



CAMBRIDGE UNIVERSITY
Health Partners



2018-19 Impact Review
Turning possibilities into better healthcare

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Working in Partnership with



Cambridgeshire and Peterborough NHS Foundation Trust
Cambridge University Hospitals NHS Foundation Trust
Royal Papworth Hospital NHS Foundation Trust



About us

Cambridge University Health Partners (CUHP) is one of six Academic Health Science Centres in England whose aim is to improve patient healthcare by bringing together the NHS, industry and academia.

"Our mission is to improve local and global health by effective alignment of our world-class assets"

Academic Health Science Centres (AHSCs) were launched by the Department of Health in 2009 as it looked to identify outstanding partnerships between leading NHS Trusts and universities. Six centres in total have been created in: Cambridge, London (Imperial College, King's College and University College London), Manchester and Oxford. They were chosen owing to their strong convergence of university research and education, research institutes, clinical services and the life sciences industry. They are key to innovation in the diagnosis and treatment of patients but also the growth of pharma, biotech and healthtech companies in the UK.

Based on the Cambridge Biomedical Campus, CUHP was set up as a Company Limited by Guarantee in 2009. The CUHP Partners are Cambridgeshire and Peterborough NHS Foundation Trust, Cambridge University Hospitals NHS Foundation Trust, Royal Papworth Hospital NHS Foundation Trust and the University of Cambridge.





I joined Cambridge University Health Partners (CUHP) in February 2018 at a pivotal time for our four partner organisations, the Cambridge Biomedical Campus – and for the UK itself.

Each CUHP partner has achieved significant milestones over the last year. Royal Papworth Hospital has completed a seamless transition to the Cambridge Biomedical Campus, occupying a new state-of-the-art clinical facility, while Cambridge University Hospitals, Cambridgeshire and Peterborough NHS Foundation Trust and the University of Cambridge have made substantial progress in securing funding for a Children's Research Hospital in the East of England.

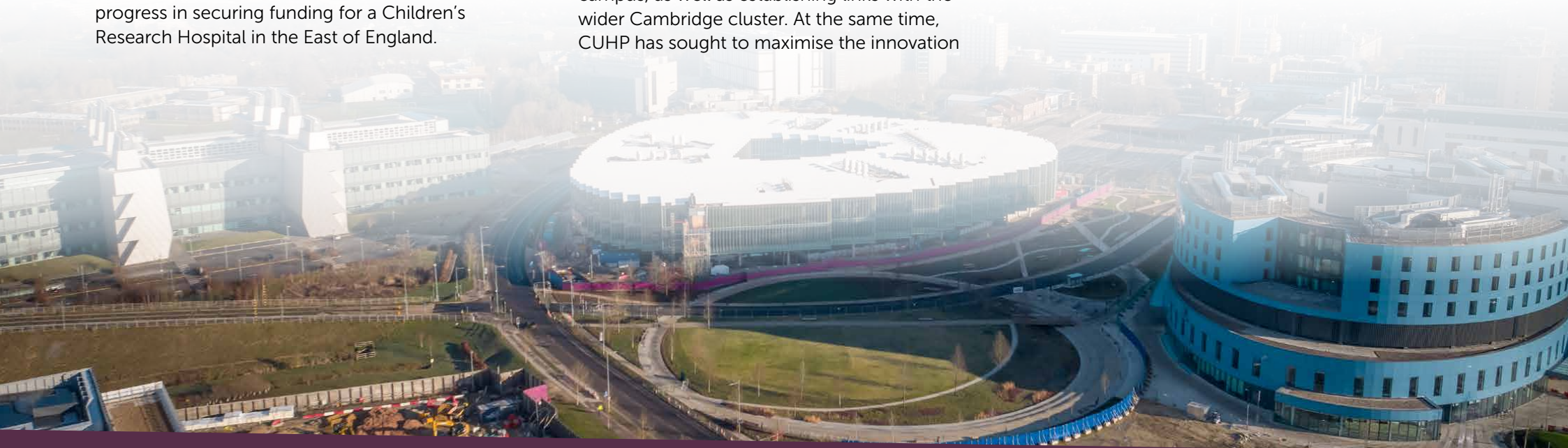
We have welcomed Abcam to the campus and look forward to AstraZeneca joining us soon. The growing numbers of campus organisations provide us with even more exciting opportunities for collaboration between industry scientists, university researchers and clinicians. In tandem, we recognise that a single organisational outlook and governance structure for the campus is needed and look forward to supporting its creation. This alignment will provide many benefits including a stronger proposition for life science companies and planning authorities.

