

# Board of Directors

Thursday, 07 November 2019

Report Title:	Research & Innovation Strategy
Executive/NED Lead:	Dr Shane Gordon, Director of Strategy, Research and Innovation
Report author(s):	Peter Cook, Assistant Director of Innovation Frances Farnworth, Head of Research
Previously considered by:	Executive Management Committee

☒ Approval

☐ Discussion

☐ Information

☐ Assurance

## Executive summary

The Research & Innovation Strategy is presented for board approval. Comments from the August 29th board have been addressed, particularly:

- 'considering research being throughout the system';
- showing how 'innovation could be linked to research';
- including 'wider areas such as IT and digital'.

## Key points to note are:

The Research & Innovation Strategy recognises the key role of the Trust in research and innovation for the benefit of our local community. Partnership working with public sector, voluntary and industry partners in our integrated care system is key to maximising the benefit of this work. Research and innovations needs to include clinical interventions, but also operational research into the benefits of digital / ICT solutions, new staff roles and processes which also contribute to good patient experience and outcomes.

The Strategy sets out how research and innovation will support the delivery of the Trust Strategy through:

- supporting the development of new intellectual property
- supporting the introduction of innovative technologies and ways of working
- developing the Icen Centre's role and scope as a centre of excellence in the Trust
- expanding the international work and reputation of the Trust
- developing new facilities for innovation, business incubation and research
- further increasing our reputation and activity for high quality research
- embedding research as part of our core business
- establishing academic roles in our clinical, nursing and AHP workforce
- engaging patients, carers and the public with our research work
- securing financial sustainability for research activity

## Action Required of the Board/Committee

**The Board is asked to approve the ESNEFT Research and Innovation Strategy.**

Link to Strategic Objectives (SO)		Please tick
SO1	Keep people in control of their health	<input checked="" type="checkbox"/>
SO2	Lead the integration of care	<input checked="" type="checkbox"/>
SO3	Develop our centres of excellence	<input checked="" type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO5	Drive technology enabled care	<input checked="" type="checkbox"/>
Risk Implications for the Trust (including any clinical and financial consequences)		BAF Risk ESNEFT07 (draft): If we do not transform through strategy and its delivery then we will be unable to achieve long term sustainability leading to further regulatory intervention

Trust Risk Appetite	Innovation: The board has a flexible view of innovation that supports quality, safety and operational effectiveness. Its strategic objective to embrace new ideas to deliver new ways of working leads it to pursue innovation and challenge working practices
<b>Legal and regulatory implications</b> (including links to CQC outcomes, Monitor, inspections, audits, etc.)	Opportunity to be involved in research is a right of all patients under the NHS Constitution. Active involvement in research is assessed by the CQC as part of the Well Led domain.
Financial Implications	The Trust has sustained some research capacity to the end of 2021-22 to reduce the impact of a reduction CRNE allocation. The department is expected to become fully self-funding after this.
Equality and Diversity	Equality and diversity impact assessments will be required within individual project plans / business cases.

# ESNEFT Research and Innovation Strategy 2019/24

## Introduction

Research and innovation are a vital contribution to improving care for our patients and communities. They are key ways to improve the outcomes and quality of care. Our Trust has a unique position in our integrated care system (ICS), providing care which spans community and acute hospital settings. Our highly collaborative ICS includes mental health, social care, primary care and voluntary sector partners. Therefore, we can contribute to improving patient care across the whole patient journey.

The R&I strategy is closely aligned with our ambition to *offer the best care and experience*, our strategic objectives, and the *Time Matters* philosophy. The R&I Strategy will deliver high-quality research and nurture the growing culture of innovation in the Trust.

Our aim is to adapt quickly to new opportunities, to deliver the best care and transform the services for patients. These opportunities will be wide ranging, such as medical (diagnostic and therapeutic interventions), process changes, new staff roles or digital / ICT solutions. This will help our health and care system to attract and retain high quality employees.

Research and innovation will help us to deliver our strategic objectives: to keep people in control of their health, lead the integration of care, develop our centres of excellence, support and develop our staff, and drive technology-enabled care. Collaboration with industry and our ICS partners will address wider opportunities and problems. Research and innovation projects will exploit breakthroughs in science and technology. These will address logistical and productivity issues facing the local system. They will also improve the health outcomes for current patients and lay the foundations of high-tech care for future generations.

## Ambition and objectives

To be the most innovative and research responsive publically funded healthcare organisation in England.

### Supporting intellectual property commercialisation from within the Trust

- We will support staff who come forward with new ideas, which have the potential to improve services, patient experience and outcomes. These might be technologically driven; they might lead to a new medical product or device, or an innovative process or ICT solution.
- We will measure our success by:
  - the number of ideas brought forward by staff;
  - the numbers of grant awards secured to progress them where appropriate;
  - the numbers of ideas implemented and/or brought to market, and their impact.

## Supporting the introduction of new technologies / services and research into their effectiveness

We will support new ideas for technology and services, from inside the Trust and the wider ICS. Research into their effectiveness, for which we will seek grant funding, will lead to improved health outcomes, increased efficiency and/or financial benefit.

Adopting innovations from elsewhere is a productive way to improve the care and experience for our patients. These could be medical devices, therapies, ICT solutions or new ways of working. There will be research opportunities to evaluate the impact of these innovations.

We will measure our success by:

- the number of novel ideas developed within the Trust and the ICS;
- the number of research publications and grants secured to evaluate novel ideas;
- the number of business cases approved and the return on investment secured through them. This will include improved health outcomes, productivity, workforce development and/or financial gains;
- the amount of external funding brought into the Trust and the ICS to support research and innovation.

