

Research Strategy

2016 - 2019

Enhancing patient experience and outcomes
through research opportunity and innovation
for all patients and all staff





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| | Page |
|-----------------------------|------|
| 1. Executive Summary | 1 |
| 2. Introduction | 2 |
| 3. National Context | 3 |
| 4. Local Context | 5 |
| 5. Aims and Objectives | 7 |
| 6. Enabling Factors | 8 |
| 7. Monitoring and Reporting | 11 |
| 8. References | 12 |

1. Executive Summary

This strategy documents how the Trust will enhance patient outcomes and experience through offering research opportunity and innovation for all patients and all staff and covers 2016 - 2019.

This strategy will be implemented by a highly professional team under the leadership of the Associate Director of Research and Development.

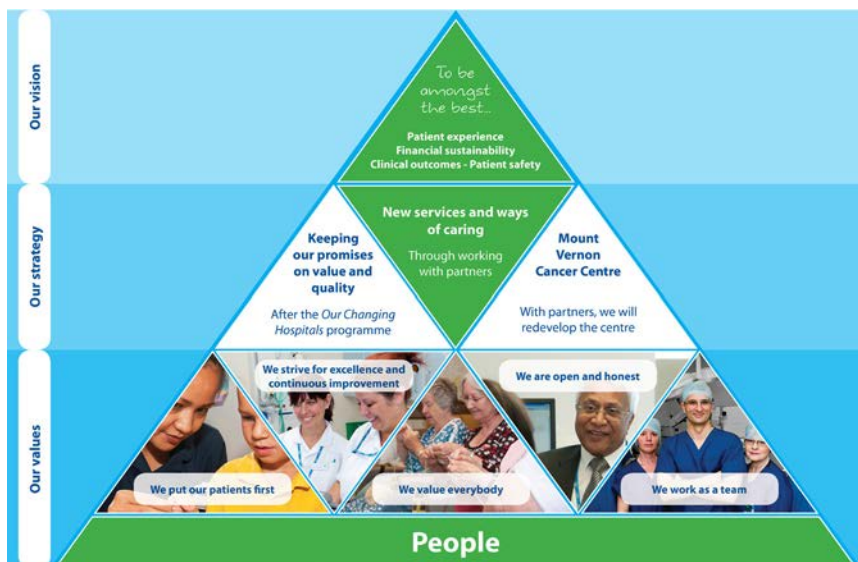
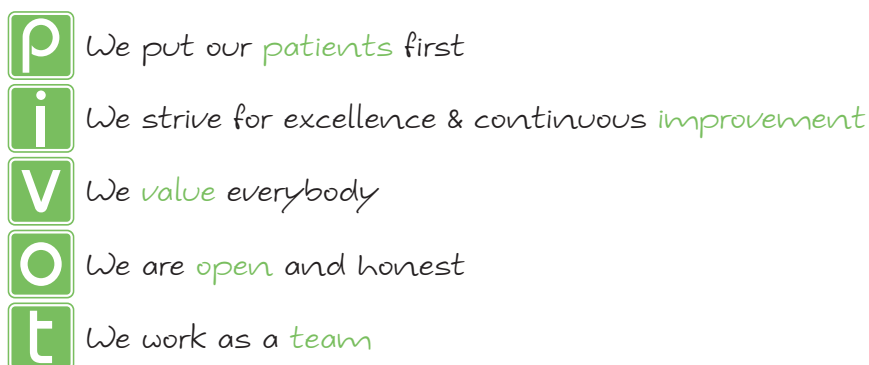


2. Introduction

Developing a research-active culture can bring a host of benefits for patients, clinicians and the NHS, driving innovation, giving rise to better and more cost-effective treatments, and creating opportunities for staff development. Growing evidence supports this:

