Research & Development Enabling Strategy

We are LSCft

Contents

1

Foreword

Foreword

We are very pleased to share with you the Research & Development Enabling Strategy which sets out our priorities to help deliver the Trust's Vision over the next five years, July 2021 to June 2026.

Research is vital to the NHS, it provides the evidence we need to transform services and improve outcomes. This is why all NHS providers are required to participate in appropriate research studies, under the terms of the NHS Constitution and the standard NHS contract. Since September 2018, the CQC has recognised the value of research to NHS organisations and have now included clinical research in their criteria for inspection and placed a new research question in their annual in-patient experience survey.

Recent literature has demonstrated that academic outputs of Trusts correlate with better mortality rates (Bennett et al 2012), that there is an association between engagement in research and improvements in healthcare performance (Boaz et al, 2015) and that there is significant association between clinical trials activity and improved CQC ratings (Jonker & Fisher, 2018). The treatment of patients on clinical trials has also been strongly associated with cost savings (Liniker, 2013) and allied health research positions have made positive impacts upon clinician skill development, service changes and the professional development of the workforce (Wenke et al, 2017).

Lancashire & South Cumbria NHS Foundation Trust (LSCft) wish to ensure that our patients and services benefit from continued participation in research and that we make that research clinically relevant to our populations.

Foreword

This Research & Development Strategy aims to deliver our vision of an organisational research culture leading to improvements in patient health through our excellence in translational and applied health services research and our linked innovation and evaluation work.

We seek to develop a research culture that improves the health and wellbeing of our patients through access to the latest innovative and novel research interventions. A key part of this will be partnering with internationally recognised academic experts to ensure we participate in and develop clinically relevant studies which will translate into practice. This will facilitate us implementing and testing the improvement ideas of our staff, through rigorous research methodology.

A vital strategic objective will be developing and sustaining an empowered workforce with the skills to deliver cutting edge research. This includes new clinical academic posts with universities from a number of disciplines and specialities, and current staff gaining honorary positions with universities, to cement those research links.

We will also look to develop our clinical services with trials of new delivery models, ensuring that the learning from research is integrated into evidence based practice. The Research & Development Strategy will link appropriately with the Trust's Clinical Services Strategy, Digital Strategy and People, Improvement & Culture Strategy.

Dr David Fearnley
Chief Medical Officer

Andrew Pennington
Associate Director of Research & Development

"LSCft wish to ensure that our patients and services benefit from continued participation in research and that we make that research clinically relevant to our populations."

2

Context

National context

In addition to stating our research ambitions, it is imperative that this strategy reflects the priorities outlined nationally for the NHS and wider Health & Social Care sector.

Principal among these priority setting documents is **Best Research for Best Health: The Next Chapter (2021)** from the National Institute for Health Research (NIHR), setting out key operational priorities. Additional documents key to this strategy are:

*   **UK Clinical Research Recovery, Resilience & Growth: A sector wide approach** (DHSC)

*   **Saving and improving lives: the future of UK clinical research delivery** (DHSC)

*   **Mental Health Research Goals 2020-30 (**Collaborative of Research Funders)

*   **Transforming health through innovation: Integrating the NHS and academia** (Academy of Medical Sciences)

Regional / Local context

"North West Coast" is our region for Clinical Research Network and Academic Health Science Network support, whilst our local health and care system is Healthier Lancashire and South Cumbria. Both are fundamental to our strategic thinking.

We face some key challenges in developing and delivering greater research activity:

- **Perception / Communication –** Lancashire & South Cumbria is not recognised as a thriving research environment in the way that other regions are (e.g. with Liverpool Health Partners, Manchester Academic Health Science Centre) and work is necessary with ICS partners to brand the region to ensure it is known for its research strengths. Within our Trust, communication work is fundamental to Improving an understanding of research and developing the research culture necessary to improve services and impact services.

- **Geography –** Operating out of over 400 bases, with a relatively small central R&D department to support, research activity across the Trust's geography can be logistically challenging. To take part in complex clinical trials, Trust staff / patients currently need to travel to the NIHR Lancashire Clinical Research Facility – our partnership with Lancashire Teaching Hospitals.

