

# The Robert Jones and Agnes Hunt Orthopaedic Hospital

## NHS Foundation Trust

### Research Strategy

# 5 Year Delivery Plan 2019-2024

(Approved by the Research Committee 25<sup>th</sup> September 2019)

## 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**.

The strategic objectives, as described in the Research Strategy are:

- Developing and supporting a culture of enquiry within the clinical workforce
- Enhancing the skills of the clinical workforce
- Attracting and retaining a high quality workforce
- Continuously improving the quality of care for patients
- Improving treatment for musculoskeletal conditions through innovation and rapid implementation of evidence based practice.
- Supporting the development and promotion of the Trust's specialist services
- Supporting an integrated musculoskeletal care through 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, we will develop the workforce of the Trust to enhance the research culture and environment to grow the research business by fostering an inquisitive philosophy.

- **Building on our world class infrastructure and facilities**

To work with the estates and facilities dept. as well as the clinical areas to ensure the 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 present, 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 and the finances of the Trust.

- **Developing our systems**

Through the continuation of the work already started, we will ensure that the Trust has a robust governance process leading to the delivery of high quality research.

**The initiatives:**

**Developing our workforce**

Re-structure the research dept. into a delivery and a development arm to ensure delivery of the studies to time and to target as well as creating capacity to grow RJAH Sponsored studies

**Target date**

Short term up to end of 2 yr.

Develop a programme of opportunities to develop research skills in clinical staff

Medium by end of year 4

To develop a culture of enquiry and receptiveness to evidence and strengthen the impact of research in every day clinical practice

Short to medium term 1-3 yr.

Work with the Human Resources Business Partner and the Director of Human Resources to inform the Workforce Development Plan to ensure research is a key element in job descriptions.

Medium by end of year 4

Encourage nurses and Allied Health Professionals (AHPs) into the role of non-medical PI

Long Term up to end of 5 yr.

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 NIHR both electronically and in a face to face setting.

Short to medium 1-3 yr.

Work with the Trust divisional and departmental management teams to embed research in the day to day activities as per the NHS Constitution.

Long Term up to end of 5 yr.

**Build infrastructure and facilities**

Work with the senior management to develop capacity and capability within pharmacy and imaging depts. to support and lead research studies

**Target date**

Short to medium term 1-3 yr.

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.	Short to medium term 1-3 yr.
Work with the new senior lecturers in regenerative medicine and population orthopaedics to capitalise on the facilities and opportunities as well as growing own possibilities.	Short and Medium term 1-3 yr.
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.	Short and Medium term 1-5 yr.
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.	Medium to long Term 3-5 yr.
Build a business case to invest in facilities to increase delivery of commercial research studies.	Long Term 5 yr.
<b>Strengthen existing and develop new relationships</b>	<b>Target date</b>
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.	Short term 1-2 yr.
Build on the relationships with external organisations with a view to collaborative working.	Medium by end of year 4
Improve the visibility of research within the Trust through various communication methods including social media to staff and patients.	Short term 1-2 yr.
Continue to develop relationships with clinical teams and encourage their participation in research.	Short to medium term 1-3 yr.
Ensure that the Orthopaedic Institute Ltd is fully aligned with the Research strategy	Short term 1-2 yr.
Working with West Midlands Clinical Research Network (WM CRN), develop the Research Patient Ambassador role and expand the role of the Research Patient Panel Committee to enhance public	Medium by end of year 4

engagement in research.

Continue to work with WM CRN, to increase our participation in studies thus meeting National Institute for Health Research (NIHR) metrics for recruitment, number of commercial and non-commercial studies opened and delivered to time and target.

Short to long term 1-5 yr

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 the evidence drives change.

Medium to long Term 3-5 yr.

Engage with Academic Health Science Network (AHSN) to facilitate enhanced collaboration for innovation and adoption of evidence based best practice.

Medium to long Term 3-5 yr.

Build on relationships with the Library Service using research to enhance education and learning so driving evidenced based practice and change.

Short to medium term 1-3 yr.

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.

Short to medium term 1-3 yr.

**Develop systems**

**Target date**

Strengthening the Quality Management System (QMS) to ensure sponsor oversight leading to high quality and robust research studies.

Short term 1-2 yr.

Increasing study monitoring capabilities

Short term 1-2 yr.

Continue to work with the finance department to develop appropriate forecasting tools, ensuring risks to the Trust budget are highlighted early and managed appropriately

Short term 1-2 yr.

Monitor Key Performance Indicators (KPIs) through the Research Committee with risks escalated to the Quality and Safety Committee

Short term 1-2 yr.

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.	Short term 1-2 yr.
Develop a policy to ensure that Post Market Surveillance studies are conducted in a robust manner via the research office.	Short term 1-2 yr.
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.	Short term 1-2 yr.
Working with the IM&T Outcome and Audit depts. develop or obtain the best data collection software to ensure data quality and accuracy.	Short and Medium term 1-5 yr.
Ensure that Intellectual Property is effectively managed in collaborative projects	Short and Medium term 1-5 yr.
Developing transparent and inclusive processes for decision making around research activity	Short term 1-2 yr.
Have a robust process for accurate feasibility assessment in place	Short term 1-2 yr.
Ensure that the Research Committee has appropriate representation from the wider Trust to ensure transparent and inclusive decision making.	Short term 1-2 yr.