



Wrightington, Wigan and  
Leigh Teaching Hospitals

NHS Foundation Trust



# Research For All

2022 - 2026

## Contents

|  |    |
|--|----|
| Our Mission – What is our core purpose?.....   | 1  |
| Our Vision – What will Research at WWL look like in five years' time.....  | 1  |
| Research at Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust .....  | 1  |
| Our Strategy 2030.....   | 2  |
| Alignment of Research Strategy with Our Strategy 2030 .....  | 2  |
| National and Local Context .....   | 5  |
| National Context.....  | 5  |
| Local and Regional Context.....  | 6  |
| Research Aims and Objectives .....   | 8  |
| Aim 1: Develop partnerships which maximise our research potential and ability to meet the needs of our patients.....   | 8  |
| Aim 2: To nurture a culture that embeds research as a core component of high-quality service delivery and develop a sustainable research active workforce..... | 11 |
| Aim 3: Develop our core infrastructure to provide effective support to Research Governance, Clinical Delivery and Research Sponsorship.....                    | 13 |
| Delivering the Strategy .....  | 15 |
| Future engagement.....   | 15 |
| Appendix 1 – Mapping of the Research Strategy to the Trust Delivery Priorities .....   | 16 |
| Appendix 2 – Phased Delivery Plan .....  | 18 |

## **Our Mission – What is our core purpose?**

*To improve the health and wellbeing of our patients and community through working with our partners at the leading edge of health and care to deliver world-class research.*

## **Our Vision – What will Research at WWL look like in five years' time**

*We will be known for leading and delivering the highest quality research, with research embedded as a core activity in all our clinical service areas. Our staff will be supported to lead and be actively involved in research, realising the potential for research and innovation in all areas of our Trust and across our Borough. Our patients will have the opportunity to participate in world-class research and benefit from improved outcomes.*

## **Research at Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust**

Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust (WWL) aims to be a centre of clinical excellence where new treatments and approaches to care are being initiated, discovered and tested by healthcare professionals who have the best interests of our patients at the forefront of all that we do.

Research is an integral part of world-class healthcare. We are constantly seeking to improve and be in a position to offer all our patients the opportunity to participate in research. We see research as fundamental to everything we do and seek to embed research outcomes into all our clinical services.

We have a long history of conducting high quality research across many clinical specialities, with research leads in all areas of the Trust. We are involved in research projects across a range of medical conditions and study areas at a local, national, and international level. Over the years we have expanded the reach and impact of research and the Trust is grateful to those clinicians who have contributed to the development of our research portfolio and reputation. The progress over the last ten years has been significant: the number of disease areas in which research is undertaken has increased threefold and patient participation has increased from 29 per annum to in excess of 3,000 in the last year.

We work closely and value the support and relationship with the Greater Manchester Clinical Research Network (GMCRN) and a number of our clinicians have been appointed as regional research leads in their disease areas. This enables strong links between our services and both local and regional partners.

Our research partnership with Edge Hill University (EHU) will be an increasingly critical factor in supporting us to achieve our ambitions, which intrinsically links to the wider ambition of the Trust to become a University Hospital.

## Our Strategy 2030

Research is integral to the delivery of the Trust's vision:

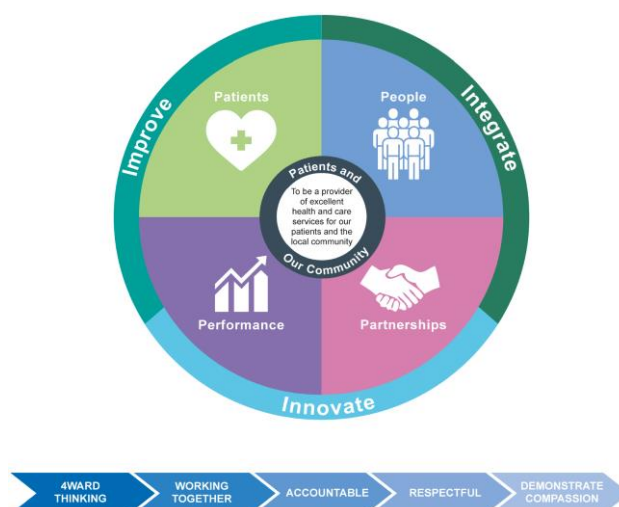
**“To be a provider of excellent health and care services for our patients and the local community”**

It is widely accepted that research active organisations are associated with better patient outcomes and lower mortality, and the evidence for this is increasing<sup>1</sup>. High quality research that meets the needs of our patients and the local community is therefore essential for the provision of excellent healthcare services. At WWL we want our patients to have access to the best available treatments and to be known for leading and contributing to the development of new and innovative ways to improve healthcare outcomes.

The path to being an excellent provider of health and care services can only be achieved through our people. The evidence is clear that teams which deliver the best care and outcomes for patients are those in which colleagues feel supported, respected, and valued. Through supporting our people to lead and deliver research and develop fulfilling clinical research careers we will attract and retain high quality staff, supporting delivery of the very best in patient outcomes.

