



**Gloucestershire Hospitals**  
NHS Foundation Trust

# Research Strategy



## Foreword

The NHS Constitution (2009) says that research is part of core business which enables the NHS to improve the current and future health of the people it serves. By including Driving Research as a key objective in the Trust strategy for 2019 - 2024 this supports our vision of Best Care for Everyone.

We know that patients treated in research active hospitals have better outcomes, even if they themselves are not actually within a research study. This is what drives our priorities within our Research Strategy for 2019-2024. By delivering on these priorities we will be able to improve the health, well-being and experience of the communities we serve.

We want to ensure that research truly becomes business as usual being highly visible to both patients and colleagues. This will contribute to our “Journey to Outstanding” where research is now a measure within CQC ratings. We want to enthuse colleagues and patients about the clear benefits of research and provide advice, guidance and support to those colleagues with research interests and ambitions.

We want to make our community proud to be involved with a University Hospital.

Our strategy will enable us to build on existing good practice and expand our clinical and educational research portfolio so that more patients may benefit from improved outcomes, our colleagues have increased career and training opportunities that delivering research brings and the Trust benefits from improved staff recruitment and retention which will lead to better outcomes for all.

**Chantal Sunter**  
**Head of Research and Development**

**Simon Lanceley**  
**Director of Strategy and Transformation**

# Summary and Enabling Pillars

## Improving healthcare through research

**Our research strategy has been developed through colleague, patient and partner engagement.**

Patients treated in research active hospitals have better outcomes; together we have been defining how we can drive research in the trust to improve treatments and services for patients and colleagues.

Throughout these conversations it is clear that colleagues want us to be ambitious, live by our values of caring, listening and excelling. Our Journey to Outstanding ambitions have captured our imaginations to strive for improved services for our patients and our community and we believe that becoming an accredited University Hospital Trust will

increase our capacity and capability to deliver best care for everyone.

We know from listening to you that if we focus on driving research as defined in our overall Trust Strategy, we will make a difference for one another and our patients:

**We are research active, providing innovative and groundbreaking treatments; staff from all disciplines contribute to tomorrow's evidence base, enabling us to be one of the best University Hospitals in the UK**

### Enabling pillars to deliver the strategy



### Summary of enabling pillars

#### Increasing visibility and awareness:

Improving how we communicate our research activity to patients, colleagues, ICS partners, National Institute for Health Research (NIHR) and commercial partners.

#### Celebrating success:

Demonstrate how clinical and educational research is improving patient care, outcomes and experience and colleague experience, recruitment and retention.

#### Increasing equity of access:

Improving access to clinical and educational research studies for patients with the aim that every patient can be offered the opportunity to be part of changing care

#### Growing our collaborations:

Increasing the number and variety of organisations we work with.

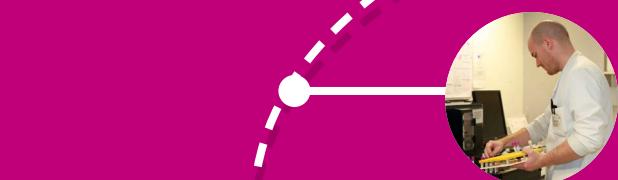
# Where we are



We still have colleagues who do not recognise research as core activity



We do not have any research activity in some high prevalence disease areas



We have a number of well-established areas of research with large portfolios of research activity



We have active investigators in some areas conducting their own primary research funded by national and local funders



We do not have the infrastructure to support significant development and growth of home grown studies expected in a University Hospital Trust



We have over 100 studies open to recruitment across the Trust with more in follow up

We provide advice, support and guidance to colleagues interested in research but we are not very good at publicising this service



We have good collaborative relationships with our local NIHR Clinical Research Network and our partners in Research 4 Gloucestershire (R4G)



We do not always highlight where there are clear benefits to colleagues, patients and the Trust with improvements in practice resulting from research

# Where we want to get to

We will provide examples of the benefit that research has had in the care of real people



Colleagues from all disciplines will be offering patients the opportunity to take part in research studies



We will have increased numbers of locally led studies, research income and high quality outputs (publications)



We will have more high profile local investigators including nurse, midwife and AHP Principal Investigators (PI's)



We will have increased income from NIHR and commercial trials



Colleagues will know where to go for advice, guidance and support for research related activities within the Trust

