

# Bradford Teaching Hospitals

NHS Foundation Trust



A Research Strategy for Health and  
Wellbeing:  
–Delivering research excellence  
together

# Executive Summary

The key to our Trust's research success to date is that we have excellent research teams and enthusiastic research participants, excellent infrastructure both in terms of facilities and support departments, and excellent partnerships and collaborations – all these are key ingredients to our research success and so we will continue to build on these in this strategy. Research also needs to be fundamental to everything we do within the Trust and be part of core everyday business. Therefore this strategy sits alongside and complements our Clinical Services Strategy of which research is a key component and similarly focuses on people, partnerships and place.

**OUR VISION:** To continue to be a leader in the delivery and translation of high quality, relevant health research and improve the health and wellbeing of our local population, nationally and beyond.



## PEOPLE

- Develop, support and nurture a sustainable research workforce that is valued
- Ensure all staff are well informed about the importance and benefit of research
- Promote a research positive culture across the organisation
- Increase opportunities for patients and community to take part in research
- Encourage our patients and community to influence, shape and conduct research

## PARTNERSHIPS

- Strengthen and promote an outward facing and connected approach to research
- Encourage partnership and collaboration to support our research ambitions
- Develop and strengthen commercial research partnerships

## PLACE

- Strengthen the integration and reach of research across all our departments
- Embed research as core business for the Trust
- Ensure research activity meets relevant performance targets and high standards of quality and research governance are maintained.

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# Introduction



It is five years since we produced our last Trust research strategy[1]. We have achieved a tremendous amount in our research journey during this time – large numbers of research grants, new buildings and infrastructure, a larger research workforce, more research income, new NIHR centres and we are extremely proud of what we have achieved.

Health Research has always been instrumental to the advancement of healthcare and wellbeing and the development of new care and treatments; without research the NHS and wider healthcare system would not be able to offer the services they do today. It has also been shown that research active organisations deliver better healthcare and outcomes than those who are not research active and being research active attracts staff and improves staff retention, enhances reputation and confidence and attracts investment.

However research has probably never been more fundamental than in the last two years. The unprecedented research response locally, nationally and globally to the COVID-19 pandemic has demonstrated how important research is to our survival, health and wellbeing and has heightened people's interest in science and research and highlighted how important it is in leading policy and practice.

The structure of the delivery of NHS services is also changing with the advent of local Integrated Care Systems where healthcare is more focussed on being delivered across a locality and where there is partnership of local health and care organisation working together and acting as one to develop and deliver health and care services in a coordinated and coherent way; therefore research collaborations and partnerships will also be paramount.

We want to build on what we have achieved in the last 15 years and our legacy strategies and learn from our approach to research delivery during the pandemic, and the strong enthusiasm and spotlight that is now on research. The key to our research success to date is that we have excellent research teams and enthusiastic research participants, excellent infrastructure both in terms of facilities and support departments, and excellent partnerships and collaborations – all these are key ingredients to our research success and so we will continue to build on these in this strategy. Research also needs to be fundamental to everything we do within the Trust and be part of core everyday business. Therefore this strategy sits alongside and complements our Clinical Services Strategy of which research is a key component.

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[1] 'Together, making research real; A strategy that changes a city'; 2016



# Context

The development of this strategy has been done in consultation with our research teams, research partners, patient research champions and Trust staff. Feedback from all these groups has influenced this strategy.

Our strategy is also influenced by national, regional and local drivers specific to healthcare research which recommend and mandate Trust's participation in research.

## National Drivers

The promotion and conduct of research continues to be a core NHS function and continued commitment to research is vital in addressing future challenges and this is promoted in a number of national strategies and plans:

- The NHS Long Term Plan[1] (2019) recognises research is vital to drive future outcomes and improvements and patients benefit enormously from research '...breakthroughs enabling prevention of ill- health, earlier diagnosis, more effective treatments, better outcomes and faster recovery. . Research-active hospitals have lower mortality rates, with benefits not limited to those who participate in research'.
- The Department of Health and Social Care's ambition for research[2] is to 'empower everyone across the NHS to participate in delivering research and ensures that patients from across the UK are supported to take part in research that is of relevance to them'.
- The National Institute for Health Research[3] states that research 'needs to be practically and meaningfully embedded as part of the experience of patients and services users...conducted with patients and citizens in those communities and geographies most affected, ...and [the NIHR] will need to weave research experience into the daily lives of health and social care professionals across the country.'The Chief Nursing Officer's plan[4] sets out ambitions to '... create a people-centred research environment that empowers nurses to lead, participate in and deliver research, where research is fully embedded in practice and professional decision-making, for public benefit'.
- The Allied Health Professions' Research and Innovation Strategy[5] recognises '...an imperative need to accelerate the pace of growth, stability and sustainability of our collective AHP research... and innovation community.'
- The General Medical Council in their position statement[6] state their '...aim is to enable a culture in the workplace where doctors are encouraged to be research-aware and research-active.'