We are already recognised for recruiting high numbers of patients to established National Institute of Health Research (NIHR) and commercial trials. In recent years we have also sponsored several research programmes, specifically in orthopaedics. This is an area we want to build on and develop an excellent reputation in, attracting and retaining the highest calibre of staff. It is from this strong foundation that we are seeking to develop our research activities over the next five years supported by developing partnerships across academia, the NHS and industry. This research strategy is also fully supportive of Our Strategy 2030's specific ambition for us to achieve University Hospital status, building on our existing Teaching Hospital accreditation.

## Alignment of Research Strategy with Our Strategy 2030



<sup>1</sup> For example:

Jonker L, Fisher SJ. *The correlation between National Health Service trusts' clinical trial activity and both mortality rates and care quality commission ratings: a retrospective cross-sectional study*. Public Health. 2018 Apr;157:1-6. doi: 10.1016/j.puhe.2017.12.022. Epub 2018 Feb 10. PMID: [29438805](https://pubmed.ncbi.nlm.nih.gov/29438805/).

The four Ps – **Patients, People, Performance** and **Partnerships** encapsulate the areas on which we want to focus our development and improvement as a Trust. Our research ambitions are fully aligned to this:

**Trust  
Strategic Ambitions**



**Patients**  
To be widely recognised for delivering safe, personalised and compassionate care, leading to excellent outcomes and patient experience



**People**  
To create an inclusive and people centred experience at work that enables our WWL family to flourish



**Performance**  
To consistently deliver efficient, effective and equitable patient care



**Partnership**  
To improve the lives of our community, working with our partners across the Wigan Borough and Greater Manchester

**Research  
Strategic Ambitions**

To develop, lead and deliver research that improves patient outcomes and the health and wellbeing of our population.

To support and develop a sustainable workforce with the skills to deliver world class research across all our clinical areas and disciplines, thereby creating fulfilling roles and attracting the best people.

To deliver a year-on-year increase in the leadership, scale, and breadth of high-quality research activity undertaken.

To increase partnership working across industry, academia and health and social care, aligning research to the needs of our patients within our clinical services.

Key to delivering the Trust’s strategic ambitions are the strategic priorities that have been identified through discussion with all our key stakeholders: **Improve, Integrate and Innovate**. These set out “how we are going to deliver” over the next decade and will be used to guide the decisions that we make.

Three key strategic research aims were identified through a series of workshops and meetings with key stakeholders in the development of this research strategy under which several objectives were developed. These objectives are critical to the delivery of our strategic ambitions outline above, and also directly support key deliverables within the Trust’s **Improve, Integrate and Innovate** priorities.

The mapping between the delivery priorities within the Trust's organisation-wide strategy and the objectives within this Research Strategy is set out in Appendix 1.

## National and Local Context

### National Context

The government provides almost £1 billion research funding per year to support and grow the life science industry in the UK. The NHS Constitution commits the NHS to the promotion, conduct and use of research to improve the current and future health and care of the population. NHS England has a legal duty to promote research and the use of research evidence in the NHS and in April 2017, published plans setting out its strategic approach to research.

The NIHR was created in 2006 to support the UK strategy for becoming a global leader in health research. With a mission *“to improve the health and wealth of the nation through research”* it aims *“to create a health research system in which the NHS supports outstanding individuals working in world-class facilities, conducting leading-edge research focused on the needs of patients and the public.”* The NIHR has secured a central place within the UK health research landscape and is recognised as the largest public funder of health research. The funding platform has been transformed from historical block funding to directly commissioned research programmes which focus on the needs of the patient and the public.

In 2014 the NIHR commissioned 15 local Clinical Research Networks (CRN) across England to support the delivery of studies across all therapy areas and facilitate partnership working across regional areas. Research active NHS Trusts and Foundation Trusts receive funding via NIHR Clinical Research Networks (CRNs) based on the number, and complexity, of patients recruited to research studies.

The changes to funding initiatives through the NIHR have supported academics and NHS researchers to work more closely together in multi-disciplinary teams. This integration and focus have resulted in stronger research development, the delivery of better research outcomes, and attracted additional funding from the Government and other non-governmental funders.

Many partnerships have developed over recent years which support the national infrastructure for research, such as Clinical Research Facilities (CRFs), Experimental Cancer Medicine Centres (ECMCs), Biomedical Research Centres (BRCs) and Collaborations for Leadership in Applied Health Research and Care (CLAHRCs).

Recognition of the need to invest in developing the next generation of researchers has resulted in several initiatives to provide opportunities for medical and non-medical professionals to develop skills in undertaking and leading research projects.

NIHR's central role in England's health and care research landscape is complimented and supported by others, such as the Medical Research Council with an overarching aim to strengthen health and life sciences research in the UK. The government's Research Councils invest around £3 billion in research each year, covering the full spectrum of academic disciplines from the medical and biological sciences.

