



Wirral University  
Teaching Hospital  
NHS Foundation Trust

# Research and Innovation Strategy

2021 - 2026



together  
we will



# Foreword

*I am delighted to welcome you to our Research and Innovation Strategy which sets out our strategic direction for the next five years, to deliver our Continuous Improvement and Our Partners strategic objectives; **to maximise our potential to improve and deliver best value and provide seamless care working with our partners.***

*This strategy is our commitment to Research and Innovation transformation at WUTH, and is the result of extensive engagement and input from staff across all five of our clinical divisions, external stakeholders including clinical and academic partners, and most importantly our patients. I would like to take this opportunity to thank everyone for their input in the development of this strategy, it gives us clear insight into where we are now, and in identifying our priorities for the next five years. This document clearly sets out our intentions that Research and Innovation will be recognised as integral to everything we do, and is underpinned by our Research and Innovation vision:*

***Tomorrow's outstanding care is built on today's best research***

**Dr Nikki Stevenson**  
**Medical Director & Deputy CEO**

# Tomorrow's Outstanding Care is Built on Today's Best Research



Wirral University  
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*Taking part in research has made me feel that I am helping to progress medical science in some way. It is really interesting to experience how research takes place and I have felt really supported throughout the process.*

Participant in Breast Cancer Study

*As dietitians, we use the most up-to-date public health and scientific research on food, health and disease. We endeavour to translate this research into practical guidance to support people to make appropriate lifestyle and food choices.*

Dietitian & Clinical Lead

*I am involved with research to empower and support patients with vision loss.*

Orthoptist

*Nurses play a vital role in research which is an indispensable part of a modern, effective health service.*

Clinical Research Network Taskforce Research Nurse

*Research resolves the residual questions required for medical progress.*

Consultant Cardiologist & Clinical Lead

*Following the pandemic, I'm more proud than ever to be part of research, as I set up studies that impact future care.*

Research Coordinator

*We collect, monitor and submit diagnostic data to support research.*

Laboratory Scientist

*Translating complex research to tangible research is key to maximise patient participation and Multi-Disciplinary Team involvement.*

Stroke Research Nurse

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# Introduction

Our journey to maximise our potential to improve and deliver best value and provide seamless care working with our partners

**Our Research and Innovation Strategy** forms one of seven enabling strategies, through which *Our 2021-2026 Strategy* will be delivered. A comprehensive Research and Innovation strategy is essential to build and embed a culture of learning and improvement to continuously enhance the services and care we provide our population.

Our Research and Innovation Strategy comprises four components, aligned to Our 2021-2026 Strategy Continuous Improvement and Our Partners strategic objectives: Culture, Partners and Place, Capacity and Capability, and Patient Experience.

Our Research and Innovation Strategy has been developed through a series of engagement workshops with staff and external partners, in addition to staff, patient, and Principal Investigator questionnaires, leading to engagement with over 280 patients, staff and external stakeholders. This approach has enabled us to gain a clear understanding of our current situation and our priorities over the next five years.

This document assesses where we are now, outlines where we want to be through the development of priorities for each component and details how we are going to get there within the next steps section.

**Research and Innovation at WUTH** is central to all five of our clinical divisions and is supported by an established Research Department. The Research Department comprises of a Research Manager, Co-ordinator, Data Administrator, three Senior Research Nurses/Midwife and six Research Nurses. Across our clinical divisions, there are also four Divisional Research Leads. In addition to this core team, research and innovation activity within the trust is also supported by National Institute for Health Research North West Coast Clinical Research Network (NIHR NWC CRN) Taskforce Nurses and Research Practitioners, and the Innovation Agency.

WUTH is a research active organisation, and our research studies involving patients span across clinical services delivered at both our Arrowe Park and Clatterbridge Hospital sites. Over the last five years, an average of 80 studies each year have been co-ordinated by our Research Department and delivered by our teams of Local Principal Investigators (PIs), Research Nurses, Pharmacists, Laboratory and other clinical support staff.

We engage a wide range of research, including clinical trials of medicines or devices, and observational and questionnaire research, which span various departments including the Wirral Breast Centre, the Stroke Unit, the Renal Ward and the Women's and Children's Hospital at Arrowe Park Hospital.

# The Research and Innovation Landscape

## National Research Context

The National Institute for Health and Social Care Research (NIHR) is the research arm of the NHS. Established in 2006, their mission is to improve the health and wealth of the nation through research. Since that time, the NIHR has transformed research in and for the NHS. Working in partnership with the NHS, universities, local government, other research funders, patients and the public, the NIHR funds, enables and delivers world-leading health and social care research. The NIHR operational priorities for the next five years (2021-2026) are outlined in *'Best Research for Best Health: The Next Chapter.'*

The *'UK Policy Framework for Health and Social Care Research'* sets out principles of good practice in the management and conduct of health and social care research in the UK. These principles protect and promote the interests of patients, service users and the public in health and social care research, so as to support and facilitate high-quality research in the UK that has the confidence of patients, service users and the public.

Published in 2021, *'Saving and Improving Lives: The Future of UK Clinical Research Delivery'* is the national vision to unleash the full potential of clinical research delivery to tackle health inequalities, bolster economic recovery and to improve the lives of people across the UK.

