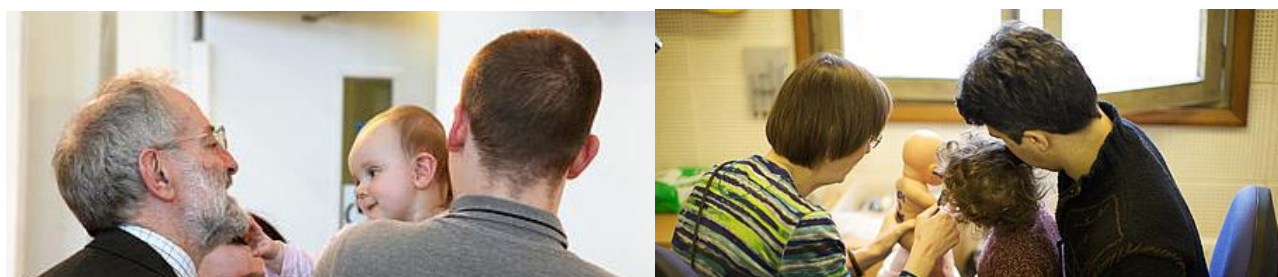


Research, Development and Innovation Strategy

2015/2020



Excellent care at the heart of the community

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GLOSSARY OF TERMS

AHSN-KSS	Academic Health Science Network Kent, Surrey and Sussex
CTIMP	Clinical Trial of an Investigational Medicinal Product
CRN-KSS	Clinical Research Network Kent, Surrey and Sussex
HEIs	Higher Education Institutes
INVOLVE	Is part of, and funded by, the NIHR, to support active public involvement in NHS, public health and social care research
KSS	Kent, Surrey and Sussex
MRes	Research Master's degree
NIHR	National Institute of Health Research
PCPIE	Patient, Carer and Public Involvement and Engagement
RCF	Research Capability Funding
RDS SE	Regional Design Service South East

1. OUR PURPOSE

Our purpose is to deliver excellent clinical research at the heart of the community by building and sustaining a vibrant clinical research environment that is robust, cost-effective, nationally competitive, and aligned to local, regional and national priorities. Our intention is to maximise opportunities to build research activity and capacity, to ensure delivery of evidence based health care and to contribute to developing the evidence base where evidence is limited. We seek to increase opportunities for our patients/clients to participate in clinical research that underpins clinical services, practice and treatments, and foster innovations and clinical effectiveness.

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2. INTRODUCTION

Clinical research is a vital part of the work of the NHS. The promotion, conduct and use of clinical research to improve patient care is at the core of the NHS Constitution (2013). This strategic plan outlines our systematic approach to sustain and build research activity and capacity in Sussex Community NHS Trust. The plan details our eight key research areas, linkage with the Trust's vision and values, our strategic aims and objectives detailing steps to deliver, and key collaborations and partnerships. The plan is a strategic overview of our priorities for the next 5 years, processes to deliver and intended outcomes. The plan is aligned to the Clinical Research Network Kent, Surrey and Sussex (CRN-KSS) strategy 2014-2017, in turn aligned to national strategy for research and development in England.

We intend that in five years this strategic plan would lead to the formation of a Community Health Research Institute. This in turn will contribute to the Trust's pursuit of status as a Teaching Community NHS Foundation Trust. The Institute will focus on delivering and strengthening our eight main areas of research to improve clinical effectiveness and quality in our services. We will realise our intention through systematic development and investment in our staff to integrate research into clinical practice and professional development, and identify and support future clinical academic leaders in community health care encompassing both medical and non-medical disciplines. A key element of our strategy is to identify and exploit opportunities to build research capacity and provide support and investment to our staff to enable progression and achieve ambitions for our patients/clients, staff, teams and organisation. To achieve this we will work with key collaborations in KSS and London including Higher Education Institutes (HEIs), NHS trusts and NIHR research networks and support services.

Realisation of our ambitions is dependent key activities comprising:

- Providing our staff with opportunities and resources to develop their research skills and incorporate in their clinical practice
- Building research infrastructure to support and grow a mixed portfolio of research studies encompassing health service research, CTIMPs and commercial pharmaceutical trials
- Strengthening collaborations with HEIs and NHS trusts to increase research activity and capacity
- Mobilisation of clinical research evidence into practice to improve patient care

3. KEY RESEARCH THEMES

Our research themes comprise eight key areas:

1. Children [including early years, neuro-disability and neurology]
2. Palliative care
3. Dermatology [including tissue viability]
4. Diabetes
5. Ageing, stroke, cardiovascular disease and musculoskeletal disorders.
6. Dementias, neurodegeneration and neurology disorders
7. Oral and dental health
8. Community health service delivery [including urgent care and community hospitals]

4. DELIVERING THE TRUST'S VISION AND VALUES

Sussex Community NHS Trust's vision is *Excellent care at the heart of the community*.

