

CWP Research Strategy (2019/20 – 2023/24)

CWP Research Strategy – Introduction

What is research?

- Research involves the systematic gathering and analysis of data to answer important questions
- It is a transparent process that enhances knowledge and understanding
- Research answers questions about:
 - risks and protective factors for health and social care problems
 - steps that can be taken to reduce the likelihood of developing health and social care problems
 - best ways to assess and diagnose health and social care problems, and
 - the most effective interventions to safely improve health and well-being

Why is research important to us?

- To best enable the health and well-being of the population we serve, we need to ensure that what we do is informed by the relevant evidence
- The outcome of research studies is the most robust way to establish an evidence base for practice

How does research help people who use our services?

- Research studies are an opportunity for people who use our services to directly participate in the furtherance of knowledge
- Having an up-to-date knowledge of relevant research results means that members of our workforce are informed about how to help people who use our services
- The improved knowledge and understanding that comes from research informs how we design and deliver our services in the interest of people who use those services
- Having people in our organisation who lead research means that we can access their high level of expertise to improve relevant services
- Being a research-active health provider is associated with improved outcomes for the people who use that provider's services

How does research help members of our workforce who deliver our services?

- There is strong evidence that instilling research principles into the culture of a health organisation has benefits for the organisation's workforce

Who can do research?

- Anyone can get involved in research
- Research is a multi-layered process from developing research ideas, through designing and undertaking studies, to disseminating the findings of the studies
- People can become involved at an individual stage or throughout the whole process

CWP's Vision and Values

The vision of the Trust sets the fundamental premise against which all of our work over the next five years will be delivered:

Working in partnership to improve health and wellbeing by providing high quality person centred care

In support of this, our organisational values will continue to underpin all of our work and reflect our identity, principles and beliefs.

These values are a major strength of the organisation and are captured as Six Cs

The 6Cs embody a set of behaviours to enable cultural change and underpin the Trust's drive towards a continuous improvement culture.

The Trust is encouraging staff to understand their individual responsibilities to embody these values in professional practice and in their everyday roles



Our Strategic Objectives:

1. Deliver high quality, integrated and innovative services that improve outcomes
2. Ensure meaningful involvement of service users, carers, staff and the wider community
3. Be a model employer and have a caring, competent and motivated workforce
4. Maintain and develop robust partnerships with existing and potential new stakeholders
5. Improve quality of information to improve service delivery, evaluation and planning
6. Sustain financial viability and deliver value for money
7. Be recognised as an open, progressive organisation that is about care, well-being and partnership

CWP Research Strategy – National Context

The NHS Long Term Plan

The **NHS Long Term Plan** (January 2019) provides clear and costed priorities to tackle health inequalities and to help our population stay healthy and sets out improvement agendas to make further advances in mental health, learning disability and autism, and healthy ageing including dementia, amongst others.

The Plan outlines significant improvements to be made in mental health and primary care in the next two years, alongside other improvement areas over the coming five and ten years, and recognises that further research and innovation will drive future outcomes improvement. It recognises that patients benefit enormously from research, with breakthroughs enabling the prevention of ill-health, earlier diagnosis, more effective treatments, better outcomes and faster recovery.

Nationally, the ambition is to increase the number of people registering to participate in health research to one million by 2023/24. Locally, we will support this ambition by attracting studies designed to address issues related to the health and well-being of our population.

The National Institute for Health Research

The **National Institute for Health Research** (NIHR) is the nation's largest funder of health and care research.

Its mission is to improve the health and wealth of the nation through research.

To achieve this goal, the NIHR:

- (i) delivers research funding schemes;
- (ii) engages and involves patients, carers and the public;
- (iii) attracts, trains and supports the researchers;
- (iv) invests in infrastructure and a skilled delivery workforce; and
- (v) partners with other public funders, charities and industry.

The NIHR mental health speciality group promotes and supports mental health research within health and care settings across the country.

Cheshire and Wirral Partnership NHS Foundation Trust is represented at the National Mental Health Specialty Group. NIHR's commitment to mental health research is demonstrated by the £35.4 million spent on this area in 2017-18.

Higher Education Establishments (HEIs)

Academics working in universities and other **higher education institutions** (HEIs) bring considerable experience and expertise in designing and undertaking research studies.

Working with academic leaders in HEIs is essential for the delivery of high quality health research. Clinical academic posts strengthen the link between health providers and HEIs and deliver benefits to both types of organisation.