[1] 'The NHS Long Term Plan', January 2019; [www.longtermplan.nhs.uk](http://www.longtermplan.nhs.uk)

[2] 'Saving and Improving Lives: The Future of UK Clinical Research Delivery', March 2021; Science, Research and Evidence Directorate, Department of Health and Social Care. [www.gov.uk/dhsc](http://www.gov.uk/dhsc)

[3] 'Best Research for Best Health: The Next Chapter- Our Operational Priorities', June 2021; National Institute for Health Research

[4] 'Making Research Matter, Chief Nursing Officer for England's Strategic Plan for Research' November 2021; NHS England and NHS Improvement

[5] The Allied Health Professions' Research and Innovation Strategy for England, January 2022, Health Education England

[6] <https://www.gmc-uk.org/education/standards-guidance-and-curricula/position-statements/normalising-research---promoting-research-for-all-doctors>



## Regional and Local Drivers

With the development of Integrated Care Systems (ICSs), the way in which care is delivered is fundamentally changing. Integrated Care Partnerships (ICPs) are new partnerships between the organisations that meet health and care needs across an area, to coordinate services and to plan in a way that improves population health and reduces inequalities between different groups. These new arrangements will impact on how research will be delivered and research partnerships and collaborations will be even more fundamental as well as governance, funding and management arrangements for research that are streamlined, research enabling and fit-for-purpose.

There is a strong focus and commitment within our Trust's Clinical strategy for research: '...to be an outstanding provider of healthcare, research and education and a great place to work'. As a Trust we recognise the importance of strong links between research and quality and that research can drive high quality care; research is not optional but is a critical activity to deliver modern healthcare.

## Engagement work as a Research Champion

### Rubi Bhatti, OBE



*I have been supporting research for over 15 years and am a Patient Research Champion at the Trust. I am passionate about highlighting the importance of getting involved in research within the communities I am involved in and through the Champion role I have had the opportunity to raise awareness of research and to provide a voice for patients and carers from ethnic minority backgrounds who would not normally get involved in research as well as bridging the gap between patients, carers, researchers and clinical staff.*

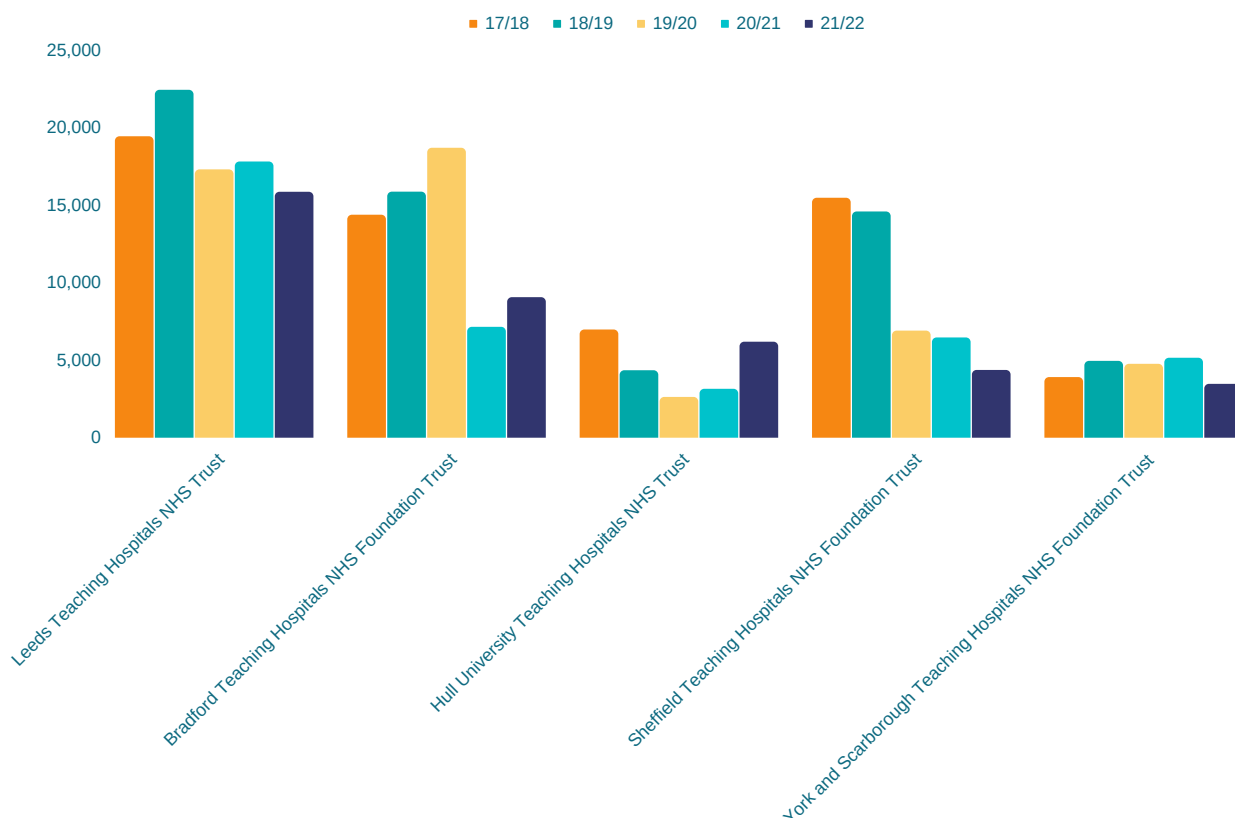
*I am able to use my own personal experiences and knowledge to assist with research and I have been involved in a range of activities - from blogging, giving public talks, being a co- applicant or on steering groups for various research projects, and providing feedback on research processes to ensure that researchers and healthcare professionals receive input from the patient, carer and public voice. I have also had the opportunity to share important lived insight to support research projects and sharing my networks to encourage more people to get involved.*

