



Health Partnerships Committee

6 December 2021 from 9 to 10.30 a.m.

Minutes

Present Members:

Professor David Lomas (Chair); Professor Gianluca Baio; Professor Duncan Craig; Professor Andrew Dick; Mrs Claire Glen; Professor Graham Hart; Mr Henry Killworth; Professor Robert Kleta; Professor Deenan Pillay; Mr Michael Rowson; Professor Rebecca Shipley; Professor Alan Thompson; Mrs Rebecca Whitham.

Apologies:

Professor Stephen Caddick; Professor Geraint Rees.

In attendance:

Dr Andrea Hodgetts

Officer(s):

Ms Mary Moloney

Part I: Preliminary Business

- 1.1 Professor David Lomas, Vice Provost (Health), welcomed everyone to the first meeting of the Health Partnerships Committee. He added that Professor Graham Hart (Co-Director of UCL Health of the Public (HOP)) had joined the Committee in order to represent UCL Health of Public, and that Dr Andrea Hodgetts (Head of Strategic Partnerships for the Faculties of Life Sciences and Medical Sciences) would present the Hampstead Campus Masterplan Project Board on behalf of Professor Mark Emberton (Dean of the Faculty of Medical Sciences), who had been unable to attend the meeting.
- 1.2 Committee members introduced themselves and explained their role in relation to Health.

Part II: Strategic Items for Discussion

2. Health Partnerships Committee Terms of Reference and Objectives (1-01)

- 2.1 The Vice Provost (Health) made the following points:
 - a. As a result of implementation of the new Provost's changes to Vice Provost portfolios, the remit of the Vice Provost (Health) had expanded to

include development of a pan-UCL Health strategy, encompassing health related activity across its eleven Faculties and UCL East. In addition, the Provost had indicated that UCL's relationship with its hospital partners (UCLH, GOSH, Royal Free, Moorfields, Whittington and the RNOH) should be strengthened.

- b. The Health Partnerships Committee had been established to oversee and expand UCL's external partnerships, particularly those with the NHS. It was the formal Governance Committee which would report to the University Management Committee. In turn, the UMC would feed into the UCL Council. At present, termly meetings had been arranged and this frequency would be reviewed.
- c. It was anticipated that the HPC would establish ad hoc working/task and finish groups, where necessary, in order to address specific Health related issues.
- d. The Health Strategy Forum gave Health Leads within Faculties the opportunity to discuss ongoing research with a view to facilitating increased inter-disciplinarity. The HSF currently met every two months and reported to the HPC.

3. Draft UCL Health Strategy in development (1-02)

3.1 Following discussions with all Deans and the CEOs of NHS Trust Foundations, the Vice Provost (Health) reported that the following key themes had emerged in relation to the strategy:

- a. First in human trials, which would include innovation and diagnostics.
- b. Social inequality.
- c. Health data.
- d. Climate change (which would now fall under the RIGE umbrella).
- e. More recently, Cancer and Mental Health had emerged as pan-UCL Health themes and NHS CEOs had raised the importance, from their perspective, of collaboration with The Bartell over hospital design. They were also keen to work with UCL to provide an educational offer to nursing staff.. Professor Geraint Rees, Pro-Provost (Academic Planning), would incorporate these points into the over-arching strategy for UCL.

3.2 The following points had been raised in discussion:

- a. It was noted that inequality was easy to pinpoint but much more difficult to address, as it involved major societal change in tax, fiscal policy and welfare. It was recognised, nevertheless, that small interventions, such as moving homeless people into hotels during the Covid pandemic, could save lives. With this objective, it was hoped that NHS, UCLP and UCL Health Alliance resources could be deployed.
- b. It was agreed that UCL should develop a global strategy.
- c. It was agreed that greater clarity on research across UCL would facilitate more cross-disciplinary collaboration.

4. UCL Strategy towards External Partnerships

- 4.1 The Vice Provost (Health) reported that termly meetings would be arranged with UCL Non-Executive Directors (appointed to sit on the Boards of Partner hospitals) in order to foster closer collaboration between UCL and the NHS

5. Update on Hampstead Campus Masterplan Project Board (1-03A-D)

- 5.1 The Head of Strategic Partnerships for the Faculties of Life Sciences and Medical Sciences presented slides (circulated with the minutes at 1-03A) on behalf of the Dean of the Faculty of Medical Sciences. The main aims of the Project were, as follows:
- a. To develop a campus that would combine UCL's academic strategy with the Royal Free Hospital's clinical direction.
 - b. To streamline UCL accommodation at the Royal Free in order to create contiguous space.
 - c. To relocate spinal cord and orthopaedic work, currently undertaken at Stanmore, to the Royal Free, thereby also freeing up space at Stanmore.
 - d. A Bioengineering Hub would be established in order to integrate the UCL Faculties of Engineering Sciences and Medical Sciences with the Royal Free's clinical strategy.
 - e. UCL hoped to improve student experience at the Royal Free site, as NSS scores for the campus environment had been poor.
 - f. UCL's presence and brand on the Royal Free Campus would be enhanced.
 - g. A design team would be appointed in early 2022, whose remit would be based on a joint brief developed by RFH and UCL, with their RIBA 1 reported expected by late 2022.
- 5.2 Discussion included the following:
- a. Consideration would be given to whether any neurological rehabilitation activity could be moved from Queen Square to Stanmore.
 - b. Paediatrics, possibly linking the RNOH and GOSH, might be developed.
 - c. The role of the UCL Health Alliance would be important in realising the aims of the project.
 - d. It was felt that UCL often underplayed its role in relation to NHS Partners.
- 5.3 The minutes of the Hampstead Campus Masterplan Project Board of 16 September, 18 October and 15 November 2021 (1-03B-D) were noted, for information.