- **Funding –** The North West Coast region is one of the lowest funded regions through the Clinical Research Network, making significant growth in our research delivery team unlikely.

Regional / Local context

Despite high level of illness in the north, Mental Health research is currently concentrated in and around London.

Recent NIHR data (displayed in 'heatmaps' below) has demonstrated that whilst prevalence of Mental Health conditions is particular high in the North West Coast and Greater Manchester CRN regions, participant recruitment to Mental Health research is particularly low in these regions. This is likely due to a lack of Chief Investigators and research studies in these areas. Efforts are currently being made to correct this and ensure Mental Health research is conducted where the relevant populations are.
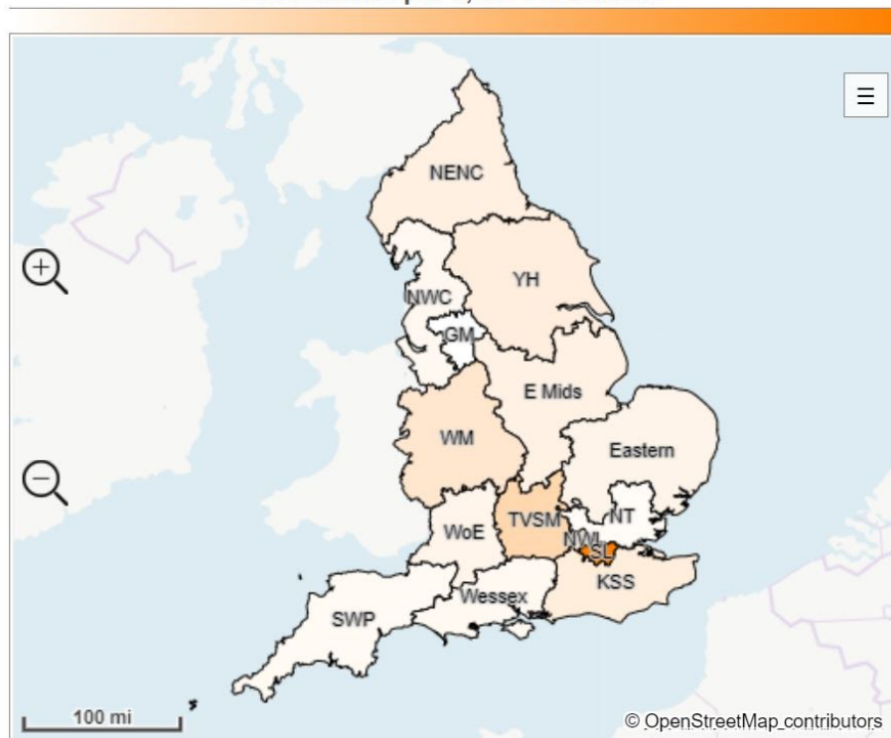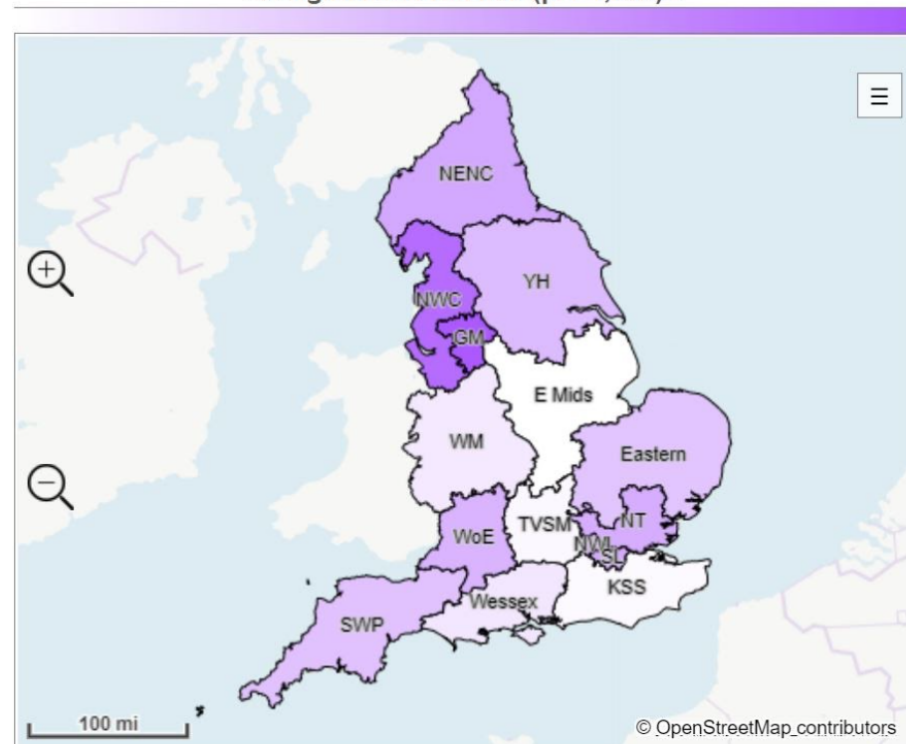
3