## Local and Regional Context

WWL is a medium-sized acute and community foundation trust, employing 6,725 staff and located in the North West of England within the Greater Manchester footprint. On 1 April 2020 we became Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust which proudly reflects our commitment to education and training; this is the first step towards our aim of achieving University Hospital status.

We provide healthcare to a local population of 326,000 and provide specialist services to a much wider regional, national, and international catchment area. Our community services are provided from a range of locations throughout the borough, including residents' homes, and our acute clinical services are based across five main sites: Wrightington Hospital, Royal Albert Edward Infirmary, Leigh Infirmary, Thomas Linacre Centre, and Boston House.

WWL is a founding member of the Healthier Wigan Partnership (HWP) – a joining together of the main health and care providers across primary, community, mental health, social care, and secondary and specialist care. This partnership ensures the delivery of joined up and sustainable health and care services that meet the needs of local residents and improvements in the population's health in the longer-term. This, and the strong Patient and Public Involvement research group within the Trust, provide a strong base for the development of future trials and studies, ensuring that the needs of our patients and community are at the heart of our research.

WWL has a strong partnership with the NIHR's Greater Manchester Clinical Research Network, (GMCRN) which provides research expertise and funding to WWL to support research including: funding for research delivery staff and support services at WWL; regional clinical research leads; as well as providing access to training and support.

In 2021 Health Education England North West sponsored a strategy to increase research capability amongst nurses and allied health professionals (North West England Nursing Midwifery and Allied Health Professionals (NMAHP) Research Capacity & Capability Strategy 2021-24). This was led by NHS Research and Development North West, in collaboration with the GMCRN and other North West Coast CRNs and representation from social care. This strategy sets out a roadmap which employers, providers and individuals can take and adapt for their needs to create sustainable capacity within the health and care research environment over the next 3 years. We are committed to using and implementing this strategy to encourage and see greater leadership of research from our nursing and allied health professional colleagues.

The majority of the studies that we currently participate in are called 'portfolio' trials. Portfolio trials are those which are adopted and supported by the NIHR / CRNs. The funding we receive from the GMCRN covers the staff salaries to recruit to the non-commercial portfolio trials. We also participate in commercial trials that are run in conjunction with pharmaceutical and medical devices companies and accessed either by a direct link to the companies or via the NIHR / CLRN portfolio. Over the years we have built up a good reputation and strong partnerships with several companies, including Roche, Glaxo-Smith-Kline, Parexel and Johnson & Johnson.

In the last two years we have started developing sponsorship capability to support clinicians in developing and leading research projects, attracting research funding at a national level. Such funding, if NIHR recognised, attracts Research Capability Funding (RCF) which supports further research capacity and capability building within the Trust. Recent success in obtaining significant



funding grants supports the Trust on its journey towards University Hospital status for meeting the requirements of receiving sustained RCF monies in excess of £100,000 per annum.

Our research team support all aspects of the Trust's research activities, including:

- Strategic leadership of the research function and agenda.
- Governance of all research activity, ensuring that all research delivery is completed to national standards, legislated documentation is in place and processes are in place to ensure that the Trust Board receives assurances that research is managed to the highest standards.
- Support of clinical activity and care to trial participants through our Clinical Trials Delivery Team which consists of research nurses, clinical trial assistants and administrators. The Principle Investigator (PI) delegates responsibility to them on an individual basis, with the team integrated with all specialities complementing the clinical service delivery.
- Support for oncology trials within the Christie Cancer Centre at Wigan, with the cancer research nurses providing specialist support and managing the interface between WWL and the Christie.
- Full support of the sponsorship agenda. The sponsorship team was established in April 2020 and provides support and guidance to clinicians who wish to lead their own research and support to the Trust given the significantly greater responsibilities associated in sponsorship of trials compared to other research. To date there are two active trials which have achieved NIHR recognised funding and another one nearing the end of the process. There are many more trials which have either achieved funding via other partners or are in the process of being supported.

## Research Aims and Objectives

### **Aim 1: Develop partnerships which maximise our research potential and ability to meet the needs of our patients**

Strong and effective partnerships are critical to the delivery of our vision, enabling us to access a broad range of resources and expertise, providing opportunities to broaden and enhance our research portfolio, thereby improving the care that we provide to our patients.

We have identified five key focus areas for development over the next 5 years. These are not exclusive, and we will work with other partners where this supports us achieving our vision.

Our focus areas are:

1. Patient and Public – increasing opportunities for patients and the public to identify and inform research priorities and improve research delivery, dissemination, and implementation.
2. Edge Hill University and other educational partners – developing our relationship with EHU as our primary academic research partner, aligned to EHU's plans to further develop teaching and research with the Health, Social Care and Medicine faculty. Whilst not an exclusive partnership, with a need to nurture relationships with other educational partners, this partnership will be central to increasing our capacity and capability across the full spectrum of research roles and career pathways, and the need to support people to lead research.
3. Healthier Wigan Partnership - developing research across whole pathways that meet the needs of our community, building on the strong service delivery partnership that already exists between the Council, Primary Care, Commissioners and WWL.
4. The Christie NHS Foundation Trust - building on the existing and successful, “Christie @ Wigan” partnership to ensure that local patients receiving their treatment at Wigan are able to access trials, and therefore the best treatment, that are available at the Christie.
5. Commercial partners - building on existing relationships with global pharma and medical device companies and developing new relationships to expand our commercial research activity and identifying opportunities to increase income that can be reinvested to increase our research capacity and capability.