*It means so much to me as a Research Champion to be able to contribute in this way and to build greater awareness in the community that getting involved in research is driving better care, education and knowledge which will benefit our future generations.*

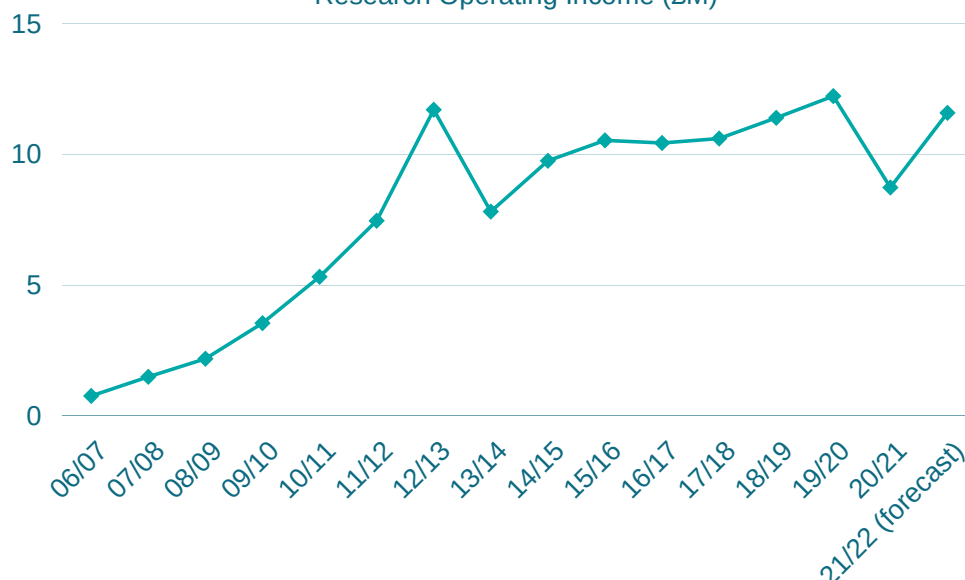
# Research in the Trust - our track record

The Trust has a strong track record of research and an excellent research reputation and has consistently been in the top three highest recruiting NHS organisation within the Yorkshire and Humber to research studies in the last five years and research income has increased along with the workforce to support this. Our patients and population are interested in research and we have strong community engagement and co-production from our research-ready community.