Trust Strategic Framework

Enabling Strategy

The Research & Development Strategy is a key enabler to developing the capability and capacity to deliver the vision, values and strategic priorities outlined in our Trust Strategy.

NHS
Lancashire &
South Cumbria
NHS Foundation Trust

Our Vision

To support our local communities by excelling in everything we do, together

Together our staff, service users, carers and partners will experience a culture of compassion and inclusivity, making LSCFT a place where we can all thrive and feel proud. Our values and behaviours are the principles that guide all that we do every day

Our Values

We are Kind **We are Respectful** **We are Always Learning** **We are a Team**

Our Quality Priorities

Safe Care

Person-Centred

Accessible Care

Prevention

SPPA

Our Strategic Objectives

1 We will put **service users** at the heart of all we do, supporting effective care, recovery and wellbeing

2 We will employ and retain the best **staff** because our work culture will be inclusive and a supportive place to work

3 We will deliver **safe** care and we will embrace an open and learning culture, ensuring we continually improve

4 We will respond to people's needs by striving for the highest **standards** of quality, proactively reducing health inequalities

5 In order to support our local communities by excelling at everything we do together, we will always collaborate with our **system** partners

6 We will provide **sustainable** services that are delivered in an effective and efficient way, at the time people need it

Our strategies

It is critical that the required capability and capacity to deliver this ambitious strategy is identified and the plans and programmes that will ensure success, are developed.

Key to this will be to continue to develop the right culture across the organisation, one where we value and develop our staff and in which they feel supported to drive improvement and innovation.

The Research and Development Strategy has been developed in parallel with this Trust-wide strategy as the model of service delivery and future developments. This strategy will support delivery of the requirements within national plans and improve the population health of Lancashire and South Cumbria. These aims are fundamental and should be at the heart of this strategy.

Through our strategy development, we have identified a number of key areas in which we will need to continue to develop our capacity and capability in order to realise our strategic ambitions and reach our vision. These are highlighted on the right .