We have worked closely with the CUHP Board members to strengthen local, regional and national partnerships, striving to build an attractive community on and around the campus, as well as establishing links with the wider Cambridge cluster. At the same time, CUHP has sought to maximise the innovation

and development opportunities available to improve patient outcomes – including those arising from the Life Sciences Industrial Strategy.

Our first Impact Review highlights that we are making good progress but we are certainly not complacent. There is more to do. Although there are challenges to address, we are confident that the engagement and expertise of our four partners will support the development of an effective integrated research, health and care system – with corresponding benefits for staff, patients and the public.

Laurel Powers-Freeling
Chair



Message from our Executive Director



The context for each Academic Health Science Centre is unique. In this, our first Impact Review, we take the opportunity to articulate our strengths and

progress during 2018-19 and to outline our priorities and areas of focus for the year ahead.

CUHP is strongly committed to growing a remarkable combination of world class assets – health, science and industrial – on the Cambridge Biomedical Campus, and to forging a wider set of partnerships, networks and alliances to realise new opportunities for improved patient outcomes.

This year, we were excited to develop and sign separate Memoranda of Understanding with the Association of British HealthTech Industries (ABHI) and Roche Products to extend our reach and to accelerate the discovery, development and delivery of innovative health and care solutions.

A joint programme in health informatics with the Eastern Academic Health Science Network has allowed us to make a strong contribution to regional efforts to integrate the local health and care record, in parallel with development of novel data science approaches. In particular, in collaboration with five UK NHS Trusts and the private sector, the team were awarded a £400,000 Sprint Exemplar Innovation Project. Coordinated by Health Data Research UK and funded through the UK Research and Innovation Industrial Strategy Challenge fund, this project in rare diseases will demonstrate data liquidity through development of a secure cloud research platform.

CUHP continues to collaborate with a range of external partners to deliver multi-professional education activities which develop workforce capabilities clearly articulated within the NHS Long Term Plan. In particular, our leadership programmes have supported over 220 senior leaders this year, and a novel Masters in Health Data – Analytics, Innovation and Commercialisation will start in September.

Raising the profile of Cambridge life sciences to UK Government, researchers, industry, investors and philanthropists remains a key part of our work. Working with our partners, we have continued to showcase the positive contribution that our sector is making to the UK economy and to identify new opportunities which could deliver even greater success.

Looking forward to 2019-20, our new CUHP programme approach will bring our central team together with the focused expertise of our Board members to deliver new projects across our portfolio in Ecosystem Development, Education, Governance, Health Informatics and Innovation and Implementation. By fostering closer collaboration, we will continue to identify new opportunities and partnerships which could not be realised by a single partner and which improve local and global health by effective alignment of our world-class assets.

Malcolm Lowe-Lauri

Executive Director

Building our strategic partnerships

CUHP is strongly committed to a wider set of partnerships, networks and alliances which will enhance the community on the Cambridge Biomedical Campus (CBC), encourage closer collaborative working between our organisations and accelerate the translation of innovation into routine clinical practice.

Recognising a shared interest in developing the CBC as an internationally recognised centre of excellence, CUHP partners with **Countryside Properties** and **Liberty Property Trust**, the developers of the commercial quarter of the CBC. In this capacity, we work to attract organisations to the campus in line with our strategic foci, allowing us to play an active role in growing a remarkable combination of health, science and industrial assets.



CUHP maintains strong working links to the Office for Translational Research, based within the University School of Clinical Medicine, and the Cambridge University Development and Alumni Relations office. CUHP also has strong relationships with the NIHR Biomedical Research Centre and the NIHR Collaboration for Leadership in Applied Health Research and Care (CLAHRC) East of England.