## Research Recruitment

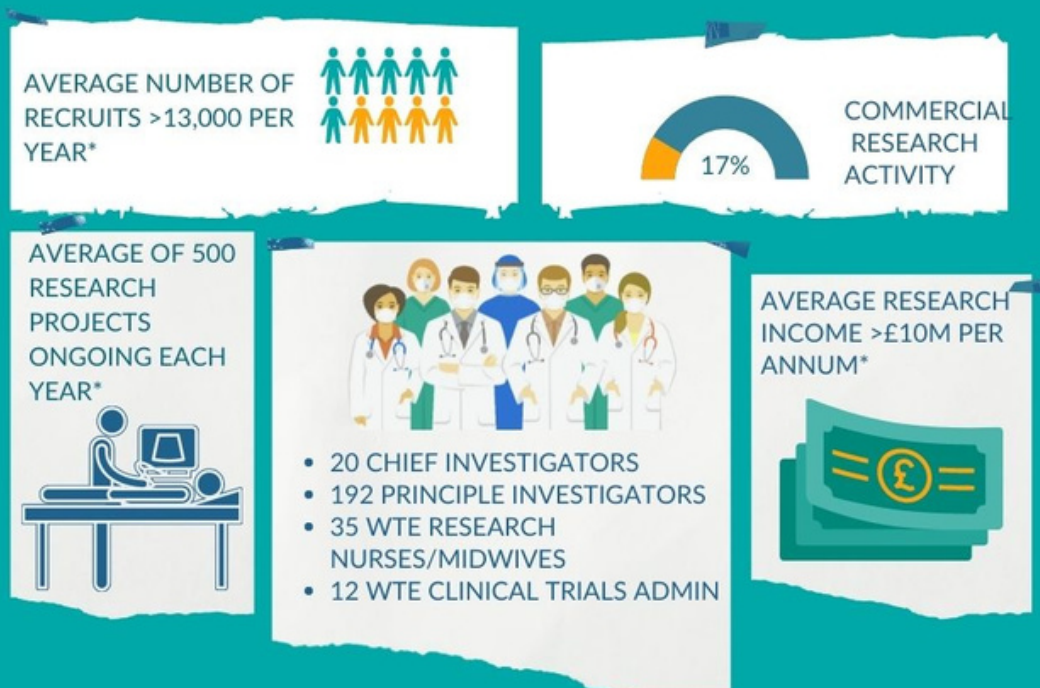


## Research Operating Income (£M)





## RESEARCH ACTIVITY IN THE TRUST



• Five year average 16/17 - 20/21

Research takes place within the majority of clinical specialties within the Trust and we are a leading centre for applied health research based within the Bradford Institute for Health Research and have:

- An international reputation in applied research with a particular focus on child health, older people and quality and safety of health care including the **Wolfson Centre for Applied Health Research**[1] and the **NIHR Applied Research Collaboration Yorkshire and Humber**[2]
- A strong track record in clinical research with ability to recruit patients quickly (global and national firsts) and deliver recruitment targets. BTHFT hosts one of five **NIHR National Patient Recruitment Centres**[3]
- World class community research cohorts. **Born in Bradford**[4], the global-first experimental birth cohort study Born in Bradford's Better Start and the **CARE 75+**[5] frail elderly cohort are leading the world in community engagement in research and translation of research into policy and practice.
- One of the leading improvement agencies, the **Yorkshire and Humber Improvement Academy**[6], and one of the top patient safety teams the **Yorkshire Quality and Safety Research Group**[7]
- Whole system research. Bradford has an excellent track record of collaboration across health and education sectors and close co-production with patients and communities including a UK Prevention Research Consortium to establish an **ActEarly 'City Collaboratory'**[8] to tackle the wider determinants of health.
- Connected data. Bradford hosts the **Connected Yorkshire**[9] programme that is working to enable safe and secure sharing and analysis of data to redesign pathways of care.

[1] <https://wolfsoncahr.uk/> [2] <https://www.arc-yh.nihr.ac.uk/> [3] <https://local.nihr.ac.uk/prc/bradford/>

[4] <https://borninbradford.nhs.uk/> [5] <https://www.bradfordresearch.nhs.uk/care75/>

[6] <https://improvementacademy.org> [7] <https://yqsr.org/> [8] <https://actearly.org.uk>

[9] <https://www.bradfordresearch.nhs.uk/our-research-teams/connected-bradford/>

Significant investment in infrastructure and capacity has also taken place over the last fifteen years including the Bradford Institute for Health Research, Clinical Research Facility, Wolfson Centre for Applied Health Research and NIHR Patient Recruitment Centre: Bradford. These are the components of our Bradford Health Research Hub which provides a focus for our clinical and applied research activity, staffing and expertise. This expertise includes:

- A Research Management and Support Office providing guidance on all aspects of research governance and finance, contracting and feasibility
- Centre for Qualitative Research that provides methodological support for qualitative research, longitudinal research, community co-production and anthropology
- EpiStats group – leading centre for epidemiology and applied statistics

## Building our Bradford Health Research Hub

2006



£2 million renovation of Temple Bank House to create Bradford Institute for Health Research

2011



£2 million extension to the BIHR to accommodate additional researchers due to grant success and increased research activity