**Figure 3:
Our enabling Strategies**

Trust Strategy

Clinical Services Strategy

Quality

People, Improvement & Culture

Health Inequalities

Service User and Carer

Risk Management
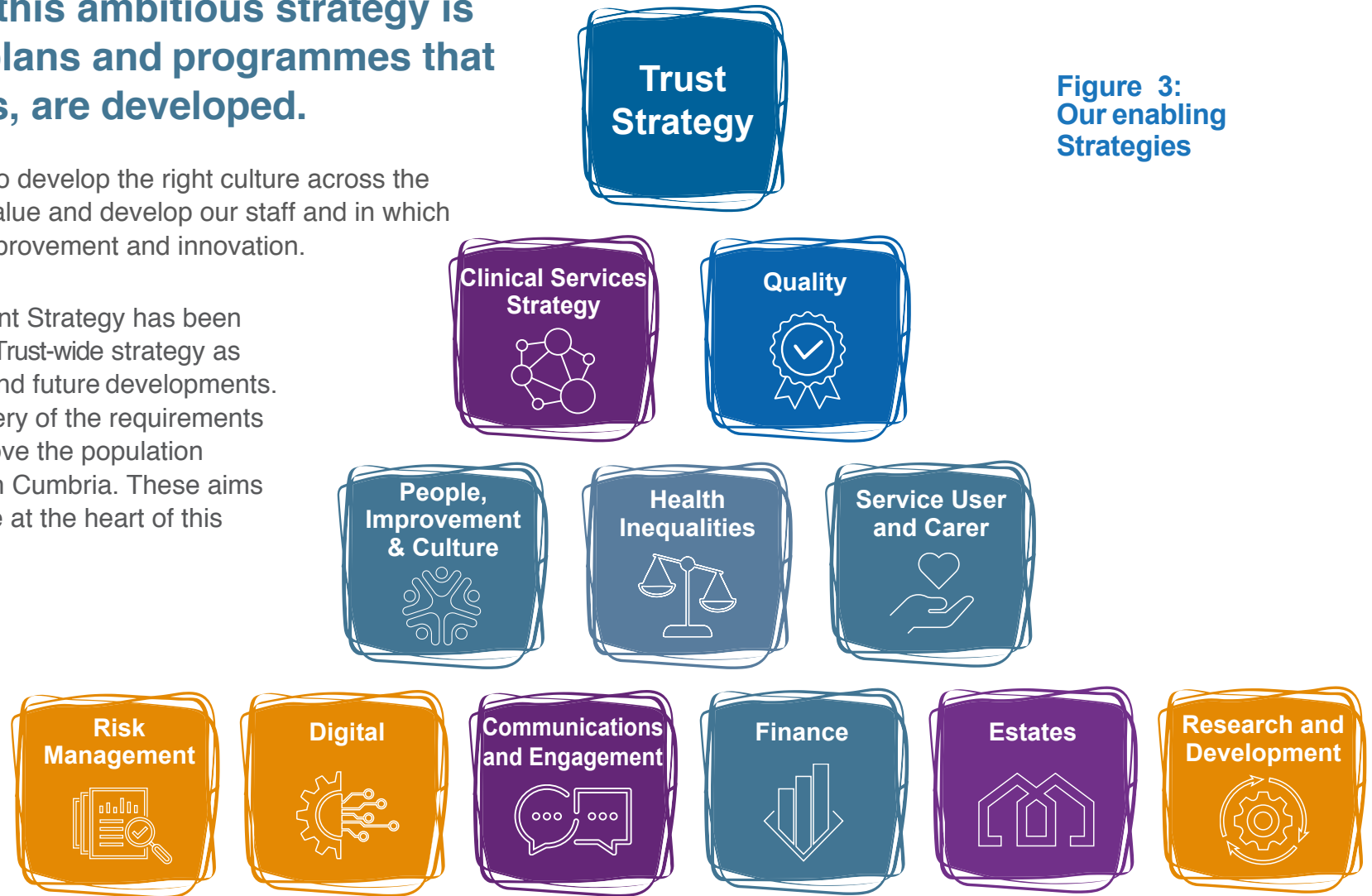
Digital

Communications and Engagement

Finance

Estates

Research and Development

4

Developing the Enabling Strategy

Where are we now

The Trust's Research & Development Department works across the Trust's services to develop, set-up and deliver high quality research studies.

LSCft has a high performing Research & Development Department, working across the Trust, to ensure participation in NIHR portfolio studies. Currently, the department consists of approximately 25 whole time equivalent (WTEs) and is consistently in the top ten performing North West Coast Trusts and the top three 'Care Trusts' nationally, for NIHR participant recruitment.

Research & Development is a multi-professional department consisting of management, administration and support roles along with Research Nurses, Practitioners and Therapists. Research is supported across the Trust's clinical services and in partnership with Higher Education Institutes (HEIs) and commercial organisations.

Primarily, research studies are led by external organisations, with LSCft acting as a recruiting site. Though the Trust has just two NIHR research grants for active studies, two more have recently been attained.

Co-production: engaging with our stakeholders

We have undertaken a range of engagement activities with all our stakeholders to support development of our Research & Development Strategy.

Key partners include:

- Higher Education Institutes

- NIHR Clinical Research Network / Applied

  Research Collaboration / Research Design Service /

  Lancashire Clinical Research Facility

- LSCft staff

- Patient / Public

- NIHR Lancashire Clinical Research Facility

- ICS Partners

5

Enabling Priorities

Our Enabling Priorities

Our Research & Development Strategy outlines our commitment to development of a research culture that improves the health and wellbeing of our population through access to the latest innovative and novel research interventions as well as new clinical service delivery models.

