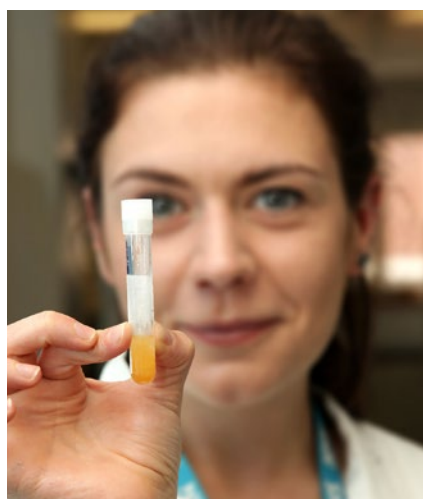


Research and Development Strategy

2017-2022



Research has been defined as:

The attempt to derive generalisable or transferable new knowledge to answer questions with scientifically sound methods including studies that aim to generate hypotheses as well as studies that aim to test them, in addition to simply descriptive studies.

Health Research Authority (2017)

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Executive summary

Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust (DBTH) embraces research at the heart of its business. NHS England acknowledges that by fully integrating research into NHS organisations, they can outperform organisations that do not, leading to better quality care, better patient outcomes and improved use of resources.

Recent years have seen tremendous advances within the Trust, culminating in the attainment of Teaching Hospital status in January 2017. Central to this achievement remains the long-standing commitment of the Trust to deliver a quality, patient centred research programme.

We are extremely proud of the exceptional improvements that were delivered as part of the Research and Development (R&D) Strategy 2013-2018. The foundation ambition of the strategy was to widen the opportunity for research participation for both our patients and staff, thus ensuring equity of access across all services. Realisation of this ambition - and many more besides - have seen the Trust increasingly recognised as a centre of research excellence, as evidenced by increased research placement and effective interagency partnerships, notably with academia and industry.

This success provides us with an excellent platform to enter into the new phase of our R&D programme. The 2018-2023 Strategy outlines our plans to further increase the quality, volume and breadth of our research output, reaping the reputational rewards of our Teaching Hospital status for the direct benefit of our patients. In line with the Trust Strategic Direction, we must continue to foster a culture of critical thinking and enquiry, whereby staff contribute to the research agenda and actively seek out research evidence in order to apply it during clinical decision making.

The research agenda will continue to be aligned with and influence changes in clinical services delivered within the Trust. We will achieve this through

working with colleagues to capitalise on effective internal partnerships between clinical and corporate Trust areas, as well as maximising opportunities for collaborations with regional, national and international partners. Through collaborative working, we will further develop our research portfolio, ultimately contributing to the Trust vision of attracting and retaining high calibre staff and developing our existing staff members whilst driving care quality improvement, innovation and service transformation.

The strategy complements a number of other enabling strategies to deliver the Trust Strategic Direction 2017-2022, notably:

- ✓ Clinical Quality and Governance
- ✓ Quality Improvement and Innovation
- ✓ People and Organisational Development
- ✓ Communications and Engagement
- ✓ Information and Digital
- ✓ Estate and Facilities

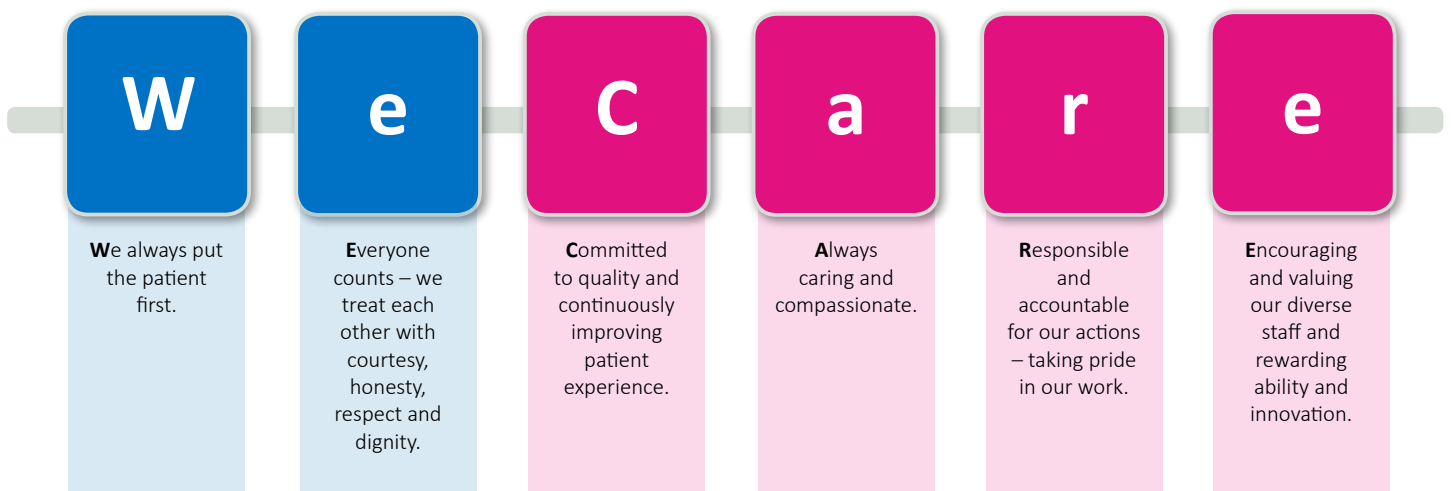
*Stand with us today to
improve care tomorrow*





