

UHL Research and Innovation: Quarterly Trust Board Report June 2019

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Executive Summary

Trust Board paper J

Context

UHL is a Trust active in Research and Innovation (R&I). This report describes current R&I performance against metrics, projects under development, new challenges and potential threats.

Questions

1. Is UHL performing well in the delivery of quality research at expected volume?
2. Are large projects planned with appropriate partners and managed appropriately?
3. Are upcoming challenges understood?

Conclusion

1. UHL performs well in delivering high quality research as judged by NIHR and LCRN data, recruitment remains under continuous scrutiny.
2. A larger number of large projects are in development, some being close to start date. There is a wide range of NHS and Academic partner engagement.
3. A number of challenges are recognised and planning is in place to mitigate risks.

Input Sought

Report is presented for information and assurance.

For Reference

Edit as appropriate:

1. The following objectives were considered when preparing this report:

Safe, high quality, patient centred healthcare	[Yes]
Effective, integrated emergency care	[Yes]
Consistently meeting national access standards	[Not applicable]
Integrated care in partnership with others	[Yes]
Enhanced delivery in research, innovation & ed'	[Yes]
A caring, professional, engaged workforce	[Yes]
Clinically sustainable services with excellent facilities	[Yes]
Financially sustainable NHS organisation	[Yes]
Enabled by excellent IM&T	[Yes]

2. This matter relates to the following governance initiatives:

Organisational Risk Register	[Yes]
Board Assurance Framework	[Yes]

3. Related Patient and Public Involvement actions taken, or to be taken: [Insert here]

4. Results of any Equality Impact Assessment, relating to this matter: n/a

5. Scheduled date for the next paper on this topic: [TBC]

6. Executive Summaries should not exceed 1page. [My paper does comply]

7. Papers should not exceed 7 pages. [My paper does comply]

UHL R&I Quarterly Trust Board Report June 2019

1. Introduction

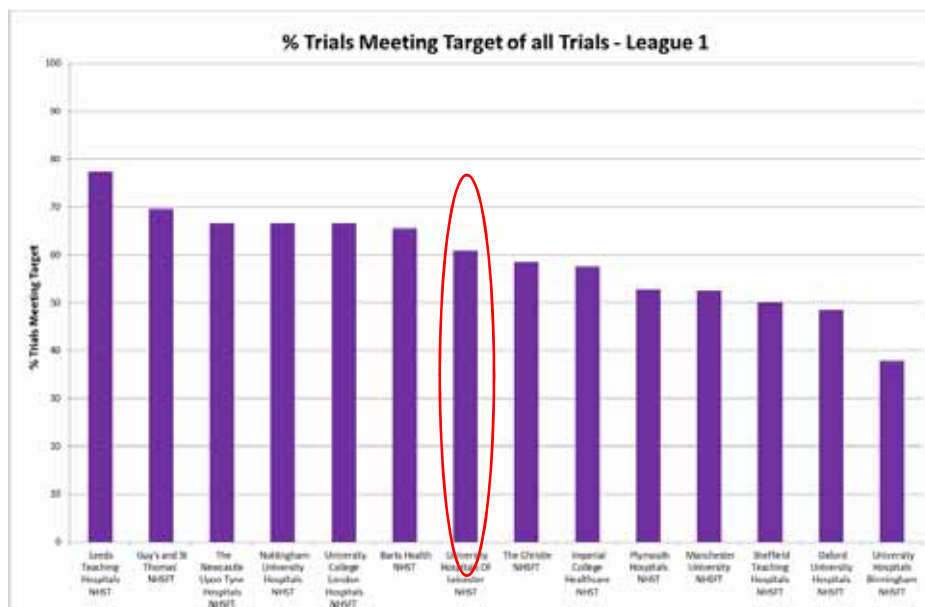
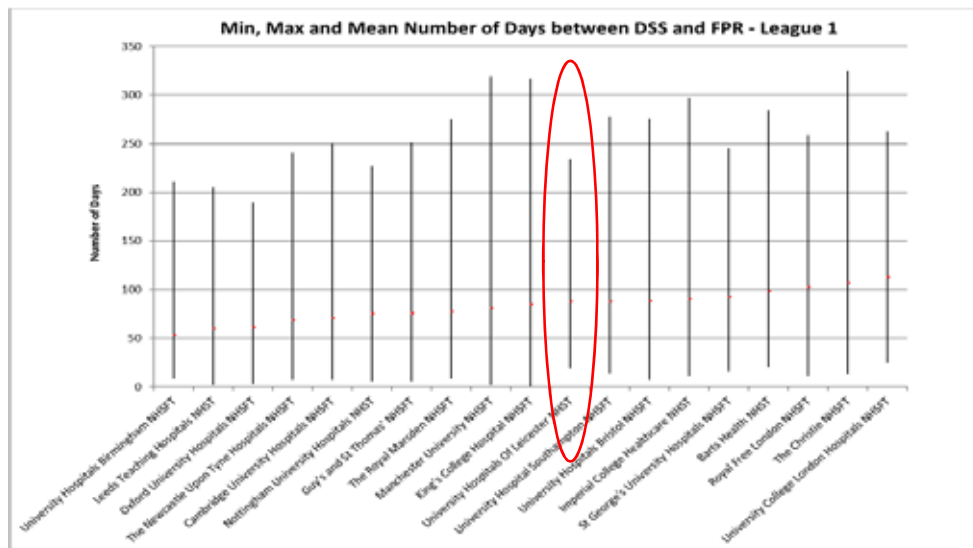
This report describes current R&I performance against metrics, projects under development, new challenges and potential threats.

