

Research and Innovation Strategy 2025-30

Trust Board
30 July 2025

Presented for:	Approval
Presented by:	Ai Lyn Tan: Medical Director: Research and Innovation
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Previous Committees:	Research & Innovation Committee

Our Annual Commitments for 2025/26 are:	
Recognise and act upon moments that matter to our patients	✓
Support our patients to get home a day sooner	
Be in the top 25% for patient experience and efficiency in outpatients	
Support each other to act with kindness and compassion	
Reduce our carbon footprint by creating greener patient pathways	✓
Support our staff to manage every £ wisely	✓
Make best use of our estate, equipment and digital assets	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Risk
Operational Risk	✓	Information Governance Risk - We will appropriately manage information management risk through the collection, storage, management and maintenance of information. As a minimum, we will meet data protection and healthcare information governance requirements	Cautious	↔ (same)
Clinical Risk	✓	Research, Innovation & Development Risk - We will deliver agreed minimum	Cautious	↔ (same)

		research and innovation priorities with health, social care, voluntary, education and private sectors		
External Risk	✓	Partnership Working Risk - We will maintain well-established stakeholder partnerships which will mitigate the threats to the achievement of the organisation's strategic goals.	Open	↔ (same)

Key points	
The 2025-2030 Research and Innovation strategy "Tomorrow's Healthcare Today" is presented for approval.	Approval

1. Overview and Strategic Alignment

The 2025–2030 Research and Innovation (R&I) Strategy, titled "**Tomorrow's Healthcare Today**", sets out an ambitious plan to embed inclusive, high-impact research and innovation across Leeds Teaching Hospitals NHS Trust (LTHT). Developed through an extensive 18-month engagement process with stakeholders across the Trust and region, the strategy aligns closely with:

- Trust's 7 multi-year goals
- Leeds Best City Ambition
- National policy drivers, including the NHS 10-Year Plan (2025), Modern Industrial Strategy (2025), NIHR strategies, and Life Sciences Vision.

It is structured around **five thematic areas** and underpinned by **seven operational pillars** (patients, workforce, performance, data, innovation, partnerships, and economic growth). The full strategy document is included as Appendix 1.

2. Strategic Context

National drivers shaping this strategy include:

- **NIHR Best Research for Best Health:** Emphasis on inclusion, workforce development and under-served populations.
- **Future of UK Clinical Research Delivery & O'Shaughnessy Review:** Patient-centric, digitally-enabled, efficient trials ecosystem.
- **Sudlow & Sinker Reviews:** Enhanced data use and health innovation adoption across the NHS.
- **Modern Industrial Strategy & NHS 10-Year Plan:** Life sciences economic growth, integrated partnerships, AI and digital health focus.

The strategy responds to these by:

- Expanding research beyond hospital walls
- Developing staff capability across all professional groups
- Prioritising inclusion, digital transformation, and prevention
- Strengthening industry partnerships and leveraging data for innovation.

3. Key Performance Indicators (KPIs)

KPI	Target	Rationale
Research Participant Recruitment	100,000 participants (7% in commercial trials; 10,000 from community settings)	Sustains national top 5 recruiter status; supports out-of-hospital research and diversity goals. 7% in commercial trials is an increase from 2020-25 (5.8%) – and is higher than the national average of 4.9% (2020-25).
New Projects	1,250 total; 350 with Healthtech & Life Sciences	10% growth from 2020–25 baseline; 25% increase in industry partnerships
Community Engagement	1,000 participants/year in PPIE forums	Builds inclusive research culture; supports diverse recruitment. We have grown from 140 individuals participating in 2020 to 696 in 2025, and aim to have 1,000 individuals from across all socioeconomic groups by 2030.
Staff Trained	1,250 individuals across the Trust	Scales CPD and Academy reach; strengthens city-wide skills, building on our 'Research Academy' which developed CPD-accredited research training since 2020, delivered to >500 staff annually
Grant & Fellowship Applications	485 submitted (50% increase from 2020–25 baseline)	Indicator of research pipeline health and academic activity. 323 research grant and fellowship applications were submitted in 2020-25. Our target is to grow by 50% to 485 applications by 2030.
CARIN Benchmarking	Top 20% of NHS Trusts for HCP research involvement	Supports national benchmarking and research culture growth; measures numbers of healthcare professions staff who are research-active.
Social Media Engagement	50% increase in human-interest content on all external communications	Increase volume of human-interest style communications content on all external communications (local and regional media, social media, website and community platforms) to ensure research communications reflects and reaches the populations we serve
Research Leaders	650 staff leading R&I projects	Builds broad base of future PIs and innovators. We had 514 staff leading in 2025, and aim to grow 25% to 650 by 2030.
Publications	1,500 annually in peer-reviewed journals	Demonstrates research output quality and impact. The aim is 25% increase in publications against baseline from 2023/4.
Study Setup Time	Median reduced to 60 days	Builds on improvement from 160 to 86 days in 2021 to 2025.
NIHR Portfolio Delivery	80% of studies recruit to time and target	National benchmark; challenging due to rare/early-phase studies
Innovation Ideas	150 ideas submitted by staff	Builds IP/commercial pipeline and supports innovation culture

Strategic Industry Partnerships	10 partnerships established	Deepens collaborations with aligned mutual benefit (e.g. Flatiron Health)
Collaborative Data Projects	100 using real-world LTHT datasets	Leverages data assets; supports AI development and strategic data use
Income	£140m over 5 years	Benchmark against the 2020-25 strategy target of £100m income (25% increase on the previous 5-year period).

PPIE: Patient and Public Involvement and Engagement. CPD: Continuing Professional Development. CARIN: Clinical Academic Roles Implementation Network. NIHR: National Institute for Health and Care Research. IP: Intellectual Property. AI: Artificial Intelligence.

KPIs will be tracked and reported via the Trust's Research and Innovation Committee and Management Group.

5. Risk and Governance

Risk appetite aligns with Trust's operational, clinical, external, and R&I risk frameworks. Strategy delivery assurance will be overseen via:

- **R&I Committee (Board-level)**
- **R&I Management Group (operational delivery and monitoring)**

Robust tracking mechanisms, reporting dashboards, and stakeholder engagement (including patients) will support transparency and continuous improvement.

4. Publication Under Freedom of Information Act

This paper is in draft format so is exempt from publication under the Freedom of Information act.

5. Recommendation

The Trust Board are asked to approve the R&I Strategy and associated Key Performance Indicators for 2025-2030.

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