Where we are now

Our patients are at the centre of everything we do; we continue to strive for improvements for them. We deliver our research aspirations whilst keeping our values integral; this embodies our Trust values of 'We Care'.



The landscape for research within DBTH has altered considerably in the last 5 years, largely attributable to the successful delivery of the R&D Strategy 2013-2018. A total of 94% of key performance indicators (KPIs) of this strategy were achieved, across the primary aims of increasing capacity and capability, enhancing the Trust research profile and delivering financial growth whilst developing a robust infrastructure.

	2012/13 before strategy implementation	2017/18 post strategy implementation	% increase
Number of approved studies	27	61	126%
Number of participants	446	1000	124%
NIHR Clinical Research Network funding	£355,157 (in year)	£361,351 (in year)	2%
Commercial funding	£ 31,645 (in year)	£250,762 (in year)	692%
Grant funding (including pass through costs)	N/A	£214,468 (in year)	
Active specialties	14	27	93%
Core R&D staff	8.5 WTE	17.63 WTE	107%

Research engagement

Our greatest asset continues to be our capable, vibrant and resilient workforce.

Much work has been undertaken to ensure a patient-centred and progressive research culture is embedded across all clinical areas. Increasingly our workforce recognises research as essential to attaining clinical excellence and contributing to the provision of quality, evidence-based services. A total of 97% of staff responders in the recent R&D survey (July 2018) stated it was very important for the NHS to support research, with over 75% expressing an interest in becoming directly involved. This compares with 70% and 63% (respectively) of responders in 2014.

We continue to promote the message that research is everyone's business and empower staff with knowledge, confidence and capability in respect to research. Research has become a routine consideration within Division business planning, affording an opportunity for clinical and research priorities to be aligned for the direct benefit of our patients. Research is now an accepted component of all clinical staff appraisals, with clear criteria agreed for the awarding of additional research Programmed Activities (PAs) for Consultants. This will further increase the scope for commercial collaborations and pave the way for Consultants to act as national Chief Investigators for commercially sponsored clinical trials.

The advancement of the research clinical skill base in our nursing, midwifery and Allied Health professions staff base continues to be a key focus. Specific initiatives have been employed to drive the research agenda at an operational level, including delivering tailored research awareness sessions, as well as the establishment of a multi-disciplinary Research

Champion network covering all Trust services. Such initiatives have afforded opportunities for 'talent spotting' across the healthcare professional base, identifying future research leaders and providing bespoke support to enable them to professionally and academically develop in respect to research. Our staff members continue to secure proportionally high numbers of places on the regional academic internship programme; part of a proven, structured progression pathway whereby the skills developed can be implemented to further advance the local research agenda. This pathway has been particularly embraced by our Allied Health Professional (AHP) staff base, who have increasingly demonstrated broad research engagement and a commitment towards the integration of research practices into routine clinical care.

Active engagement in the regional CARDiNAL (Clinical Doctoral Nurses, Midwives and Allied Health Professionals) initiative, a doctoral network to further support career development across the healthcare professional base, has led to the Trust supporting two nursing PhD fellowships in partnership with the University of Sheffield. Continued collaboration with our local academic partners will ensure clear career progression opportunities are afforded to our research engaged healthcare professional base.

Integration of research delivery within the nursing staff base remains key for sustainability. Much consideration has been given as to how we can continue to develop our nursing infrastructure in a flexible and responsive way, most notably in respect to our Specialist Nurse Practitioners. Our Research Nurses partner with wider nursing colleagues to deliver successful research outcomes across a range of specialties, adapting their support level dependent on research engagement, service need and clinical

demand. This tailored approach has ensured the development of innovative nursing models in relation to research, which have been celebrated both regionally and nationally, including through shortlisting at the Nursing Times Awards in 2016. We have also introduced Clinical Trial Assistants to reduce much of the administrative burden of our nursing workforce, further enhancing our infrastructure in a responsive way.