## Local Research Context

WUTH is part of a wider health and social care services, research, and innovation landscape. Health and social care services partners working across Wirral are collectively known as Wirral Place, which forms part of Cheshire and Merseyside Integrated Care System (ICS). Regional partners in this landscape also include local Higher Education Institutions, namely the University of Liverpool, Liverpool John Moores University, University of Chester, and Edge Hill University.

WUTH is also a member of networks including the National Institute for Health Research North West Coast Clinical Research Network (NIHR NWC CRN), the NIHR NWC Applied Research Collaboration (ARC), the NHS Innovation Agency (part of the NWC Academic Health Sciences Network AHSN) and Liverpool Health Partners (LHP). The majority of studies undertaken at WUTH are NIHR non-commercial and commercial portfolio studies.

The North West Coast Innovation Agency is one of England's fifteen Academic Health Science Networks (AHSNs) commissioned by NHS England and NHS Improvement and the Office for Life Sciences to support the discovery, development and deployment of innovative solutions through the NWC Innovation Pipeline.

# Background

## Developing Our 2021 – 2026 Strategy

Our previous strategic focus was upon our top three priorities: patient flow, outpatients and peri-operative medicine. Our Clinical Divisions aligned their operational plans to support improvements in each of these three areas. However, clear strategic objectives for all to work towards, aimed to ultimately deliver our vision were not defined. Therefore, our Trust Board decided further work was needed to create a new, clear and meaningful strategic direction.

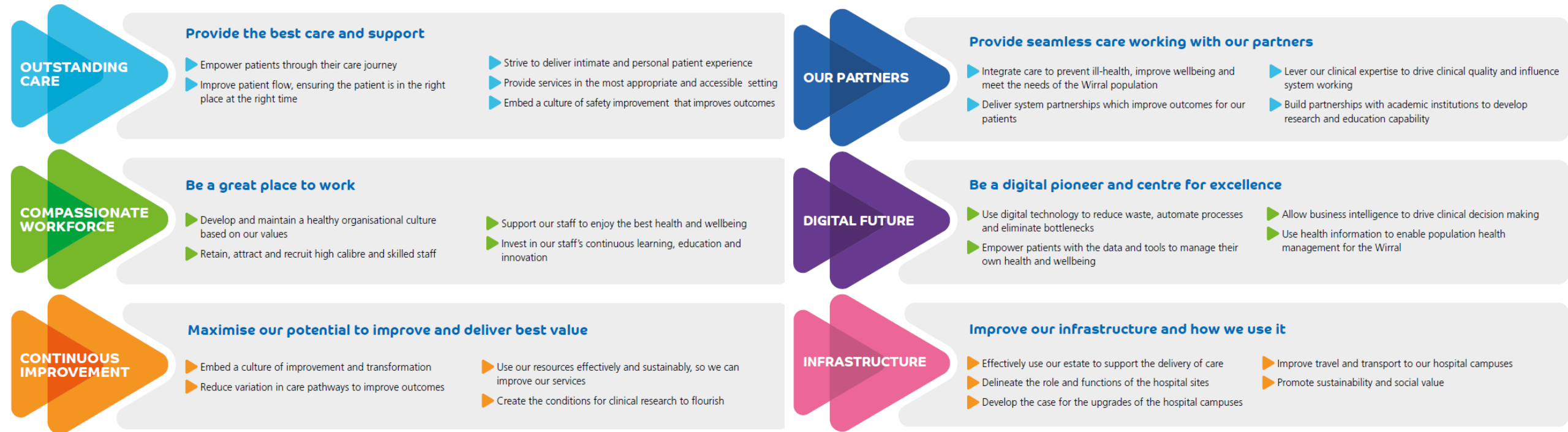
Our journey to develop our new strategic direction began early 2020, through a robust process of research and engagement as described.

*Our 2021-2026 Strategy* launched October 2020 outlining our intentions and setting out our specific strategic objectives to focus progress over the next five years.



# Our 2021-2026 Objectives and Priorities

Our six strategic objectives and priorities demonstrate our intension to provide outstanding care across the Wirral through our hospital sites and units, as a lead provider within the Wirral system. We will be a Hospital Trust that patients, families and carers recommend and staff are proud to be part of.





