

Combined Community and Acute Care Group Research Strategy 2018 - 2021

PROUD TO MAKE A DIFFERENCE

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



Executive Summary

The Combined Community and Acute (CCA) Care Group was formed in October 2016 and enabled four Directorates to combine strengths in research and clinical academic capacity to form an Academic Care Group. In April 2017, Academic Status was once again awarded, based on the strong performance of the number of grants submitted and the income from successful grants.

The Care Group is proud of the commitment from clinical academic staff to the opening of portfolio studies with Principal Investigator (PI) roles. This enables clinical services to benefit from using evidence based protocols and engaging patients as participants in research studies. The growth in the number of studies has remained steady but the scale of recruitment and expertise in leading recruitment has nearly doubled year on year.

Finally, the Care Group is highly appreciative of the commitment of our Patient and Public Involvement (PPI) Panels and the commitment of co-ordinators to engage and broker the patient voice as a contribution to all our research. In the current year we have analysed and learnt lessons related to research performance, specifically: to retain a

commitment to capacity building and to ensure that research leads are working to enable high quality applications.

In a thorough review of research and clinical academic practice, we have refreshed the strategic research ambition of the Care Group and have identified some areas for growth, improvement and high quality research outcomes. Our first priority remains patient benefit and the application of our academic activity to clinical practice and service delivery. From this flows a range of opportunities that will enable clinical staff to contribute to research, and for those who have significant expertise to develop larger, high quality grant applications.

We recognise that our partnerships with academic colleagues and Universities provides a strong basis for success and in the next phase of development we will cultivate and enliven a range of co-ordinated activities that both support academic clinical collaboration and release capacity for individuals and teams to become research active. We remain focussed in our commitment to growth and development and to financially

sustaining research as an important professional activity within clinical and managerial practice.

Core to our ambition over the next three years will be a strategic approach to planning grant applications across the calendar year and particularly focussing on National Institute for Health Research (NIHR) bids, beginning with Research for Patient Benefit (RfPB), supported by the Y&H Research Design Services (Y&H RDS). We are re-doubling our support for publication and ensuring that strong audit and evaluation projects are published and lead to the development of further research questions, innovation and practice change.

We will continue to engage with clinical staff to release existing capacity across professions and care pathways but will particularly harness the opportunity to develop nursing research, in the context of older persons' services and stroke pathways. The current research infrastructure will continue to provide support and development to our workforce, brokering collaborations through the Clinical Research Facility, NIHR network and Council for Allied Health Professions Research (CAHPR).

Strategic aims

- 1** Clinical academic research is embedded within clinical services and contributes to service improvement and innovation.
- 2** Clinical academic research is developed for the benefit of patients and the public by clinical staff in the Care Group, in collaboration with patients and academics.
- 3** Clinical academic research will meet performance framework targets and will generate sufficient funding to sustain the research infrastructure utilising other resources including NIHR infrastructure and STH Clinical Research and Innovation Office (CRIO).
- 4** Clinical academic research will be grown by including more patients and staff, and through external collaborations that contribute to the overall Trust research strategy.
- 5** Clinical Academic research capability will increase evidence based practices, develop research knowledge and skills, and support clinical academic careers.

Research Vision

To be a leading clinical academic research centre that improves healthcare across acute and community pathways building on the unique opportunities that come from our collective expertise and opportunities for collaborative working.

Research Mission

To create and implement research evidence in clinical practice that matters to patients.

To increase the involvement of patients, the public and health professionals in research.

To sustain a flourishing research community and a lively environment of research excellence and innovation.

Quote from Professor Karen Sage –
Professor of Allied Health
Professions, Sheffield Hallam
University and member of the CCA
Care Group Academic Board

“The Care Group have taken stock on what they have achieved to date and, rather than resting on their laurels, have prepared a plan which will allow a key shift in their research focus and efforts. I applaud their commitment to aligning their work with key regional and national drivers, building on previous capacity and effort to move towards targeting research arising from the needs of their population.”