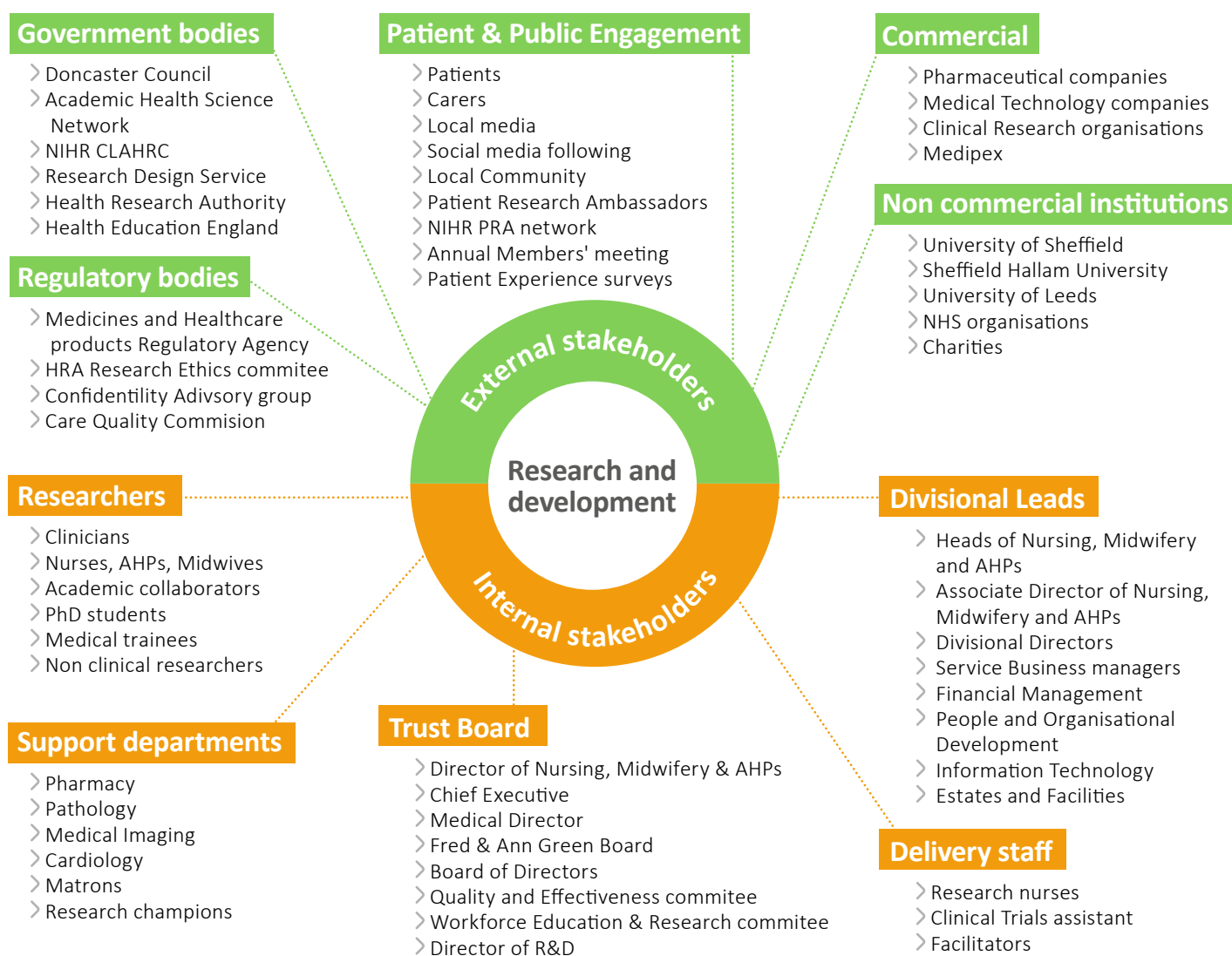
We continue to actively pursue research opportunities for which successful delivery is underpinned by a multi-professional staff base. This approach has afforded a defined model of engagement for our healthcare professionals, such that staff members can develop their research capability through the role of Co-Investigator, with a view to developing in the capacity of Principal Investigator. This clearly defined pathway has supported increasing numbers of Nurses,

Midwives and AHPs in successfully undertaking the role of Principal Investigator, delivering quality research across DBTH services.