2019



Wolfson Centre for Applied Health Research, a £3 million building in collaboration with Universities of Bradford and Leeds

2008



Clinical Research Facility opens after £1 million renovation to provide high quality outpatient facilities for clinical research

2016



£1 million extension to the Clinical Research Facility to provide space for some of our clinical research teams

2022



Further investment to improve facilities for staff, visitors and patients and connect the suite of research buildings



*We are a well-established research centre for conducting high quality and co-ordinated research in care homes. Through working with over 30 local care homes, we have introduced research in these settings and helped staff consider their practice.*

*We have successfully completed a large NIHR Programme Grant to enhance physical activities for residents in care homes, and currently undertaking new research to tackle health problem relating to posture and mobility. In addition, we are the leading authors of the prestigious, highly cited Cochrane Review evaluating the effects of physical rehabilitation in care homes.*

# Our achievements over the last 6 years

Since the last strategy (2016) there have been major research achievements, some of which are highlighted in the following pages



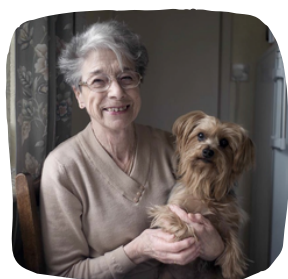
£1 million grant from Wolfson Foundation towards the build of Centre for Applied Health Research; collaboration between BTHFT and Universities of Bradford and Leeds (£1million funding from each)

3rd Highest recruiter in Yorkshire and Humber Region to NIHR Portfolio studies



CARE 75+ (Community Ageing Research 75+) launched by Academic Unit of Elderly Care and Rehabilitation (AUECR)

AUECR having developed the electronic frailty index (eFI) roll out to GP practices across the UK to allow them to identify and offer treatment options to their frail elderly patients.



Quality and Safety team embark on five year NIHR programme grant to develop a Partners at Care Transition (PACT) interventions looking at the transition of hospital to home.

2016/17

With funding from Economic, Social and Medical Research Council, Born in Bradford team visit 10,000 Born in Bradford participants to collect measures of health and wellbeing



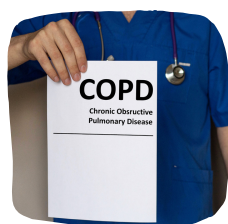


# Our achievements over the last 6 years



BIB with the 'Active Bradford' partnership received a share of £100 million from Sport England to become a 'local delivery pilot', finding new and innovative ways of promoting children's physical activity

With £3m funding from NIHR the Quality and Safety team set up the Yorkshire and Humber Patient Safety Translational Research Centre.



Respiratory Research team enrolled the world's first patient into a study looking at vaccine effectiveness to treat Chronic Obstructive Pulmonary Disease.

2017/18

3rd Highest recruiter again in Yorkshire and Humber Region to NIHR Portfolio studies



AUECR celebrated 30 years of establishment running programmes of research with over £13m grant income.



Child Health team were the top recruiter to the ELFIN study recruiting 218 babies.

# Our achievements over the last 6 years



Ophthalmology Research Team recruit the first European patient to RHINE study looking at new treatment for patients with Diabetic Macular Oedema.



Quality and Safety research group were successful in attracting funding from the Medical Research Council (MRC) of just over £1million to develop and evaluate a technological solution to the problem of misplaced nasogastric tubes



3rd Highest recruiter in Yorkshire and Humber Region to NIHR Portfolio studies third year running



New Centre for Applied Education Research (CAER[1]) established involving partnerships between researchers from Born in Bradford, the Department for Education, Bradford Council, the Educational Endowment Fund (EEF) and the new EEF Research School in Bradford.

[1][www.caerbradford.org](http://www.caerbradford.org)

AUECR awarded a new NIHR Programme Development Grant to develop a novel system of care targeting risk factors for five manifestations of frailty to maintain the independence of older people in hospital and post-discharge.



2018/19

# Our achievements over the last 6 years

Highest recruiter in Yorkshire and Humber Region to NIHR Portfolio studies

Wolfson Centre for Applied Health Research build was completed and was opened in October 2019

BIB also launched 'Healthy Childhood' theme of Yorkshire and Humber Applied Research Collaboration



AUECR won 4 new research grants totalling over £2.4 m (NIHR Y&H Applied Research Collaboration Older with Frailty Theme, two NIHR HTA grants and a Stroke Association Postdoctoral Fellowship)

Improvement Academy continue to offer training courses in Quality Improvement, Human Factors, Measurement for Improvement and Behaviour Change with 2500 people having completed online training and over 300 attending face-to-face training.