The vision is delivered through pursuit of four key values: compassionate care – caring for people in ways we would want for our loved ones; working together – as a team strengthening links with our partners and the wider public; achieving ambitions for our patients/clients, staff and the organisation; and delivering excellence. Implementation of the Trust's vision and values underpins and shapes our five-year strategy for research, development and innovation. To realise our strategy and purpose requires us to promote, conduct and implement research. These endeavours will support the delivery of the Trust's vision and values by:

1. Supporting compassionate care through enhancing the delivery of evidence based health care to ensure we provide the 'best' services, treatments and interventions as possible and seek to contribute to the evidence base when evidence is lacking.
2. Forging and strengthening collaborations within: the Trust between research and education and training, workforce development and our clinical services; and with our external partners in KSS and London including HEIs (University of Sussex, University of Brighton, University of Surrey, University of Kent and King's College London), NHS Trusts, the CRN-KSS, AHSN-KSS, and NIHR support services (e.g. RDS SE).
3. Fostering ambitions to build expertise in clinical research to enable staff, teams and the organisation to provide and contribute to evidence based health care and develop future clinical academic leaders, particularly in the under researched and priority area of health care in community settings.
4. Increasing opportunities for patients/clients to participate in clinical research to support delivery of excellent care through evidence based health care and contributing to building the evidence base where evidence is limited.

5. OUR STRATEGIC AIMS

Our strategic aims are aligned to the Trust's vision and values and the *Clinical Care Strategy* (2014-2019). The regional and national priorities for research, development and innovation structure our strategic aims comprising: performance; funding; engagement and communication; and partnerships and development.

5.1 PERFORMANCE

- To foster and sustain an organisational culture where research, development and innovation are at the core of the Trust's business activities. This is achieved through alignment of the research strategy to the Trust's *Clinical Care Strategy* 2015-2020 and operational priorities, Board-level representation for research, and research engagement detailed in clinical staffs' job descriptions and continuing professional development.
- To ensure all our research and development activities are subject to appropriate management approval and conform to national policies and legislative requirements for ethical review, research governance and financial probity.
- To achieve nationally and locally agreed key performance targets
- To maintain effective systems to capture and report clinical research activity, performance and transparent financial management.

5.2 FUNDING

- To maintain growth of our research funding allocation from CRN-KSS based on increasing research activity and participant recruitment in NIHR portfolio studies in both own account research studies led by our staff and hosting studies as a secondary site.
- To maintain growth in National Research Capability Funding (RCF) by supporting and investing in research studies funded by the NIHR and led by our staff and aligned to our research priorities.
- To increase income from commercial pharmaceutical studies by building our infrastructure to host commercial studies and ensure robust, timely and cost-effective monitoring and delivery.

5.3 ENGAGEMENT AND COMMUNICATION

- To promote across the Trust the importance of research, development and innovation to enhance the provision of safe, effective, high quality services and treatments for patients/clients.
- To work with HEIs to identify and exploit opportunities for research studies to improve services and treatments and build research capacity.
- To provide assurances to the public, regulators and our Commissioners on the quality of research undertaken and impact on clinical effectiveness.

5.4 PARTNERSHIPS AND DEVELOPMENT

- To exploit opportunities to develop existing assets and infrastructure to support research activity and capacity building, and improve clinical effectiveness by pursuing innovations in clinical practice, including supporting clinical staff to mobilise research evidence into practice, act as site principle investigators for secondary site research studies, and to pursue their own research studies and clinical academic career pathways.
- To prioritise development and investment in research studies that are aligned to our key research themes to support clinical practice and clinical effectiveness.
- To establish closer integration between research and education in the Trust to build a skilled workforce to develop and deliver high quality clinical research, including under-graduate/post-graduate training.
- To strengthen joint working with partner organisations in the SE region including the CRN-KSS and AHSN-KSS to build and sustain research infrastructure and promote and share innovations in research and clinical practice.
- Work with other NHS Trusts to strengthen infrastructure development and increase research activity and capacity in the KSS region.