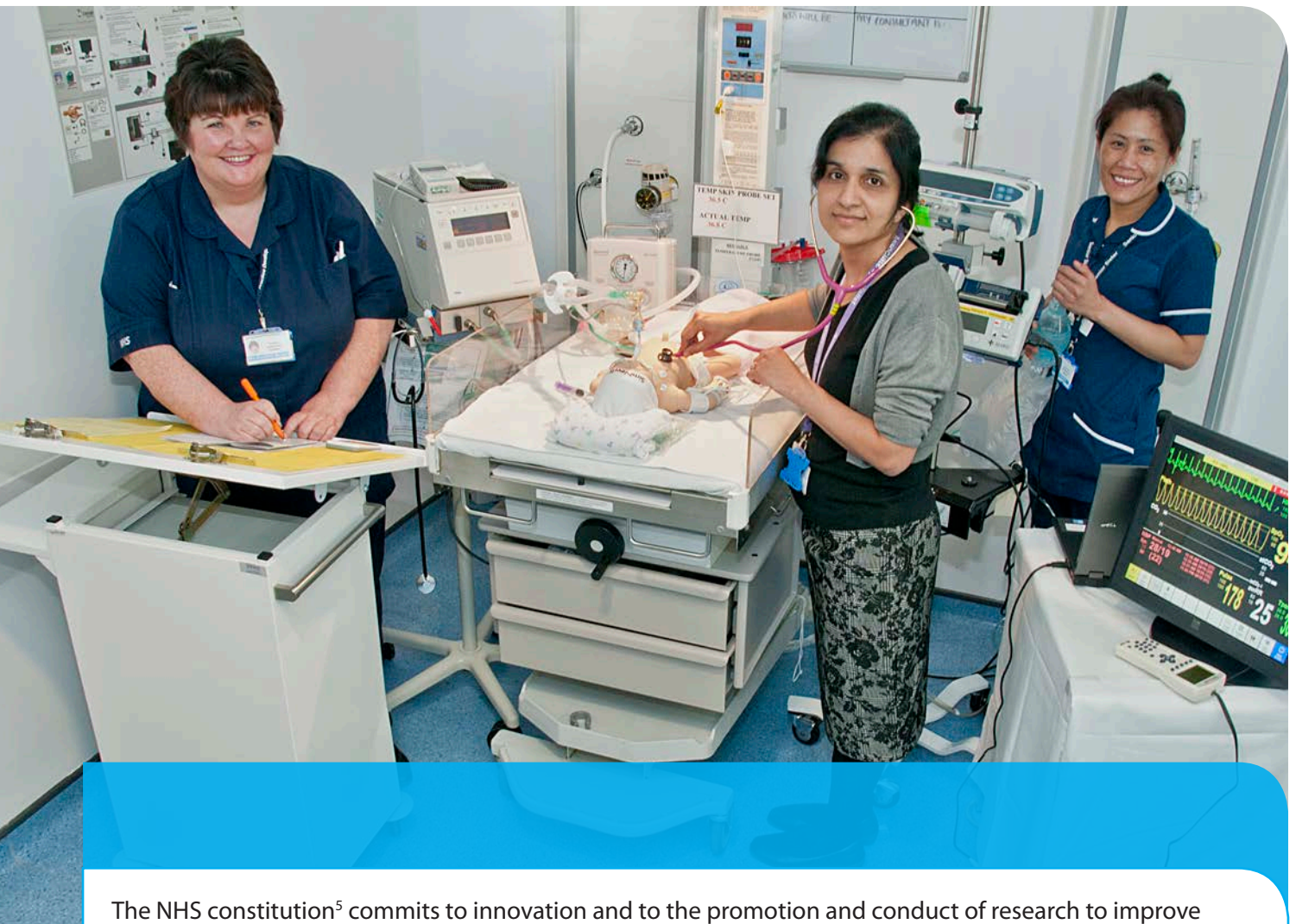
- Research-active Trusts appear to do better in overall performance.¹
- Patients first seen at a hospital with a keen interest in clinical trials are more likely to receive chemotherapy, and chemotherapy is associated with improved survival.²
- Academic output correlates with better mortality rates.³
- Treatment of patients on clinical trials is associated with considerable cost savings.⁴

The Trust's vision is 'to be amongst the best' and has an established set of values which underpin all Trust Strategies.



