

Creating Collaboration in Academic Clinical Services - a UK/Australia Commentary

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What is an Academic Health (Science) Centre?

- Wartman (CEO of the (US) Association of Academic Health Centres), states that the initial value of the AHSC is *“education, research, and patient care – working in concert to improve health and well-being as they expand the boundaries of knowledge”*
- He goes on to explain:
- Alignment of the functions of teaching, research, and patient care, so that they work synergistically together*
- Tangible commitment to a partnership with the communities they serve that demonstrably improves health and well being for both individuals and populations*
- Collaborative engagement with other academic health centres on a national and international scale to create an open framework for mutual improvement and problem solving.*

International comparison reveals some key success factors

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Key factors

Universities and hospitals with world class biomedical research, specialist care and top talent

Description

- Ability to attract world class researchers from multiple areas of expertise
- Access to patient volumes, particularly of highly specialised cases
- Collaboration between departments and institutions
- State of the art facilities
- Spin-outs from university encouraged
- Technology transfer support including IP guidance



Infrastructure and wet-lab space

- Incubators and grow on spaces available
- Subsidies/ support from government or academic institution



Academic and VC Funding

- Network of Angel and VC investors providing seed fund through to Series C funding
- Active investment and management to maximise on market opportunities



Government initiatives and regulatory frameworks

- Tax incentives – e.g., reduced corporate tax, reduced GST, tax credits
- Secure IP protection recognised globally
- Capability to perform animal research where necessary
- 'Low hassle' planning permission, particularly for scientific facilities



Culture of biotech entrepreneurialism fostered through networks

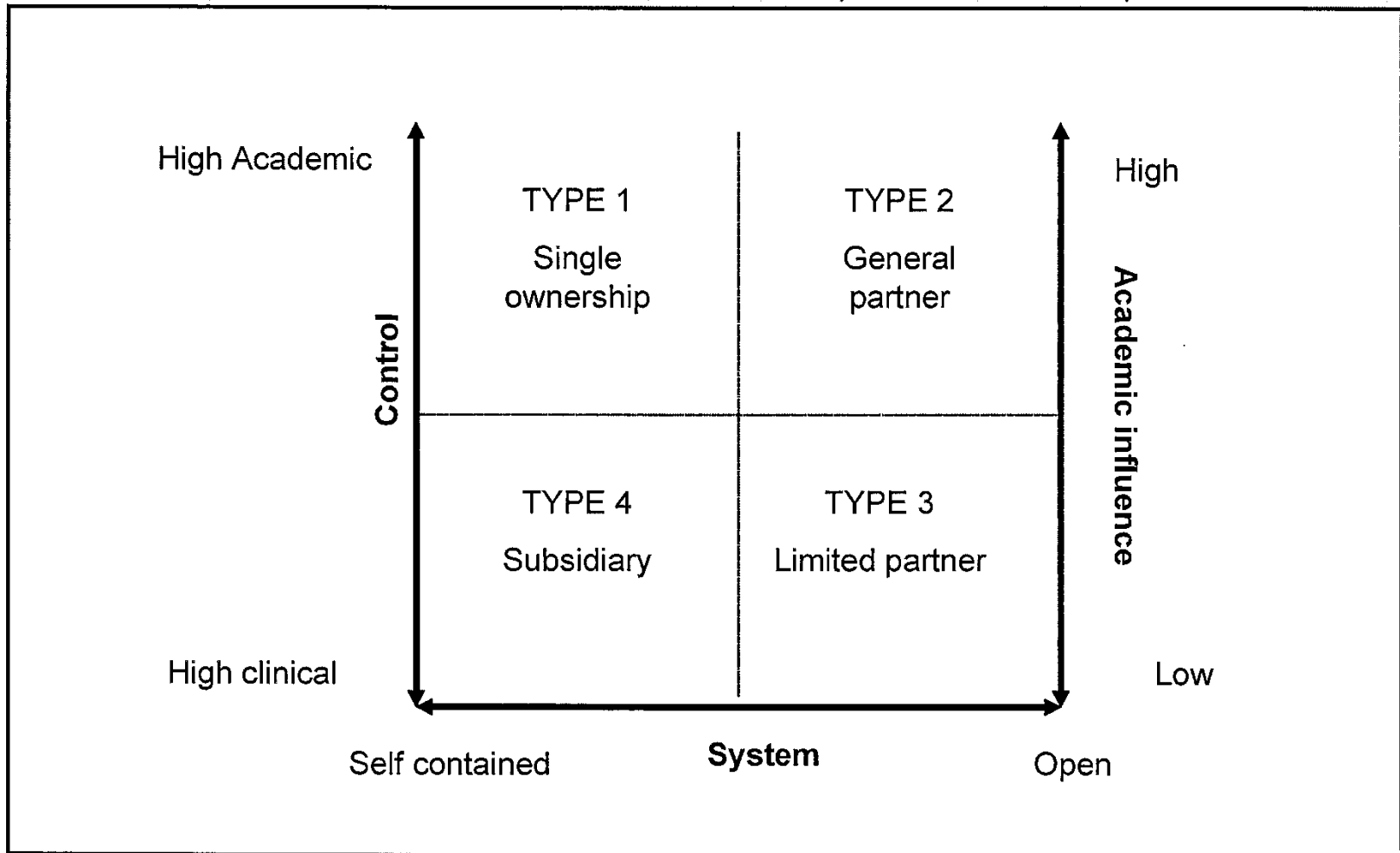
- 'Can do' culture often fostered through links with the business community
- Networks events/competitions promote collaboration, support entrepreneurs and attract investment