We will also continue to build on our proven track record for delivering trials within schedule and meeting recruitment targets, through further development of our existing and strong relationships with the GMCN, the North West Coast CRN, Health Innovation Manchester and commercial partners to become more effective through the research delivery pathway.

Each of these five focus areas has an objective and a number of actions which will be delivered to achieve the objective:

**Objective 1.1: We will develop the role of the Patient and Public Involvement (PPI) group, placing patients at the heart of all our research activities**

- ✓ We will increase the membership of the PPI group to reflect the diversity of the patients and public that we serve
- ✓ We will establish an integrated network for the WWL PPI group, linking into the service user and carer group at EHU, charities, primary care, mental health and HWP partners
- ✓ We will build on the existing link between Wigan Healthwatch and the PPI Group
- ✓ Our full research portfolio will be informed through engagement with the PPI group and its integrated network
- ✓ We will provide specialist advice and support on patient and public involvement from inception to delivery of research activity

**Objective 1.2 Develop our existing and effective partnership with EHU to support the development of research activities and achievement of University Hospitals accreditation, alongside working with other educational partners when appropriate to do so.**

- ✓ Work with EHU in the ongoing development and delivery of our research strategy
- ✓ Develop a joint Research Capability Statement with EHU and work together in building capacity and capability and career pathways for all professional groups
- ✓ Development of a Memorandum of Understanding on research partnership working with EHU
- ✓ Establish an agreement that identifies how WWL research will support the evidence required by EHU to ensure that applicable research is REF returnable
- ✓ Implement regular forums which will support the development of innovative ideas into research projects and professional development of early researchers
- ✓ Establish a process with EHU to develop joint clinical academic appointments between WWL and EHU, meeting the requirements of the University Hospitals Association on the number of core Principal Investigators

**Objective 1.3 Lead the development of research within the Healthier Wigan Partnership, including developing partnerships with primary care, social services, and mental health**

- ✓ Establish a physical research hub within community premises
- ✓ Identify and develop research projects that cross organisational boundaries and focus on all aspects of the wellbeing of our population
- ✓ Make available the full range of training, mentoring and coaching support to HWP partners to build capability across the partnership
- ✓ Develop a pilot partnership with primary care within the Wigan Borough, underpinned by a Memorandum of Understanding, to support the development of collaborative research across whole pathways
- ✓ To be running at least one research project with a GP as the Primary Investigator supported by WWL Research Governance Systems
- ✓ Extend partnerships with primary care to cover all interested parties in primary care across the whole Wigan Borough.

**Objective 1.4: Strengthen our partnership and the governance arrangements with the Christie to ensure that Wigan patients can access appropriate trials locally**

- ✓ Formalise the governance arrangements for research undertaken in collaboration with the Christie, in order to increase the number of oncology trials delivered in Wigan, thereby ensuring that Wigan patients have equity of access to the best cancer treatments
- ✓ Undertake a joint review with the Christie of the resources available and required to support cancer research for WWL patients

**Objective 1.5: Develop relationships with commercial partners to inform innovation throughout the whole lifecycle of products**

- ✓ Develop our reputation to provide high quality information to strategic commercial partners quickly through access to specialist contracting and legal support
- ✓ Develop partnerships with higher education and/or a commercial legal firm to access high quality intellectual property (IP) advice, ensuring the Trust's interests are protected
- ✓ Establish effective strategic partnerships with industry

## **Aim 2: To nurture a culture that embeds research as a core component of high-quality service delivery and develop a sustainable research active workforce**

Research is a core role of the NHS and part of good patient care. We will use the extensive knowledge within our workforce in order that clinical need informs research and then in turn research informs clinical service delivery.

Our vision includes research being embedded as a core activity in all our clinical service areas, giving all our patients the opportunity to participate in research and benefit from improved outcomes. Fundamental to this is developing a positive research culture across the Trust. We will engage with our people and our patients to share our vision for research, provide information about research opportunities, and clearly articulate the benefits of the research we undertake on clinical outcomes. We will develop a wider recognition of the impact that research has and encourage staff and patients to become involved in research. Where there are barriers to being involved in research, we will listen and adapt our plans accordingly to overcome them.

We will refresh our view of all the research activity that is currently undertaken within the Trust and identify the active and latent research expertise across all specialty and service areas. This will inform the formation of strategic research workstreams, supporting us to build research capability and be well placed to respond to funding calls.

We recognise that a research active workforce is important to provide the best care to our patients. This will require us to increase involvement and develop enhanced expertise across all professional groups including doctors, nurses, midwives and allied health professionals and across the full range of research roles. Finding ways to allow staff the time to lead research will also be key.