6. KEY OBJECTIVES

1. To increase opportunities for patients/clients to participate in high quality clinical research and increase recruitment to the CRN by approximately 15% annually by widening the clinical services involved in research studies and working collaboratively with NHS trusts and HEIs.
2. To continue the growth in funding from CRN- KSS and nationally from the NIHR RCF by maintaining a balanced portfolio of own account and secondary site research studies.
3. To support cost-effective delivery of CTIMPs and commercial pharmaceutical trials by building Trust infrastructure, notably in pharmacy, finance and contracts. We will prioritise investment in these areas by: identifying and investing in a pharmacy lead to develop policies and procedures to host CTIMPs; a dedicated finance officer for research grants/awards with monthly review of financial management with Head of Finance and the finance officer; and work with contracts to develop expertise in setting-up and reviewing research contracts and collaborator agreements to ensure protection of Trust assets, intellectual property and commitments, and adherence to contractual agreements by research partners.
4. To grow staff expertise in research to increase the number of clinical research studies led by our staff and supported by the Trust through:
 - Internal research training (1:1 mentoring, group workshops and appointment of a lead for innovation); Annual research conference to showcase and pursue our achievements; staff secondments to research and development to foster emergent research ideas likely to lead to external research funding, notably service innovations with intended patient/carer benefit; identify and support staff seeking to mobilise research evidence into clinical practice, lead own research work, or act as a site principle investigator.
 - External links with CRN-KSS research training, AHSN-KSS research implementation, and working collaboratively with HEIs to provide, for example, clinical mentorship for staff undertaking NIHR MRes; and identify and exploit opportunities to maximise outputs from research dissertations/theses e.g. mobilisation of research work in clinical practice, seeking external research funding.
5. To conduct an annual workforce training analysis of staff undertaking graduate/post-graduate training to identify research capacity in respective clinical areas, identify and foster emergent clinical academic leaders, 'showcase' dissertation/thesis outputs in the annual research conference and identify and

exploit opportunities to continue research work to improve clinical effectiveness, and identify and invest in future clinical academic leaders.

6. To ensure that our portfolio of studies are well managed and meets national and regionally agreed performance targets with respect to set-up and delivery, and recruitment to time and target. We will achieve this by monthly review of research approval to recruitment time, and participant recruitment rate reporting to the Executive Board (monthly), Trust Wide Clinical Governance group (quarterly) and to the NIHR for national NHS research performance monitoring (quarterly).
7. To develop and implement a policy on Intellectual Property Protection to ensure effective management and exploitation by working with the CRN-KSS and AHSN-KSS to ensure aligned with the NIHR and the region.
8. To engage with patients, carers and the public to develop, implement and evaluate a strategy for Patient, Carer and Public Involvement and Engagement (PCPIE) in research. We intend to work with services involved in PCPIE, both internally including the patient experience service and externally collaborating with neighbouring NHS Trusts to foster PCPIE across Trusts and pool resources and opportunities for patients, carers and the public, draw on regional initiatives led by the CRN-KSS and NIHR RDS SE, and NIHR INVOLVE.
9. To ensure the members of the Trust's Executive Board are engaged with building research activity and capacity by: working with Non-Executive Directors with a remit to promote and develop research activity and capacity; monthly reporting to the Board on participant recruitment rate and quarterly reporting on national performance monitoring for NHS research; annual Board research workshop on achievements, challenges and next steps; and Executive Board representation on the CRN-KSS Partnership Board to ensure regional representation.
10. To maximise impact of our research activities and outputs by strengthening collaborations with key stakeholder organisations particularly in the SE region including CRN-KSS, KSS-AHSN, NHS trusts and HEIs; and through effective dissemination including, an annual Research Conference and annual Research, Development and Innovation report to disseminate and celebrate achievements in research and innovation, promote our activities and exploit opportunities to increase impact.

7. KEY PARTNERSHIPS AND COLLABORATIONS

Key partnerships and collaborations comprise NHS Trusts and HEIs in the region of KSS and London, and NIHR research networks (CRN-KSS and AHSN-KSS) and support services (RDS SE). We have collaborations or emergent collaborations with the four universities in the KSS region – University of Sussex (including the Brighton and Sussex Medical School), University of Brighton, University of Surrey and University of Kent. We host with King’s College London a joint clinical academic post in community nursing and palliative care. This post was initially funded by an NIHR Clinical Lectureship for non-medical professions in 2011 for four years. Both organisations have maintained their support for this joint post to continue to strengthen and exploit opportunities for reciprocity between the organisations to improve patient care through closer linkage between clinical research and practice. We aim to continue to strengthen our links with HEIs through seeking collaborations and exploiting opportunities for joint clinical research studies and clinical academic posts. These collaborations are an essential component of our pursuit of a Community Health Research Institute. We work to foster these developments through:

1. Individual staff affiliations with HEIs, notably the Brighton and Sussex Medical School and University of Brighton.
2. Collaborative working with the University of Brighton to identify and foster early future clinical academic leaders undertaking the NIHR MRes,
3. Strengthen our collaborative working relationships with the University of Surrey and University of Brighton as the main providers of higher education training for our staff.
4. Seek opportunities to work with the University of Kent to strengthen infrastructure building to support clinical research studies in community settings and primary care
5. Identifying and supporting staff with potential to pursue a clinical academic career pathway by working with HEIs to form joint posts and to pursue external funding, for example, NIHR personal awards.