The NHS Patient Safety Strategy

The **NHS Patient Safety Strategy** (July 2019) describes how safety improvement relies on innovation, and innovation relies on research to generate and test new ideas.

The parallel approach to research and innovation involves a two-way bridge for information flow: from existing scientific evidence to the frontline, and from the frontline back to scientific evidence building. In the NHS, this bridge can be built between national bodies and universities, independent research groups and private industries working at the cutting edge of knowledge development.

The National Institute for Health Research (NIHR)-funded Patient Safety Translational Research Centres (PSTRCs) exist to do just this – to pull advances from basic research that have potential relevance to patient safety, into early pilot/feasibility clinical, applied and health services research.

Research in safety improvement demands involvement from patients and staff to be considered valid and have impact. This collaborative type of research aligns closely with the philosophy of person-centred design, which focuses on the creation of innovations, based on science and rooted in reality and human factors.

Academic Health Science Networks

Academic Health Science Networks (AHSNs) support rapid evaluation and early adoption of new innovations. To do this, the AHSNs align education, clinical research, informatics, innovation, training and education and healthcare delivery. Their aim is to improve patient and population health outcomes by translating research into practice, and developing and implementing integrated health care services

The Care Quality Commission

The **Care Quality Commission** (CQC) has collaborated with the National Institute of Health Research (NIHR), the Health Research Authority (HRA), the Medicines and Healthcare Products Regulatory Agency (MHRA), to develop new research indicators for use as part of CQC's monitoring and inspection programme.

A Framework for Mental Health Research

A Framework for Mental Health Research. (Department of Health, 2017) recognises that “the NHS is a unique resource for research – both as a source of research data and as a setting in which new interventions can be studied.” This potential for the study of mental health and population wellbeing must be fully realised.

CWP Research Strategy – Regional/Local Context

Clinical Research Network (CRN) North West Coast

The NIHR **Clinical Research Network North West Coast** provides infrastructure that allows high-quality clinical research to take place in the NHS in the North West Coast area with a view to increasing opportunities for patients to take part in clinical research and ensure that studies are carried out efficiently.

Applied Research Collaborations (ARCs)

The NIHR has invested £135 million in 15 new NIHR **Applied Research Collaborations (ARCs)**, to support applied health and care research that responds to, and meets, the needs of local populations and local health and care systems. As a member of the North West Coast ARC, CWP will build on the programme of applied research undertaken within ARC's predecessor, CLAHRC.

Higher Education Establishments

CWP has partnered with many universities in the North West to undertake diverse types of research. We have ongoing collaborative links with a number of local universities including the University of Chester, the University of Liverpool, the University of Manchester and Liverpool John Moores University.

Cheshire and Merseyside Health and Care Partnership

The **Cheshire and Merseyside Health and Care Partnership** is a collection of organisations responsible for providing health and care to a population of approximately 2.6 million people.

CWP works collaboratively with other NHS partners, GPs, local councils and the community and voluntary sector to plan how best to deliver services in future so that they meet the needs of local people; are of high quality and are affordable.

The relationships and governance processes that the Health and Care Partnership has in place afford an opportunity to strengthen research collaboration across the footprint and CWP will aim to maximise these opportunities during the life of this strategy.

CWP's Chief Executive is the Senior Responsible Officer for the mental health programme within Cheshire and Merseyside and strong working relationships exist with neighbouring mental health trusts.

A collaborative approach will be adopted to evaluate the impact of new service models developed 'at scale' and work will continue within the area to share best practice and develop services to meet health and care challenges.

CWP Research Strategy – Aims

Aim 1: Deliver high quality research that informs the best ways to promote the health and well-being of the population we serve by:

- Developing academic capability within our workforce to enable us to lead research relevant to the health and well-being of our population;
- Securing external funding to allow us to undertake this research;
- Attracting studies to CWP designed to address issues related to the health and well-being of our population;
- Facilitating research studies in CWP that answer questions linked to the health and well-being of our population;
- Supporting and undertaking research that informs the protection and promotion of the health and well-being for our population.



Aim 2: Ensure service users, the public and health and social care professionals are centrally involved in the design and delivery of research by:

- Delivering research that is prioritised by people who use our services, the public and practitioners
- Ensuring strong and consistent patient, public and practitioner involvement in the development of research questions
- Ensuring our research is designed and led by teams comprising people who use our services, members of the public and practitioners
- Offering more opportunities for people who use our services to participate in research
- Supporting the development of academic expertise within our workforce



Aim 3: Promote research which aligns with our strategic objectives by:

- Supporting studies whose objectives align with our strategic objectives
- Translating the priorities of our Care Groups and corporate services into appropriate research researchable questions
- Supporting research that address priorities identified by the Cheshire and Merseyside Health and Care Partnership
- Encouraging research that links with priority initiatives (e.g. person-centred and trauma-focused care approaches)
- Promoting awareness of the impact on improved outcomes of being a research active organisation.