We will continue to develop and support our workforce across all these professional groups to build both capacity and capability across the whole research pathway: from inception through to development, leadership, and delivery of research projects, and on to implementation within clinical practice. We will support our staff to develop the skills and confidence to engage in research at the level most appropriate for them. This will be delivered in a variety of ways including: development of core in-house training offer; supporting staff to access external training, such as NIHR internships; development of mentoring and support networks across the Trust and EHU; support of NIHR career pathways for clinical research delivery and clinical academia; and working with partners to deliver key research workforce strategies for the NHS, including the North West England Nursing Midwifery & Allied Health Professional Research Capacity and Capability Strategy.

### **Objective 2.1: We will make research visible in the day-to-day business of the Trust**

- ✓ We will establish a Trust Board Research Committee to oversee the development and delivery of the Research Strategy
- ✓ We will develop a communications plan to support all aspects of this research strategy, with a particular focus on the link between research evidence and clinical practice
- ✓ We will develop research performance information at divisional level, providing a clear view from services through to Board
- ✓ We will focus on integrating positive research outcomes in clinical practice

### **Objective 2.2: We will increase research activity across all service areas of the Trust**

- ✓ We will undertake an audit of current research ideas, activities, and research expertise across all specialties / services within the Trust
- ✓ We will organise our research ideas into streams of related projects, supporting co-ordinated funding applications to funding bodies, aligned to funding calls
- ✓ We will make research links with other Trusts where there is benefit in doing so, particularly in providing increased access to research in areas where there is currently minimal research activity
- ✓ We will establish regular research meetings in each division led by divisional research champions, for all clinical professional groups with a focus on: recruitment to existing trials; sharing learning on development and implementation of research; and testing new ideas
- ✓ We will establish divisional research cafes where clinical staff can bring research ideas and seek advice from the research team, divisional champion or EHU representatives on the next steps to follow

### **Objective 2.3: We will support the development of a sustainable workforce with the skills to deliver world class research**

- ✓ We will provide bespoke training, coaching and mentorship within all clinical divisions and across all professional groups on the research development and delivery process, identifying the support available at each step
- ✓ We will consider and establish the best way of ensuring new clinical staff are made aware of the opportunities to get involved in research and those with a particular interest are supported to develop skills to lead research
- ✓ We will create a trainee research collaborative supported by divisional research champions, the NIHR specialty leads, and the research department
- ✓ We will work alongside EHU to introduce new ways to support staff to generate and then lead research
- ✓ We will support the development of career pathways for research staff across all professional groups including, medics, nurses, midwives, allied health professionals and biomedical scientists, aligned to the NIHR research career pathways
- ✓ We will support protected time in job plans to undertake research; ensuring this is costed in all research applications
- ✓ We will establish a research link nurse or allied health professional on every ward / clinical area and within our community services to promote the development of research within clinical areas
- ✓ We will establish an allied health professional / nursing champion lead

### **Aim 3: Develop our core infrastructure to provide effective support to Research Governance, Clinical Delivery and Research Sponsorship**

We have developed our infrastructure significantly over the last ten years as our research portfolio and activities have increased. As well as significantly increasing the number of patients we recruit into both NIHR and commercial trials, we have recently sponsored several trials and in doing so have increased the Research Capability Funding (RCF) we receive. As our research portfolio has increased, we have developed the research team to support clinical delivery, research governance and sponsorship, including leading the process of submitting grant applications and then leading national research programmes.

Given the limited opportunity for material increases in NIHR funding, further increases in RCF funding, grants and commercial income are critical to further developing our infrastructure to support further growth and indeed the delivery of the ambitions and objectives in this strategy. There are also opportunities to review how resource is currently used in order to support future growth. Both of these approaches will be used to support development of key infrastructure areas which were identified as being critical as part of the stakeholder engagement that we undertook in the development of the strategy. Within this aim there are three key areas of focus: review how existing resources are applied; review of our processes; and development of our facilities.

#### **Objective 3.1 We will review how our existing resources are applied to support future growth of research activity**

- ✓ Review roles and responsibilities within R&D to grow the leadership and management to support future ambition
- ✓ Increase the pharmacy support available to support current and future research activities
- ✓ Continuously review our approach to funding bids, learning from other organisations and the outcomes of grant applications, and ensuring that bids adequately reflect all support services required
- ✓ Identify further opportunities to draw down specialist expertise from partner organisations to support development of research activity

#### **Objective 3.2 We will review our processes to ensure that they effectively support growth in high quality research activity**

- ✓ Review the process for allocating funding between different areas of research to incentivise growth
- ✓ Identify opportunities to use HIS to support identification of patients suitable for trials
- ✓ Put in place a pathway for developing research ideas and ensuring access to sufficient expertise
- ✓ Establish networks with other research partners, particularly recognising the importance of academic support and collaboration to be successful in funding bids providing opportunities to develop further expertise in the development of grant applications

**Objective 3.3: We will develop our facilities for research and education and clinical trials**

- ✓ We will secure permanent accommodation for the Research and Development Team
- ✓ We will review the potential to create clinical space across all sites to support more intensive trials
- ✓ We will establish a physical research hub within community premises
- ✓ We will review the physical arrangements for archiving research documentation ensuring arrangements put in place to meet MHRA standards



## Delivering the Strategy

Our “Research for All” strategy covers our ambition and objectives for the next five years; delivery of the objectives and the deliverables within these will therefore be phased over this time period and the detail behind some of the longer-term objectives will, inevitably, be refined in future years.

