

# Research and Innovation Strategy 2020-25

An Always Event:  
Research and Innovation the Leeds Way





Reception

St James's  
Research

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# Foreword

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**Research and Innovation are integral parts of the NHS constitution and key enablers in driving improvements in clinical care.**

This has been demonstrated by the central role that research has played in the COVID-19 pandemic, generating new insights into the disease and evaluating potential therapeutics through high quality clinical studies. In the Trust, work such as this can be found going on every day across our clinical specialities.

Research active NHS organisations are not just beneficial for patients; they are also beneficial for the UK economy. This link is articulated in the UK Life Sciences Industrial Strategy as NHS organisations can help businesses to develop new products and gather the evidence required for regulatory approvals and market launch in international markets. By working collaboratively with local industrial partners the Trust does not just serve as a provider of healthcare to its population, it can also actively support economic growth and job creation.

This new strategy sets out how we plan to grow our research and innovation activities significantly over the next five years for the benefit of our patients, our staff and the wider UK economy.

Our vision for research and innovation at the Trust is simple: to have a well-trained, supportive and efficient research infrastructure that can work responsively with a wide range of partners so that every patient cared for by the Trust and every member of staff can have the opportunity to participate in research in some way, making research an “always event” for the organisation.



**Linda Pollard**  
Chair



**Julian Hartley**  
Chief Executive

**Research-active hospitals have been shown to deliver better care, have better CQC ratings and better patient outcomes - with those benefits not just limited to patients who participate in research.** They are central to the delivery of clinically, academically and industrially-led research that requires the involvement of patients, or the use of materials such as blood samples, biopsies or real-world clinical data to advance understanding of disease, bringing complementary skills to those of partner organisations.

Our staff are integral to this and giving all staff the opportunity to learn about and participate in research, and develop research careers as part of their day job can improve job satisfaction and boost retention. By empowering all our staff to identify areas for research or innovation - whether that is for front-line care or in corporate services such as estates or HR we can continuously improve the services we deliver for patients.

We have recently carried out an extensive review of the Research and Innovation function at the Trust in order to shape it to meet the needs of our patients, staff and our academic and commercial partners in a rapidly changing landscape. This strategy sets out how we will maintain and grow research activity in every clinical service unit in the Trust so that every patient and member of staff has the opportunity to participate in research, and so that the outputs of research can be adopted into routine patient care for wider benefit.



**Dr Phil Wood**  
Chief Medical Officer



**Lisa Grant**  
Chief Nurse

# Our Ambition

## 1. To be the best NHS Trust to deliver high quality clinical research

To ensure that all patients can participate in research we need to ensure that our research delivery teams receive the right training and are empowered to do their roles. We will ensure that every member of Trust staff has access to high quality research training through the Research Academy and that support and career development pathways are available for all professions and at every career stage.

## 2. To be the best NHS Trust to champion research

Research cannot be delivered in isolation; it requires buy-in from our staff, our patients and members of the public. We will ensure that research activities within the Trust are visible to all staff and patients and through a proactive communications and Patient, Public, Involvement and Engagement (PPIE) strategy, reach out to members of the public across Leeds, West Yorkshire and the UK to engage them in research programmes being carried out at the Trust.

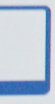


### 3. To maintain and grow world-class clinical infrastructure and assets for research and innovation

High quality research and innovation requires high quality infrastructure, both physical and digital. Working in collaboration with other teams in the Trust, our academic partners, industrial partners, charity partners

and the National Institute for Health Research (NIHR) we will further develop the world-class infrastructure within the organisation that allows high quality research and innovation programmes to be delivered at pace and scale.

# Leeds Clinical Research Facility

 [leedscrf.nihr.ac.uk](http://leedscrf.nihr.ac.uk)

 @crf\_leeds







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*I came on an open day to the Clinical Research Facility in Leeds, they showed us a trial been done for patients who have heart failure and a pace maker.*

*I put my hand up and asked if I could be one of the participants. As a result of that I took part in that trial.*

*I then saw a poster in the waiting room when I came for another visit and saw there were another four trials I could take part in. I took part in all of those and now I am starting my sixth clinical trial with the department.*

*I have really enjoyed getting to know the people, learning more about my condition and more about hearts in general.*

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# Engagement

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Our underpinning philosophy is that “research is for all”, whether that is a patient being treated at The Trust who chooses to be a part of a research project or a member of staff who wants to run a research project or develop a research career. We will:

- ▶ Increase the visibility of research to patients, members of the public and our staff, enhancing physical signage and digital visuals relating to research throughout the organisation
- ▶ Further professionalise our Patient and Public Involvement and Engagement (PPIE) function and work with our NIHR Patient Research Champions to support their activities
- ▶ Include research in the Trust staff induction process, broadening our reach across all staff groups
- ▶ Create a bespoke “Introduction to Research” course for all staff, particularly staff at an early stage in their career

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- ▶ Invest in our Research Academy, developing an education programme that complements local and national NIHR programmes to reinforce the existing skill base, prepare the workforce for future developments and become an internationally-recognised incubator for research delivery training
  - ▶ Develop a suite of CPD-accredited training courses that instil the specialist skills needed to work in a clinical research environment, supporting the development of our research delivery and management workforce
  - ▶ Develop and launch an “Innovating the Future” programme to support staff with innovative ideas for new technologies through the validation and development of these ideas.