2. Research Performance

The activity of UHL in initiating and delivering clinical research is performance monitored by both the NIHR Central Commissioning Facility (NIHR CCF) and the East Midlands Clinical Research Network (EM CRN). In turn the UHL R&I Office reports research CMG level activity and performance to each CMG via the R&I Executive Committee.

2.1 NIHR CCF

UHL is also judged by its performance in initiating and delivering clinical trials to time and target. In Q3 2018/19 this figure was excellent and represents a sustained performance. In terms of initiating research, UHL is in 13th place (out of 206 Trusts) in League 1 (of 6). In terms of delivery UHL is in 11th place, also League 1.



2.2. EM CRN

Cumulative recruitment into portfolio clinical trials for 18/19 significantly exceeded (31% increase) that observed in 17/18.

NIHR CRN Portfolio Recruitment	17/18	18/19
Recruited Participants(n)	10,195	13,357

3.0 International Clinical Trials Day

On 20th May 2019 we celebrated International Clinical Trials Day in Leicester. This commemorates the first clinical trial performed in 1747 in sailors with scurvy in the British Navy. There were research stands and demonstrations in all Leicester's Hospitals. Research Space at LRI hosted 60 children from Hazel St Primary School who came to participate in science experiments, learn about disease, experiment with virtual reality and learn about resuscitation in an emergency scenario. The event was greatly enjoyed by the children and widely covered by BBC News (radio and TV).

3.0 Recent and Ongoing Projects

3.1 NIHR Leicester Biomedical Research Centre

The BRC has just submitted its 2nd annual report. After 2 years of the current BRC planning is already underway to identify BRC Themes for the next application. The aim is for an ambitious application with new Themes.

3.2 NIHR Leicester Clinical Research Facility

- The CRF has successfully negotiated its external 2 year review, and the final 3 years of funding has been confirmed by NIHR.
- The CRF has just submitted its 2nd annual report
- After a national competition the Leicester CRF has been awarded the 2020 UK CRF Network Conference with the theme: '**Research for All: Enabling Equal Access to Clinical Research**'. This will be a two-day event held at the **University of Leicester City Campus**. A gala dinner is planned for the evening of the first day. This will be held at **Athena**, in the cultural quarter of the city. Around 400 conference delegates are expected to attend. The Mayor of Leicester has agreed to open the Conference. (See Appendix 1 and Appendix 2.)

3.3 Big Data for Health Research

There several large related initiatives in the health data are currently underway in Leicester involving both UHL and UoL eg. electronic patient record, LLR Data Sharing for Research, Health Data Research UK, Digital Innovation Hub application.

3.4 UHL Research Workforce Review

In response to possible reduced funding for research delivery, concerns from research staff and a need to improve management and career structures for research teams, two Listening Events will be held in June/July 2019. All research staff from across the Trust will be invited to attend to contribute and share ideas about the optimum structure of a modern research delivery workforce.