The timescales for delivering the objectives within our three aims are set out in Appendix 2, to illustrate the phasing and the immediate areas of focus. A more detailed delivery plan will be developed each year to ensure we have: named accountable leads; more specific details for each deliverable; and clear metrics on “how we know we will have delivered” each objective.



The Trust’s newly established Research Committee will, on behalf of the Trust Board, receive assurances on progress towards delivering the aims set out in this strategy. The detailed objectives, and their timescales, will be reviewed annually to ensure that we are focussed on delivery of the strategy, whilst remaining agile to changes in policy and the operating environment.


## Future engagement

Our “Research for All” strategy has been shaped by a series of workshops and meetings with key internal and external stakeholders. It sets out the way in which we will achieve our vision to give all our patients the opportunity to participate in world-class research and benefit from improved outcomes, through embedding research as a core activity in all our clinical service areas.

It will evolve and develop as we continue to engage with stakeholders over the lifetime of the strategy and as we respond to changes in policy and the operating environment. We will also need ongoing engagement with, and input from, staff, partners, and patients to help prioritise elements of the strategy and lead their implementation through the development of the annual delivery plans.

## Appendix 1 – Mapping of the Research Strategy to the Trust Delivery Priorities

| Trust Strategic Theme   | Trust Delivery Priorities  | How the Research Strategy supports these  |
|---|--|---|
| <p><b>Improve</b></p>     | <ul style="list-style-type: none"> <li>✓ Developing a modern workforce model, utilising new roles, providing career development pathways, and providing employment opportunities for our local population</li> <li>✓ Reducing mortality, eliminating avoidable harms, and improving safety and outcomes to be among the best healthcare systems</li> <li>✓ Reducing unwarranted clinical variation and inefficiencies, using best practice as our benchmark.</li> <li>✓ Developing our capability, within WWL and across our partners, to use information to design services that meet the specific health and care needs of our communities.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Develop career pathways for research staff across all professional groups including, medics, nurses, midwives, allied health professionals and biomedical scientists, aligned to the NIHR research career pathways <i>[Objective 2.3]</i></li> <li>✓ Focus on integrating positive research outcomes in clinical practice <i>[Objective 2.1]</i></li> <li>✓ We will develop the role of the Patient and Public Involvement (PPI) group, placing patients at the heart of all our research activities <i>[Objective 1.1]</i></li> </ul>   |
| <p><b>Integrate</b></p>  | <ul style="list-style-type: none"> <li>✓ Maximising the benefits from being a truly integrated community and acute provider; learning from the best culture and practices across our services</li> <li>✓ Integrating with a place-based care model developed around the Primary Care Networks</li> <li>✓ Developing the use of Expert Patient Programmes</li> </ul>  | <ul style="list-style-type: none"> <li>✓ We will establish a research link nurse or allied health professional on every ward / clinical area and within our community services to promote the development of research within clinical areas <i>[Objective 2.3]</i></li> <li>✓ Lead the development of research within the Healthier Wigan Partnership, including developing partnerships with primary care, social services, and mental health <i>[Objective 1.3]</i></li> <li>✓ We will develop the role of the Patient and Public Involvement (PPI) group, placing patients at the heart of all our research activities <i>[Objective 1.1]</i></li> </ul> |

| Trust Strategic Theme  | Trust Delivery Priorities   | How the Research Strategy supports these   |
|--|---|--|
| <p data-bbox="156 600 395 651"><b>Innovate</b></p>  | <ul style="list-style-type: none"> <li data-bbox="437 255 898 483">✓ Achieving 'University Teaching Hospitals' status, supported by increasing the research profile of WWL and developing relationships with Edge Hill University and other institutions.</li> <br/> <li data-bbox="437 1122 898 1285">✓ Development of facilities for research and education and clinical trials that support the latest in digital training, including enhanced simulation</li> </ul> | <ul style="list-style-type: none"> <li data-bbox="940 255 1430 383">✓ Development of a Memorandum of Understanding on research partnership working with EHU <i>[Objective 1.2]</i></li> <li data-bbox="940 416 1430 517">✓ Work with EHU in the ongoing development and delivery of our research strategy <i>[Objective 1.2]</i></li> <li data-bbox="940 551 1430 819">✓ Establish a process with EHU to develop joint clinical academic appointments between WWL and EHU, meeting the requirements of the University Hospitals Association on the number of core Principal Investigators <i>[Objective 1.2]</i></li> <li data-bbox="940 853 1430 1055">✓ Establish an agreement that identifies how WWL research will support the evidence required by EHU to ensure that applicable research is REF returnable <i>[Objective 1.2]</i></li> <br/> <li data-bbox="940 1122 1430 1256">✓ Secure permanent accommodation for the Research and Development Team <i>[Objective 3.3]</i></li> <li data-bbox="940 1290 1430 1458">✓ We will review the potential to create clinical space across all sites to support more intensive trials <i>[Objective 3.3]</i></li> <li data-bbox="940 1491 1430 1592">✓ We will establish a physical research hub within community premises <i>[Objective 3.3]</i></li> </ul> |