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*engaging and  
training our  
patients and  
staff*  
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# Developing our Research Operations

Over the next five years we will continue to transform our approach to managing research at The Trust, ensuring that our systems and processes operate in an efficient manner to maximise resource utilisation. We will:

- ▶ Develop and implement continuous improvement plans, using the Leeds Improvement Method, with all research teams and key support services to streamline research delivery
- ▶ Continue to develop our award-winning use of digital technologies to track and monitor performance against national targets to better plan where resource is required
- ▶ Streamline processes for setting up research projects in the organisation so that studies are set up rapidly and with minimal bureaucracy

- ▶ Introduce standardised processes for trial management so that best practice is followed across the organisation, whilst ensuring that we fully recover all costs associated with research delivery
- ▶ Enhance support to NHS staff for developing grant applications so they have access to specialist knowledge to help them develop partnerships and high quality applications
- ▶ Develop the skills needed to enable the delivery of new trials in the Trust e.g. Artificial Intelligence, Advanced Therapy and real-world data studies
- ▶ Develop processes for identifying staff with innovative ideas that will help improve care and provide support for the development of these.

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*transforming  
processes and  
support for  
researchers*  
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# Collaboration, Business Development and

Academic and industrial partnerships are key to delivering benefits to our patients. The Life Sciences Industry Strategy highlights opportunities for the NHS to go beyond its traditional role as a customer and move to becoming a co-creator and collaborator for the development and evaluation of innovative products. We will:

- ▶ Increase our academic and industrial partnerships to ensure that the mutual benefits from research collaborations are realised
- ▶ Enhance our partnership with the University of Leeds, developing joint strategic initiatives to grow clinical research and innovation programmes across the two organisations
- ▶ Further develop existing partnerships with other local academic organisations and seek out the best academic expertise nationally to work with our staff and patients to ensure that our patients benefit from world-class research

# d Innovation

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- ▶ Operationalise a Clinical Innovation System as a gateway through which industrial and academic partners can work in partnership with the Trust and support Trust staff in developing their innovative ideas
- ▶ Take a proactive approach to developing long-term partnerships with SME's (Small and Medium sized Enterprises) and multinational companies working in the Pharmaceutical, Biotechnology, Advanced Therapy, Medical Device, Diagnostic, Artificial Intelligence and Digital sectors across our clinical specialities to help accelerate the development, evaluation and adoption of new products.



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*developing  
partnerships for  
patient benefit*  
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*Right from the get go the Leeds Clinical Research Facility team have been so caring, so kind and so reassuring. You all do the most amazing job.*

*When I was diagnosed with terminal cancer what lay ahead seemed very dark and bleak but you gave me reassurance and showed me there was light at the end of the tunnel and that there were things to fight for.*

*For that, I will always be grateful.*

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# Research Governance

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Robust and effective research governance is fundamental to the safe and high quality conduct of research and it is crucial that our patients are confident that the research they take part in is conducted to the highest standards. Our strong foundations will be further developed to improve both our oversight of research and support to researchers. We will:

- ▶ Strengthen the joint research governance framework with the University of Leeds which provides assurance to both organisations of satisfactory oversight of research activity
- ▶ Review and reshape the research governance workforce to ensure we have a lean, integrated team to deliver effective operational management of activity, priorities and risks related to the governance of research
- ▶ Develop a high quality service for researchers offering support throughout the research life cycle, from early planning, set up and conduct of research, to close down, archiving and publication

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- ▶ Maintain a quality management system to ensure continued compliance with the UK clinical trials regulations for drug trials
  - ▶ Build expertise in specialist and emerging areas to support research involving Artificial Intelligence, health informatics and medical devices
  - ▶ Ensure information about all interventional research is made public in line with the Health Research Authority's vision for transparency in research.