Enhancing the Trust research profile

We continue to drive research excellence in collaborative research partnerships, across a range of health and care sectors

Sustained and reliable research delivery has ensured continued partner confidence and repeated placement of studies, further enhancing and contributing to our growing reputation as a research leader. We aim to deliver a tailored approach to our partnership working, to ensure we consistently meet the unique needs of our research partners. The planned development of a Clinical Research Facility (CRF) will further enhance our research capability and reputation in respect to quality research delivery.



A great success has been the establishment and maintenance of a balanced and diverse portfolio, enabling local researchers to address research questions highly relevant to everyday practice. We have both capitalised upon and developed opportunities for collaborative working arrangements with regional research partners, in order to deliver research programmes clinically relevant to our local population.

We continue to be an active and contributing member of the Yorkshire and Humber Collaborations for Leadership in Applied Health Research and Care (CLAHRC), which has enabled us to develop both local and regional research capacity. We will continue to work with CLAHRC under the emerging scheme of ARC (Applied Research Collaboration), particularly with regards to involvement in ACORN, a national network of healthcare partners focused on increasing research capacity across the healthcare professional base. Work to date has led to the appointment of a Research Fellow, to support the increased uptake of research academic opportunities by our healthcare professional base. This appointment has also enabled us to support initiatives to better understand the wider impact of research, including a specific workstream which explores impacts in the context of participant health, service and workforce, knowledge, influence, economy and research capacity. As an organisation we continue to partner with appropriate agencies to drive the faster translation of research outcomes into tangible benefits for patients, not only through our links with CLAHRC but also through the Yorkshire and Humber Academic Health Science Network (AHSN).

We have capitalised on available and feasible opportunities to deliver quality research for the benefit our local patient population. Now, with our established base and proven track record of successful delivery, we have the opportunity to develop in a more structured and considered way, specifically advancing the Trust's research interests. This requires development of our Chief Investigator capacity and an extension to the Trust Sponsorship capabilities to include Clinical Trials of Investigational Medicine Products (CTIMPs), for which initiatives are ongoing. In view of our Teaching Hospital status, these areas of development have increasingly become key drivers for the Trust.



*Clinical research improves lives.
I am extremely proud to work in an
organisation that recognises this
and supports me to do just that.*

DBTH Staff member

Much groundwork has been undertaken in these regards, specifically in respect to increased grant capture potential. Recent developments include the securement of statistical support through the University of Sheffield and developing Patient and Public Involvement (PPI) initiatives, including the appointment of Patient Research Ambassador (PRA). This demonstrates our commitment to improve the quality and relevance of our research programme through greater service involvement, key to strengthening future grant applications.

Agreed planning with our Teaching and Education colleagues with respect to the establishment of Clinical Academic Directorates, will ensure we maximise our academic research potential in order to further develop our Chief Investigator base. Through a collaborative approach, we will develop a clear framework against which the award of Clinical Academic Directorate status will be assessed (and continuing status supported) and work with specialties with significant research potential to attain this. We will increase academic and joint appointments with the Universities - an integral part of an institution with a high profile research - to underpin the development of academic research leaders with the potential to secure external research funding through open competition. This will consolidate and further develop the Trust as a research centre of excellence.

Financial growth

Sustained financial growth continues to be delivered and increased income generated through various funding streams

Increased transparency in financial costings, management and resource allocation continue to be a key focus and have ensured a growing understanding of the income and reinvestment potential inherent within research delivery across all Divisions.

The Trust research programme is funded via a combination of an annual National Institute for Health Research (NIHR) allocation, commercial research income, charitable funding through the Greens Legacy and external grant applications. The Trust maintains active involvement in all relevant Department of Health and NIHR initiatives and in doing so has maximised available funding through NIHR and opportunity for partnership.

Commercial delivery remains a key driver for the Trust. The commercial portfolio continues to be diversified with further scope to extend into the Medical Technology arena. A proven track record for meeting key performance targets and consistent delivery of contractual obligations has strengthened our existing commercial partnerships, with our exceptional achievements attracting new partners. Our unique commercial set up and delivery model give us a competitive edge with respect to patient recruitment, and affords the clinical delivery team every opportunity to maximise the recruitment window. Successes include the recruitment of the first worldwide and the first European patient to a number of studies across several specialties. These achievements were acknowledged by the NIHR, with two of our Consultants celebrated at a national event of only 70 Principal Investigators.

