

The Robert Jones and Agnes Hunt Orthopaedic Hospital



NHS Foundation Trust

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Executive Summary	<p>The Research Strategy has been designed to ensure a robust programme of research to support improved patient outcomes at the Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust and in the wider community. It will ensure appropriate Clinical Governance arrangements are in place to safeguard patients, staff and the Trust itself.</p>		
Considered By Executive Owner:	Stephen White, Medical Director	Date Considered:	
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Purpose

The Research Strategy has been formulated to support the Trust's intention that the Trust undertakes research as a core clinical activity **to support World class patient care**

Research Strategic Objectives

Caring for Patients

- Improving treatment for musculoskeletal conditions through innovation and rapid implementation of evidence based practice.
- Continuously improving the quality of care for patients.
- Involve patients in the planning and management of our research
- Ensure robust research governance and support for high quality research

Caring for Staff

- Developing and supporting a culture of enquiry within the workforce
- Enhancing the skills of the workforce
- Attracting and retaining a high quality workforce.

Caring for Finances

- Engage with industry to make the Trust the musculoskeletal partner of choice

Specialist Services

- Supporting the development and promotion of the Trust's specialist services

Integrated MSK Care

- Supporting vertically integrated musculoskeletal care through research

To realise these objectives, the Trust will:

- Use research to support the Trust's;
 - Quest to continuously improve patient treatment and care
 - Education, training, performance management and capital strategies
- Value strong academic partnerships
- Capitalise on value added through research and innovation partnerships, including those with The Orthopaedic Institute Ltd, National Institute for Health Research (NIHR), Research Councils, medical charities, other academic institutions, Academic Health Science Network (AHSN) and industry
- Ensure that new staff understand their role in research

These objectives can be divided into 4 enabling programmes, under which sit key initiatives:

Developing our workforce

Working with the Trust's 5 Year People Plan: Make the Difference and through development of the Innovation Hub, we will develop the workforce of the Trust to enhance the research culture and environment to grow the research and innovation business by fostering an improved understanding of the value of research and innovation. We intend to embed a philosophy of continuous enquiry and improvement in all staff groups. We will work with other System Partners in the development of our workforce.

Building on our world class infrastructure and facilities

To work with the estates and facilities dept. as well as the clinical areas to ensure that each patient is given the opportunity to be involved in a research project and that their patient journey is a positive experience. To further develop the regenerative medicine facility to capitalise on cell therapy and manufacturing opportunities that may arise, as well as growing our own opportunities.

Strengthen our existing and develop new partnerships

By building on current and developing new relationships, we have the opportunity to grow the business which has benefits to the patient, the staff, the finances of the Trust and the wider medical community through successful grant applications and publications in medical or scientific journals.

Developing our systems

Through the continuation of the work already started, including the lessons learnt during the COVID-9 pandemic, we will ensure that the Trust has a robust governance process leading to the delivery of high quality research.

Key Research Strategy Performance Indicators

These will be achieved via the 5 yr. Delivery Plan (appendix 1) and Annual Delivery Action Plan.

- Increase the number of participants involved in sustainable research by 5% each yr.
- Increase the number of patients participating in research as a percentage of total patient episodes by 0.1% each yr.
- Increase the number of patients being offered participation in research as a percentage of total patient episodes by 0.1% each yr.
- Increase the number of studies developed to full grant application in the Trust by 5% each yr.
- Increase the number of collaborative grant applications in the Trust by 5% each yr.
- Increase the number of peer reviewed publications by 5% each yr.
- Increase the number of non-medical Principle Investigators in the Trust by 1 each yr.
- All Job Descriptions from 2021 to have the opportunity for and importance of research described within it.
- Increase the number of non-medical staff with a Higher Degree (MSc, PhD) by 1 over the 5 yrs. through development support and recruitment.
- Adherence with National Institute of Health Research West Midlands Clinical Research Network metrics (alter on an annual basis).

Delivery

Delivery of the research strategy will be implemented through the Research Strategy 5 yr. Delivery Plan (Appendix 1) which will be supported by a detailed Annual Delivery Action Plan including ownership and SMART (Specific, Measurable, Achievable, Realistic, Time bound) objectives. The Annual Delivery Action Plan will be reviewed and approved on an annual basis by the Research Committee.

Monitoring

Research performance will be documented on an annual basis in the Annual Research Report.

The Research Committee reports to the Trust Quality and Safety Committee on a monthly basis ensuring overview with respect to performance and safety.

The Research Office also reports on performance at monthly Clinical Services Unit Meetings.

Appendix 1 Research 5 yr. Delivery Plan 2020-2025

The Robert Jones and Agnes Hunt Orthopaedic Hospital

NHS Foundation Trust

Research Strategy

5 Year Delivery Plan 2020 to 31st March 2025

(Approved by the Research Committee 28th October 2020)

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Delivering the Research Strategy

The Research Strategy is a key element in the delivery of the Trust's aspiration to **deliver world class patient care**.

In line with the Research Strategic Objectives and the four Enabling Programmes described, the Research Strategy will be delivered through a set of initiatives under each programme. Each initiative has a target date and will be supported by a detailed Annual Delivery Action Plan with SMART objectives and clear ownership.