Operational mechanisms for delivering strategic ambition

- We will develop a mechanism to deliver a range of high level work programmes to achieve the strategic aims. This includes the creation of a Clinical Academic Research Centre in the CCA Care Group to host and monitor all the initiative and good practice within our research.
- The Clinical Academic Research Centre will provide:
 - a. an identity and profile, both internally and externally, for the scholarly activity of the CCA Care Group
 - b. a supportive and open community for both curious and active scholars in our clinical community
 - c. an incubator for new researchers and next generation research leaders
 - d. a base for research support (administration, coordination)
 - e. a hub for our key lines of research (e.g. Stroke, Dysphagia, Palliative Care, Frailty)
 - f. a centre for training and dissemination including clinical research skills and evidence-based practice tailored to the workforce (e.g. seminar programmes, workshops, secondments)
- We will refresh our Academic Board and seek strong strategic partnership from a range of academic institutions including, but not limited to, Sheffield Hallam University and the University Of Sheffield and other parts of the NIHR network.
- Each work programme will be planned and carried out by a member of the Research Leadership Team in collaboration with the Research Champions and Professional/Service leads across the Care Group.
- The focus of the Clinical Academic Research Centre will be on growing the scope and scale of research applications, grant capture and research outputs. In particular we will communicate and publicise research activity that has led to clinical improvement and innovation for patient benefit.



Clinicians from the Care Group attending a technology workshop at Sheffield Hallam University

Work programmes with key performance outcomes

Work Programme 1

Building academic partnerships for the purpose of grant capture and research delivery

This programme will be measured against the annual allocation and achievement of targets within the Performance Operating Framework (POF) including the number of grant applications submitted, the number of grants awarded and total value of grants (including total value to STH). Our objective will be to strengthen the active collaborations within the Academic Board and with other academic partners including the Research Design Service, Devices for Dignity and Health Technology Co-operatives

Work Programme 2

Building a strong communications and capacity building infrastructure

This programme will be measured against the annual identification of 'research active staff' that denotes the number of Principal Investigators (PI)

and Chief Investigators (CI) in the CCA Care Group and the additional target of publications achieved year on year. The publications are evidence of clinical academic activity at conferences and in professional communities to share best practice and are an additional CCA Care Group metric.

Work Programme 3

Achieving academic outputs through high quality research and participation

This programme will be measured against the achievement of opening more portfolio studies that deliver on patient recruitment and accruals, the participation in studies that deliver to time and target and a local CCA metric that indicates the development and leadership of commercial studies. We will also set up processes to proactively identify and monitor the pipeline of bids that can be achieved. Finally we will monitor the secondment and fellowship preparation and doctoral study bursaries that can be achieved within the clinical workforce.

Work Programme 4

Coordination of Research Delivery through a research team and PPI infrastructure

This programme will be monitored using our Care Group POF monitoring tool and a regular update on the patient recruitment. In addition, research leadership will regularly devise and re-design the team to respond to opportunities and need for research support.

Work Programme 5

Patient Benefit and Sustained Engagement through PPI

This programme will be measured against the local commitment to PPI and the presence of PPI groups, networking, public engagement, external communications with the public of Sheffield and beyond. An Annual Report will disseminate outputs and outcomes of the CCA Clinical Academic Research Centre.

Current Strengths & Successes

These work programmes build on our current position. Over the last three years the CCA Care Group has achieved a strong established position as an Academic Care Group. The Care Group Executive approved the funding for the research leadership team and covered these costs from accrual income and from the infrastructure funding from Sheffield Teaching Hospitals.

Our clinical academic portfolio of studies continues to focus on patient and clinical service priorities and we are committed to 'bringing back the benefits' of research to improve services and in some cases have developed new services, based on evidence and collaboration.

Patient and Public Involvement (PPI) remains a cornerstone of our research infrastructure with over 70 patient representatives assisting us with the prioritisation, design and co-ordination of our studies. Research has been actively supported across services and by managers.

NIHR Portfolio Studies have been opened and these opportunities continue to offer learning and development as well as an immediate knowledge transfer into services, as protocols are adopted and delivered through clinical pathways.

Research provides a driver for service improvement and innovation with the central purpose of increasing the effectiveness of patient care and achieving positive health outcomes. The opportunity to spread research delivery across acute and community services, to collaborate on studies within and across the care pathways and to focus on health and wellbeing is an important feature of the care group research.

The Academic Status of the Care Group is based on the leadership and achievement of the performance outcomes that we set ourselves and which are peer-reviewed across the organisation. The achievement of growth and quality improvement in research has been achieved through the sustained commitment of clinical academic staff, leading, contributing and collaborating on studies and on our partners from the patient and academic communities who represent and work actively to support clinical research.

Quote from Jim Gordon – Chair of Therapeutics and Palliative Care PPI Panel

"I am sure our panel's contribution within this strategy will continue to reflect the step change that is already underway in our Patient and

Public Involvement (PPI) in the Group's comprehensive research program. This is because involvement for us is increasingly progressing to more active participation in research studies, and working collectively with hospital staff in meaningful co-production such as designing methods to evaluate our own effectiveness.