Our research delivery is underpinned by robust governance structures in respect to research initiation, delivery and management.

The regulatory landscape for research can be complicated, riddled with acronyms and multi-agency involvement. Within R&D, we wish to capitalise on all clinical enthusiasm for research and ensure our staff members are fully supported in navigating the regulatory framework, in an efficient and proactive way. We continue to provide skilled support in the development of innovative research ideas into well designed and competitive research proposals, supporting partner identification, funding detection and regulatory applications as required.

We also offer a study identification process whereby a staff member with a research interest but without a research idea, is afforded the opportunity to collaborate nationally with other centres to jointly deliver a project adopted on the NIHR Portfolio. Operational oversight of research activity is maintained throughout the lifecycle of all research projects, to ensure study-specific key performance indicators are met whilst maintaining wider regulatory and Good Clinical Practice compliance, across all service areas.

It typically costs £1.15 billion before a new medicine can be licenced for use. Without this investment from the commercial sector, NHS patients would not have access to important and effective new treatments. Our commercial collaborations enable our patients to have greater treatment options, and access novel treatments at the earliest available opportunity.

SWOT analysis

Strengths

- ✓ Unique capabilities in respect to commercial set up affording a competitive advantage
- ✓ Geographical/demographical- high burden of common disease
- ✓ Broad engagement across range of specialities and professional groups
- ✓ Reputation in respect to research delivery and continued achievement of quality indicators
- ✓ Established collaborations with regional partners
- ✓ Teaching Hospital Status
- ✓ Dynamic R&D team with strong clinical experience
- ✓ Dedicated support services
- ✓ Research included in job planning process
- ✓ Developing a progressive research culture of critical thinking.

Opportunities

- ✓ Further spread a progressive research culture of critical thinking
- ✓ Unexploited clinical areas
- ✓ Diversify commercial portfolio and pursue collaborations new technology
- ✓ Business/product development
- ✓ Trust Strategic Direction and enabling strategies
- ✓ Align service an research needs in new services
- ✓ Develop research programmes to specifically address needs of local population
- ✓ Increased grant capture
- ✓ Grow Bassetlaw and Montagu operations
- ✓ Capitalise on reputation and magnetism
- ✓ Provide clinical staff base better engagement opportunities in respect to career development
- ✓ More structured ways to engage patients and the public.

Weaknesses

- ✗ Facilities/resources stifling growth
- ✗ No dedicated clinical space for research activity - unable to take forward clinically relevant projects
- ✗ Split site operations
- ✗ Not enough staff members acting in Chief Investigator role
- ✗ Not all staff aware of R&D opportunities
- ✗ Poor visibility of R&D team across Trust
- ✗ Disjointed communication for funding and career development opportunities
- ✗ Not having sponsorship capacity for Clinical Investigational Medicinal Products (CTIMPs) trials
- ✗ Long-term financial planning- lack of financial reserves
- ✗ Not enough critical mass in respect to academic staffing.

Threats

- ✗ Changing national and international landscape
- ✗ Sustainable financial backing- capital investment required
- ✗ Reputation damage risked through inadequate facilities/resource- operationally ceilinged
- ✗ Staff moving if not supported to deliver own account CTIMP.

Where do we want to be?

Our vision is to consolidate and further develop DBTH as a centre of research excellence by delivering a high-quality research agenda that makes a lasting difference to the quality of clinical care we provide and driving changes in healthcare practice in the NHS. In order to realise this vision, our mission is to further embed a progressive research culture of critical thinking and enquiry throughout Trust and empower staff with knowledge, confidence and capability in respect to research.

In line with the Trust Strategic Direction, and drawing upon interdependencies of other Trust enabling strategies, we will achieve this through the following objectives:



Patients

We will engage and involve patients and the wider public in research in a meaningful and constructive way, including but not solely, as research participants.

People

We will support and invest in our staff to enable them to participate in research, whilst encouraging them to draw upon the best available research findings and develop innovative approaches to clinical practice which improve patients outcomes.

We will more readily engage in relevant Patient and Public Involvement initiatives, linking with appropriate NIHR and regional networks to ensure we improve the quality and quantity of member engagement across our research portfolio, utilising co-design methodology as appropriate.

This will require:

- Increasingly capturing and acting upon patient experience and engagement feedback, in order to inform and refine our service delivery
- Ensuring our patients feel confident in asking clinical colleagues about research opportunities relevant to their condition, by promoting the NIHR 'OK To Ask' campaign across our services
- Implementing a 'consent to contact' initiative whereby we develop a research database enabling the ready identification of potential research participants
- Adopting a cohesive approach to function as a single team across all sites to ensure patients are afforded the same opportunity to participate in research irrespective of care locality.