Appoint and develop key research leaders

We will ensure the Trust has key leaders to develop and deliver impactful research activity

Develop staff research skills and capacity

We will maximise involvement in research by ensuring it is accessible to all staff groups

Increase 'homegrown' research projects

We will ensure that we develop research relevant to our services and populations from the ideas of our staff and individuals with lived experience

Lead on de-centralised clinical trials

We will aim to be at the forefront of new clinical trial methodologies, including community-based, digitally-enabled trials

Ensure inclusive research

We will continue to strengthen our work to ensure that our research is inclusive and investigates inequalities

Link with staff Quality Improvements and service evaluations

We will proactively link with Quality Improvement and service evaluation work to build an innovation cycle

Summary

Priority	Aim	Area of focus	Measuring success
Appoint and develop key research leaders	We will ensure the Trust has key leaders to develop and deliver impactful research activity	• Work with our Higher Education institute partners to appoint to 5 new Clinical Academic posts • Investigate mutual honorary appointments with Higher Education institute partners to enable greater partnership working • Develop clinicians and wider staff groups as part of Clinical Academics' teams to be mentored in research development	• Development of a LSCft 'Research Faculty' of clinical academics, research active clinicians and honorary partners • Succession planning for Clinical Academic appointments • Increased involvement of wider staff groups
Develop staff research skills and capacity	We will maximise involvement in research by ensuring it is accessible to all staff groups	• Ensure participation in multi-professional research • Developing research training opportunities for different staff groups • Develop and enhance Higher Education Institute links with Nursing, AHPs and Psychologists • Promotion of research opportunities and success amongst Trust staff	• Increasing involvement in research across professions • Increasing percentage of key staff groups who are able to take part in research studies • A revised Research & Development communications plan

Summary

Priority	Aim	Area of focus	Measuring success
Increase 'homegrown' research projects	We will ensure that we develop research relevant to our services and populations from the ideas of our staff and individuals with lived experience	• Develop more locally relevant research studies, based upon ideas / questions / issues from our staff / service/ patients • Engage internally with localities/ services to determine appropriate high priority research themes, areas, topics, questions • Explore piloting of a place based research centre of excellence to establish a national identity • Develop Research Fellow role in partnership with HEIs to assist clinicians in writing grant bids	• Increase in successful research grants with the Trust as the contracting organisation • Service change / development based upon research evidence • Viability of additional place based research centres of excellence
Lead on de-centralised clinical trials	We will aim to be at the forefront of new clinical trial methodologies, including community-based, digitally-enabled trials	• Place the Trust as a vanguard of new methodologies around de-centralised clinical trials • Scope and develop research around Artificial Intelligence / Data, digital enabled trials, community based trials • Build relationships with academics and commercial organisations looking to develop this area	• Development of the Trust as a recognised leader in innovative methodologies • Increased involvement in community-based trials • Local data hub within Research & Development reaching out to stakeholders

Summary

Priority	Aim	Area of focus	Measuring success
Ensure inclusive research	We will continue to strengthen our work to ensure that our research is inclusive and investigates inequalities	• Lead on research involving hard to reach communities • Build a portfolio of work enhancing activity to involve participants often excluded from research • Ensure links with health inequalities work	• Greater participation of excluded communities in LSCft research activity • Recognised leader in heath inequalities
Link with staff Quality Improvements and service evaluations	We will proactively link with Quality Improvement and service evaluation work to build an innovation cycle	• Link with Quality Improvement to ensure that there are mechanism for results from LSCft led research to be translated into service delivery transformation • Work with Innovation services and service evaluation work to define pathways into research activity • Model mechanisms to demonstrate tangible evidence-based research culture in service delivery	• Local research evidence feeding into service delivery • Innovation and Quality Improvement linking into research development • A research-innovation cycle, with research generating innovation in service and innovation/QI leading to more formal research activity

Appoint and develop key research leaders

Our Pledge

We will ensure the Trust has key leaders to develop and deliver impactful research activity

Appoint and develop key research leaders

Appoint and develop key research leaders

Enabling Priority One

Key Objectives

- Work with our Higher Education institute partners to appoint to 5 new Clinical Academic posts, in different clinical specialities and from different professional backgrounds to maximise areas of research development

- Investigate mutual honorary appointments with Higher Education Institute partners to enable greater partnership working, giving academic access to Trust staff and vice-versa

- Develop clinicians and wider staff groups as part of Clinical Academics' teams to be mentored in research development, ensuring lines of succession in key research areas

What does success look like?