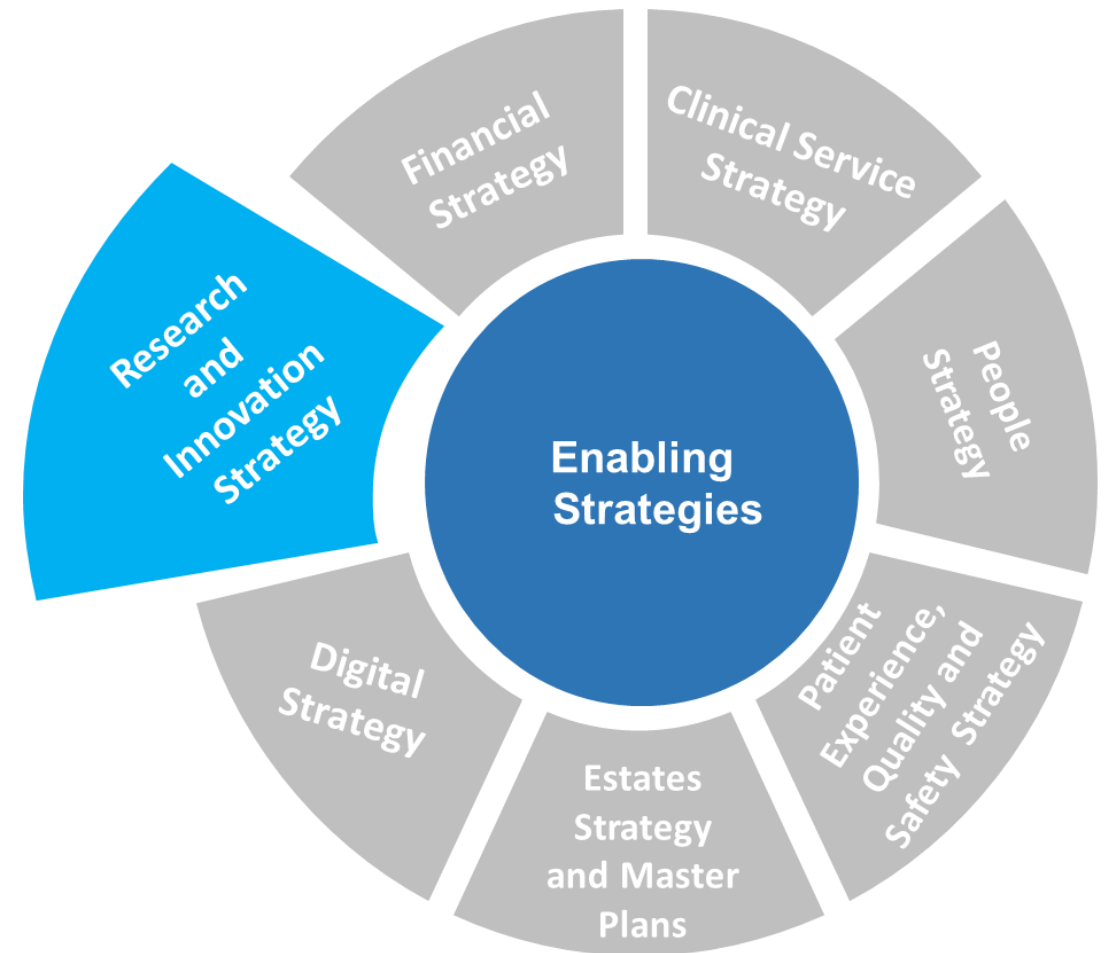
# Strategic Framework

## Our Enabling Strategies

*Our 2021-2026 Strategy* will be delivered through seven enabling strategies as shown. This strategy will set out our road map of research and innovation priorities for the next five years aligned to our continuous improvement and our partners objectives, to ensure we are all working towards the same goal in delivering *Our 2021-2026 Strategy*.

Our Research Strategy will ensure we are able to build on our existing good practice and grow our research portfolio so that more patients benefit from improved experience and outcomes and we all benefit from improving the recruitment and retention evidenced in research-active hospitals and specialties. We will leverage our accredited University Hospital Trust status to increase our capacity and capability to deliver Best Care for Everyone and collectively our Workforce and Organisational Development and Research teams will define the best way to achieve this.

The Research and Innovation Strategy has been influenced by, and will support the delivery of other enabling strategies, to enable wider transformation, including our Digital, Estates and Patient Experience Strategies. The Research and Innovation Strategy will also be aligned to the People Strategy, and specific engagement has been held to ensure the effective delivery of both strategies.



# Developing our Research and Innovation Strategy

2021 - 2026



# Our Research and Innovation Journey

Where we are now and where we want to be

Over the past five years we have sustained our research active workforce, maintained a broad portfolio of studies and witnessed a surge in interest for research and innovation built on its significance in transforming care over the period of the COVID-19 Pandemic.

In order to achieve our Research and Innovation Vision:

***Tomorrow's outstanding care is built on today's best research***

We need to firstly understand our starting point by reflecting upon our research and innovation journey over the past five years, recognising the key milestones achieved, and the challenges that remain. We recognise through acknowledging our lessons learnt that there is a requirement for a strategic priority within this Research and Innovation Strategy to demonstrate how we will support our staff and patients to be part of research and innovation at WUTH.

The four components of our Research and Innovation Strategy which are introduced within this section of the document, encompass all required elements to enable us to progress from where we are now to where we want to be over the next five years, through alignment to our Continuous Improvement and Our Partners strategic objectives and our Clinical Service Strategy 2021-2026 priorities.

# Key Research and Innovation Achievements Over the Past Five Years

## Reflection to shape the Development of Our Research and Innovation Strategy 2021-2026

Research and innovation improve the treatments and care provided by the NHS, improve patient outcomes, benefit organisational culture and staff recruitment, satisfaction, and retention. These are some of WUTH's achievements over the last five years:

### **Sub-Speciality Research Group Lead for Breast Surgery for the North West Coast Clinical Research Network appointed**

Our Consultant Oncoplastic Breast Surgeon and Clinical Lead has longstanding and successful involvement in research and is the appointed Sub-Speciality Research Group Lead for Breast Surgery for the North West Coast CRN.

### **Academic Posts Within the Trust**

Our Consultant Cardiologist and Clinical Lead has an Honorary Senior Lecturer Contract with Liverpool Centre for Cardiovascular Science (LCCS) and has been involved in bringing multiple academic clinical fellows (ACF) and Clinical Lecturers (CL) to the Wirral in the last two years.