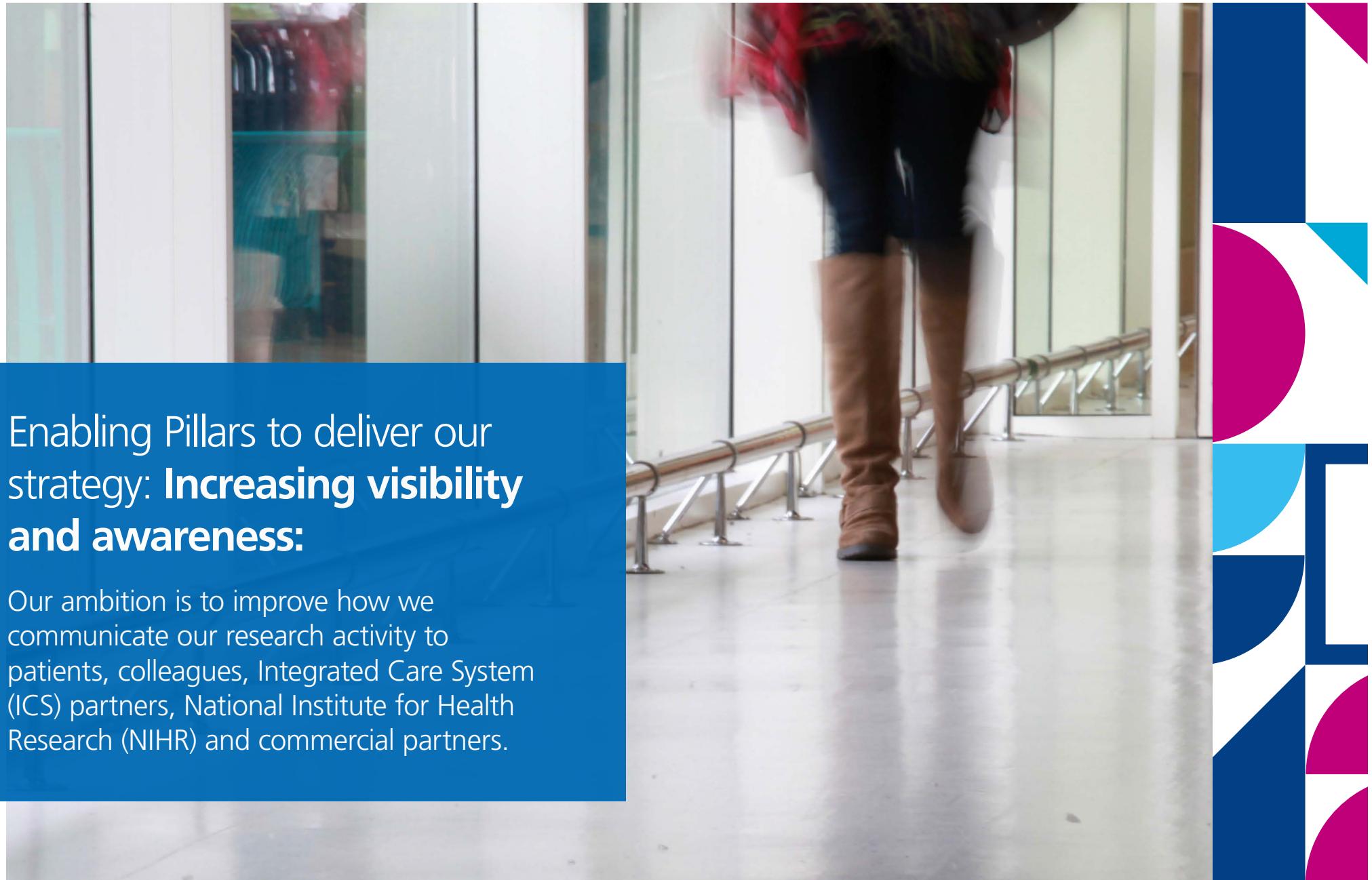


Colleagues will be aware of research in the Trust, enthused to contribute and appointed because of their research profiles



We will be known as a centre of excellence for both clinical and educational research and achieve University Hospital status

Research will be included in job plans giving it the same status as audit, QI and teaching activities



## Enabling Pillars to deliver our strategy: **Increasing visibility and awareness:**

Our ambition is to improve how we communicate our research activity to patients, colleagues, Integrated Care System (ICS) partners, National Institute for Health Research (NIHR) and commercial partners.

## Increasing visibility and awareness

We want to significantly increase the visibility of our research activities to our colleagues, patients and potential collaborators.