This strategy supports other Trust strategies, such as the Improving Patient Outcomes Strategy, the Patient and Carer Experience Strategy and the People Strategy thus enhancing clinical quality in a way which is planned and coherent. It provides specific support to the Trust's patient outcome priorities of safer care, effective care, reliable care and provision of enabling factors.

3. National Context



The NHS constitution⁵ commits to innovation and to the promotion and conduct of research to improve the current and future health and care of the population.

The Trust is part of the National Institute for Health Research⁶ which has a vision "to improve the health and wealth of the nation through research".

The National Institute for Health Research aims to:

- Establish the NHS as an internationally recognised centre of research excellence.
- Attract, develop and retain the best research professionals to conduct people-based research.
- Commission research focused on improving health and social care.
- Strengthen and streamline systems for research management and governance.
- Increase opportunities for patients and the public to participate in, and benefit from, research.
- Promote and protect the interests of patients and the public in health research.
- Drive faster translation of scientific discoveries into tangible benefits for patients.
- Maximise the research potential of the NHS to contribute to the economic growth of the country through the life sciences industry.
- Act as sound custodians of public money for the public good.

The Trust is a partner organisation to the National Institute for Health Research's Clinical Research Network Eastern Region, which provides research leadership and funding to support research.

The Health Research Authority⁷ protects and promotes the interests of patients and the public in health and social care research.

The Health Research Authority and the UK Health Departments via the draft UK policy framework for health and social care research⁸ are committed to an environment where:

- Patients, service users and the public are given, and take, the opportunity to participate in health and social care research, and are confident about doing so.
- New treatments, care and other services are developed through ethical and scientifically sound research for the benefit of patients, service users and the public.
- Applying to do research is simple and getting a decision is quick and predictable.
- Researchers find it straightforward to do high-quality, ethical research.
- Commissioners and providers of health and social care appreciate how health and social care research benefits patients, service users, staff and the public.
- Industry sees the UK as a great place to do health and social care research.
- Money from charities and other research funders goes into carrying out research, not into navigating needless bureaucracy or duplicating previous work.
- Research projects get registered, the data and tissue they collect can be made available for future analysis, where appropriate and with adequate consent and safeguards, and research findings get published and summarised for those who took part in them.

NHS policy frameworks and guidelines place a duty on the Trust to protect and exploit innovation and intellectual property for the benefit of patients and the wider health care community.



NHS
**National Institute for
Health Research**

4. Local Context

The Trust is a member of the National Institute for Health Research, fully supports the Health Research Authority and is committed to fully implementing the UK policy framework for health and social care research.

The Trust has four hospital sites. Three of these, the Lister, the New QEII and Hertford County provide a large acute secondary care service to a population of 600,000. The Lister and the New QEII have recently undergone a centralisation and expansion of services. In addition there is a sub-regional renal unit which provides renal services to 1.4 million people in Hertfordshire, Bedfordshire and Essex.

The Trust also manages the internationally recognised Mount Vernon Cancer Centre which provides a tertiary service for a population of over 2,000,000.

The Trust has a long history of being research-active with particular strengths in cancer, renal, cardiovascular disease and diabetes. The research activity at the Trust is a mixture of studies which staff have gained through external funding via grants, studies that are commercially-funded, non-commercial studies where the Trust acts as a participating site and studies that support the training and development of staff through higher degrees.

A high proportion of these studies are adopted to the National Institute for Health Research portfolio. Over the last 5 years there has been a steady decline in the numbers of patients entered into National Institute for Health Research research each year with a reduction from 1949 in 2011 - 2012 to 1630 in 2014 - 2015.

A number of exercises were carried out to identify the particular strengths, weaknesses and opportunities for the Trust. The following considerations were thought to be important:

- Patients have a strong desire to help shape and to support the implementation of the research strategy.
- The Trust has a track record of research excellence in some clinical areas and has potential for growth via the awarding of external non-commercial research grants and through being innovative.
- The Trust serves a population which is large and has, historically supported little research when compared to populations around nearby Cambridge and London, so there is scope to increase research activity.
- The Trust is located in close proximity to a large healthcare Industry around Stevenage, the M11, Cambridge and London. There is considerable potential for growth in this sector.
- The Trust has excellent relationships with a number of universities and these could be strengthened by establishing more formal organisational links.
- The Trust has a research office that offers a single point of contact for all research matters, works to internal procedures and manages a large and well-trained research workforce.