The Initiatives are described below:

The initiatives:

Developing our workforce	Target date
Re-structure the research dept. into a delivery and a development arms to ensure delivery of the studies to time and to target as well as creating capacity to grow RJAH Sponsored studies.	31-Mar-22
To develop a culture of enquiry and receptiveness to evidence and strengthen the impact of research in every day clinical practice.	31-Mar-23
Work with the Trust's Senior Leadership Group, Unit Triumvirates and departmental management teams to embed research in the day to day activities in line with the NHS Constitution.	31-Mar-23
Develop a programme of opportunities to develop research skills in staff.	31-Mar-24
Work with the People Services Business Partner and the Director of People Services to inform the People Plan to ensure research is a key element in job descriptions.	31-Mar-24
Encourage nurses and Allied Health Professionals (AHPs) into the role of non-medical Principle Investigator (PI).	31-Mar-25
Work with the Training dept. to embed Good Clinical Practice and other research training opportunities into the Trust training hub, facilitated through the Electronic Staff Record (ESR) system. This will include the training offered free of charge by the National Institute of Health Research (NIHR) both electronically and in a face to face setting.	31-Mar-25

Build infrastructure and facilities	Target date
Collaborating with the outpatient dept. to further develop areas to accommodate the research specific tasks such as gaining informed consent, completion of questionnaires, taking into consideration the privacy and dignity element of the pt. journey.	31 March 2022
Work with the senior management to develop capacity and capability within pharmacy and imaging depts. to support and lead research studies.	31 March 2023
Collaborating with Keele University Clinical Trial Unit and Research Design Service to build the number of RJAH sponsored studies and national grant awards as well as exploring the option of a hub and spoke model.	31 March 2023
Work with the new academic clinicians in regenerative medicine and population orthopaedics to capitalise on the facilities and opportunities as well as growing own possibilities.	31 March 2025
Work with our academic partners and medical schools to offer work placements for students to build research capacity and capability and instil a research culture in the future clinical leaders.	31 March 2025

Strengthen existing and develop new relationships	Target date
Improve the visibility of research within the Trust through various communication methods including social media to staff and patients.	31-Mar-22
Ensure that the Orthopaedic Institute Ltd is fully aligned with the Research strategy.	31-Mar-22
Build on relationships with the Education Hub using research to enhance education and learning so driving evidenced based practice and change.	31-Mar-23
Working with the Medical Director, Director of Nursing, plus the Managing Directors and Clinical Chairs of the new organisation units, to embed the value of research.	31-Mar-23
Build on the relationships with external organisations with a view to collaborative working.	31-Mar-24
Working with West Midlands Clinical Research Network (WM CRN), develop the Research Champion role and expand the role of the Research Patient Panel to enhance public engagement in the planning and management of research.	31-Mar-24
Enhance our relationships with industry and academia, ensuring studies are developed and delivered to a high quality and to time and target wherever possible, thus making RJAH the site of choice.	31-Mar-25
Continue to develop relationships with clinical teams and encourage their participation in research.	31-Mar-25
Continue to work with WM CRN, to increase our participation in studies thus meeting National Institute for Health Research (NIHR) Performance Standards, for example recruitment, number of commercial and non-commercial studies opened and delivered to time and target.	31-Mar-25
Develop relationships with Clinical Commissioning Groups (CCG) and the local sustainability and transformation plans (STP) to ensure our research meets the needs of the local population and that evidence drives change.	31-Mar-25
Engage with Academic Health Science Network (AHSN) to facilitate enhanced collaboration for innovation and adoption of evidence based best practice.	31-Mar-25

Develop systems	Target date
Develop a policy to ensure that Post Market Surveillance studies are conducted in a robust manner via the research office.	31-Mar-21
Strengthening the Quality Management System (QMS) to ensure sponsor oversight leading to high quality and robust research studies.	31-Mar-22
Increasing study monitoring capabilities.	31-Mar-22
Continue to work with the finance department to develop appropriate forecasting tools, ensuring risks to the Trust budget are highlighted early and managed appropriately.	31-Mar-22
Monitor Key Performance Indicators (KPIs) through the Research Committee and Clinical Services Unit with risks escalated to the Quality and Safety Committee.	31-Mar-22
Continue to review and update our governance structure to reflect the expansion of research activity in the Trust ensuring that risk to the Trust is limited.	31-Mar-22
Ensure all clinical research is registered on the clinical trials registry to encourage honest and open reporting of clinical trial results, ensuring access to the high quality journals governed by the International Committee of Medical Journal Editors.	31-Mar-22
Developing transparent and inclusive processes for decision making around research activity.	31-Mar-22
Have a robust process for accurate feasibility assessment in place.	31-Mar-22
Ensure that the Research Committee has appropriate representation from the wider Trust to ensure transparent and inclusive decision making.	31-Mar-22

Develop systems (continued)	Target date
Working with the IM&T, Outcome and Audit depts. develop or obtain the best data collection software to ensure data quality and accuracy.	31-Mar-25
Ensure that Intellectual Property is effectively managed in collaborative projects.	31-Mar-25

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