### **Banner Bar Clinical Trials alert on Millennium**

A clinical trial alert has been implemented on the Millennium banner bar so all staff can see when a patient has been enrolled in a trial, which trial, what it involved and who to contact should they need to.

### **New Director of Research and Research Leads Appointed**

A new Director of Research and four Divisional Research Leads have been appointed.

### **COVID-19 studies**

The COVID-19 Pandemic has been a catalyst for a surge in interest in research, both within the NHS and in the public. From the outset, WUTH embedded research into our clinical pathways with nationally recognised high levels of recruitment to ten urgent public health studies that led to novel, life saving treatments for COVID-19. These studies include the RECOVERY Trial for which WUTH is a top recruiting site in the North West Coast and nationally.

### **Increased Recruitment and Participation in Research**

Pre-pandemic between 600 and 700 participants typically took part in research at WUTH each year. During the pandemic this increased to over 2,500 in 2020-2021 and more than 1,650 in 2021-2022. The number of participants in non-COVID-19 studies is beginning to recover. In 2021-22, 351 participants took part in non-COVID studies, an increase of over 200 compared to 2020-2021.

Now is the time to build on this new surge in interest in research and innovation at WUTH.

# The Four Components of Our Research and Innovation Strategy

## Developing our Research and Innovation Strategy 2021- 2026



Culture is the foundation of our Strategy. It focuses upon understanding how we can cultivate and maintain a culture that supports research as a core component of healthcare for all, embedding research awareness, experience and expertise, whilst enhancing our reputation as an organisation where research is fundamental to patient safety and quality of care.



This component is vital in the delivery of our Strategy. It focuses on how we can establish and strengthen our working relationships with external partners, including the local Integrated Care System, regional Clinical Research Network, academic institutions, and others to further develop our research portfolio and improve research and innovation opportunities for patients across Wirral Place.



Improving patient outcomes and experience is why we do research. This component focuses on the opportunities we can create for patients to be involved in research and innovation practices, through ensuring: that all patients have equal access to such opportunities, that our endeavours reflect the needs of our population, and that we strive to deliver evidence-based care.



This component will support the sustainability of our Research and Innovation Strategy. It focuses on building our research capability, through promoting research career opportunities for our workforce, establishing a clear leadership framework, and robust financial and governance infrastructures.



*Engagement workshop outputs and staff and Principal Investigator (PI) questionnaire results used to develop the priorities for this component can be found in Appendices 1 and 4 respectively.*

## Culture

**What do we mean by culture?** Culture is that complex whole comprising of what we know, our beliefs, and our behaviours. All of which are learnt. Because culture is acquired, it is not fixed, and can change. A culture where research and innovation are embedded in clinical services is both the ambition and the anchor for this strategy.

This component focuses upon understanding how we can cultivate and maintain a culture that supports **research and innovation as a core component of healthcare** for all, embedding **research awareness, experience and expertise**, whilst enhancing our **reputation** as an organisation where **research is fundamental** to patient **safety and quality of care**.

During the development stage of our strategy, we engaged with staff and asked them to consider the following concepts, and understand how we can deliver them over the next five years:

### **Integrating research as a core component of everyone's role**

Enabling staff to accept research as central to the safety and quality of care, and assisting staff to feel empowered to support innovation and participate in clinical research as part of their job.

### **Making research visible**

Raising awareness of research opportunities available to patients, staff and services, and celebrating success in research and innovation.

### **Enhancing our reputation as a research active organisation**

Collectively promoting, supporting and valuing research activity.  
Driving innovation across the trust.



*Engagement workshop outputs used to develop the priorities for this component can be found in Appendix 2.*

**What do we mean by Partners and Place?** WUTH is part of a wider health and social care services research and innovation landscape. Working with partners is key to delivering this strategy. Wirral is our place. Our health and social care services partners working across Wirral are collectively known as ‘Wirral Place’.

This component will be vital in the delivery of our strategy, and focuses on how we can establish and strengthen **our working relationships with external partners**, including the local **integrated care system, regional clinical research network, academic institutions, and others** to further **develop our research portfolio**.

During the development stage of our strategy, we engaged with our partners and asked them to consider the following concepts, and understand how we can deliver them over the next five years, identifying areas for collaboration:

#### **Our working relationships with external partners**

Mapping our existing relationships within our Trust and external partners. Establishing and strengthening our partnerships with local care providers, clinical research networks, and academic institutions.

#### **System clinical networks**

Work with academic partners, neighbouring NHS organisations, National Institute for Healthcare Research (NIHR) funders, and commercial partners to optimise the research and innovation landscape across our local Place.

#### **Developing our research portfolio**

Working collaboratively with the wider system to contribute to research locally and provide opportunities to our patients and staff.  
Collaborating and growing research across Wirral Place to address our population health needs.



**Partners and Place**



### What do we mean by Capacity and Capability?

Capacity and Capability relates to workplace facilities and workforce capacity for research and innovation.

This component will support the sustainability of our Research and Innovation Strategy. It focuses on **building our research capability** through **promoting research career opportunities** for our workforce, **establishing a clear leadership framework**, and **robust governance infrastructure** for supporting research and innovation.

During the development stage of our strategy, we engaged with staff and asked them to consider the following concepts, and understand how we can deliver them:

#### Building our research capability

Strengthening our infrastructure, including estates, digital and workforce within the trust to enhance our capacity and capability to participate in research and drive innovation. This will strengthen our capacity to engage in research activity and to embed research awareness as a core component in everyone's roles.