This strategy was developed through extensive consultation. Numerous stakeholder meetings were held and this was supplemented by an internal and then an external survey to raise awareness and gained further feedback.

The web-based surveys received a total 499 responses, broken down as follows: 292 staff, 104 patients, 40 university staff, 42 people from other NHS organisations including various NHS commissioners and 17 other including industry, Department of Health and NHS England. A total of four respondents declined to say which category they belonged to.

The survey asked for feedback and the following shows the % of respondents who agreed with each theme.

The Trust's vision is 'to be amongst the best' - incorporating research into our core business purpose and objectives and into routine patient care is an important part of this. 90%

We should engage with patients and aspire to provide opportunities for all patients to participate in research. 94%

We should introduce a practical way of taking 'consent to contact' so we can develop a database of patients who would like to be involved in future research studies. 88%

We should improve research information and opportunities, to increase levels of research awareness and participation for all staff. 95%

We have a duty to seek funding for research from all available sources as well as from the National Institute for Health Research to include from commercial funders and research grant providers. 89%

There are some simple steps we can take to increase research activity, e.g. increasing the number of high-recruiting studies, removing unnecessary bureaucracy, creating protected research time. 90%

For our research strategy to succeed we need to recognise that we are part of a wider system of healthcare, academia and industry and that we have to work together to deliver research for patient benefit. 95%

We know that individuals are the drivers of innovation and research success. We need to improve the way we recognise and reward staff who play their part in this. 85%

For research to be really effective it needs to be underpinned by well-trained staff working to standard operating procedures and supported by a well-resourced research office. 94%



5. Aims and Objectives



Taking into account the national and local context, the detailed analysis and the feedback from a variety of engagement events the Trust's three year strategy will be to achieve the following aims and objectives. This is summarised below, with a detailed overview given in Table 3.

Table 1 The Trust's Research Strategy 2016 - 2019

| | | |
|---|---|--|
| The Trust to be an internationally recognised centre of excellence for research and patient outcomes | | |
| Research is embedded into the planning and delivery of routine patient care for all patients | Enhancing patient experience and outcomes by offering research opportunity and innovation for all patients and all staff | Patients and public to be engaged with, participate in, and benefit from research and innovation |
| Research is well governed, managed and supported so studies are delivered, as promised | | Research is funded via external grant applications, from industry and with the support of charities |

6. Enabling Factors

All individuals will support the Trust's vision to be 'amongst the best' via an approach to identify, measure and improve our research culture.

Research culture can be measured and improved via a talent map exercise which can be applied to all levels in the organisation (Table 2). This approach provides an opportunity to assess our current research culture, to work out ways to improve it and it also provides a tool to measure improvement.

Table 2 Talent map to measure and improve research excellence

| Increasing indication of research excellence across the Trust at all levels | Individual | Research group | Department | Division | Trust |
|---|------------|----------------|------------|----------|-------|
| Has potential | | | | | |
| Some evidence | | | | | |
| Good | | | | | |
| Amongst the best | | | | | |
| Exemplar | | | | | |



Table 3 The Trust's Research Strategy 2016 - 2019

Research vision:
Enhancing patient experience and outcomes through research opportunity and innovation for all patients and all staff

Aim 1: The Trust to be an internationally recognised centre of excellence for research and patient outcome

Ambition: Top 20% of large acute NHS Trusts for research activity by 2019.

Initiatives to deliver the strategy:

- Recognise and increase the Trust's contribution to international research.
- Support the National Institute for Health Research and be an exemplar partner organisation.
- Contribute to research leadership at all levels.
- Maintain and expand key areas of excellence in cancer, renal and cardiovascular disease.
- Develop new areas of excellence e.g. diabetes, nurse-led research, supportive oncology, personalised medicine, big data.
- Become a University Trust.
- Enhance our communication plan via web, newsletter and social media.
- Identify and provide high quality research accommodation via estate and capital programmes.
- Publish the Trust's research operational capability and performance information.
- Maximise National Institute for Health Research funding by meeting appropriate government initiation and delivery benchmarks.
- Review strategy at Research and Development Board and Trust Board on a regular basis.
- Direct research to support operational and strategic needs.