We will continue to increase our research capacity and capability at all levels from novel researcher through to research leader. We will ensure research activity by our multi-disciplinary staff is encouraged and actively supported throughout the organisation, with research contributions duly acknowledged through Trust award schemes and in job planning processes.

This will require:

- Establishing clear communication channels to enable the rapid dissemination of relevant and varied research opportunities
- Supporting professional development pathways for Trust staff members, including securing appropriate clinical mentorship and training, in order to develop their role of high quality independent investigators
- Strongly encouraging these staff members to initiate high quality research, which may qualify for support from the NIHR Clinical Research Network, including Trust-sponsored, investigator-led clinical trials
- The creation of Academic Directorates, academic posts and joint appointments with the Universities including Professorial Chairs, a key driver in increasing the quality and originality of our research output.

Performance

We will capitalise and maximise relevant research opportunities to deliver financial growth, in order to allow appropriate reinvestment in Trust research services

To deliver the growth outlined in this Strategy, we must continue to explore innovative partnerships with both the public and private sectors in order to attract investment as appropriate. We will further stabilise existing funding structures through NIHR by being a model partner organisation, whilst also mobilising the workforce to increase grant capture.

This will require:

- Developing a dedicated clinical research facility (CRF) for research, in order to ensure an environment highly conducive to quality research and increased commercial placement
- Strategically focusing available income on priority areas with research potential, according to maximum patient benefit
- Being an exemplar research partner, delivering to time and target and meeting contractual obligations to maximise associated income and repeated collaborations
- Encouraging and identifying innovative ideas that can be exploited and progressed to commercialization.

NHS Trusts in England were estimated to receive £6,658 in revenue from life science companies for each patient recruited into commercial clinical research studies.

This is in addition to an average of £5,250 pharmaceutical cost saving for each patient recruited into pharmaceutical-based commercial clinical research studies, where a trial drug replaced the standard of care.

Partners

We will prove ourselves a proactive and influential partner in the regional and national research landscape, driving change through our research agenda as opposed to responding to it.

We are aware of our role in a wider system of healthcare, academia and industry and recognise the collaboration required in order to deliver research for direct patient benefit. We will build on our existing strengths whilst exploiting new opportunities for partnership.

This will require:

- Undertaking the focussed pursuit of appropriate interagency and multi-disciplinary research collaborations, both internal and external to the Trust
- Capitalising on established strong relationships with neighbouring trusts and clinical commissioning groups, building on the foundations of our proven history of working together in order to improve health and care for our population by delivering collaborative research proposals
- Further developing effective partnerships between clinical and corporate Trust areas, to better understand service needs and how research interest can be aligned for mutual benefit
- Horizon scanning to identify future and emerging technologies and initiating new collaboration with regional Medical Technology companies.

Prevention

We will demonstrate a commitment to extend the number and impact of quality research programmes, initiating research focussed on improving the health of our local community, burdened by high incidences of common disease.

We will cultivate priority areas of translational and applied health services research, which have clear potential to inform commissioning, service improvement and transformation to benefit our local patient population.

This will involve:

- Securing a commitment across all Divisions to develop their own local research strategic priorities and demonstrate excellence in both the volume and quality of their clinical research portfolio
- Provide skilled support for the development of innovative research ideas into well designed and competitive research proposals, eligible for external funding
- Continuing to support national and local initiatives for the translations of our research achievements into healthcare practice and service innovation, ensuring rapid translation of research findings into clinical practice, linking with Public Health and wider healthcare partners accordingly
- Explore areas of shared research interest with other NHS organisations, charities and local universities, aligning likeminded individuals to take forward agendas relevant to our local population and to maximise the chances of successful grant applications.

Accountability and timescales

Objective 1

Engage our staff and patients to increase the quality, breadth and volume of research output

