



Enabling Strategy

Research and Innovation Strategy

2020 – 2024

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Purpose

The purpose of this strategy is to (a) provide a framework for the continued advancement of research and innovation, (b) to realise the research potential across the professional community in East of England Ambulance Service NHS Trust (EEAST) and (c) improve patient outcomes and service development through research. As an NIHR Partner Organisation of the Clinical Research Network Eastern (CRN) the Trust is committed to implementing the UK Policy Framework for Health and Social Care Research. This strategy will be aligned and complementary to the revised Trust's education and training, clinical and corporate strategies.

Aim (s)

The principle aim of this strategy is to provide a credible and ambitious direction to the EEAST research function in order to achieve the following:

- Further develop the skills of research awareness, appreciation, engagement and implementation within the Trust
- Identify and respond to opportunities to develop research capacity and capability in the Trust
- Embed a research focused culture with an emphasis on quality improvement to enhance the patient experience and health outcomes

Principles underpinning the structure (use if applicable)

The key principles or themes underpinning this strategy include:

- Establish a robust, viable and sustainable Trust research infrastructure
- Develop an ethos of research awareness and value across the workforce
- Further opportunities for inter-organisation research collaborations
- Embed a culture of research implementation to underpin quality improvement in professional practice and patient care
- Further promote participation in research activity for both staff and patients, as appropriate
- Actively secure external research funding to undertake meaningful research and financial resource to support / pump-prime our infrastructure

Objectives

1. Research infrastructure

ST005 - Research and Innovation Strategy

- Re-design a Trust research infrastructure for consideration by the Executive Leadership Group and the Board.
 - Consider a sustainable plan for research leadership and succession planning for the Trust.
 - Sustainable leadership framework for the Trust's research agenda to be explored and discussed at Executive Leadership Group.
 - Apply to CRN Eastern and other income resources for financial resource correlating to research activity, to support our infrastructure.
2. Develop a programme of research awareness and value across the workforce
- Explore the establishment of 'drop in' sessions at each of the Regional Centres to discuss and raise awareness of the links between research activity and outputs, and enhancement of patient outcomes and care.
 - Explore the possibility of Continuing Professional Development opportunities in research appreciation and activity for qualified staff, to include critical appraisal skill, writing for publication skills, and research mentorship opportunities.
 - Ensure that research appreciation and awareness is part of the undergraduate curricula delivered by our partner HEIs.
 - Ensure that research appreciation and awareness is part of the Trust's in-house training programmes.
3. Develop and foster research collaborations
- Improve Patient and Public Involvement (PPI) in research and establish a Trust patient reference group.
 - Strengthen the established research relationships across our partner higher education institutions (HEIs) such as exploring the possibility of joint research appointments with our HEI partners and engagement at HEI research seminars.
4. Aligning research evidence / findings with professional practice
- Establish a narrative on the value of research finding on professional practice at key Trust strategic and operational meetings.
 - Consider improvements to communication of research activity, such as quarterly news bulletin in addition to articles prepared for the current Trust news communication.

- Previous Trust research outputs and publications by current research colleagues to be advertised / circulated at each of the Trust's regional centres.

5. Metrics

- A first draft of a proposed research infrastructure will be established - by September 2020.
- Successful application to CRN funds will be submitted to financing this infrastructure by September 2020.
- A programme and process for discussion and dissemination of research ideas and outputs across the organisation will be established - by January 2021.
- Continual Professional Opportunities in research appreciation and skills will be in place - by January 2021.
- The value and link of research to evidence based and professional practice is embedded in UG curricula and inhouse training programmes – by September 2020.
- EEAST Patient and Public research reference Group is established - by September 2020.
- A joint appointment research post is agreed by January 2021.
- The Research and Innovation Committee will be established by September 2020.

6. Priorities

There are three key elements in this framework which represent a change in emphasis and these are (i) Develop an ethos of research awareness and value across the workforce, (ii) Embed a culture of research implementation to underpin quality improvement in professional practice and patient care and (iii) Actively secure external research funding to undertake meaningful research and financial resource to support / pump-prime our infrastructure.