Our partnership with the **Eastern Academic Health Science Network** strengthens our links with research-active organisations across the region, further accelerating the adoption and spread of innovation. Joint projects focus on healthtech, identifying technological solutions to improve mental health and to support healthy ageing, together with a comprehensive health informatics programme to improve our regional infrastructure for clinical service and health data research.

In 2018-19, we have agreed two new strategic partnerships which will extend the reach of CUHP and our partners at a national level:



An exciting new partnership with **Roche Products** will further our joint commitment to improving patient outcomes through personalised healthcare. Projects will focus on the development of breakthrough medicines and leading diagnostics, and how these might be combined with new reimbursement models to realise greater value for patients and healthcare providers. We look forward to exploring new approaches to value-based healthcare with Roche, focused initially on particular clinical pathways.

"CUHP has enhanced our understanding of the best ways to work with our NHS partners. It has enabled us to identify shared priorities around improving patient care. This is an important step in helping Roche to create long-lasting and effective partnerships that will ultimately bring true value both to the NHS and the life sciences industry."

Karen Lightning-Jones

Head of Future Place: Strategic Partnerships and Personalised Healthcare
Roche Products



To support our strategic focus on medical technology, CUHP will partner with the Association of British HealthTech Industries (ABHI), the UK's leading industry association for health technology, representing over 300 member firms who support healthcare delivery. Working in partnership across the Eastern region, we will encourage inward investment from the healthtech industry, enhancing the value that health technology investment brings to health and social care and supporting regional economic development.

"ABHI was delighted to sign a Memorandum of Understanding with CUHP. Along with Birmingham, Leeds and Manchester this allows us to develop a formidable grouping for the healthtech side of the UK Life Sciences industry. We look forward to turning that into breakthroughs for patients and business in the UK."

Richard Phillips

Director, Healthcare Policy
Association of British HealthTech Industries (ABHI)

ABHI



We are proud to be part of CUHP. At Royal Papworth Hospital, we are focused on delivering outstanding patient care as an innovative and pioneering institution. We know to develop the treatments of the future requires collaboration with industry, research and clinicians. CUHP have therefore been pivotal in our efforts to establish relationships with the commercial sector, from connecting the Trust with Philips to the development of the CBC Heart and Lung Research Strategy. Now we have moved to the campus, these opportunities can only grow and it is an exciting time for us all."

Stephen Posey

Chief Executive, Royal Papworth Hospital
NHS Foundation Trust (RPH)

Ecobag
intravenous infusion
and blood products

Cautions:
Sterile, pyrogen free.
Do not use unless solution is
clear and container is intact.
Use only under medical
supervision.
Read instructions leaflet
before use.
Discard any unused solution.
Do not reconnect partially
used bags.
Store 4 °C to 25 °C.
Store out of reach of
children.

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Enhancing the Cambridge life sciences narrative

Working closely with our partners, CUHP continues to refine and communicate a compelling vision of the Cambridge Biomedical Campus as part of the wider Cambridge life sciences cluster.

To underline this, we have worked closely with local authorities and the Department for International Trade to support inward investment. In 2018-19, CUHP hosted 26 events with over 900 attendees, including representatives from 24 countries and over 120 international companies.

In May 2018, we partnered with Eastern Academic Health Science Network (AHSN) to bring together over 120 academics, clinicians and industry partners in medical technology from 78 regional organisations. A series of keynotes and roundtable discussions allowed delegates to share experiences at the cutting edge of medtech development, highlighting perspectives from large multi-nationals and SMEs and catalysing new collaborations.

In January 2019, our flagship event convened over 100 delegates from the Cambridge cluster and the wider UK life sciences sector. Keynote speakers, including Charlie Davie, Managing Director of UCLPartners, highlighted new and effective models for industry-NHS partnering, while a panel of representatives from CUHP, IBM, Roche and the PHG Foundation were challenged to consider how the NHS could work more effectively with industry and researchers to deliver the treatments that will transform future healthcare.

The Cambridge Science Festival attracts more than 30,000 visitors to over 250 events across the city – including many on the CBC. In support of this year's event, the CUHP team operated a CBC stand to inform interested public on the latest campus developments and organised guided tours for 360 people to visit the Addenbrooke's Mortuary and Transplant Theatre and the newly opened Royal Papworth Hospital – all of which received excellent feedback from the general public.