Challenge	<p>Undertake a considered approach to workforce planning and development, developing our R&D infrastructure responsibly in line with emerging workforce need</p> <ul style="list-style-type: none">• Maximise the research potential of our multi-disciplinary staff with the full support of Divisions• Develop a clear marketing strategy to considerably increase research visibility to both staff and patients alike
Action	<ul style="list-style-type: none">• Refine and utilise our existing Research Champion network and identify key 'link nurses' to drive research agenda at operational level• Develop an internal database mapping the research interests of our Medic staff base to allow the focussed pursuit of relevant opportunities by R&D• Engage medical trainees and other clinical students to increase direct research capacity• Ensure equity of access to all our patients by facilitating placement of NIHR Portfolio research across all service lines• Deliver tailored initiatives to increase research capacity across the healthcare professional base, ensuring clear opportunities for engagement in both qualitative and quantitative research• Establish clear communication channels for the rapid dissemination of research opportunities and initiatives, with routine circulation to our healthcare professionals• Promote and publicise research activity and outputs via all relevant channels with the full support of the Communication and Engagement team• Hold local 'Research For You' events with support of our regional health care partners• Increasingly deliver research across all Trust sites, operate an appropriate 'hub and spoke' model from Doncaster Royal Infirmary• Introduce performance reports to ensure transparency of research performance against Divisional strategic plans
Outcome	<ul style="list-style-type: none">• Attract, develop and retain a highly skilled health research workforce• Increased research capacity across the organisation demonstrated through:<ul style="list-style-type: none">- Increased participant recruitment across research portfolio- Increased number of staff members acting in Chief Investigator, Principal Investigator and Co-Investigator capacity• Wider engagement opportunities for healthcare professionals, resulting in increased research participation• Staff members feel research is increasingly relevant to them and their role• Enhanced research profile both internal and external to the Trust• Increased research capacity across the organisation with clear expansion into novel areas

Objective 2

Develop our Chief Investigator base to increase grant capture potential

Challenge	<ul style="list-style-type: none">• Ensure robust structures and systems in place to support the initiation, delivery and management of grant applications and the associated sponsorship responsibilities• Increase engagement across multi-disciplinary staff base to act in Chief Investigator capacity• Maximise our academic research potential in partnership with Teaching and Education colleagues• Ensure dedicated clinical facilities for research are available to increase organisation credibility and likelihood of grant placement
Action	<ul style="list-style-type: none">• Mapping exercise to ascertain appetite for research leadership interest and identify and support emerging talent• Establish dissemination channels to enable the rapid dissemination of open, themed and commissioned funding calls• Ensure specialist services available to staff members to develop quality research proposal, including support to navigate regulatory landscape and provision of statistical advice• Collaborate with NIHR Research Design Service where appropriate• Establish Patient and Public Involvement panel/s to inform quality, relevance and impact of research proposals• Undertake an organisational review to understand the resource requirement for extending sponsorship capabilities to include Clinical Trials of Investigational Medicinal Products (CITMPs)• Explore commercial collaborations to develop staff members as national 'key opinion leaders' to further develop Chief Investigator base and enhance Trust research profile• Increasingly submit applications for high quality research grants from research partners• Collaborative pursuit with Teaching and Education colleagues to establish Clinical Academic Directorates and create academic posts to deliver successful joint funding applications with academic partners• Work with Estates and Facilities colleagues to ensure R&D is a continued consideration in respect to relevant site development plans for development of Clinical Research Facility (CRF) and source funding appropriately
Outcome	<ul style="list-style-type: none">• Increased staff members from across the professions acting in Chief Investigator capacity resulting in increased publications in peer reviewed journals, citation rates and broader opportunities for dissemination and knowledge transfer• Increased R&D investment from external research funders through grants for discrete applied research projects• Enhanced research profile with potential to further attract research placement and new partnership opportunities• Healthcare gains associated with delivering a tailored 'own account' research portfolio, specifically targeted towards meeting the healthcare needs of our local population• Occupancy of dedicated R&D space with provision for both non-clinical and clinical staff.

Objective 3

Deliver economic benefit to underpin further research growth

Challenge	<ul style="list-style-type: none">• Deliver a balanced and diverse research portfolio to maximise funding avenues across public, charitable and commercial sectors• Enhance our research reputation to attract increasing investment from external agencies.
Action	<ul style="list-style-type: none">• Consistently meet all contractual obligations in respect to research delivery to maintain partner confidence and continued research placement• Establish clear processes in respect to Intellectual Property management to maximise the commercialisation potential of Trust innovations• Capitalise on opportunities to excel in research delivery, particularly in respect to pharmaceutical collaborations with potential to recruit the first UK, European or International participant• Establish new collaborations with regional Medical Technology companies to jointly deliver innovative research initiatives• Maximise the potential for NIHR Research Capability Funding through the successful award of NIHR research programme funding• Develop collaborative research proposals with local healthcare organisations to maximise the potential impact for our local population• Agreed financial growth markers.
Outcome	<ul style="list-style-type: none">• Increased income available for reinvestment in research services• Enhanced financial capability in respect to large scale grant management• Stablished funding structures.