#### Opportunities for research career progression

Establishing research roles that are firmly and deeply rooted in clinical practice, and expanding research career progression opportunities for our wider workforce.

#### Establishing a clear governance and leadership framework

A clear leadership framework to promote and maintain a research active workforce, supported by a robust governance and financial infrastructure.

Initially, this component was titled "Workforce", however, following extensive engagement with staff and Principal Investigators, it became apparent that their priorities extended wider than this.

*Engagement workshop outputs and staff and Principal Investigator (PI) questionnaire results used to develop the priorities for this component can be found in Appendices 3 and 4 respectively.*

**Capacity and Capability**





WUTH's Patient Experience Vision is **"We Care, We Listen, and We Act"**. Patient experience is a core component of our Research and Innovation Strategy, because improving patient outcomes and experience is why we do Research, and why we explore new innovations.

This component focuses on the opportunities we can create for patients to be involved in research and innovation practices, through ensuring: that all patients have **equal access** to such opportunities, that our endeavours **reflect the needs of our population**, and that we strive to deliver **evidence-based care**.

During the development stage of our strategy, we surveyed patients and the public and asked them to consider the following concepts, and understand how we can deliver them over the next five years:

#### **Equal access**

Developing awareness of research opportunities, and considering equality, diversity, and inclusion when promoting research opportunities. Where possible, involving patients and the public in the planning and conduct of research and innovation activities.

#### **Reflecting the needs of our population**

Ensuring that research priorities represent the diversity of our patients, and that the research and innovation activities we do reflect the health needs of our local population. Using our technology and data to best inform our care.

#### **Delivering evidence-based care**

Incorporating research and innovation into our services in order to deliver the best, innovative, evidence-based care to our patients.

*Patient questionnaire results used to develop the priorities for this component can be found in Appendix 4.*



**Patient Experience**

# Strategic Alignment of Our Four Components

	Continuous Improvement Priorities		Our Partners Priorities		
Research and Innovation Components	Strengthen our research culture, capacity and capability, through investment, specialist workforce and partnerships with academic and corporate institutions.	Build and embed a culture of learning and improvement to continuously enhance the services and care we provide to our population.	Build on existing and develop new education partnerships to develop the workforce and to increase research capacity and capability.	Work collaboratively with local and regional partners to ensure the population of Wirral receive outstanding care.	Develop a learning and development collaborative approach with key partners.
Culture	✓	✓		✓	
Partners and Place	✓		✓	✓	✓
Capacity and Capability	✓	✓	✓		
Patient Experience		✓		✓	✓

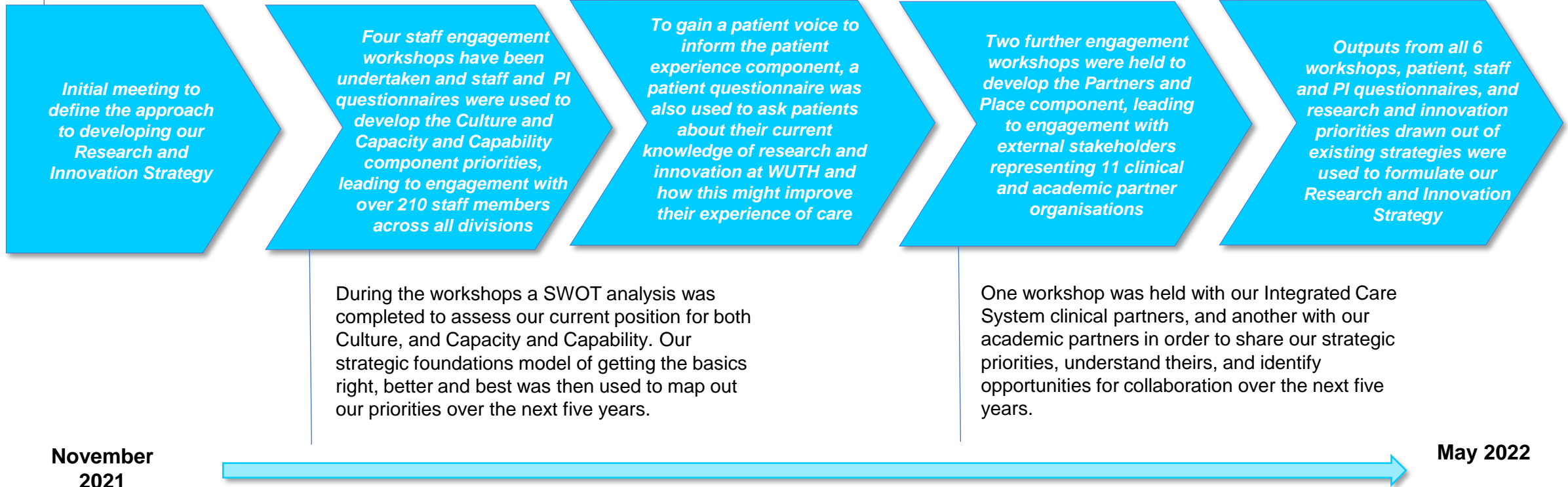
The Research and Innovation Strategy components are aligned to delivering the Continuous Improvement and Our Partners priorities specifically, but it will also support the delivery of all trust strategic objectives.