2019/20

Awarded one of five centres nationally that are dedicated to late-phase commercial research delivery: NIHR: Patient Recruitment Centre: Bradford (PRC: Bradford) - <https://local.nihr.ac.uk/prc/bradford/>



Two of our research team gained places on the NIHR Advanced Leadership Programme

Quality and Safety team were awarded funding from NIHR HS&DR programme to undertake research on 'Patient and Family Involvement in Serious Incident Investigations'

BIB awarded a major new five year grant from the UK Prevention Research Partnership (UKPRP). The 'ActEarly City Collaboratory' consortium will develop research to help prevent non-communicable diseases and inequalities.





# Our achievements over the last 6 years

Large number of research teams were deployed to work on Urgent Public Health COVID-19 studies and some research activity was paused.

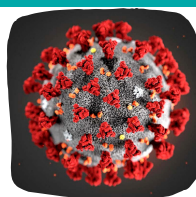
Dedicated website was developed to enlist volunteers for Vaccine trials with over 4000 people signing up to take part -

[www.bepartof.bradfordresearch.nhs.uk](http://www.bepartof.bradfordresearch.nhs.uk)

Continued recruitment of our BiBBS and BiB4All routine data linkage cohort with a combined recruitment total of over 6000 families! BiB4All success has inspired others to follow our lead – the Born and Bred in (BaBi) project is now in set up in Leeds, Doncaster and Wakefield under the leadership of the BiB4All team in Bradford.

Funding from NIHR HS&DR (£280,000) and the Burdett Trust (£83,000) for Quality and Safety Teams to explore the impact of redeployment on nursing staff.

AUECR's RECREATE trial (part of a £3m programme grant) opened to recruitment aiming to evaluate an intervention to enhance health and disability outcomes for stroke survivors through reducing sedentary behaviour.



Our research teams over the last year, both clinical and non-clinical staff, demonstrated dedication, hard-work and enthusiasm to work flexibly and outside their specialty to deliver research that has helped treat those suffering with COVID-19 as well as vaccine trials to prevent it.

Under the direction of our PRC: Bradford team, we became one of four regional COVID-19 vaccine trial hubs

BIB developed a local COVID-19 Scientific Advisory Group (C-SAG) to harness Bradford's research expertise, infrastructure and skills to support COVID response and recovery through data and intelligence tailored to the district.

Novavax COVID-19 vaccine trial delivered involving over 200 staff and 726 participants were recruited.

Centre for Applied Education Research hosted a large project across Bradford and York and funded by the Department of Education aiming to speed up Autism Spectrum Condition diagnoses and reduce existing inequalities.

Improvement Academy supported the development of a staff listening service at Bradford Teaching Hospitals

2020/21

# Our achievements over the last 6 years

Recruited world's first patient to CovBoost study which looks at whether a booster vaccination is beneficial.

New BIB breathes project started looking at the impact of Bradford's Clean Air Zone.



AUECR's Professor Andrew Clegg has been busy with developing the Electronic Frailty Index 2 (eFI-2). The work is funded by the National Institute for Health Research (NIHR) and is also part of the Yorkshire and Humber Applied Research Collaboration (ARC).

Quality and Safety research team continues to host a hugely successful patient safety seminar series. Over the last year we have moved to online delivery and all the seminars are recorded and hosted on our YQSR YouTube channel <https://www.youtube.com/playlist?list=PLIZd8dUfXhZ9iypRqWEAgzjtAzwvO0byf>



2021/22

£7million awarded from the Wellcome Trust to fund the latest extension to the BiB research programme: 'Age of Wonder' that will capture the journey through adolescence and adulthood for the BiB cohort of children and their peers (up to 30,000 young people)

BIB's JU:MP team (Join Us: Move Play) have received a further £6 million in funding from Sport England to promote physical activity and play in eight neighbourhoods within the city. <https://joinusmoveplay.org/>

A new 'City of Research' campaign was launched to encourage more volunteers from across Bradford, Airedale and Craven to sign up to take part in research.



Bradford Covid 19 Scientific Advisory Group won a national award for efforts to support local communities during the pandemic.

Patient Research Experience Survey – 96% of our PRC research participants would take part in research again

# Our ambitions for Research in the Trust

The last Trust Research strategy produced in 2016, had seven main priorities; to some degree these priorities still hold, however taking into consideration feedback, the shift in the national research climate and the Trusts clinical strategy these priorities have been reviewed, re-categorised and focused on three main themes/ goals for our research around People, Partnerships and Place.

We continue to have a strong research ambition and want to build on what we have achieved since the last strategy and our vision and mission for research reflects this:



## Our vision

To continue to be a leader in the delivery and translation of high quality, relevant health research<sup>[1]</sup> and improve the health and wellbeing of our local population, nationally and beyond.