6. Project Oriol Update (1-04A&B)

- 6.1 Professor Andrew Dick, Director of the Institute of Ophthalmology, presented slides (circulated with the minutes at 1-04A). The main aims of the Project were, as follows:
- a. An estimate of 1.1 billion people worldwide suffered from untreated visual impairment. By 2050, the cost to the UK economy was likely to be £33.5B.

- b. Moorfields NHS Foundation Trust was small with an annual turnover of £300m per annum. Its record for research, education and enterprise was excellent but the facilities at City Road were poor.
 - c. The aims of Oriel were to:
 - i. Develop the Institute of Ophthalmology as a national hub.
 - ii. To transform diagnostics.
 - iii. To personalise therapies.
 - iv. To expand educational activity.
 - v. To extend the global reach to include Asia and Africa as well as Europe and the USA.
 - vi. To offer better healthcare whilst increasing research income.
 - d. It was proposed that Moorfields would sell the City road site and move to a bespoke designed building at the St Pancras Hospital site in Camden. It was hoped that research collaboration with the Francis Crick Institute, located nearby, would be further developed.
 - e. Much of the space, for education and the Clinical Research Facility, would be shared between UCL and MEH although UCL would have dedicated accommodation for web labs and the Biological Services Unit.
 - f. In terms of timeline, it was hoped that the Full Business Case would be approved by UCL Council on 9 December 2021, that construction work would begin in 2023 with a completion date of end 2025 and projected opening in 2026.
- 6.2 Discussion included the following:
- a. Branding would be strengthened and the IoO's name was likely to change to UCL Moorfields IoO (similar to that of the UCL GOSH ICH).
 - b. The Committee Secretary would circulate to Committee members the link on the Oriel design 'flythrough':
<https://www.youtube.com/watch?v=KMJZsr5JnXc>
- 6.3 The minutes of the UCL Oriel Project Board of 2 November 2021 (1-04B) were noted, for information.

7. UCL Health of the Public Update (verbal report)

- 7.1 The Co-Director of UCL Health of the Public reported the following:
- a. A successful launch event had been held on 28 April 2021 with high profile speakers, 232 attendees and 360 playbacks on YouTube.
 - b. Professor Deenan Pillay, Pro-Vice-Provost International, was leading on Global Health Security, the theme of which had been taken for the HOP annual symposium, held on 30 November 2021, with speakers from eight UCL Faculties. Global Health Security would become one of the HOP 'Communities'.
 - c. External engagement was being undertaken with local authorities: e.g. the submission of an EOI with Newham for the NIHR Health Determination collaboration for £5m in value; and working with Waltham Forest Local Authority on health equity.

- d. Within UCL, research communities had been set up, with input from most of UCL's Faculties, in order to facilitate pan-UCL Health research:
 - i. Equitable mobilities: Nick Tyler and Jenny Mindell.
 - ii. Law for Health: Hazel Genn.
 - iii. Creative Health communities: Helen Chatterjee and Lorna Collins.
- e. Research co-ordination: the HOP had contributed to successful research grants, generating income of c. £14.5m.
- f. Education: an MSc in Public Health would be launched in September 2022.
- g. The HOP website provided information and links to communities and activities: <https://www.ucl.ac.uk/health-of-public/>

7.2 In discussion, it was pointed out that the announcement of the Government's Comprehensive Spending Review at the end of October 2021 indicated that Ministries would have more research income available to spend on particular programmes and priorities. Committee members wondered whether this represented a funding opportunity for UCL HOP. It was agreed that the Co-Director, HOP and the Executive Director of Research & Innovation Services Operations would discuss this further.

8. Health Strategy Forum: remit and interaction with the HPC (1-05)

- 8.1 The Vice Provost (Health) reported that the next meeting would take place on Monday 24 January 2022 and asked Committee members to contact him, or the Committee Secretary, with proposed agenda items.
- 8.2 The minutes of the Health Strategy Forum of 2 November 2021 (1-05) were noted, for information.

Part III: Other Business for Approval or Information

9. AHRI Programme Board (1-06A&B)

- 9.1 The HPC received, for information, the minutes of 5 August and 3 October 2021.

10. Cancer Strategy Board (1-07)

- 10.1 The HPC received, for information, the minutes of 1 October 2021.

11. Clinical Governance Research Committee (1-08)

- 11.1 The HPC received, for information, the minutes of 21 July 2021.

12. UCL Crick Board (1-09)

- 12.1 The HPC received, for information, the minutes of 1 November 2021.

13. London Health Data Strategy Programme Stakeholder Board (1-10)

- 13.1 The HPC received, for information, the minutes of 18 November 2021)

14. Research agreements 2021-22 (1-11)

- 14.1 The HPC received, for information, a list of research agreements for 2021-22 (to date) signed by the Vice Provost (Health).

15. Any Other Business

- 15.1 The Vice Provost (Health) indicated that future meetings would include presentations on the work of the Committees, which reported to the HPC.
- 15.2 The agenda for the next meeting would include:
- a. an update on progress of the DRI (Professor Mike Hanna);
 - b. a presentation from Mr Henry Killworth on UCL Comms, branding and case studies, to the next meeting of the HPC on 16 May 2022;
 - c. a report from the Executive Director of Research & Innovation Services Operations on research contracts with external partners;
 - d. an update from the Vice-Dean, Education (FPHS) on educational issues between UCL and its NHS Trust partners.
- 15.3 A future agenda would include a discussion on Biomedical Research Centres, the Francis Crick Institute and Cancer at UCL

16. Date of next meeting

- 16.1 The next meeting of the Health Partnerships Committee would be held on Monday 16 May 2022 9.30 to 11 a.m.

Ms Mary Moloney
Secretary to the Health Partnerships Committee
December 2021