- Development of a thriving LSCft 'Research Faculty' of clinical academics, research active clinicians and honorary partners, developing locally relevant research programmes

- Succession planning for Clinical Academic appointments

- Increased involvement of wider staff groups in research activity

Aligned to: Staff & Sustainable

Enabling Priority Two

Develop staff research skills and capacity

Our Pledge

We will maximise involvement in research by ensuring it is accessible to all staff groups

Develop staff Research skills and capacity

Develop staff research skills and capacity

Enabling Priority Two

Key Objectives

- Ensure participation in multi-professional research, with Principal Investigators from different staff groups

- Developing research training opportunities for different staff groups, 'demystifying' Research & Development for research naïve services

- Develop and enhance Higher Education Institute links with Nursing, AHPs and Psychologists

- Promotion of research opportunities and success amongst Trust staff, 'normalising' research practice and culture

What does success look like?

- Increasing involvement in research across professions

- Increasing percentage of key staff groups who are able to take part in research studies

- A revised Research & Development communications plan, to aid the development of a research culture
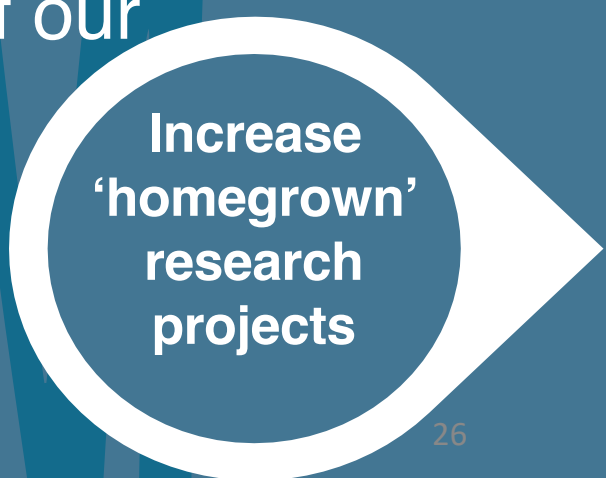
Aligned to: Staff and Standards

Enabling Priority Three

Increase 'homegrown' research projects

Our Pledge

We will ensure that we develop research relevant to our services and populations from the ideas of our staff and individuals with lived experience

Increase 'homegrown' research projects

Enabling Priority Three

Increase 'homegrown' research projects

Key Objectives

- Develop more locally relevant research studies, based upon ideas / questions / issues from our staff / service / patients
- Hold regular engagement sessions internally with localities/services to determine appropriate high priority research themes, areas, topics, questions and link to academic experts
- Explore piloting of a topic-specific, place based research centre of excellence, teams built around research leaders, to establish a national identity
- Develop a Research Fellow role in partnership with HEIs to assist clinicians in writing grant bids

What does success look like?

- Increase in successful research grants with the Trust as the contracting organisation, increasing research income and status as a leading research organisation
- Service change / development based upon locally generated research evidence
- Proven viability of the place based research centres of excellence model with potential for additional centres

Aligned to: Staff, Service Users and Standards

Lead on de-centralised clinical trials

Our Pledge

We will aim to be at the forefront of new clinical trial methodologies, including community-based, digitally-enabled trials

Lead on de-centralised clinical trials

Lead on de-centralised clinical trials

Enabling Priority Four

Key Objectives

- Place the Trust as a vanguard of new methodologies around de-centralised clinical trials, enhancing patient recruitment and maintaining safety
- Scope and develop research around AI / Data, digital enabled trials, community based trials
- Build relationships with academics and commercial organisations looking to develop this area and assist in enabling ICS work

What does success look like?

