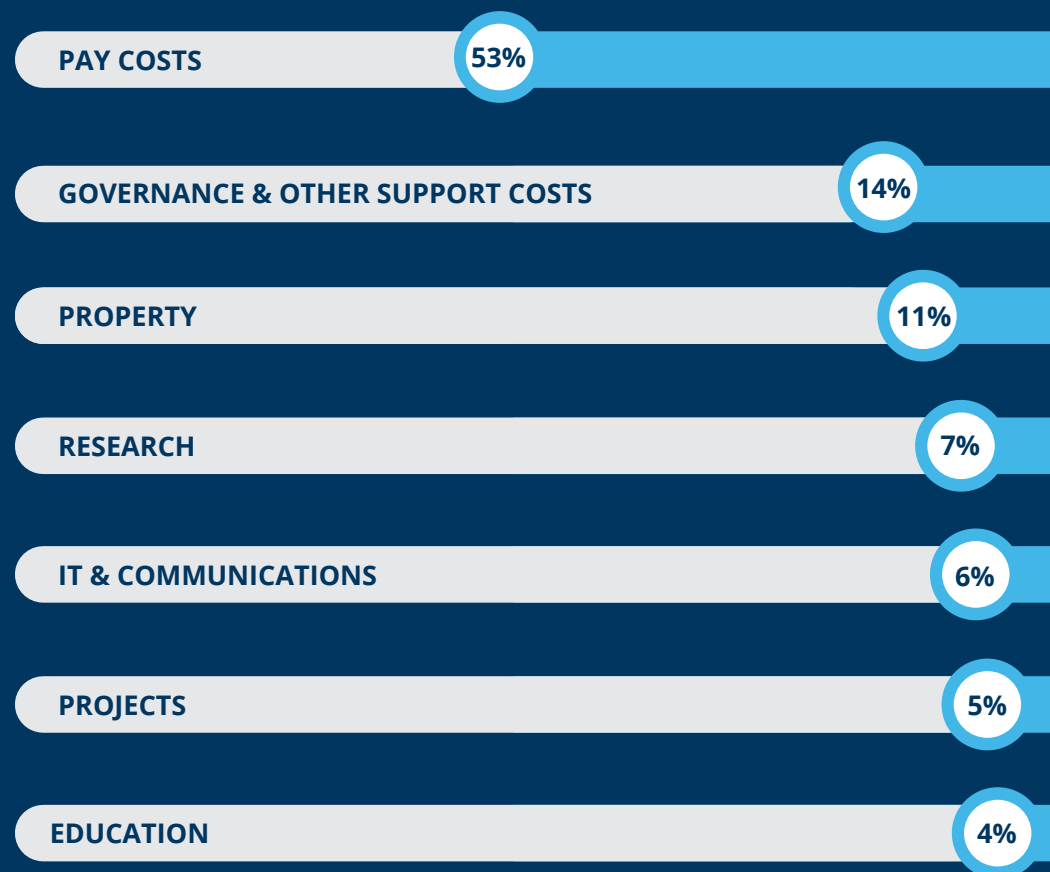
We encourage seconded staff to **share the knowledge they gain** at UCLPartners with their substantive employers and teams.



Summary of our income in 2018/19



Summary of our spending in 2018/19



For further information about our work visit www.uclpartners.com

Keep in touch:

 @uclpartners

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Thank you to our partners who have worked with us to support our vision.