At a local level, CUHP has also led the development of a quarterly CBC supplement with the Cambridge Independent, an initiative which is jointly contributed to and funded by organisations across the campus. The publication reaches a circulation of 10,000 people in the local area to highlight the ways in which people on the site improve health and care through research and innovation.

We have also supported national stakeholder engagement, creating greater awareness of our world class capabilities and maximising opportunities for the region arising from the Life Sciences Industrial Strategy. As such, in February 2019, we were pleased to host representatives from the Office for Life Sciences on behalf of our partners, showcasing the positive contribution that our region is making to the UK economy while also highlighting new opportunities for sector growth.



CUHP has played a central role in the development of the Cambridge Biomedical Campus, one of the biggest research centres in Europe, fostering collaboration between University researchers, industrial partners and three highly respected NHS Trusts. It holds tremendous opportunities for industrial strategy and clinical innovation and we are proud of the contribution it continues to make nationally and internationally."

Professor Andy Neely

Pro-Vice-Chancellor for Enterprise and
Business Relations,
University of Cambridge



Integrating data for care and research

This year, CUHP initiated a joint programme in health informatics with the Eastern Academic Health Science Network (AHSN), focussing on data integration for both direct care and research.

Direct care initiatives include developing a specification and funding proposal for a local Cambridgeshire and Peterborough Sustainability and Transformation Partnership (STP) integrated care record, and support to the programme leading on creating a local integrated health and care record to link local initiatives across the six STPs in the Eastern region.

CUHP was instrumental in helping to win a £400,000 grant, coordinated by Health Data Research (HDR) UK and funded by the UKRI Industrial Strategy Fund, with the aim of

supporting the identification, diagnosis and treatment of the one in 17 people in the UK who have a rare disease. Working with five NHS Trusts, Eastern AHSN and private sector partners, the HDR UK Rare Diseases Sprint Exemplar Innovation Project has made significant progress in developing a secure cloud research platform with the potential to transform the understanding of rare genetic disorders, drive improvements in diagnosis and provide proof of principle for use in other diseases.

CUHP is currently working with Eastern AHSN, Cambridge University Hospitals and the NIHR BioResource to coordinate the development of a much larger bid to develop a Digital Innovation Hub, with an initial focus on Inflammatory Bowel Diseases across more than 90 hospitals in the UK.

We are also developing individual strategic partnerships in health informatics on the Cambridge Biomedical Campus as well as exploring the development of 'narrow & deep' data resources for research, for example opportunities to integrate digital imaging, pathology data for machine learning and artificial intelligence.

CUHP has also provided support to local education and training programmes in health informatics.





Eastern AHSN has enjoyed working more closely with CUHP over the last year. Of particular note is the appointment of Mark Avery as Director of Health Informatics across our two organisations. Mark's work has made a real contribution to the early stages of developing a shared health and care record across our region and has also resulted in a grant from HDR UK to develop a ground-breaking use of different data sets in three rare diseases.

Piers Ricketts

Chief Executive,
Eastern AHSN



Delivering multi-professional education

CUHP collaborates with a range of external partners to deliver multi-professional education activities which develop our workforce capabilities.

Our educational strategy is based on three themes:

- Development of leadership capacity both locally and in the wider health economy.
- Specialist educational programmes that provide excellence in healthcare education spanning a range of healthcare professions.
- Technology enhanced learning methodologies and facilities.

Leadership Courses

Over the past year, CUHP leadership development programmes have supported over 220 senior leaders.

Successful courses include the Chief Resident Clinical Leadership and Management Development Programme, developing leadership and management skills of 60 senior trainees within the region every year. This is a joint initiative now in its eighth year between The Cambridge Judge Business

School and Cambridge University Hospitals (CUH) Postgraduate Medical Centre, supported by Health Education England (HEE) – East of England.

Four cohorts have completed the Learning to Lead programme, with a fifth starting in June 2019. Excellent feedback was received from attendees on the first regional Medical Trainee Leadership Development Programme.