Appendix 2 – Phased Delivery Plan

Aim 1: Develop partnerships which maximise our research potential and ability to meet the needs of our patients

| Objective No.   | Deliverables   | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|--|--------|--------|--------|--------|--------|
| 1.1<br>We will develop the role of the Patient and Public Involvement (PPI) group, placing patients at the heart of all our research activities                           | Increase the membership of the PPI group to reflect the diversity of the patients and public that we serve   | ✓      |        |        |        |        |
|   | Establish an integrated network for the WWL PPI group, linking into charities, primary care, mental health and HWP partners                                  |        | ✓      |        |        |        |
|   | Build on the existing link between Wigan Healthwatch and the PPI Group   | ✓      |        |        |        |        |
|   | Our research portfolio will be informed through engagement with the PPI group and its integrated network   | ✓      | ✓      | ✓      | ✓      | ✓      |
|   | We will provide specialist advice and support on patient and public involvement from inception to delivery of research activity                              | ✓      | ✓      | ✓      | ✓      | ✓      |
| 1.2<br>Develop an effective partnership with Edge Hill University supporting the development of research activities and achievement of University Hospitals accreditation | Work with EHU in the ongoing development and delivery of our research strategy   | ✓      |        |        |        |        |
|   | Develop a joint Research Capability Statement with EHU and work together in building capacity and capability and career pathways for all professional groups | ✓      |        |        |        |        |
|   | Development of a Memorandum of Understanding on research partnership working with EHU  | ✓      |        |        |        |        |
|   | Establish an agreement that identifies how WWL research will support the evidence required by EHU to ensure that research is REF returnable                  | ✓      | ✓      |        |        |        |

| Objective No.  | Deliverables   | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|--|--------|--------|--------|--------|--------|
|  | Implement regular forums which will support the development of innovative ideas into research projects and professional development of early researchers   | ✓      | ✓      |        |        |        |
|  | Establish a process with EHU to develop joint clinical academic appointments between WWL and EHU, meeting the requirements of the University Hospitals Association on the number of core Principal Investigators | ✓      | ✓      |        |        |        |
| <b>1.3</b>   | Establish a physical research hub within community premises  |        | ✓      |        |        |        |
| Lead the development of research within the Healthier Wigan Partnership, including developing partnerships with primary care, social services, and mental health | Identify and develop a research project that crosses organisational boundaries and focusses on an aspect of the wellbeing of our population  |        | ✓      |        |        |        |
|  | Make available the full range of training, mentoring and coaching support to HWP partners to build capability across the partnership   | ✓      | ✓      |        |        |        |
|  | Develop a pilot partnership with primary care within the Wigan Borough, underpinned by a Memorandum of Understanding, to support the development of collaborative research across whole pathways                 |        | ✓      | ✓      |        |        |
|  | To be running at least one research project with a GP as the Primary Investigator supported by WWL Research Governance Systems   |        |        | ✓      |        |        |
|  | Extend partnerships with primary care to cover all interested parties in primary care across the whole Wigan Borough   |        |        |        |        | ✓      |
|  |  |        |        |        |        |        |

| Objective No.  | Deliverables   | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|--|--------|--------|--------|--------|--------|
| <b>1.4</b><br>Strengthen our partnership and the governance arrangements with the Christie to ensure that Wigan patients can access appropriate trials locally | Formalise the governance arrangements for research undertaken in collaboration with the Christie, in order to increase the number of oncology trials delivered in Wigan, thereby ensuring that Wigan patients have equity of access to the best cancer treatments. | ✓      | ✓      |        |        |        |
|  | Undertake a joint review with the Christie of the resources available and required to support cancer research for WWL patients.  | ✓      | ✓      |        |        |        |
| <b>1.5</b><br>Develop relationships with commercial partners to inform innovation throughout the whole lifecycle of products                                   | Develop our reputation to provide high quality information to strategic commercial partners quickly through access to specialist contracting and legal support   | ✓      | ✓      |        |        |        |
|  | Develop partnerships with higher education and/or a commercial legal firm to access high quality intellectual property (IP) advice, ensuring the Trust's interests are protected   | ✓      |        |        |        |        |
|  | Establish strategic partnerships with industry   | ✓      | ✓      | ✓      | ✓      | ✓      |