3.5 Mystery Shopper Project

This project took place in April/May 2019 and was designed to understand the experience of patients and other service users seeking general information about clinical research taking place in Leicester's Hospitals. The mystery shopper (a graduate intern placed in UHL R&I) approached 14 receptions across the 3 UHL

acute sites and made 2 phone calls, one to main hospital switchboard and one to the Patient Information Liaison Service. A series of set questions were asked and a standardised proforma completed after each interaction. The headline results are:

- There was little/no written information about clinical research on screens or notice boards or as leaflets
- 42% of receptionists were aware that research took place in UHL
- 42% of receptionists were hesitant ('think so')
- 18% were unsure ('don't know')
- 50% of volunteers were unsure
- Most receptionists were helpful and gave useful advice
- Some receptionists explained that research was a University activity and directed accordingly
- Most interactions were positive
- Some staff were rude, abrasive and became defensive requesting ID and other information from the mystery shopper

A series of recommendations have been discussed at UHL R&I Exec and will be instituted in consultation with the reception staff and management teams.

4.0 Inclusion of Research and Innovation in CQC Inspections

In 2018 National Institute for Health Research (NIHR) announced a new partnership between NIHR, the Health Research Authority (HRA), the Medicines and Healthcare Products Regulatory Agency (MHRA) and the Care Quality Commission (CQC), to develop new research indicators for use as part of CQC's monitoring and inspection programme.

The CQC's focus will be on how well integrated research is within organisations, and will not concentrate on academic credibility, publications and grant income as these impacts are captured elsewhere.

The following will be inspected by CQC:

- *Research Awareness* - how does the organisation make research opportunities known to patients, the public and healthcare professionals?
- *Research Facilitation* - how does the organisation proactively support the delivery of research from board level to the clinical setting(s)?
- *Research Equity* - how does the organisation support the research programme across the breadth of its services?

CQC will address the following key questions:

- Does the vision and strategy incorporate plans for supporting clinical research activity as a key contributor to best patient care?
- Does the Trust have clear internal reporting systems for its research range, volume, activity, safety and performance?
- Are divisional staff aware of research undertaken in and through the Trust, how it contributes to improvement and the service level needed across departments to support it?
- How are patients and carers given the opportunity to participate in or become actively involved in clinical research studies in the trust?

An action plan for UHL was presented to Trust Board in March 2019, and the Board requested an update against the action plan at the next Trust Board Meeting (Appendix 3).

Research For All

Enabling Equal Access to Clinical Research

16th Annual Conference

University of Leicester City campus

DRAFT

**9-10 July
2020**

UK CRF Network Conference 2020

A Briefing Document for Local Partners

*Supporting translational medicine from the laboratory to
the bedside to improve patients' lives*

Rachael Dowling

Research Communications Manager, University Hospitals of Leicester NHS Trust

June 2019

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Introduction

This document has been created to summarise the brief for the UK CRF Network Conference 2020. It is intended as a basis for discussion, rather than to be an exhaustive plan. From this document it is envisaged that a breakdown of activities and finances will be developed with a task and finish team to oversee its implementation.

The primary audience of this document is involved parties, namely: the UK CRF Network, National Institute for Health Research (NIHR), Chief Scientist's Office (CSO), NIHR Leicester Clinical Research Facility (CRF), NIHR Leicester Biomedical Research Centre (BRC); University Hospitals of Leicester NHS Trust (UHL), University of Leicester (UoL), Leicester Conferences, Visit Leicester, Leicester City Council, and Athena. It may be shared with others at the discretion of the UK CRF Network senior management team and conference task and finish team.

Background – UK CRF Network Conference

The UKCRF Network collaborates with CRFs and other experimental medicine infrastructure across the UK and Ireland to develop, share and implement excellence in operational practice to ensure the efficient and effective delivery of studies, and drive forward initiatives that improve quality of patient experience.

In partnership with all relevant stakeholders the Network promotes the UK as the place for broader investment in and economic growth from health research.

This annual conference will be the 16th held, with a well-established but evolving format. Therefore many delegates will have certain expectations for the conference that will need to be met, and where possible, exceeded, for the continued success of the conference beyond 2020.

Sixteenth Annual Conference – 9-10 July 2020

The NIHR Leicester CRF – a partnership between UHL and UoL - has been successful in its bid to host the UK CRF Network Conference in 2020.