7. Ambition

By 2024, the Research and Innovation Strategy will be embedded into the culture of the organisation and seen as an active partner in the eastern region's health and social care research landscape and the Corporate goals.

Interdependencies

1. Corporate strategy
2. Education and learning strategy
3. OD strategy
4. Quality Improvement Strategy

Concluding comment and Next Steps

Implementation of this strategic framework will commence in February 2020 and led by the Medical Director with support from key Trust colleagues. The next three steps are:

1. Commence the discussions to establish a research and innovation infrastructure.
2. Initiate a communication process regarding recent and current research activities.
3. Establish a PPI research reference group.

Equality Impact Assessment

EIA Cover Sheet		
Name of process/policy	Research & Innovation Enabling Strategy	
Is the process new or existing? If existing, state policy reference number	New	
Person responsible for process/policy	Theresa Foster, Head of Research	
Directorate and department/section	Clinical Directorate, Research Support Services	
Name of assessment lead or EIA assessment team members	Theresa Foster	
Has consultation taken place?	Yes.	
Was consultation internal or external? (please state below):	Draft versions of the Research & Innovation Enabling Strategy were subject to internal consultation between Heads of Research, Training and Quality Improvement, and within the Research Support Service team.	
The assessment is being made on:	Guidelines	
	Written policy involving staff and patients	
	Strategy	X
	Changes in practice	
	Department changes	
	Project plan	
	Action plan	
	Other (please state)	
Training programme		

Equality Analysis

What is the aim of the policy/procedure/practice/event?

The purpose of the Research & Innovation Enabling Strategy is to provide a framework for the continued advancement of the clinical research function in East of England Ambulance Service NHS Trust (EEAST) over the next four years, to realize the research potential across the professional community and improve patient outcomes and service development through research.

Who does the policy/procedure/practice/event impact on?

Race	X	Religion/belief	X	Marriage/Civil Partnership	X
Gender	X	Disability	X	Sexual orientation	X
Age	X	Gender re-assignment	X	Pregnancy/maternity	X

Who is responsible for monitoring the policy/procedure/practice/event?

Head of Research / Medical Director

What information is currently available on the impact of this policy/procedure/practice/event?

It is too early to determine the impact of this enabling strategy. However, there is good evidence that research active NHS organisations generally offer better health care to their patients. Previous EEAST R&D strategies (2008-12 and 2012-16) were equality assessed as having a low positive and no negative impact on protected characteristics. EEAST has participated in a breadth of high-quality research since becoming research active in 2008 as evidenced by annual research reports.

Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event? No

Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the following protected characteristics? Yes/No, If yes please provide evidence/examples:

Race		Religion/belief		Marriage/Civil Partnership	
Gender		Disability		Sexual orientation	
Age		Gender re-assignment		Pregnancy/maternity	

Please provide evidence:

It is difficult to provide specific examples of impact in any one of the protected characteristics. EEAST delivers high-quality, ethically approved research based on inclusion/exclusion criteria set out in research protocols, and deviations to protocol are monitored by research steering groups. A diverse portfolio of activity is supported, which is made as accessible to participants as possible.

Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics? No, if so, please provide evidence/examples: N/A

Race		Religion/belief		Marriage/Civil Partnership	
Gender		Disability		Sexual orientation	
Age		Gender re-assignment		Pregnancy/maternity	

Please provide evidence:

Action Plan/Plans - SMART

Specific – A high-level plan sets out key actions for delivery in years 1, 2 and 3.

Measurable – All deliverables are measurable.

Achievable – Ambitious but achievable through closer collaboration with key functions.

Relevant – Successful delivery of the key actions will achieve the strategy purpose.

Time Limited – This enabling strategy determines direction of travel until 2024.

Evaluation Monitoring Plan/how will this be monitored?

Who: Transformation Committee will monitor.

How: Reports on delivery of key actions and receipt of the Annual Research Report 2020/21 to 2023/24 for impact on any of the protected characteristics.

By: Head of Research to prepare progress reports.

Reported to: Clinical Best Practice Group and/or Quality Governance Committee.