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***effective oversight to ensure quality and safety***  
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# Digital and Information Technologies

Digital technologies have significant potential to make the enablement, management and delivery of research far more efficient, reducing some of the administrative burden associated with research. Furthermore, the use of routinely collected clinical data (real-world data) for research will continue to be a major source of interest and activity over the next five years. We believe that understanding the trends and insights that might be hidden within such data will be transformative for healthcare in the future. We will:

- ▶ Develop and implement a programme of work to digitally enable research within the Trust
- ▶ Work with partners to develop a portfolio of high quality research which utilises real-world datasets supported by strong governance and processes for de-identification so that all projects we carry out are done so within the requisite legal frameworks, including all data protection and state aid laws

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*enabling new  
insights that  
improve*

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- ▶ Consult with patients and members of the public to inform the development of our strategy and processes in this area and fully respect patient opt-outs where they have been received
- ▶ Develop our capabilities and processes to develop an efficient function that provides de-identified datasets for research purposes.



# Infrastructure

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World-class research requires world-class infrastructure for its delivery and we will complete a £10m investment in our research infrastructure, as well as creating new facilities in our “Building the Leeds Way” programme. We will:

- ▶ Open a new £3.3m Clinical Research Facility for experimental medicine on the St. James’s campus in 2020 for early-phase clinical trials of new drugs, devices and diagnostics across all specialities
- ▶ Redevelop our existing adult Clinical Research infrastructure at the Leeds General Infirmary site to increase capacity and enable additional opportunities for patients in specialties at that site to participate in research
- ▶ Open a new Clinical Research Facility within the new Leeds Children’s Hospital in 2025, doubling the number of beds we have available for world-class research that involves our younger patients within the Trust

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- ▶ Leverage the assets available within the new Pathology building (due to open in 2021 on the St. James's campus) for testing of new diagnostic tests and technologies
  - ▶ Create a Digital Pathology Innovation and Training Centre (opening in 2021) within the Research, Education and Training Quarter on the St. James's campus which will allow clinicians, academics and industry to co-locate allowing the rapid development and evaluation of innovative technologies.



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***£10m investment  
in our research  
infrastructure***

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*I got involved in the LTHT research Patient, Public, Involvement and Engagement group because I didn't want patients to have the same experience that I had ten years ago.*

*If patients participating in research are valued as much as I am in the development of it, then I am confident that their experiences will be much better.*

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# 2020-2025

## Key Performance Indicators

- ▶ Involve 100,000 participants in research programmes at the Trust
- ▶ Increase the number of live projects at the Trust at any one time to 1,100
- ▶ Secure £100m external funding to support research and innovation activities at the Trust
- ▶ Reduce the median time to local confirmation of capacity and capability to 10 working days
- ▶ Reduce the median time to first patient recruited to 50 working days
- ▶ Complete our modernisation of the Research and Innovation function, delivering a high quality integrated research and innovation management, support and delivery service to Trust Clinical Service Units, staff and patients
- ▶ Have 85% of all commercial and non-commercial studies recruiting to time and target
- ▶ Have 250 patients and members of the public participating in PPIE activities annually
- ▶ Have over 250 staff trained as Principal Investigators in the organisation
- ▶ Have over 625 staff trained in Good Clinical Practice (GCP) in the organisation
- ▶ Deliver 300 collaborative projects with industry partners
- ▶ Create 10 strategic partnerships with industry that deliver mutual benefit
- ▶ Be working in active research collaborations with 50 academic organisations (national and international)



- ▶ Reform our research governance processes in collaboration with the University of Leeds, creating a comprehensive suite of Standard Operating Procedures, guidance and associated training to provide researchers with a whole project life cycle support service
- ▶ Ensure that 80% of requests for review and advice on new studies are responded to in full within 10 working days from receipt of minimum data
- ▶ Ensure that 100% of Trust sponsored interventional trials are registered to publicly accessible database within regulatory timelines
- ▶ Have over 2,000 Trust staff attend Research Academy courses
- ▶ Create and deliver a digitally-enabled research delivery infrastructure
- ▶ Fulfil 90% of all research requests for real-world data requests within eight weeks of sign-off
- ▶ Open our new Clinical Research Facility at St. James's University Hospital
- ▶ Open a Digital Pathology Innovation and Training Centre
- ▶ Open a new Clinical Research Facility within the new Leeds Children's Hospital

Find out more about Research and Innovation at the Trust

Email: [lhth.researchoffice@nhs.net](mailto:lhth.researchoffice@nhs.net)

Web: [www.leedsth.nhs.uk/research](http://www.leedsth.nhs.uk/research)

 [Facebook.com/LTHTRResearch](https://www.facebook.com/LTHTRResearch)

 [@LTHTRResearch](https://twitter.com/LTHTRResearch)

Tel: **0113 206 0469**

Post: **Research & Innovation Department,  
Research & Innovation Centre,  
St James's University Hospital,  
Beckett Street, Leeds  
LS9 7TF**