The first cohort of the CUH Senior Leadership Development Programme successfully completed the course. Two further cohorts are planned and further leadership programmes are being developed to run from Autumn 2019, including Leading for Excellence.

‘This was a very good course and I would highly recommend it to trainees in all specialities. The concepts covered in the course were relevant and thought provoking to current clinical practice.’

Delegate

Medical Trainee Leadership Development Programme

Clinical Programmes

There has been a hugely positive response to the new Masters in Health Data – Analytics, Innovation and Commercialisation. Starting in September 2019, this programme has leveraged over £440,000 in funds with over 50 applicants for approximately 15 places.

Twenty-one students are enrolled on the present PGCert in Healthcare Research, Education and Leadership course, with plans to deliver the next course in Autumn 2019 and develop this into a Masters programme in 2020.

A successful Cambridge Trauma Conference was held in April 2018, with excellent feedback from a multi-professional audience. A CUHP Diabetes programme in primary care is also underway, supported by £170,000 from HEE.

Technology Enhanced Learning

Over 200 days of technology enhanced learning have been delivered by CUHP via The Evelyn Cambridge Surgical Training Centre and The Cambridge Simulation Centre, to a combined total of over 1,000 delegates. In the last year, Royal College of Surgeons accreditation for these centres has also been secured. A £200,000 grant from HEE has been approved to deliver the East of England cadaveric training programme and £110,000 funding from HEE has been awarded to deliver the East of England Simulation programme.



“ The role that CUHP plays in bringing together partners from the NHS, industry and academia is crucial to the delivery of the CUH strategy, particularly in improving patient journeys, developing our workforce and contributing on a national and international stage. Underpinned by the collective strength of the four partners, CUHP provides a hugely powerful voice for health, care, research and education on the Cambridge Biomedical Campus, and helps to make it an attractive place for further partners to base their operations.”

Roland Sinker

Chief Executive, Cambridge University Hospitals NHS Foundation Trust (CUH)

Developing the Cambridge Biomedical Campus

Campus Expansion

The Cambridge Biomedical Campus (CBC) is located at the heart of the UK's leading life sciences cluster, a unique environment combining world-leading academic clinicians and industry scientists. Working in partnership with Countryside Properties and Liberty Property Trust, CUHP have helped to refine plans and a pre-commercial marketing strategy for both single and multi-occupancy development opportunities on Phase 2 – anchored by the new Abcam headquarters which opened in February 2019. By accommodating start-ups and SMEs alongside larger scale-ups and multi-nationals as part of the CBC expansion, we aim to further diversify the life sciences community on the campus and to attract new organisations which enhance the translational lifecycle at every stage.

Promoting supportive infrastructure

The CBC is the largest employment site in Cambridge, with 26,500 visits to the campus every day from patients, clinical staff, scientists and visitors. Besides expansion, CUHP work to enhance the campus for our existing community while engaging with external partners to develop supportive infrastructure.

This approach will ensure we continue to attract a highly skilled workforce to the campus as well as new organisations that share our vision.

In support of these aims, CUHP convenes several operational groups across the CBC where all campus partners are represented in key areas: Amenities, Communications and Travel & Transport. Throughout 2018-19 these groups have worked to future-proof the campus while also linking to independent CBC groups such as Security & Resilience, and Health & Safety.

Amenities

The Amenities Group has successfully developed, undertaken and analysed a survey on demand for nursery provision, developed an agreed set of principles relating to smoking across the campus and provided joint responses to external bodies regarding requirements for social housing in South Cambridgeshire. The group is also exploring the provision of food and beverages across the campus as well as the appropriate use and management of shared spaces.

John Syson

Deputy Director of Workforce and Organisational Development,
Royal Papworth NHS Foundation Trust
Chair, CBC Amenities Group

Communications

The Communications Group brings together the diverse organisations across the campus to share information, develop site wide campaigns and work together to highlight the amazing things which happen at the CBC. A key success in the past year has been the development of a quarterly CBC supplement with the Cambridge Independent. This publication is jointly contributed to and funded by organisations across the campus and reaches a circulation of 10,000 people in the local area to highlight the impact which people on the site are making to change lives through research and healthcare.