**Aim 2: To nurture a culture that embeds research as a core component of high-quality service delivery and develop a sustainable research active workforce**

| Objective No.  | Deliverables   | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|--|--------|--------|--------|--------|--------|
| <b>2.1</b><br>We will make research visible in the day-to-day business of the Trust    | Establish a Trust Board Research Committee to oversee the development and delivery of the Research Strategy  | ✓      |        |        |        |        |
|  | Develop a communications plan to support all aspects of this research strategy, in particular making the link between research evidence and clinical practice  | ✓      |        |        |        |        |
|  | Develop research performance information at divisional level, providing a clear view from services through to Board  | ✓      |        |        |        |        |
|  | Focus on integrating positive research outcomes in clinical practice   | ✓      | ✓      | ✓      | ✓      | ✓      |
| <b>2.2</b><br>We will increase research activity across all service areas of the Trust | Undertake an audit of current research ideas, activities, and research expertise across all specialties / services within the Trust  | ✓      | ✓      |        |        |        |
|  | Organise our research ideas into streams of related projects, supporting co-ordinated funding applications to funding bodies, aligned to funding calls   |        | ✓      | ✓      | ✓      | ✓      |
|  | Make research links with other Trusts where there is benefit in doing so, particularly in providing increased access to research in areas where there is currently minimal research activity   |        | ✓      | ✓      | ✓      | ✓      |
|  | Establish regular research meetings in each division led by divisional research champions, for all clinical professional groups with a focus on: recruitment to existing trials; sharing learning on development and implementation of research; and testing new ideas |        | ✓      | ✓      | ✓      | ✓      |
|  | Establish divisional research cafes where clinical staff can bring research ideas and seek advice from the research team, divisional champion, EHU representatives on the next steps to follow   |        | ✓      |        |        |        |

| Objective No.   | Deliverables   | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|--|--------|--------|--------|--------|--------|
| 2.3<br>We will support the development of a sustainable workforce with the skills to deliver world class research | Provide bespoke training within all clinical divisions across all professional groups, on the research development and delivery process, identifying the support available at each step                                  | ✓      | ✓      |        |        |        |
|   | Consider and establish the best way of ensuring new clinical staff are made aware of the opportunities to get involved in research and those with a particular interest are supported to develop skills to lead research | ✓      | ✓      |        |        |        |
|   | Create a trainee research collaborative supported by divisional research champions, the NIHR specialty leads and the research department   |        | ✓      |        |        |        |
|   | Work alongside EHU to introduce new ways to support staff to generate and then lead research   |        | ✓      | ✓      | ✓      | ✓      |
|   | Develop career pathways for research staff across all professional groups including, medics, nurses, midwives, allied health professionals and biomedical scientists, aligned to the NIHR research career pathways       |        | ✓      | ✓      |        |        |
|   | Support protected time in job plans to undertake research; ensuring this is costed in all research applications  | ✓      | ✓      |        |        |        |
|   | Establish research a link nurse or allied health professional on every ward and within our community services to promote the development of research within their area   |        | ✓      |        |        |        |
|   | Establish an allied health professional / nursing champion lead  | ✓      |        |        |        |        |



### Aim 3: Develop our core infrastructure to provide effective support to Research Governance, Clinical Delivery and Research Sponsorship

| Objective No.   | Deliverables   | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|--|--------|--------|--------|--------|--------|
| <b>3.1</b><br>We will review how our existing resources are applied to support future growth of research activity           | Review roles and responsibilities of Research and Development to grow the leadership and management to support future ambition                           | ✓      | ✓      |        |        |        |
|   | Increase the pharmacy support available to support current research activities   | ✓      |        |        |        |        |
|   | Continuously review approach to funding bids, learning from other organisations, and ensuring that bids adequately reflect all support services required | ✓      | ✓      | ✓      | ✓      | ✓      |
|   | Identify further opportunities to draw down specialist expertise from partner organisations to support development of research activity                  | ✓      | ✓      | ✓      | ✓      | ✓      |
| <b>3.2</b><br>We will review our processes to ensure that they effectively support growth in high quality research activity | Review the process for allocating funding between different areas of research to incentivise growth  | ✓      | ✓      | ✓      | ✓      | ✓      |
|   | Identify opportunities to use HIS to support identification of patients suitable for trials  | ✓      | ✓      | ✓      | ✓      | ✓      |
|   | Put in place a pathway for developing research ideas and ensuring access to sufficient expertise   |        | ✓      |        |        |        |

| Objective No.   | Deliverables  | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|---|--------|--------|--------|--------|--------|
|   | Establish networks with other research providers, providing opportunities to develop further expertise in the development of grant applications | ✓      | ✓      | ✓      | ✓      | ✓      |
| <b>3.3</b><br>We will develop our facilities for research and education and clinical trials | Secure permanent accommodation for the Research and Development Team  | ✓      |        |        |        |        |
|   | Review the potential to create clinical space across all sites to support more intensive trials   |        |        | ✓      | ✓      | ✓      |
|   | We will establish a physical research hub within community premises   | ✓      | ✓      |        |        |        |
|   | We will review the physical arrangements for archiving research documentation ensuring arrangements put in place to meet MHRA standards         | ✓      |        |        |        |        |