The theme for the 16th annual UK CRF Network conference will be '**Research for All: Enabling Equal Access to Clinical Research**'. Leicester is an ideal place to consider equality and diversity perspectives in clinical research. It is a city with a huge number of diverse communities and beliefs and a place that has a long history of welcoming and accepting emigrants from all over the world. Studies have shown that Leicester is home to 240 faith groups across 14 different faiths and beliefs, with over 70 languages spoken in the city.

Leicester is also home to world-class clinical research and innovation, from the development of miniaturised biochemical test systems now used in hospital diagnostic laboratories around the world (Sneath, 1960s), to the first successful use of extra-corporeal membrane oxygenation in a newborn baby (1993), and the first non-steroidal asthma drug in twenty years (Brightling et al, currently in phase 3 trials, 2019). In addition to the CRF, UHL hosts an NIHR Biomedical Research Centre, the NIHR Clinical Research Network East Midlands and the Hope Clinical Trials Facility, for early phase cancer trials. With UoL, it jointly hosts an Experimental Cancer Medicine Centre.

The conference itself needs to be professional and thought-provoking, without being gimmicky. It also needs to be respectful of the public funding that enables it to take place. Based on previous conferences, approximately 350-400 delegates are expected to attend.

The format of the conference is a two-day event held at the **University of Leicester City Campus**. A gala dinner is planned for the evening of the first day. This will be held at **Athena**, in the cultural quarter of the city.

The scientific programme breaks down 'Research for All' into three main areas – acute and emergency medicine, engaging with black and minority ethnic populations, and recruiting to rare disease studies. In addition, we will give time in the programme to look at 'UK plc' and our collective global reach as CRFs. Guest speakers from across the UK will be invited to share their perspectives.

The programme will have a variety of parallel and breakout sessions, poster presentations and interactive displays, as well as a new 'summer school' of practical skills-based workshops. There will be time for professional networking – to make new acquaintances and renew connections.

Budget

Based on 350 attending the conference and 320 attending the gala dinner, total income for the event will be £99,700. Therefore all preparations must come in on or under budget and include in-kind contributions to ensure value for money and without recourse to UHL funds.

Task and Finish Group

The task and finish group shall include a core of:

- Leicester CRF Director
- Leicester CRF Manager
- Research Communications Manager, UHL
- Lead Nurse for Research, UHL
- Leicester BRC Events Administrator

The primary business of the task and finish group is to implement to plan. It shall co-opt leads from Leicester Conferences and Athena as and when appropriate.

Areas of Work

An implementation plan will be drawn up to cover the following areas of work, together with timelines, budgets and named leads:

Daytime conference facilities	
• Venue hire	• Poster boards
• Catering/refreshments	• AV and production and IT trouble shooters
• Compere	• Reception and cloakroom – badges, lanyards, staffing

• Slido	• Signage/navigation/helpers in 'uniform'
• Video booth hire	•
Gala dinner	
• Venue hire	• Decor
• Catering	• AV and production
• Host/compere	• Reception and cloakroom
• Entertainment	• Signage/navigation
Programme	
• Process for call for abstracts and parallel sessions	• Programme design and print
• Keynote speakers / VIPs	• Closed meetings
• Summer school – lessons, teachers, materials	•
Communications, marketing and advertising	
• Web page on CRF Network	• Pre-event promotion
• Communications pack to help partners promote ticket sales	• Branding/artwork
• Videography and post-event editing	• Photography
• Social media support	•
Other	
• Sponsorship	• Hosting committee visits (travel, catering, room hire)
• Ticketing	• Post-event evaluation (creation, distribution, analysis)
• Staffing	• Co-ordination/liaison between task and finish group and CRF Network SMT

Defining success

It is important to identify at the outset to define what success will look like, to maintain focus on achieving our goals:

- Provide an outstanding scientific programme that adds value to the UK clinical research community
- Implement the plan on time and to budget
- Ensure very good two-way communication between all partners
- Provide outstanding customer service to delegates, speakers and leaders participating in the conference
- Agree delegate satisfaction targets with the UK CRF Network, and then meet / exceed them

Conclusion

The UK CRF Network Conference has developed a reputation as a flagship event on the clinical research calendar. It is our mission to deliver an exciting and well-organised conference in 2020, continuing to uphold the aims of the Network, to develop, share and implement excellence in clinical research operations for the benefit of patients.