# Engagement with our Patients, Partners and Staff

Our Research and Innovation Strategy is broken down into four components aligned to our Continuous Improvement and Our Partners strategic objectives: Culture, Partners and Place, Capacity and Capability

Our questionnaire was developed, approved and utilised to gain feedback from our patients. 65 Patients responded.

Our Research and Innovation Strategy will shape operational and strategic plans over the next five years and guide our journey to maximise our potential to improve and deliver best value and provide seamless care working with our partners.



During the workshops a SWOT analysis was completed to assess our current position for both Culture, and Capacity and Capability. Our strategic foundations model of getting the basics right, better and best was then used to map out our priorities over the next five years.

One workshop was held with our Integrated Care System clinical partners, and another with our academic partners in order to share our strategic priorities, understand theirs, and identify opportunities for collaboration over the next five years.

# Questionnaire Result Summaries

Results are based on 65 patient, 143 staff, and 17 Principle Investigator (PI) responses.

Some questions were used across all three questionnaires and show comparable responses:

The majority of all patients, staff and PIs were in agreement that:

- Patients should be able to consent in advance to be contacted to take part in clinical research
- Patients Should be involved in planning research at WUTH
- All patients should have equal access to Research at WUTH

Themes regarding raising awareness of Research through sharing opportunities to participate and information regarding research activity arose across all three, with suggestions made regarding both internal and external communications.

Staff and PIs highlighted the need for more support to conduct research through protected time in job plans or PAs, and the need for more allocated space in both clinical and non clinical areas. Both Staff and PIs referred to research as an activity additional to their role that they struggled to find time for due to clinical pressures and lack of protected time.

Patients expressed interest in wanting to take part in research opportunities but not being aware of them, and staff expressed interest but a number of barriers including time and not thinking it was their role.

*All results and detailed reports can be found in Appendix 4*

# Patient Questionnaire Summary



Wirral University  
Teaching Hospital  
NHS Foundation Trust



95%

95% of patients thought it would be good to consent in advance to being contacted to get involved in research at WUTH



74%

74% agree patients should be involved in planning research at WUTH



90%

90% of patients agreed that **all patients** at our hospital sites have the **same access** to clinical research



Patients suggested **sharing more information** regarding research to raise awareness through platforms such as the website and on social media



69%

69% of patients agreed that participating in clinical research would **improve their experience as a patient** at WUTH



66%

66% of patients would not know who to contact to get involved in research at WUTH



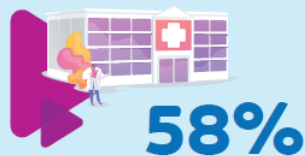
25%

Only 25% of patients were **aware of the research department**

# Principal Investigator Questionnaire Summary



100% of PIs agree that research **should** be a key priority for WUTH

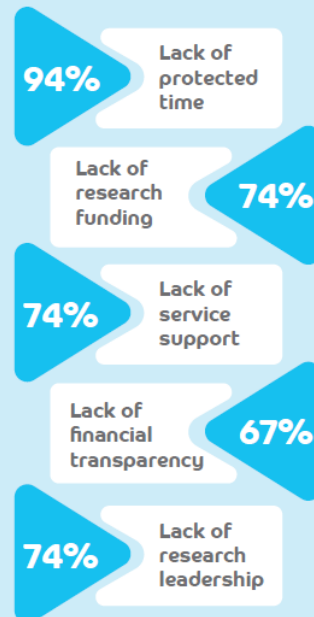


58% of PIs **disagreed** that WUTH infrastructure **supports** conducting high quality research

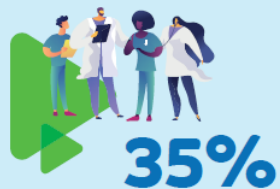
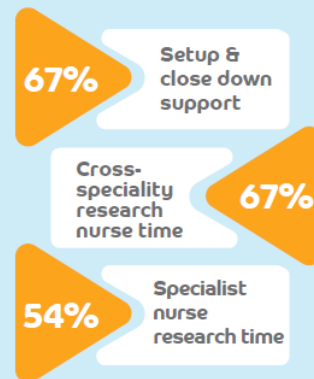


94% agreed that clinical research performance is of **reputational importance**

## Votes for current barriers to deliver research



## Votes for current enablers to deliver research



Only 35% of PIs agreed to feeling well supported to conduct clinical research at WUTH

# Staff Questionnaire Summary



Wirral University Teaching Hospital  
NHS Foundation Trust



90% of staff agree that research **should** be a key priority for WUTH



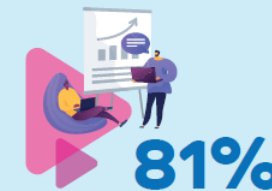
95% agreed that clinical research is important to improve **patient outcomes and quality of care**



94% agreed it would be good to **consent in advance** to be contacted about **participating** in research



81% agreed that clinical research performance is of **reputational importance**



81% agreed that **patients** should be involved in **planning** research at WUTH



86% agreed that all patients should have **equal access** to research at WUTH



# Research and Innovation Strategy Key Priorities

2021 - 2026





# Key Priorities

Where we want to be:

## The 4 Components of the Research and Innovation Strategy

The priorities detailed within this section of the document reveal where we want to be in the next five years to achieve maximum benefits across our organisation, to benefit our patients, staff and the population of Wirral.