Aim 2: Patients and public to be engaged with, participate in, and benefit from research and innovation

Ambition: Recruit 3,000 patients to research studies in 2019.

Initiatives to deliver the strategy:

- Public and patient research group to be included in the Trust's wider engagement approach.
- Optimise patient access to research of all types at all sites.
- Seek and act on research participant feedback.
- Develop patients as research ambassadors.
- Identify and address barriers to research.
- Deliver 'consent to contact' initiative to identify potential research participants.
- Provide workshops to researchers about the importance of involving patients.
- Display posters in departments to promote research.
- Research awareness via the clinical trials day on 20th May.
- Annual research celebration event.
- Patients contribute to research workgroups or committees.
- Patients contribute to the setting of Trust research priorities.
- Promote use of plain English.
- Use IT capability to understand patient flow and match with studies.

Aim 3: Research is funded via external grant applications, from industry and with the support of charities

Ambition: Increase external research funding by 10% each year.

Initiatives to deliver the strategy:

- Research marketing plan to attract research.
- Implement the National Institute for Health Research commercial income distribution scheme.
- Develop new industry research partnerships.
- Increase commercial income.
- Secure National Institute for Health Research and other high quality grants from research partners, growing non-commercial research income.
- Fund a research support officer to increase volume and quality of research grant applications.
- Maintain excellent relationship with Eastern Academic Health Science Network.⁹
- Be an active member of the Hertfordshire Group to secure european union funding opportunities.
- Make good use of the National Institute for Health Research research design service to support grant applications.
- Work well with other NHS organisations, charities and local universities.
- Build research capacity e.g. via the Collaboration for Leadership in Applied Health Research & Care.¹⁰

Aim 4: Research is embedded into the planning and delivery of routine patient care for all patients

Ambition: 80% of our Clinical Directorates to have research in their annual plans by 2019.

Initiatives to deliver the strategy:

- Embed research in Trust business plans.
- Prioritise activity to meet Trust objectives.
- Recognise the patient care and financial benefits of being research active (to include cost savings).
- Integrate the research strategy within workforce and organisational development.
- Realise potential of staff via talent mapping and development.
- Promote and monitor research and innovation.
- Promote and record all Trust staff awarded higher degrees by research.
- Identify and increase number of staff with protected time for research.
- Collect information on research funding, research publications and impact on patient outcomes and experience.
- Include research as a component of staff appraisal.
- Provide research accounts for the effective use of research income.
- Workgroup to develop an appropriate incentivisation scheme to recognise individual and team endeavour.

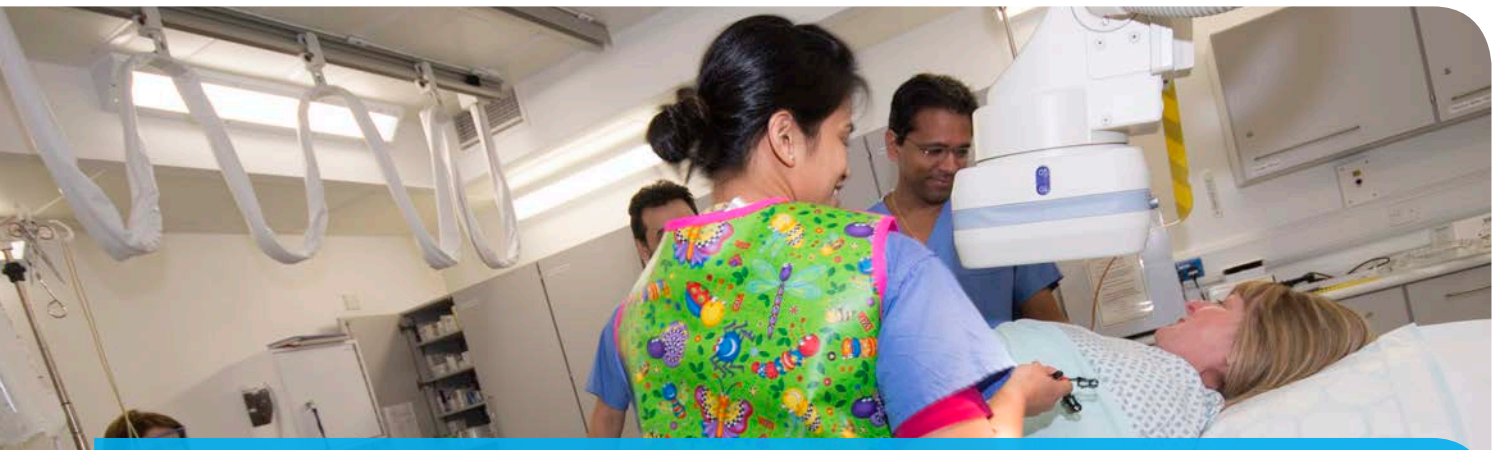
Aim 5: Research is well governed, managed and supported so studies are delivered, as promised