To achieve this we will develop a strategic approach to communications to raise our profile both internally and externally. Increased visibility within the trust will start as soon as new colleagues join us, with information being included at staff induction. We will collect information from new starters about their research experience and interests and actively nurture their aspirations. We will ensure that staff know how to access advice, guidance and support around all aspects of research from idea through to publication and beyond. We will develop a range of promotional materials and ensure that we use social and other trust media outlets to provide regular communications updates specific to research which will raise our profile internally and externally.

We will also include information about research to patients within their appointment letters.

Achieving University Hospital status will also promote ourselves as a research active organisation. We will submit a compelling business case to prioritise investment in research infrastructure to enable significant growth. This will enable us to support the submission of more grant applications which will result in potential for more funding from an increase in research activity and the grants themselves.

# Increasing visibility and awareness

## Key metrics

- ▷ University hospital status achieved
- ▷ Well known as a research active organisation.
- ▷ Information will be included at staff induction and newly appointed staff with an interest or experience in research will be followed up.
- ▷ Colleagues will know where and how to access advice, guidance and support about all aspects of research.
- ▷ There will be a range of promotional literature in a variety of formats to enhance visibility of research internally and externally
- ▷ Information about research will be included in appointment letters.
- ▷ Routinely reporting outcomes and benefits of hosted studies
- ▷ Increase in number of communication updates using social media and other Trust media outlets
- ▷ Increase in the number of patients recruited into studies
- ▷ Increase in number of staff contributing to research
- ▷ Research opportunities will be offered across a wider range of disease areas.





## Enabling Pillars to deliver our strategy: **Celebrating success**

Our ambition is to demonstrate how research is improving patient care, outcomes and experience and colleague recruitment, career development, experience and retention.

# Celebrating success

We will demonstrate how research improves patient care and staff opportunities to undertake fulfilling job roles:

We will achieve this by improving how well we communicate the benefits of research. This will also form part of the communications strategy described in pillar 1 but specifically we will develop a portfolio of patient stories, case studies from patients who have taken part in research about their experience. We will highlight our areas of excellence.

We will showcase improvements in practice through being early adopters of treatments and interventions, particularly where we have been a research site; this will clearly demonstrate benefits to colleagues, patients and the Trust. We will also acknowledge more consistently the contributions of patients and staff to the research endeavour.



### Outcomes for colleagues



### Outcomes for patients

## Celebrating success



### Key metrics

- ▷ Benefits to patients, colleagues and the organisation will be highly visible
- ▷ Improvements in practice through early implementation of interventions will be showcased
- ▷ Library of patient stories describing their research experience
- ▷ Personal thank you letters to colleagues for significant contributions
- ▷ Our areas of excellence will be highly visible
- ▷ The number and quality of research publications will be increased.



## Enabling Pillars to deliver our strategy: **Increasing equity of access**

We want to improve access to research for patients with the aim that significantly more patients can access a study or be offered the opportunity to take part in one.

## Increasing equity of access

Patients have a right to be invited to take part in research studies. We will improve access to research studies for patients with the aim that every patient can access a study or be offered one.

We will achieve this ambition by developing our workforce and infrastructure to support research. This will enable a more sustainable environment for research to flourish. We will establish a career structure for staff which aims to promote the role of Nurse, Midwife and Allied Health Professionals (NMAHP's – previously known as non-medic PI's) acting as Principal Investigators. We will establish research fellow positions, more clinical scientists, clinical academic positions and provide research placements for students.

We will pursue the inclusion of research within job plans so that it has equal status to teaching, QI and audit activities.

We recognise that such growth in infrastructure requires investment and as such we will submit a business case to the Board that will enable that growth. Resources are needed to ensure we have the capacity and capability to support the growth of research. This will enable both a successful University Hospital application and a change in the operational culture of the organisation to embrace research as core business.

# Increasing equity of access

## Key metrics

- ▷ Stable environment for research to flourish
- ▷ Career structure which includes research development
- ▷ More non-medical PI's
- ▷ More opportunities to offer students research placements
- ▷ More clinical research positions
- ▷ Good knowledge about research experience and interests of new staff
- ▷ Increased training opportunities
- ▷ Research included in job plans.
- ▷ R&D needs to be included in estates and facilities planning
- ▷ Properly resourced support services (HR, Finance, Legal, Comms etc.) specific to research
- ▷ Sufficient resources to facilitate sponsorship of studies, support for local lead investigators
- ▷ Sufficient resources to support and lead on Intellectual Property (IP) management and commercialisation of research outputs
- ▷ Sufficient resources to facilitate University Hospital status requirements
- ▷ GCP training is added to the Trust mandatory training for research active staff





## Growing our collaborations

To enhance our profile and develop our strengths as a research active trust we need to strengthen our existing collaborations and establish new ones.