The priorities are broken down into the four components of the Research and Innovation Strategy which are aligned to deliver our Continuous Improvement and Our Partners strategic objectives.

The detailed outputs from each of the Culture, Partners and Place, and Capacity and Capability strategy development workshops which include a SWOT analysis to assess our current position, and a comprehensive list of priorities put forward from a wide range of stakeholders can be found in Appendices 1, 2 and 3. Patient, staff, and Principle Investigator questionnaire results which have also informed the Culture and Patient Experience components priorities can be found in Appendix 4.



# Culture

To maximise our potential to improve and deliver best value and provide seamless care working with our partners we will:

- ➔ Develop and embed the ethos that research and innovation is integral to everyone's role through promotion of our vision: *'Tomorrow's outstanding care is built on today's best research'*.
- ➔ Integrate research and innovation into everyday practice, through Trust induction, continued professional development, existing fora (e.g. Grand Round), multi-disciplinary team meetings and at handovers.
- ➔ Establish a comprehensive communications approach to raise awareness of research and innovation activity facilitated by internal digital platforms, and a multi-media approach for wider stakeholders including patients and the public.
- ➔ Value and celebrate the successes and impact of research and innovation outputs to advances in treatment, outcomes and experiences of care to generate pride and commitment across the Trust.





# Partners and Place

To maximise our potential to improve and deliver best value and provide seamless care working with our partners we will:

- ➔ Build on strengths of existing clinical partner relationships within Wirral Place and the wider Cheshire and Merseyside Integrated Care System (ICS) by the development and embedding of an agile research aware and active workforce.
- ➔ Prioritise research at Place to address local population health needs and reduce health inequalities through collaboration.
- ➔ Develop opportunities for research and innovation through more authentic collaborations with our academic partners in the C&M ICS.
- ➔ Drive innovation at Place and across partners through optimising digital platforms as enablers for data sharing, optimising data to inform priorities and use data intelligence to proactively plan targeted research and innovation for evidence-based care.
- ➔ Enhance our reputational research offer through collaboration advantage in set-up and delivery of studies that increases the placement of commercial and non-commercial trials in the North West Coast.



# Capacity & Capability

To maximise our potential to improve and deliver best value and provide seamless care working with our partners we will:

- ➔ Establish a clear leadership and governance structure within the Trust, to encompass oversight and accountability, prioritisation and co-ordination of research studies.
- ➔ Support research active staff through time, mentorship and objective setting.
- ➔ Develop research and innovation career development pathways by alignment within local, regional and national programmes that build the confidence, capacity and capability to sustain activity across the Trust.
- ➔ Invest in our research and innovation estate and infrastructure, through improvements to the Research Department, dedicated research space, clinic facilities, and maintenance provision for laboratory facilities in line with regulatory compliance to Good Clinical Practice and patient demand for opportunities to participate in research.



# Patient Experience

To maximise our potential to improve and deliver best value and provide seamless care working with our partners we will:



Ensure all patients have equal access to high quality, evidence-based and innovative care.



Empower patients to take part in research through increasing awareness of participation opportunities, promotion that WUTH is a research active organisation, and by enabling patients to consent to be contacted about future research.



To involve patients and public representatives in this strategy through links with our communities and the development of an '*INCLUDE Forum*' for our population to become involved in prioritising, planning, conducting and disseminating co-produced research and innovation.

# Next Steps

## How we Get to Where we Want to Be: Implementation, Monitoring and Review



Our divisions will work with our Divisional Research Leads and Research Department to translate the Research and Innovation Strategy into their annual operational and strategic priorities.

The Research and Innovation 2022/23 operational and strategic priorities will be reviewed and approved at Trust Board. Progress in delivering the Research and Innovation 2022/23 operational and strategic priorities will be monitored through Patient Safety Quality Board initially, then through a specialist sub committee of Trust Board when it is established.

Key to the success of this strategy is the continued involvement of our patients, staff and partners to ensure it meets the changing needs of the population of the Wirral.

Research and Innovation Strategy priorities will be reviewed as part of annual operational and strategic priority planning to ensure they remain relevant to our evolving patient needs and we maintain delivery momentum for the 5 year lifespan of this Research and Innovation Strategy.

# Appendices

Acknowledgements

Glossary of Terms

Appendices 1-3: Workshops Outputs

Appendix 4: Questionnaire Reports

Alignment to Patient Experience Strategy





# Acknowledgements

**Strategy Author** - Charlotte Archer: *Strategy and Business Planning Manager*

**Strategy Development Lead** - Dr Carol Kingdon: *Research Manager*

**Executive Sponsors** - Dr Nicola Stevenson: *Medical Director / Deputy CEO*  
Tracy Fennell: *Chief Nurse*

**Medical Research Lead** - Dr Ranjeev Mehra: *Director of Research*

**Divisional Research Leads** - Dr Craig Denmade – *Diagnostics & Clinical Support*  
Professor Conor Magee – *Surgical Division*  
Dr Rajaram Burrah – *Women and Children’s Division*  
Dr Brian Menezes – *Medicine and Acute Divisions*

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Joanne Mullen, Anne Reddington

Many thanks to all Principal Investigators, staff , external partners and patients who attended our engagement workshops and participated in our questionnaires. Workshop attendees can be observed in Workshop Outputs.

# Glossary of Terms



Wirral University  
Teaching Hospital  
NHS Foundation Trust

## ARC NWC

Applied Research Collaboration North West Coast support organisations to carry out research locally to WUTH.