[1] This includes health and public health research.

## Our mission

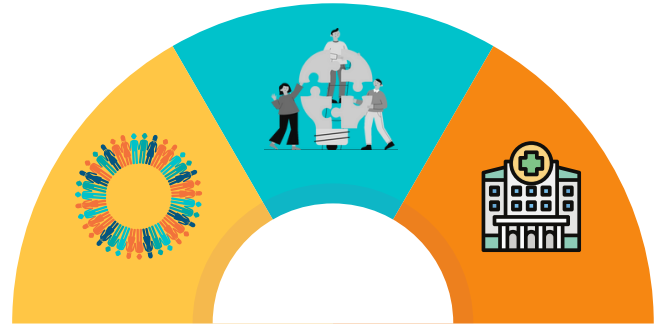
To facilitate and support collaborative high quality research and continue to increase the opportunities for our patients, our population and staff to participate in this research and its translation to enable better health outcomes and improved health and wellbeing.





# Research and our People, our Partnerships and our Place

In delivering our vision our research strategy has a number of research ambitions that focus on our people, our partnerships and our place.



## Research and our People



NIHR PRC logo

*The Patient Recruitment Centre: Bradford is one of five NIHR-funded research facilities that are 100% dedicated to delivering commercial research.*

*The PRC team has a wealth of expertise and track record in delivering commercial research in a dedicated, high quality, clean and safe research space that offers a comfortable and friendly environment to research participants.*

*Our research participant experience is paramount and we pride ourselves on our excellent track record of this. In 2020 Patient Research Experience Survey, over 96% of our PRC research participants said they would consider taking part in research again.*

In our people category there are two elements – our staff and our research participants which includes our patients but also research participants and public across our Bradford community and beyond.

Our research success to date can largely be attributed to our enthusiastic, highly skilled and dedicated research teams and our equally enthused research-ready population. We need to continue to build on this enthusiasm.



# Research and our Staff

We need to increase the Trust's capacity and capability to do research by giving non-research staff the opportunity to take part in research and giving existing research staff the support and training to continually develop and progress. During the pandemic our research teams enjoyed the opportunity to work together and work more flexibly and this needs to continue. A research positive culture needs to be continually developed at all levels within the organisation.



## Our research ambitions for our Staff

- We will continue to develop, support and nurture our research staff to continue to deliver outstanding high quality research and to have a sustainable research workforce whose work is valued and is seen as a core activity of the Trust.
- We will enable all Trust staff to be aware of the importance of research and associated benefits to healthcare delivery and encourage them to take part in research activity and to 'sign-post' and inform our patients and public about research.
- We will continue to develop a research positive culture at all levels within the organisation.

## Quality and Safety Research

*The Quality and Safety Research team is a leading national force in delivering research that makes care safer.*

*We have developed innovative and inclusive ways of involving patients, the public and local communities and healthcare staff in our research. Our solution-focused approach and collaborative research ethos has underpinned our success in attracting and retaining talented researchers and leading academics as collaborators.*

*We are currently designing devices to reduce misplaced nasogastric tubes, evaluating at scale an intervention to reduce readmissions of older people after a hospital stay and evaluating a tool to promote earlier diagnosis of cancer in primary care.*



## How we will achieve our ambitions

- Increase research workforce flexibility and team-working including new models of working both within the Trust and with our research partners.
- Improvement of the management and integration of research staff in the Clinical Service Units including clear line management, appraisal arrangements and accountability.
- Develop a research training programme for both new and experienced researchers.
- Increase research awareness and engagement further within the organisation through social media and publicity.
- Ensure all research staff have substantive contracts where appropriate.
- Ensure all staff understand the importance of research and for all job descriptions to outline individual's responsibility to support research as appropriate.
- Incorporation of an appropriate level of research awareness/ management will be incorporated into all Trust job descriptions and research awareness will be part of Trust Mandatory training (job/ role specific and appropriate).
- Development of career pathways for current and aspiring researchers.
- Offer of mentorship and support for new researchers to fulfil their research aspirations.