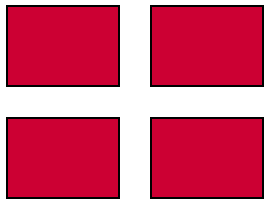
Collaboration between industry and research institutions

- R&D collaboration between academic / research institution and large biomedical companies
- Funding of university / institution education / research by companies

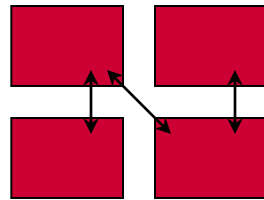
Figure 3-1 Organisational models of medical school relationships to the clinical enterprise



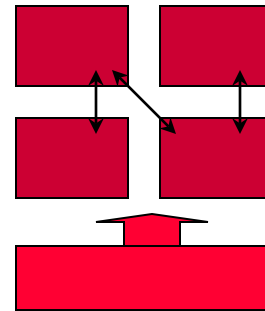
Source: Culbertson et al



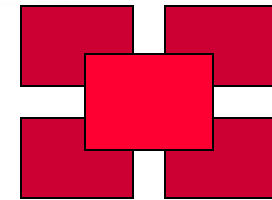
Program alignment
Separate operations and facilities



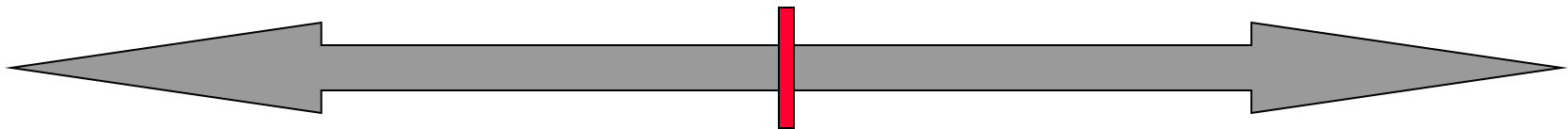
Bilateral arrangements for some resources and activities



Shared services and facilities



Integrated organisation - management, governance



Aligned

Integrated

UCL Partners

- **Founding Partners**

- University College London
- Royal Free Hampstead NHS Trust
- Great Ormond Street Hospital for Children NHS Trust
- Moorfields Eye Hospital NHS Foundation Trust
- University College London Hospitals NHS Foundation Trust

- **Executive Partners**

- Barnet and Chase Farm Hospitals NHS Trust
- North Middlesex University Hospital NHS Trust
- Whittington Health NHS Trust
- Luton and Dunstable NHS Foundation Trust

- **Members**

- Camden & Islington NHS Foundation Trust
- Barnet Enfield Haringey Mental Health Trust
- Tavistock and Portman NHS Foundation Trust
- North East London NHS Foundation Trust
- Royal National Orthopaedic Hospital
- NHS Islington
- NHS Haringey
- NHS Barnet
- NHS Camden
- NHS Enfield

- **Future Partners**

- City University London

Our AHSC

Key Partners

- Alfred Health
- Southern Health
- Monash University
- Baker IDI Institute
- Burnet Institute
- Prince Henry's Institute