## Capacity and Capability

For the purpose of this strategy, there is a general meaning relating to workplace facilities (i.e. clinic space, laboratory) and workforce capacity (i.e. time in role, training and confidence). Capacity and Capability (C&C) also means the local feasibility procedure undertaken by WUTH to assess and confirm if we have the resources, policies and patients required to successfully deliver the research study to time and target.

## Cheshire and Merseyside Integrated Care System (ICS)

An Integrated Care System (ICS) brings together the NHS organisations, councils and wider partners in a defined geographical area to deliver more joined up approaches to improving health and care outcomes. Cheshire and Merseyside is one of the largest ICSs in England. Within each ICS there is an Integrated Care Partnership and an Integrated Care Board.

## Chief Investigator (CI)

The chief investigator is the overall lead researcher for a research project. In addition to their responsibilities if they are members of a research team, chief investigators are responsible for the overall conduct of a research project.

## Culture

That complex whole comprising of what we know, our beliefs and our behaviours. All of which are learnt. Because culture is acquired and not fixed, it can change.

## GCP Training

Good Clinical Practice (GCP) is the international ethical, scientific and practical standard to which all clinical research is conducted.

## Innovation

The process of generating methods, products or ways of working.

## NIHR

The National Institute for Health Research is the research arm of the NHS and provides researchers with the practical support they need to make clinical studies happen.

## Principal Investigator

A Principal Investigator is a person responsible for the conduct of a research study at a site. The Associate PI Scheme is a six month in-work training opportunity, providing practical experience for healthcare professionals starting their research career, under the mentorship of an enthusiastic Local PI.

## Research

Finding out new knowledge that could lead to change in policies, procedures or care. There are many different types, from studies in a laboratory, to those that examine people with different conditions or develop new treatments or devices.

**Strategy** - A plan of action that provides clear direction for all to work towards.

**Wirral Place** - Local health and social care partners working together across Wirral to improve health and care outcomes and reduce inequality for our population. Wirral Place is one of nine borough 'places' in the region of the Cheshire and Wirral ICS.

**WUTH** - Wirral University Teaching Hospital NHS Foundation Trust.

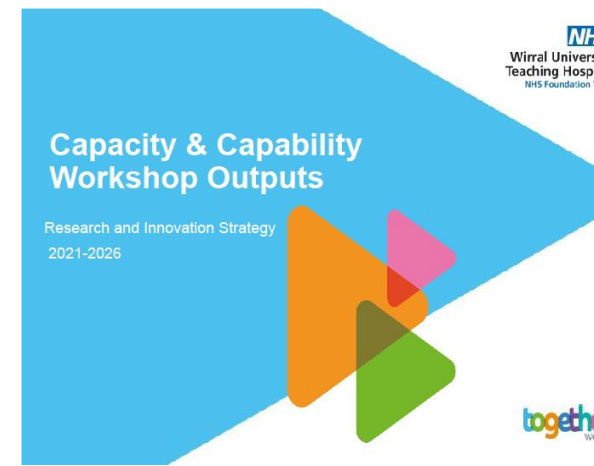
# Appendix 1-3: Workshop Outputs



Appendix 1: Culture Workshops Outputs



Appendix 2: Partners and Place Workshops Outputs



Appendix 3: Capacity and Capability Workshop Outputs



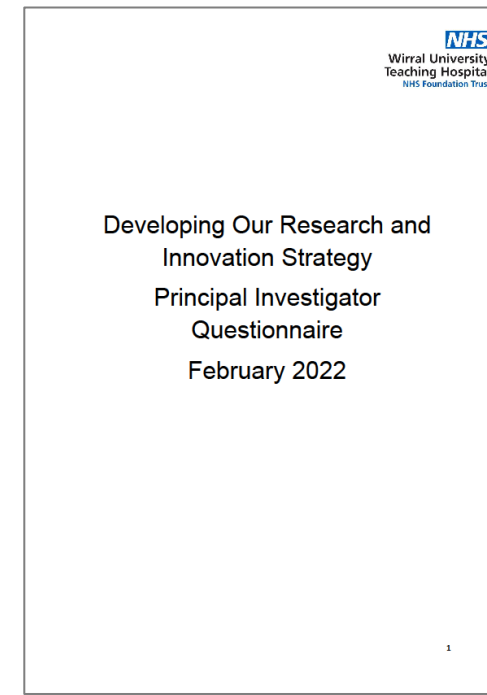
# Appendix 4: Patient, Staff and Principal Investigator Questionnaire Reports



Appendix 4a: Patient  
Questionnaire Report



Appendix 4b: Staff  
Questionnaire Report



Appendix 4c: PI  
Questionnaire Report

# Patient Experience Strategic Alignment

The 4 components of our Research and Innovation Strategy will support the delivery of our Patient Experience Strategy

Patient questionnaire results will be used to inform priorities within the Research and Innovation Strategy to support the delivery of the Patient Experience Strategy promises.



	Being made to feel at ease and reassured	Listening to me and respecting me as an individual	Feeling safe and having trust in the staff	Designing my care with me and for me	Working together to plan my aftercare
Culture			✓	✓	✓
Partners and Place	✓			✓	✓
Capacity and Capability			✓	✓	
Patient Experience	✓	✓	✓	✓	✓