We will do this by continuing to develop our relationship with Research4Gloucestershire (R4G) with an ambition to develop joint appointments to cement its place as the research arm of the Integrated Care System (ICS). We will systematically gather information about existing collaborations that new and existing colleagues in the trust have already, and work to grow those to increase the number of collaborative grant applications.

We will strengthen our commercial offer to increase our commercial partnerships and include SME's (Small to Medium Enterprises). We will establish stronger links with universities with which we have areas of common interest. Internally we will strengthen our links with the Quality Improvement, Innovation and Library services. We will also further develop the Patient and Public Involvement (PPI) in our research activities.



### Outcomes for colleagues



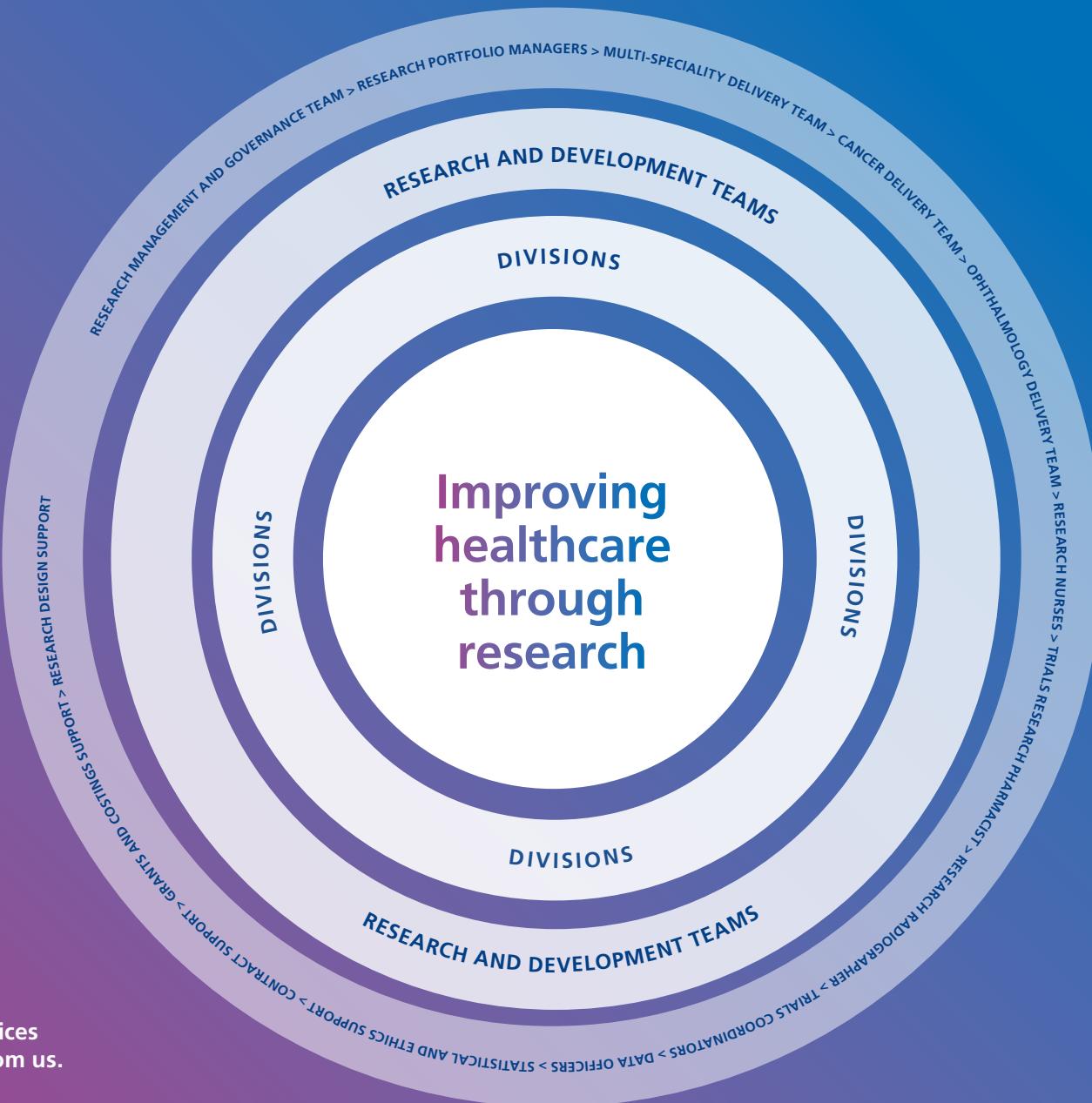
### Outcomes for patients

## Growing our collaborations



### Key metrics

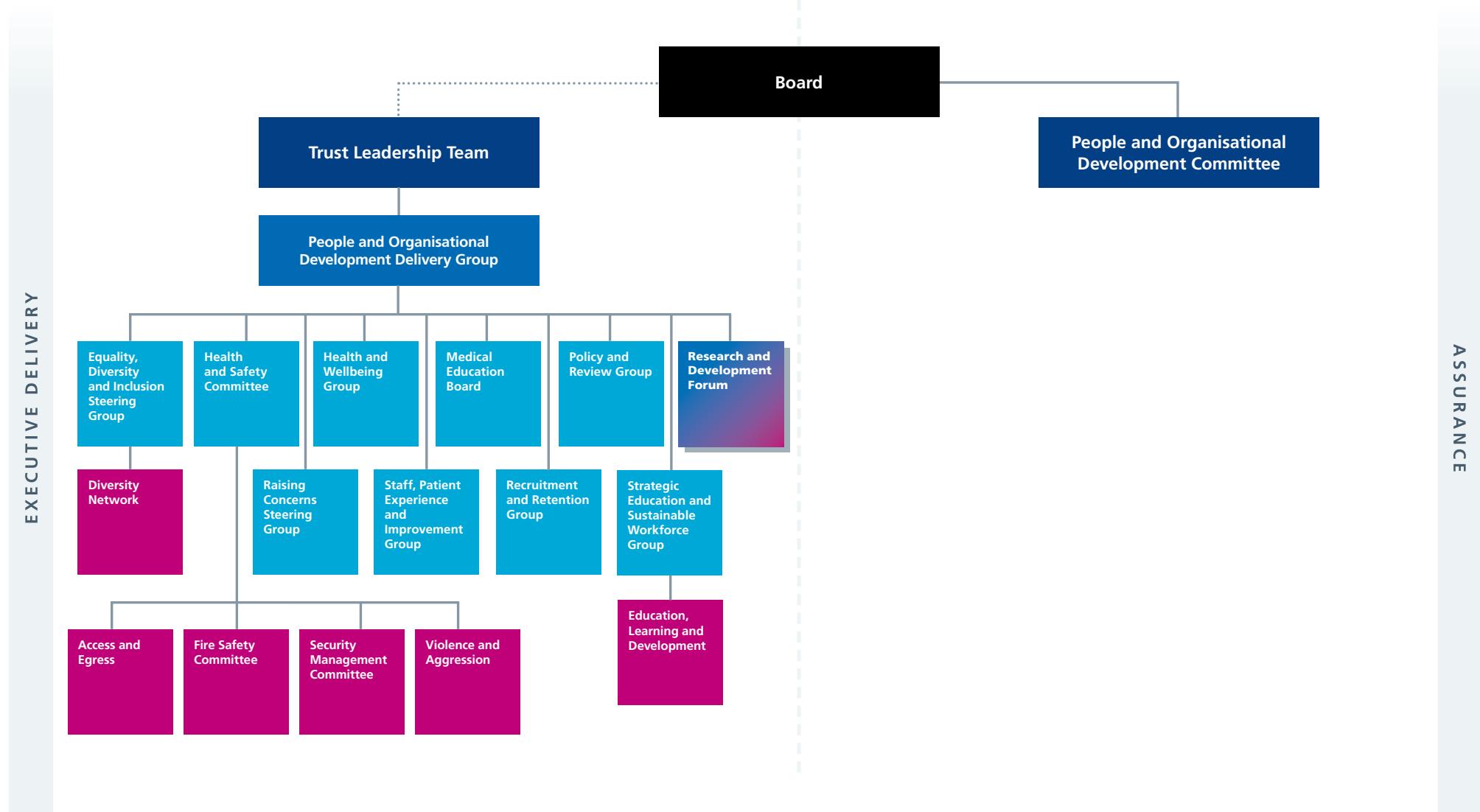
- ▷ Patient involvement in the design, delivery & evaluation of research
- ▷ Research 4 Gloucestershire joint appointments
- ▷ Increased collaborations with Universities
- ▷ Increased number of collaborative grants
- ▷ Potential benefits of Tissue Bank explored and business case submitted
- ▷ Increased commercial partnerships and links