- Cabrini Health
- Epworth Health

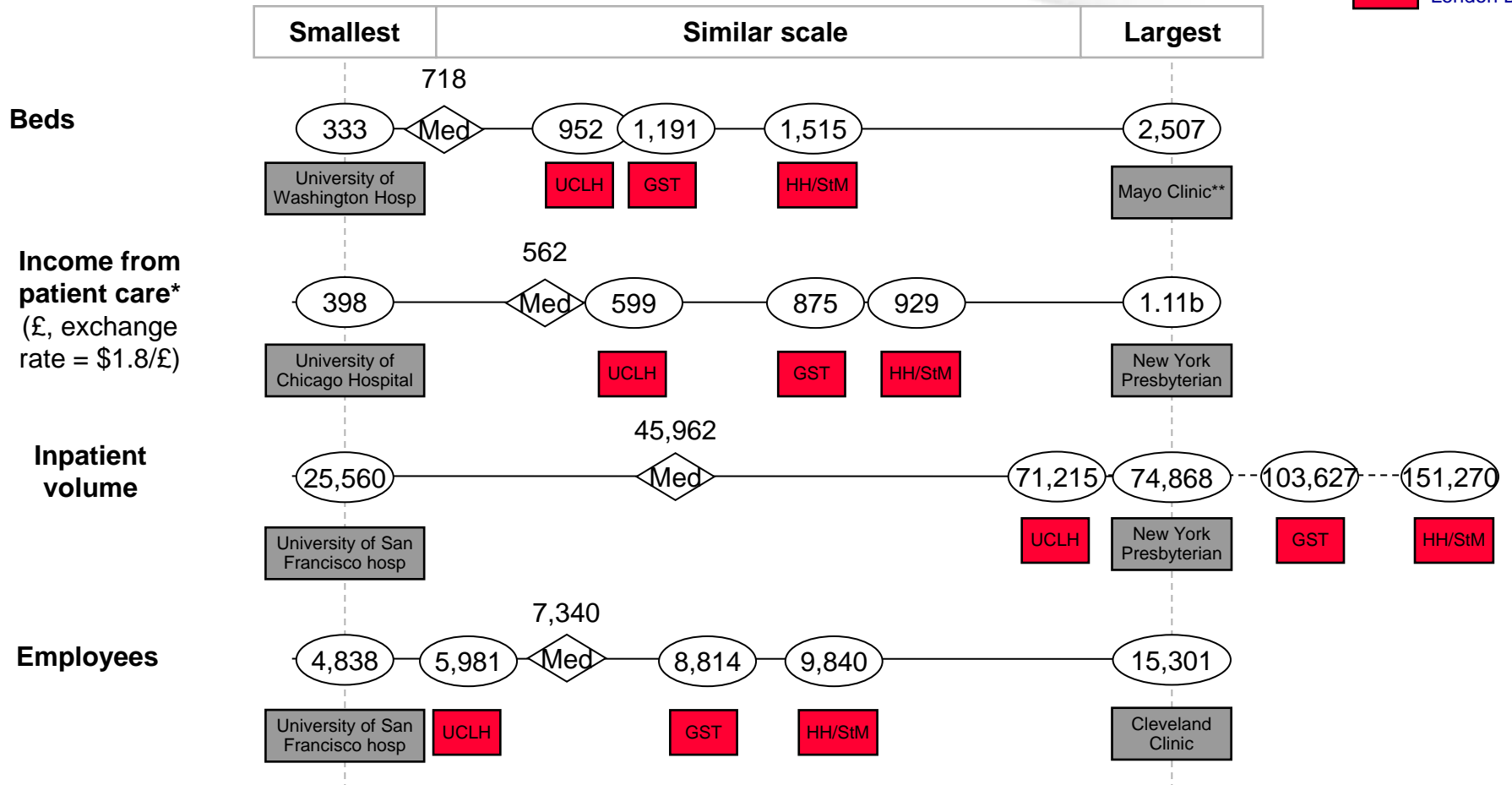
Other interested groups

- Medicare Locals
- GP Networks
- Community organisations

- Deakin University
- LaTrobe University

Volume and scale to compete with leading AHSCs

 Median for
 USNWR
 Honor Roll
 xxx
 London BRCs



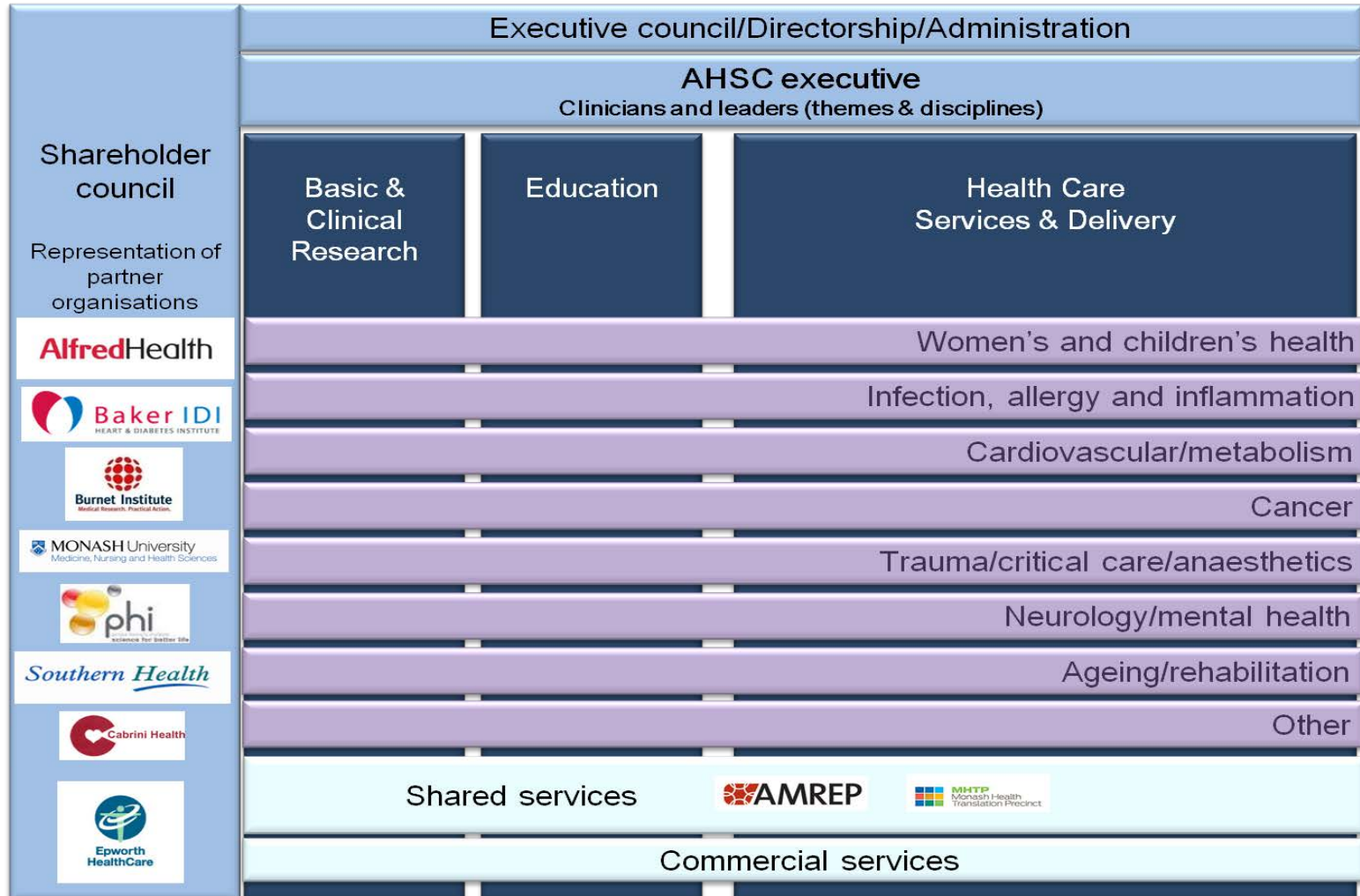
* Excludes Research, teaching, charitable income etc,

** Three state, three site hospital

*** Those excluded are Stanford (399 beds), Washington (333 beds), UCLA (398 beds), Mayo (2,507 beds)

Source: American Hospital Directory; Annual reports. US data is 2004, London teaching hospital is 2003/04 via McKinsey UK 2008

Alignment



Drivers for Institutions to participate

Drivers for	England	Australia
Government	Increase GDP through biotechnology	AHSC must impact on health of populations
Health Service	Provide clinical research leadership and better manage the clinical research agenda	Clinical research is a good thing to be able to offer patients.
University	Secure future investment through consolidation within the sector	Improve research outputs and improve relations with hospitals

Drivers for Individuals to participate

Drivers for	England	Australia
Clinicians	Participating in something known to be excellent. Possibility of investment	Why?
Researchers	Creating greater critical mass, excellence and access to greater funding	What's in it for me, my research team....

What's in a vision?

The objective of UCL Partners is to:

Translate cutting edge research and innovation into measurable health gain for patients and populations through partnership across settings and sectors, and through excellence in education.

The vision of our AHSC is:

To enhance the health and wellbeing of our community and beyond through integration of healthcare, education and research.

How different is it really?