Aim 4: Strengthen collaborative links with our academic partners to deliver innovative research by:

- Consolidating collaborative partnerships with key universities in the North West to support aims 1, 2 & 3
- Fostering links with a wider network of relevant external academic groups to achieve our aims
- Working with other health and social care providers to undertake studies over a wide footprint

Collaborating with acute care health providers to develop a portfolio of integrated health research



Delivering the CWP Research Strategy

Aim 1: Deliver high quality research that informs the best ways to promote the health and well-being of the population we serve

Objective 1.1: To develop academic capability within our workforce to enable us to lead research relevant to the health and well-being of our population, we will:

- Support Care Groups and Corporate Services to work with our key HEI partners to develop a shared plan for the development of academic capability
- Establish a CWP network of support and supervision for the delivery of focused service-related research
- Provide support to seek funding for post-graduate opportunities
- Work with Care Groups and Corporate Services to identify workforce potential for academic development
- Agree CWP research area priorities (see Aim 3)

Objective 1.2: To secure external funding to allow us to undertake this research, we will:

- Develop a horizon scanning process for funding opportunities
- Establish research groups with our key HEI partners to make competitive bids for research funding
- Capitalise on our membership of the ARC (NWC) to jointly apply for research monies

- Seek and pursue opportunities for commercial research
- Develop clinical academic capacity to lead applications for research funding

Objective 1.3: To attract appropriate studies to CWP to address issues related to the health and well-being of our population, we will:

- Undertake efficient and accurate assessments of our capacity and capability to recruit to portfolio studies
- Recruit to CRN/NIHR metrics (e.g. to time and target)
- Support more clinicians to take on the Principal Investigator role
- Develop a research communications strategy to broadcast successful completion of studies
- Increase the breadth of study areas to include a whole range of services we can deliver (i.e. physical health, primary care and mental health)

Objective 1.4: To facilitate research studies in CWP that answer questions linked to the health and well-being of our population, we will:

- Provide research department staff to screen, recruit and follow-up participants in portfolio studies
- Support clinical staff to identify potentially suitable participants for studies
- Provide support for the ethical and governance approval of new research proposals
- Signpost our researchers to expertise within our HEI partners for statistical, health economics, and design support
- Provide guidance on research training opportunities

Objective 1.5: To support and undertake research that informs the protection and promotion of the health and well-being for our population, we will:

- To draw on the Cheshire and Merseyside Health and Care Partnership's understanding of the health and well-being needs of our population to inform research priorities
- Maintain an up-to-date profile of the key metrics for our population to inform the design of relevant research
- Promote the importance of an interdisciplinary population approach to research
- Encourage a holistic approach
- Build on relations with primary care, public health and social care academics

Aim 2: Ensure service users, the public and health and social care professionals are centrally involved in the design and delivery of research

Objective 2.1: To deliver research that is prioritised by people who use our services, the public and clinicians, we will:

- Work with Care Groups to agree their research priorities
- Work with the patient experience sub-committee to involve people who use our services and the public in identifying research priorities
- Support a focus on the real-world application of proposed research

- Engage with relevant charities to inform our understanding of the priorities of the people who use our services and the public
- Involve people who use our services, the public and practitioners in the approval process for research

Objective 2.2: To ensure strong and consistent patient, public and practitioner involvement in the development of research questions, we will:

- Provide support for the people who use our services and the public to develop research questions relevant to their concerns
- Be available to support practitioner teams to develop research ideas based on questions arising in their service
- Offer support to our 'patient and public involvement' (PPI) partners to develop research competencies
- Provide opportunities within agreed job plans for our staff to become involved in research
- Facilitate staff involvement in research across all disciplines and grades

Objective 2.3: To ensure our research is designed and led by teams comprising people who use our services, members of the public and practitioners, we will:

- Ensure that there has been public involvement in the studies to which we recruit
- Prioritise studies in which there is public involvement in the research team
- Offer opportunities for people who use our services and the public to become part of research teams
- Provide informed advice regarding ethical approval of study proposals
- Involve the people who use our

services, the public and practitioners in the dissemination of the findings of our research