With over 350 delegates likely to attend, it will be an opportunity to showcase the best of Leicester: its partnerships, world-class clinical research, venues and places of interest – so let's do it proud.

Key contacts

Rachael Dowling, Research Communications Manager	University Hospitals of Leicester NHS Trust	0116 2584971 07950891193 Rachael.dowling@uhl-tr.nhs.uk
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CQC Readiness 'Well-led research' Action Log

Objective	Action	Status and RAG rating
R&I has clear governance and accountability structures	Draw up organogram of reporting and accountability mechanisms	In draft
	Identify clear work streams	Leadership team formed to cover the main strands of: NIHR infrastructure, finance, strategy, communications, public involvement, workforce development, operations, contracts, business intelligence
Efficient and effective research delivery service	Hold LiA event for research workforce	Two events booked (14 June / 12 July) >80 staff signed up so far
All new staff are research aware	Create slide and leaflet for corporate induction	Slide not created – updated research facts on CE presentation and provided briefing notes instead Leaflet with graphics
	Non-mandatory HELM modules	Start date Summer 2019
Increase public involvement in research	Form a Public Research Engagement Panel for strategic oversight	First PREP group meeting held
	Research PPIE consistency across UHL	Resource/staffing
Greater support for AHPs at all points in their research career pathways	Deputy to lead nurse for research who is responsible for AHPs in research	Funding
Manage research performance across the Trust	Develop KPIs for research leads	Complete
	Timely reporting of research performance to CMG boards	Under discussion
Raise interest of next generation of medics in research as standard practice	Introduction to research for all F1s in induction programme	One hour slot on day 2 of induction programme

APPENDIX 3: R&I Report Trust Board June 2019

	How to refer patients to research guide in Welcome Packs	With graphics
	University/UHL joint campaign to raise awareness of research options in NHS	In discussion with UoL
Increase awareness among visitors and staff that research takes place at UHL	Research Wall at LRI	Installed 29 May 2019 Posters will be added by 7 June 2019
	Posters from conferences displayed prominently	Scoping exercise needed for locations, costs and maintenance
	Lift wrap at LRI	Book slot when next one is available
	Research wall art in main receptions	Scope out locations, design and engage with public on what would work
	Images of Research (Arts and Heritage)	With Jon Currington
	Mystery shopper at front doors	Report complete – signposting guide for volunteers and receptionists in development; leaflet for visitors in development; working with managers of receptions and volunteer office to communicate findings
	Letterhead template to include research as well as education	Under discussion - Part of wider Trust project
Improve links between clinical staff and research teams and awareness of research among non-research UHL staff	Research champions	>40 research champions – however, far short of target of one in each ward/department; engagement is patchy
	Question about research on the staff survey	To contact Linsey Milnes, senior staff engagement manager
Media relations – UHL does research	Update to press release boiler plate	Draft with deputy director of communications

APPENDIX 3: R&I Report Trust Board June 2019

<p>Gather feedback from patients who:</p> <p>(a) Have been involved in a research project</p> <p>(b) Have visited our hospitals generally</p>	<p>NIHR Patient Research Experience Survey to be piloted in UHL research areas</p> <p>Include a question about research in the patient experience survey</p>	<p>Active in 9 research areas – results on a rolling basis will be displayed at www.leicestersresearch.nhs.uk</p> <p>CQC question 69 has been included in the refreshed UHL patient experience survey</p>
<p>Facilitate research at UHL in an accessible, engaging and communal manner</p>	<p>Refresh Leicester’s Research website using feedback from research teams and the public</p>	<p>New website launched 22 May 2019</p>
<p>Engage with, and analyse R&I through the prism of, UHL’s Quality Strategy ‘Becoming the Best’</p>	<p>Improvement agent from R&I and attendance at focus groups</p> <p>Develop plan to look at the six questions, including ‘what does an outstanding research office look like?’ and ‘what do other trusts do to achieve this?’</p>	<p>An improvement agent from R&I has come forward; entire team encouraged to sign up to a focus group</p> <p>Anticipating guidance to be issued from QI team shortly to facilitate plan.</p>