- Development of the Trust as a recognised leader in innovative methodologies for the conduct of clinical trials, including new technologies with research leaders piloting new designs
- Increased involvement in community-based trials
- Local data hub within R&D reaching out to stakeholders to facilitate projects

Aligned to: Safe and Systems

Enabling Priority Five

Ensure inclusive research

Our Pledge

We will continue to strengthen our work to ensure that our research is inclusive and investigates inequalities

Develop staff Research skills and capacity

Ensure inclusive research

Enabling Priority Five

Key Objectives

- Lead on research involving hard to reach communities, working with clinical services to identify unmet needs

- Build a portfolio of work enhancing activity to involve participants often excluded from research from across the Trust geography

- Ensure linkage with wider health inequalities work

What does success look like?

- Greater participation of excluded communities in LSCft research activity

- The Trust established as a recognised leader in heath inequalities research

Aligned to: Service Users

Enabling Priority Six

Link with staff Quality Improvements and service evaluations

Our Pledge

We will proactively link with Quality Improvement and service evaluation work to build an innovation cycle

Link with staff Quality Improvements and service evaluations

Link with staff, Quality Improvements and service evaluations

Enabling Priority Six

Key Objectives

- Link with Quality Improvement to ensure that there are mechanisms for results from LSCFT led research to be translated into service delivery transformation and direct improvements in care

- Work with Innovation services and service evaluation work to define pathways into research activity

- Model mechanisms to demonstrate tangible evidence-based research culture in service delivery

What does success look like?

- Local research evidence feeding into service delivery

- Innovation and Quality Improvement linking into research development

- A research-innovation cycle, with research generating innovation in service and innovation/ QI leading to more formal research activity

Aligned to: Standards and Sustainable

Next steps

We realise that developing this strategy is only the first step in realising our ambitions.

In order to turn these ambitions into reality we will work with colleagues and stakeholders to develop plans to describe the annual objectives needed to achieve the Enabling Priorities of the Research & Development Strategy. These annual plans will not only provide clear direction for staff across the Trust, but also will come together and join with partner plans in each place, supported by our new locality delivery model.

We have already identified our overall Research & Development Strategy Enabling Priorities and measures of success, which provide a focus for our efforts and resources. We have also aligned our Priorities with the overall strategic direction of the Trust and key national and local drivers of change. We will clearly articulate interdependencies across all these areas to ensure that the Enabling Priorities of Research & Development Strategy are embedded and provide a solid foundation to support the delivery of high quality care for the people we serve.

References

Bennett, W.O et al (2012) 'Does academic output correlate with better mortality rates in NHS Trusts in England?' Public Health. Elsevier Ltd, 126(Suppl.1), pp2-5

Boaz, A. et al (2015) 'Does the engagement of clinicians and organisations in research improve healthcare performance: a three stage review.' BMJ Open, 5, pp1-15

Jonker, L and Fisher, S.J. (2018) 'The correlation between NHS Trusts' clinical trial activity and both mortality rates and Care Quality Commission ratings: a retrospective cross-sectional study.' Public Health. Elsevier Ltd, 157, pp1-6

Liniker, E. et al (2013) 'Treatment costs associated with interventional cancer clinical trials conducted at a single UK institution over 2 years (2009-2010).' British Journal of Cancer. Nature Publishing Group, 109(8), pp2051-2057

Wenke, R.J. et al (2017) 'Allied health research positions: A qualitative evaluation of their impact.' Health Research Policy and Systems, 15(1), pp1-11

6

Equality Assurance

Equality Assurance

Equality Impact Assessment

The Trust puts equality, inclusion, and human rights at the centre of the design and delivery of inclusive services for the diverse communities we serve, and the empowering culture we create for our people.

The legal case is set out in the Equality Act 2010 and the practice is embodied by our staff every day, without exception.

Potential impact

The Research & Development Strategy has been subject to an Equality Impact Assessment, conducted by the Trust's Equality and Diversity Lead. We have engaged with our service users and their carers, our staff, partner agencies and wider stakeholders to consider the impact of those likely to be impacted by this strategy.

For more information of accessible formats please contact communications@lscft.nhs.uk

NHS
Lancashire & South Cumbria
NHS Foundation Trust

We are LSCft