Ambition: Top 20% of large acute NHS Trusts for the time it takes to open research studies by 2019.

Initiatives to deliver the strategy:

- Research office to support implementation of this strategy.
- Function as a single team across the four sites.
- Generic and flexible team to supplement specialised research support staff.
- Effective capacity management and deployment of research support.
- Well-trained data managers to ensure timely provision of accurate data with few data queries.
- Secure funding to increase ability of Trust to act as sponsor.
- Work with Health Research Authority to make study set-up faster.
- Standard operating procedures for quality and consistency.
- Robust feasibility, to identify studies that we are best placed to deliver.
- Maintain a quality assurance programme.
- Research in Trust induction packs for all staff.
- Research and Innovation Educational Programme.
- Prioritise support to research that provides the greatest contribution to the Trust's objectives.
- Establish self-sustaining research groups.

7. Monitoring and Reporting



The Research and Development Board will provide oversight of the implementation of this strategy via quarterly meetings and the Trust's Board will review progress on a six monthly basis.

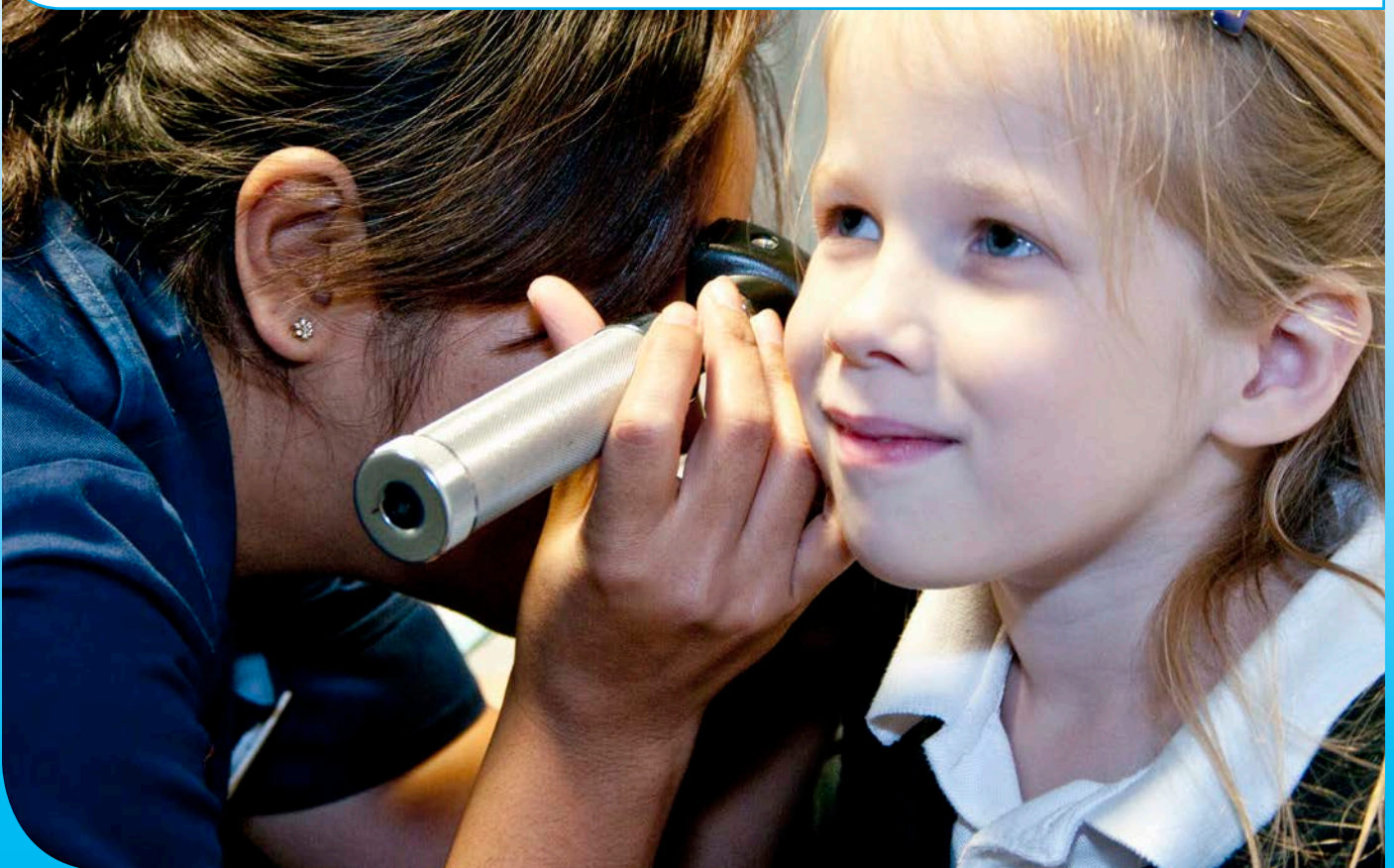
Detailed business plans will be produced that identify yearly objectives, goals and describe how the implementation of the strategy will be measured, monitored and managed. This will include an analysis of the market potential and prioritisation of activities which frame the strategy.

If you would like any further information, please contact us via the following email:

researchanddevelopment.enh-tr@nhs.net

8. References