This has resulted in us sharing our findings on our impact as a panel by writing and submitting a paper on PPI from the patient perspective to a professional journal. We have also had an abstract published by Research Involvement and Engagement on how our work in support of researchers has benefited from patient/staff co-production following a poster presentation we made on this at the national NHS "Involve" Conference on research. Through all of this, and our continuing membership at strategic level of the Directorate's Academic Board, I am confident in saying a strong patient endorsement will underpin and help deliver this important strategy within the Trust."

Strategic Intent

We set out below our five work programmes that will provide the direction that we intend to travel in our research development and innovation and will guide our annual plans and specific projects for the next three years.

Work Programme 1 Building academic partnerships for the purpose of grant capture and research delivery

Research Activity	Output	Outcome Measure
Identify strong academic partners and support collaborative grant applications	Increased applications with PI in CCA Care Group	Increase quality and value of academic portfolio within the Care Group
Work closely with the Nursing and Midwifery School at Sheffield University to enable nurses to take up opportunities within the University of Sheffield Royal College of Nursing Research Network	Identification of secondment and partnership research for clinical academic nursing	Increased capacity within CCA Care Group clinical academic nursing workforce and increase number of registered studies and fellowship applications
Build on existing expertise and NIHR funding in Wound Management to partner with Huddersfield University on grant applications	Partnership on grant applications and national profile for Wound Management CQUIN contribution Specific links with technology providers related to 3D wound imaging as an outcome measure	Specific improvement in CCA Care Group metric associated with actual partnership grants and fellowships submitted in collaboration with University
Building on existing portfolio of clinical health improvement research and portfolio studies we will make grant applications based on novel clinical interventions, falls management and service re-design	Increased number of high quality applications to NIHR funding streams including RfPB, Health Services and Delivery Research (HS&DR)	Clinical improvements reported with non-healing wounds Target met for grant applications and successful grant capture Target met for number of new portfolio studies opened Income targets met with external grant income
Based on the track record in Speech and Language Therapy- we will make grant applications to NIHR funding streams and other calls related to dysphagia management and communication disorder interventions and their applications across a range of settings	Published and communicated research outcomes related to dysphagia and communication disorders across the care pathways and settings	Target for publications and grant applications/capture
Concentrated activity within Research Forums to invite partnership on grant applications for research and knowledge implementation to generate bids <ul style="list-style-type: none"> • Respiratory Forum • Geriatric and Stroke Forum • Speech and Language Therapy Forum • Chaplaincy Forum 	Active engagement processes established across teams and specialties using NIHR infrastructure to support and build capacity for grant submission	Clear route into CCA Care Group for academic partnership with a development of CCA Care Group Clinical Academic Research Centre

Work Programme 2 Building a strong communications and capacity building infrastructure

Research Activity	Output	Outcome Measure
Contribute to the design and development of a high profile CRIO led event for clinical academics across STH	CCA Care Group clinical academics profiled and recognised for contribution to patient benefit and services	Increased number of research aware and staff contributing to research
CCAG Research events to develop and share knowledge and capability in research	<ul style="list-style-type: none"> Launch International event on Nursing Research July 2018 Improved links with the Evidence Based Practice Forum, Evidence Based Practice Programme and CAHPR 	Profile of research in the CCA Care Group is sustained and workforce are active researchers and users of evidence
Sustain and co-manage the CRF posts for physiotherapists and occupational therapists as research support staff	CRF management and therapy services actively sharing benefits of Allied Health Professional (AHP) researchers	Research active AHPs in the CRF along with case for dietetic researcher
Links maintained and growing collaboration with professional research forum CAHPR and the RCN networks	<ul style="list-style-type: none"> CAHPR events have contribution from the STH CCA clinical academics Contributions to ACUK and other national research bulletins about CCAG research Active communications associated with fellowship and NIHR academy learning opportunities 	Managers understand and benefit from research in teams and services
Regular communications and website offer to enable all staff to find out about clinical academic practices	Website, publications and Research Bulletin	<p>Internal communications achieved</p> <p>External communications to support Clinical Academic Research Centre staff active as evidence based practitioners</p>
Actively promote research forums as a means of learning about research and gaining experience of methods and conceptual frameworks for practice	Introduction of standardised methods and evidence based practice	staff linking to forum as a means of finding out about research

Work Programme 3 Achieving academic outputs through high quality research and participation