Tony Taylorson

Communications Manager, Cambridge
University Health Partners
Chair, CBC Communications Group



Travel and Transport

The Travel and Transport Group has agreed its CBC Transport Strategy and 5-Year Implementation Plan and has made good headway in delivering this – bringing campus organisations together collectively to deliver improved travel choices which minimise motorised traffic. Key successes include work with transport operators for better bus services – such as the implementation of the ‘H’ bus (Papworth and Cambourne route) – plus funding approval for a campus-wide site safety audit and infrastructure masterplan refresh.

Rachel Northfield

Estates and Facilities, Head of Quality and Safety Governance, Cambridge University Hospitals NHS Foundation Trust
Chair, CBC Travel and Transport Group



We work together with CUHP to attract new investment and innovation which can draw on the benefits the campus offers for collaboration between academics, business and clinicians.

To date, over 2.0 million sq ft has been committed for development to occupiers including AstraZeneca, Abcam and the MRC Laboratory of Molecular Biology.

The year ahead will see us continuing to work together to attract occupiers to the campus in line with CUHP’s strategic priorities and to develop the CBC into an internationally recognised centre of excellence”.

Andrew Carrington

Managing Director,
Countryside Properties – Strategic Land

Andrew Blevins

Managing Director,
Liberty Property Trust UK Ltd



CUHP is taking a new approach which concentrates its activities into five programme groups, bringing our central team together with the focused expertise of our Board members to deliver outcomes from a series of new projects:

Ecosystem development

Chaired by Professor Andy Neely, Pro-Vice-Chancellor, Enterprise and Business Relations, University of Cambridge

At a local level, the group will strengthen entrepreneurship and business development activities on the Cambridge Biomedical Campus (CBC) to develop a vibrant innovation community. This will draw on the strengths of the West Cambridge Campus and the wider life sciences ecosystem. In collaboration with ABHI, work will encourage regional inward investment from the healthtech industry, while continuing to offer partnership opportunities for pharma and biotech companies.

Education

Chaired by Professor John Wallwork, Chair, Royal Papworth Hospital NHS Foundation Trust

The group will assess CUHP's current education strategy, considering current workforce

shortages and training requirements, the provision of education facilities on the CBC, and new opportunities, particularly in technology enhanced learning, which arise from the NHS Long Term Plan.

Governance

Chaired by Laurel Powers-Freeling, Businesswoman and Chair, Cambridge University Health Partners

Recognising the opportunities and the constraints of the multi-partner CBC, the group will lay the groundwork for creation of a single organisational approach. This challenging goal has arisen directly in response to consultation feedback from campus organisations.

Health Informatics

Chaired by Professor Patrick Maxwell, Regius Professor of Physic, School of Clinical Medicine, University of Cambridge


In collaboration with Eastern AHSN, an initial focus will be to build on the success of the Rare Diseases Sprint Exemplar Innovation Project to form an application for a Digital Innovation Hub. Co-ordinated by HDR UK and funded by the UKRI Industry Strategy Challenge Fund, the Digital Innovation Hubs will move towards the creation of a UK-wide infrastructure for

health data research and innovation. The group will also facilitate development of integrated real world patient data sets in partnership with Cambridgeshire and Peterborough STP and the Eastern AHSN.

Innovation and Implementation

Chaired by Professor Peter Jones, Director NIHR Collaboration for Leadership in Applied Research and Care (CLAHRC) East of England

Featuring close partner working with Cambridgeshire and Peterborough NHS Foundation Trust, NIHR CLAHRC East of England, Eastern AHSN and Roche, projects focus on three areas: Technological advances to (i) improve mental health and/or associated care pathways and (ii) to support healthy ageing and community services; and (iii) value-based contracting and reimbursement reform to drive better patient outcomes.



“ CPFT strives to improve the health and wellbeing of the people we care for, supporting innovation that delivers enhanced patient care across our mental health and community services. As such, we look forward to working with CUHP and partners to identify and implement new technological advances and competitive industry solutions which improve our clinical service and patient outcomes – aims wholly aligned with our Three-Year Trust Strategy.”

Tracy Dowling

Chief Executive, Cambridgeshire and Peterborough
NHS Foundation Trust (CPFT)

Our year in colour







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Health Partners

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