Evaluation and Monitoring

Evaluation and monitoring of performance against this strategy will be coordinated by the R&D management team, working in close partnership with relevant clinical and corporate colleagues. An annual delivery plan will be developed, with clearly defined timescales against the actions to be taken to deliver strategy objectives.

Process Measures

- Number of studies meeting prearranged targets
- Number of individuals with pre-defined roles within research studies
- Number of research studies in each clinical specialty
- Number of Good Clinical Practice (GCP) trained staff
- Number of specialties with active Research Champions
- Number of successful funding applications and partnerships

Learning Measures

- Review of research partnerships initiated but not progressed to delivery stage
- Analysis of patient satisfaction surveys
- Analysis of staff survey
- Review of ad hoc study-specific delivery issues
- Review of activity at Divisional level

Outcome Measures

- Achievement of agreed research action plans each year
- Review of annual achievements in relation to NIHR CRN priorities
- Valid contributions toward regional initiatives to better understand the broader impacts of research and communicate this effectively with research stakeholders
- Continued financial security and growth
- Actions taken as a result of learning from surveys to refine service delivery
- Measurable improvements in patient outcomes attributable to R&D

Clearly defined reporting mechanisms will ensure the implementation of and compliance with the strategy can be readily assessed. Delivery of the R&D strategy will be appropriately supported and monitored via the following reporting structure:

Board of Directors

The Board has overall responsibility for the activity, integrity and strategy of the Trust and has a statutory duty to ensure high standards of research activity and regulatory compliance. The Chief Executive has overall accountability for R&D, delegating the executive responsibility to the Director of Nursing, Midwifery and Allied Health Professionals, who is responsible for reporting to the Trust Board on the R&D agenda and ensuring that any supporting strategy documents are implemented and evaluated effectively. R&D Strategy delivery will also be reported annually in Trust Quality accounts.

Quality and Effectiveness Committee (QEC)

The QEC provides assurance to the Trust Board on progress and performance relating to the delivery of the R&D Strategy, with regards the continuous and measurable improvement in R&D activities.

Workforce and Education Committee (WEC)

The WEC has recently been expanded in order to provide assurance to the Trust Board via the QEC in relation to the delivery of R&D plans, activities and performance, receiving a report on a biannual basis.

Research Advisory Group (RAG)

The RAG is a supportive forum of DBTH staff members, Trust Research Patient Ambassador/s and wider R&D partners involved or with an interest in clinical research at DBTH. The role of the RAG is to provide active oversight and constructive challenges on R&D plans, activities, performance and reports in order to support DBTH to achieve its objectives for clinical research in accordance with the R&D Strategy. Specific Task and Finish Groups are established as required. Delivery against the R&D Strategy is a standing item on the biannual agenda.

Division Responsibility and Accountability

Division Management teams have a responsibility to ensure that research is embedded within their annual planning process, and a key consideration within their reporting structure.

Communication and Engagement

This strategy was informed and shaped by undertaking a thorough organisational analysis, and has been influenced using feedback from our partners, stakeholders and staff. Key messages, in respect to the vision for research, were collated and incorporated into this strategy which draws upon interdependencies with other Trust enabling strategies, particularly shared ambitions pertaining to staff development in respect to research, skills, innovation and leadership. Additionally, consideration has been given in respect to delivery against the previous R&D Strategy (2013-2018), in order to determine which elements required carrying forward and how the Trust's refreshed Strategic Direction has influenced priorities for this new R&D Strategy.

The staff survey conducted prior to the finalisation of this strategy provided an interesting insight in relation to further opportunities to understand staff priority areas

in respect to research, as well as suggestions for how to capitalise on opportunities for wider engagement. Continued engagement initiatives will inform and refine the annual action plans moving forward, underpinned by a shared ownership of the research agenda by relevant clinical leads.

Progress will be reported biannually via the aforementioned reporting structure, with the reports detailing highlights of R&D achievements and the associated impacts. Wider dissemination of these achievements will be supported by Communication and Engagement colleagues, utilising appropriate internal and external communication channels, including the Foundations for Health publication.

Finally, an annual R&D showcase event will include a report of progress against the strategy, and provide wider engagement opportunities with our research partners.

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National Institute for Health Research (NIHR)

<https://www.nihr.ac.uk/>

Academic Health Science Network (AHSN) for Yorkshire and the Humber

<https://www.yhahsn.org.uk/>

Involve - Public Involvement in NHS Research

<http://www.invo.org.uk/>

NIHR Collaboration for Leadership in Applied Health Research and Care (CLAHRC)

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