Research Activity	Output	Outcome Measure
A calendar of funding opportunities/dates will be produced which can lead to the creation of a pipeline of potential proposals from our research teams and collaborators	<p>A steady flow of applications are associated with the Clinical Academic Research Centre</p> <p>Submission to funders within the correct timeframe across the year</p>	<p>A targeted number of bids that reflect areas of patient benefit and clinical interest</p> <p>PPI engagement with all bids to ensure alignment with service and patient benefit</p>
Managers enabled to actively identify staff who may wish to undertake service development via doctoral study	Increased number of fellowship applications	Key research active staff will also be enabled to apply for NIHR clinical fellowships
Strengthen direct networking with NIHR support infrastructure	Research teams will be encouraged to use the skills of the RDS and Clinical Trials Units (CTUs) to support applications	RDS and CTU fully utilised and the Clinical Research Network (CRN) including ENRICH invited to understand and shape up to 15 proposals per year
A trawl of the NIHR portfolio is aligned to the needs of the Research Forums	Potential PIs are identified and Forums report on number of studies they have enabled in services	Number of new portfolio studies achieved
The psychology workforce is encouraged to engage in active research	Psychology staff engage with research and enabled to open sites and share in collaborative bids	Psychology capacity enabled to meet application and portfolio targets
The research co-ordinators and research development leads enable site opening in particular themed areas	Research Forum support capacity to build number of PI in the CCA Care Group	Portfolio studies are delivered to time and target

Work Programme 4 Coordination of Research Delivery through a research team and PPI infrastructure

Research Activity	Output	Outcome Measure
The close links with the Clinical Research and Innovation Office and the Clinical Research Network will help facilitate sharing of portfolio opportunities	Active facilitation of research with appropriate finance and governance	Satisfaction with level and scope of communication
Maintain and refresh an active PPI infrastructure including - Elders Home-based Group - Therapeutics and Palliative Care Patient Panel	Our network of specialised PPI panels enables their involvement not only in study design but also in other research active roles e.g. steering group membership	All studies registered and closed promptly
A specific campaign to generate seedcorn funding through charitable funding to support early research	Regular recruitment based on clinical research questions and competitive funding of £5k grants in CCA Care Group	Studies monitored and all EDGE and CPSM data is up to date
Close liaison with library and with learning and development to enable evidence based practice and publications	Active engagement between STH function and clinical academic researchers	By 2020 there will be a bi-annual research competition for small clinical research awards
Identify Research Capability Funding (RCF) and inward resources to enable development of Clinical Academic Research Centre	Clinical Academic Research Centre established and working proactively in support of CCA Care Group clinical academic research objectives	CCA Care Group meet publication and wider workforce research active target Clinical Academic Research Centre demonstrating positive impact across the work programmes

Work Programme 5 Achieving academic outputs through high quality research and participation

Research Activity	Output	Outcome Measure
Report and recognise all academic collaboration on publications and clinical impact	Publication and reporting on PPI activity	Additional publications related to service improvements from research
Annual report produced and circulated	Annual report to include vignettes of service developments	Case studies reviewed by PPI groups and included in the report
Establish clear offer and opportunities for development for PPI groups	Refreshed recruitments and participation of patients	Increased number of projects being taken to the various PPI panels for consultation
Establish commercial partner list and technology interface for development of research bids and commercial studies	Data base and active relationships built with commercial and other stakeholders	Increased number of staff on commercial research project teams
Liaise with different teams to identify service improvement/audit projects that can be written up for publication	Care Group infrastructure via the Clinical Academic Research Centre to support audit and feedback	Increased number of publications by CCA Care Group staff to meet the POF target
Identify and promote research questions in clinical/professional services	Forums actively promoting research grant applications and portfolio studies	Patient views and values included in bids related to service developments
Discuss with different professional teams possible research questions to improve clinical practice	Professional managers allowing and promoting research secondments	Active list of research ideas and research questions held in services and across research forums
Continuously evaluate and report on the benefits of PPI	Set a level of funding for PPI from outside CCA Care Group	Sustained funding of PPI groups



Jim Gordon, Chair of the Therapeutics and Palliative Care PPI Panel, with Sabrina Eltringham at the Involve Conference

CCA Care Group Directorates

Integrated Community Care
Primary Care and Interface Services
Integrated Geriatric and Stroke Medicine
Therapeutics and Palliative Care

CCA Care Group Research Leadership Team

Dr Ali Ali – Stroke Physician and Geriatrician and Research Lead for Geriatrics and Stroke Medicine, STH

Professor Mark Cobb - Clinical Director of Therapeutics & Palliative Care and CCA Care Group Research Director , STH

Dr Lisa Farndon - Clinical Research Podiatrist and Research Lead for Integrated Community Care and Primary Care and Interface Services Directorates, STH

Dr Sally Fowler Davis - Clinical Academic and CCA Care Group Research Development Officer, Sheffield Hallam University/STH

Professor Sue Pownall - Head of Speech & Language Therapy and Academic Director for Therapeutics and Palliative Care Directorate, STH

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