## The further development and expansion of the Iceni Centre's role

In order to fulfil its potential and utilise to the full its capacity, we will be broadening its use in order to provide within its curriculum a wider training and education offer for Trust staff across clinical and medical disciplines. We will do this whilst preserving and extending its outstanding reputation for surgical skills training.

We will measure our success by:

- the increased usage of the Iceni centre;
- increases in learner numbers;
- the levels of new educational provision brought into the centre;
- the Iceni centre's profitability.

## International work

The ICENI Centre is an Advanced Surgical Skills Centre with an international reputation. We will pursue the Centre's international connections in order to create opportunities with overseas hospitals and industry that lead to income generation for the Trust, the enrichment of clinical roles and the recruitment of skilled staff.

We will measure our success by:

- the numbers of job-enriching opportunities generated for staff;
- the numbers of international fellowships and clinical attachments resulting from our work;
- the levels of income generated from resultant consultancy provided abroad;
- the benefits derived from working with industry.

We also recognise that some of the benefits will be intangible such as increased reputation.

## Developing new physical facilities for incubation and business development, research and innovation, training and education

In partnership with our local community, we will explore opportunities for creating new facilities for research and innovation. These will attract new services and activity, further funding and investment. The co-location of academic, research and business partners will add value to the Trust's work and enhance our reputation.

We will measure our success by:

- the quality and quantity of new developments created;
- the external funding secured for the purpose;
- the outputs of these developments e.g. increased research activity.

## Further, develop our reputation and increase our activity in a high quality research portfolio.

We will increase the number of participants involved in relevant research studies by 50% by the end of 2020/21<sup>1</sup>. We will increase ESNEFT sponsored research by collaborating with external partners to successfully bid for highly competitive research funding. We will identify strengths and support our researchers in engaging with our partners, patients and public groups. ESNEFT already has strong commercial collaborations both nationally and internationally, and we will aim to increase hosting commercial studies and look for new opportunities to work with industry companies.

We will measure our success by:

- the number of new national and international collaborations;
- the number of research studies offered to our patients;
- the number of patients recruited into research studies.

## Ensure Research and Innovation is part of ESNEFT core business

We will embed research and innovation within our clinical divisions. Building strong relationships with divisional leads will promote the importance of research and innovation. This will lead to new opportunities to improve the quality of care.

We will measure our success by:

- the number of participants taking part in research;
- the number of ESNEFT and ICS initiated studies taking place. We will provide monthly research activity at divisional level and identify divisional research leads.

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<sup>1</sup> Compared to 2018-19 participation.

## Develop dedicated academic research appointments within clinical, AHP and nursing posts

We will work with our academic partners to establish academic career pathways in clinical services across the ICS. We will support more clinicians to take on the role of principle investigators, including nurses and allied health professionals (AHP) in non-CTiMP<sup>2</sup> research studies.

We will measure our success by:

- the number of principle investigators across ESNEFT and the ICS;
- the number of academic appointments held by our staff.

## Engage and involve patients, carers and public with research across ESNEFT

We will develop and run a research group, inviting patients and carers who have been involved with research. We will develop a programme for volunteer research ambassadors to help raise awareness and the importance of research.

We will measure our success by:

- the number of patients involved in the research group.

## Financial Sustainability of Research Activity

We will increase commercial research activity and develop academic grants to generate income. This will reduce our reliance on Clinical Research Network Eastern (CRNE) funding. Careful study selection will also make efficient use of the Trust research team. We will explore financial support for research activities from local businesses, local and Trust charities. We will seek awards to undertake pilot and feasibility studies to generate preliminary data for larger national grant applications.

We will measure our success against the 5 year financial targets agreed in the “Sustaining & Growing Research” business case.

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<sup>2</sup> Clinical Trial of and investigational Medical Product. These studies require a medical practitioner as Principal Investigator.

## Key Performance Indicators

Objective	Measure	2023/24 Target
Supporting intellectual property commercialisation	i) Number of ideas brought forward by staff ii) External grant funding secured	i) 250 ideas received from staff and supported over the 5 year period ii) £1m of external grant funding secured over the 5 year period
Supporting the introduction of new technologies and services	i) Number of business cases approved ii) Value of return on investment of those business cases	i) 50 business cases approved over the 5 year period ii) £5m worth of return on investment over the 5 year period
The further development and expansion of the Icení Centre's role	i) Numbers of learners ii) Financial surplus generated	i) 4500 learners p.a. by 2023/24, including 1500 learners in surgical training ii) £50k surplus generated p.a. by 2023/24
International work	Number of Fellowships	100 Fellowships commenced at ESNEFT over the 5 year period
Developing new physical facilities	New value added facilities developed	New developments at both main hospital sites that support research, innovation and/or training
Further, develop our reputation and increase our activity in a high quality research portfolio.	i) Number of collaborations ii) Number of research studies	i) 40 new collaborations over the 5 year period ii) 400 open studies by 2023/2024 an increase of 35%
Ensure Research and Innovation is part of ESNEFT core business	i) Number of ESNEFT sponsored studies ii) Number of research participants	i) 20 ESNEFT sponsored studies commencing over the 5 year period ii) 5,500 participants involved in research by 2023/2024
Develop dedicated academic research appointments within clinical, AHP and nursing posts	i) New academic appointments ii) Number of principle investigators	i) 10 new appointments over the 5 year period ii) 50 new principle investigators at ESNEFT over the 5 year period
Engage and involve patients, carers and public with research across ESNEFT	Number of research ambassadors and research users involved in our Trust research group	100 over the 5 year period
Financial Sustainability of Research	Financial surplus generated	£300k surplus p.a. by 2023/24