Objective 2.4: To offer more opportunities for people who use our services to participate in research, we will:

- Ensure high levels of recruitment to portfolio studies
- Attract a wide range of studies that reflects the breadth of services we provide
- Use multimedia approaches to disseminate information about opportunities for study participation
- Enhance the use of clinical information systems to identify potential participants
- Develop markers to track opportunities for patient participation

Objective 2.5: To support the development of academic expertise within our workforce, we will

- Support clinical/practitioner academic development across professional boundaries
- Deliver education and training sessions on research skills
- Make available support to those staff for whom research is identified in their personal development plan
- Support clinical/practitioner academics to develop into Chief Investigator roles
- Facilitate the hosting of funded academic posts (e.g. doctoral fellowships)

Aim 3: Promote research which aligns with our strategic objectives

Objective 3.1: To support studies whose objectives align with our strategic objectives, we will

- Encourage our researchers to take account of our strategic objectives in the development of new research studies
- Collect data on ongoing studies in a way that allows relevance to our strategic objectives to be tracked
- Describe and promote the relevance of the 6Cs to academic work within our organisation
- Work with leaders in our organisation to encourage the use of research methodology to demonstrate effectiveness
- Support the appropriate use of routinely gathered data for research

Objective 3.2: To translate the priorities of our Care Groups and corporate services into researchable questions, we will:

- Work with Care Groups and corporate services to describe their priorities in a way that can inform our research agenda
- Work with library services to support the provision of reviews of evidence relevant to these priorities
- Identify a lead for research in each of the Care Groups
- Offer peer-support to the Care Group research leads
- Actively influence efficient service design, contributing to improved

- patient pathways, clinical outcomes and patient experience

Objective 3.3: To support research that address priorities identified by the Cheshire and Merseyside Health and Care Partnership, (HCP) we will:

- Link with the Partnership to identify research questions relevant to the Partnership's priorities
- Consolidate links with partner provider organisation research departments to deliver joint research across the HCP footprint
- Develop local expertise in research methodologies to evaluate service planning and delivery
- Support the appropriate use of existing data across the footprint to provide an evidence base for Partnership planning

Objective 3.4: To encourage research that links with priority initiatives (e.g. person-centred and trauma-focused care approaches), we will:

- Facilitate mixed methods research so that as well as important group-level data, our research generates qualitative data that captures the individual's experiences
- Establish links with academic partners with expertise in developmental and trauma-focused perspectives
- Encourage a life-course approach to research agenda

- Promote a holistic bio-psycho-social model of understanding mental health problems

Objective 3.5: To promote awareness of the impact on improved outcomes of being a research active organisation, we will

- Disseminate the evidence for the relationship between research activity and improved patient outcomes

- Promote the workforce benefits of involvement in research
- Support research leads and clinical/practitioner academics to articulate the benefits within service areas

Aim 4: Strengthen collaborative links with our academic partners to deliver innovative research

Objective 4.1: To consolidate collaborative partnerships with key universities in the North West to support aims 1, 2 & 3, we will:

- Work with the universities in the North West to identify areas of common interest and expertise
- Promote the value of practitioner expertise in the delivery of relevant research
- On the basis of an understanding of common interests and expertise, develop shared research priorities with the university research groups
- Agree plans with the universities for the development of increased academic capability within our workforce
- Work with the universities to support honorary roles in recognition of our practitioners' academic and teaching contributions

Objective 4.2: To foster links with a wider network of relevant external academic groups to achieve our aims, we will:

- Link with academic groups nationally and internationally with expertise of direct relevance to our strategic objectives
- Draw on this expertise to inform the delivery of high quality research
- Welcome studies relevant to our services and population from a wide range of academic groups
- Support our clinical academics to collaborate with academic groups with relevant expertise

Objective 4.3: To work with other health and social care providers to undertake studies over a wider geographical footprint, we will:

- Facilitate the development of a network of the research leads from across our partner health and social care providers
- Utilise links with existing partner providers to agree common research priorities
- Support our clinical/practitioner academics to explore the benefits of collaboration across organisational boundaries
- Encourage a system-wide perspective in the study of interventions
- Build links with academics in the field of social care

Objective 4.4: To collaborate with acute care health providers to develop a portfolio of integrated health research, we will:

- Enhance links with the research leads in partner acute care providers
- Identify shared research priorities
- Support our Care Groups to identify priorities
- Encourage research that adopts an integrated approach
- Examine the appropriate use of routinely collected data to study long-term conditions