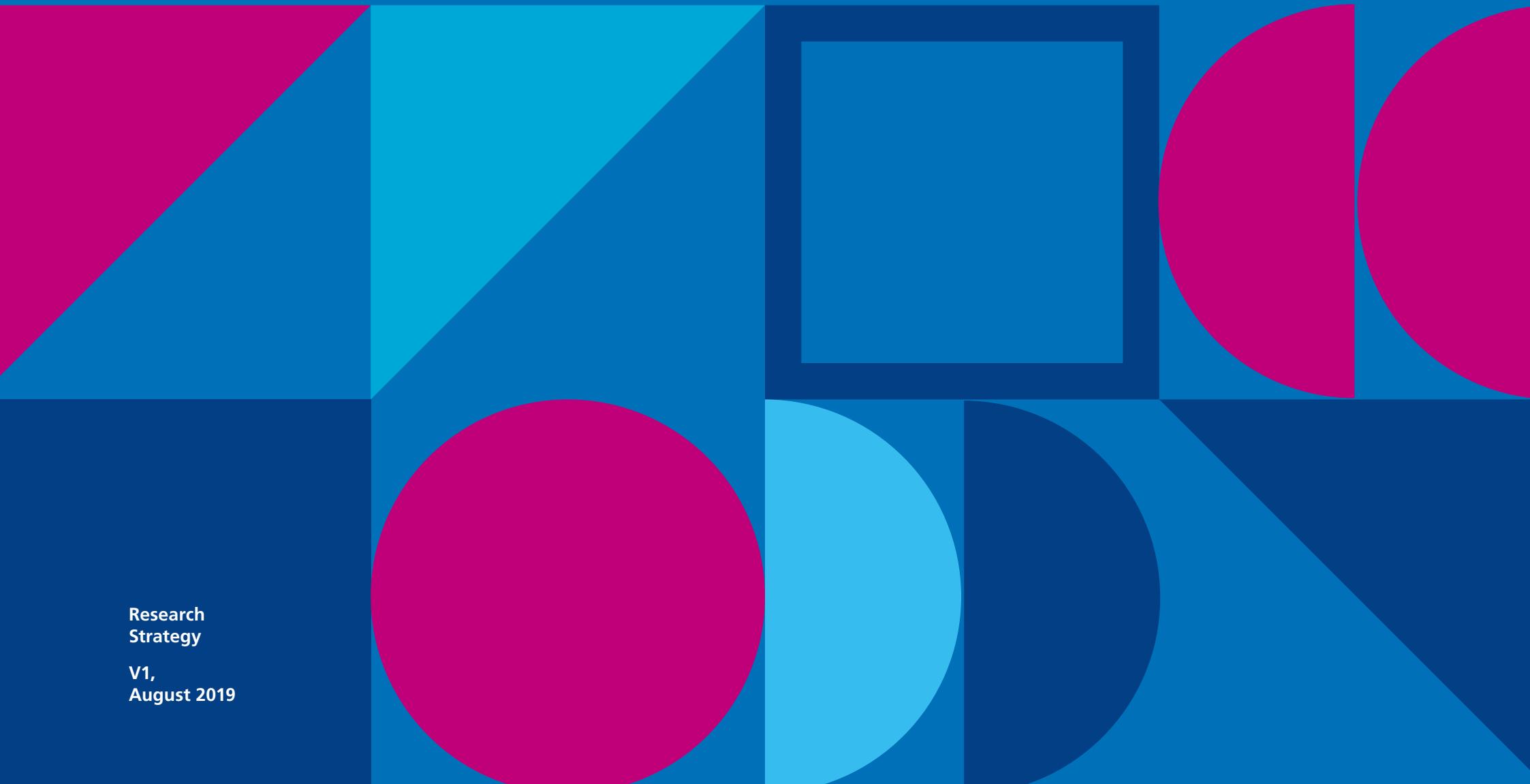


This model describes how the research and development teams work on your behalf.

We aim to live our values and ensure our services are well connected so you can get the best from us.

# People and OD to Research





Research  
Strategy

V1,  
August 2019