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- ³ W.O. Bennett, J.H. Bird, S.A. Burrows, P.R. Counter, V.M. Reddy <http://www.ncbi.nlm.nih.gov/pubmed/22795835> Does academic output correlate with better mortality rates in NHS trusts in England? Public Health 126 (2012) S40 eS43.
- ⁴ Liniker E, Harrison M, Weaver JM, Agrawal N, Chhabra A, Kingshott V, Bailey S, Eisen TG, Corrie PG. Treatment costs associated with interventional cancer clinical trials conducted at a single UK institution over 2 years (2009-2010). Br J Cancer. 2013 Oct 15;109(8):2051-7.
- ⁵ NHS Constitution for England <https://www.gov.uk/government/publications/the-nhs-constitution-for-england>
- ⁶ National Institute for Health Research <http://www.nihr.ac.uk/>
- ⁷ Heath Research Authority <http://www.hra.nhs.uk/>
- ⁸ Draft UK Policy Framework for Health and Social Care Research <http://www.hra.nhs.uk/documents/2015/12/uk-policy-framework-health-social-care-research.pdf>
- ⁹ Eastern Academic Health Science Network <http://www.eahsn.org/help-for-nhs>
- ¹⁰ Collaboration for Leadership in Applied Health Research & Care <http://www.clahrc-eoe.nihr.ac.uk/>



Our vision is *to be amongst the best*

The East & North Herts Hospitals Charity, including Mount Vernon Cancer Centre Charitable Fund, aims to make a real and positive impact to enhance patient care.

We help our hospitals innovate, improve and provide excellent care.
Your generosity will help improve the equipment, facilities and research within our hospitals.

The East & North Herts Hospitals Charity is a registered charity in England and Wales,
registered charity number 1053338.

For more information please visit our website.

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