*We are one of the most successful stroke research centres having received three NIHR Programme Grant awards and a large MRC trial award. We have successfully led and completed two of the largest recruiting stroke rehabilitation trials in the world.*

*Our research outputs have international presence, contributing to clinical guidelines for stroke worldwide. We developed the longer-term unmet needs assessment tool (LUNS) to identify stroke patients' needs at individual and service level (LUNS Team, Forster, 2013).*

*To date the tool has been translated into Dutch (Groeneveld et al., 2017), and Korean. Researchers in Portugal, France, China, Brazil and many more are currently undertaking translation and using the tool in their own stroke services.*



# Research and the public and our participants

It is the altruistic nature of the research patients and participants locally and nationally and their enthusiasm and research readiness that has enabled us to deliver the wealth of research over the last 15 years which has seen our activity more than double in size. In addition to those patients taking part as research participants, we have excellent patient and public involvement and engagement (PPIE) in the research we conduct through a variety of groups and individuals. These include Trust Patient Research Champions as well as patient panels, groups and networks affiliated with our individual research programmes. We must continue to build on this and ensure that our research participants continue to sit alongside us on this research journey. In Autumn 2020, all those involved in leading patient and public involvement across the BIHR came together in 'Working Together' workshops to outline 4 areas that we continue to develop: mentorship and training for PPIE, sharing resources, communications with the public, understanding stakeholder needs.

There are plans to advance on our achievements with applying community inclusive approaches which are outlined in the recently published Co-production Strategy for ActEarly titled 'Nothing About Us Without Us'[1]. It means we will make concerted efforts to co-produce research as a partnership between our communities and researchers. Initially, this will start in the ActEarly Programme within BIHR with a view to ripple out to spread to other projects that are housed under BIHR and wider partners such as the Local Authority.

[1]<https://actearly.org.uk/projects/citizen-science-co-production/>

## Yorkshire and Humber Improvement Academy

The Improvement Academy is the implementation and improvement arm of the Bradford Institute for Health Research, working across Yorkshire and Humber. We use our clinical networks to ensure that the implementation of research innovations and approaches is practical and grounded in the real world of health services delivery. Learning is always two-way.

Our funding comes from a range of sources including research grants, bespoke commissions, regional and national programmes.

Our current work falls within ten main areas – all developed through our connections with academics and clinicians. In each area we offer programmes of support, including training, data analysis, masterclasses, coaching and feedback.





## **Our research ambitions for participants and the public**

- We want to increase opportunities for patients and the wider community to participate in research studies and ensure information about our research studies is easily available to them and they are given the opportunity to participate in our research studies where appropriate.
- We will welcome and encourage our patients and research participants to influence, shape and conduct our research activities where appropriate.

## **How we will achieve our ambitions**

- Promotion of our research activity and successes throughout our hospital sites, including all wards and departments, to our patients and public illustrating the importance of research and benefits of research participation.
- Ensure our staff are well-informed about our research activity and will be able to inform and sign-post patients and the public about our research.
- Lead on the City of Research (CoR) initiative in collaboration with our NHS partners to promote research across our communities and encourage them to volunteer and sign up to our City of Research registry and take part in our research studies.
- Ensure research participants are given the opportunity to take part in the Patient Research Experience Survey in order to for us to obtain feedback on their research experience and act on any findings to ensure constant quality improvement.
- Increase the number of Patient Research Champions within the Trust to promote research and advice and support research teams as appropriate.
- Ensure, where appropriate, patient information includes information about Trust research activity and how people can get involved.
- Continue to publicise our research findings and research impacts

# Research and our Partnerships



Research is a team effort and not a stand-alone activity – it requires collaboration and partnership for it to be successful. A track record of collaborative working has been one of the factors in our research success to date.

Research is a multi-professional activity and requires internal and external collaboration to ensure successful inception and delivery. We are in a unique position in that the BIHR is part of our Trust, where world leading research is conducted in a multi-ethnic community in partnership with universities, that really makes a difference to patients and our community. The BIHR provides a key gateway to these collaborations. Additionally with the advent of Integrated Care Systems research collaborations and partnerships will become even more important.

## Our ambitions for our research partnerships

- We will promote and strengthen an outward facing and connected approach to research encouraging partnerships and collaborations with our own staff and colleagues in other NHS organisations, universities, the local authority, social care and primary care to support our research ambition.
- We will develop our commercial research partnerships to enhance our research with industry and increase the number of commercial studies conducted in the Trust and promote and encourage the use of our NIHR Patient Recruitment Centre.

**Born in Bradford** is an internationally-recognised people powered research programme which aims to find out what keeps families healthy and happy. Our vision is to promote a healthier, fairer future for families.

We use this information to work with the local authority, health, education and voluntary sector providers across Bradford district to develop, implement and evaluate ambitious programmes to improve population health.

We have a vast 'city of research' infrastructure which includes detailed health and wellbeing information on Bradfordians enrolled in our three birth cohort studies and a connected routine dataset of health, social care and education data for over 700,000 citizens living in Bradford and Airedale. We host a range of initiatives to improve health working with the local authority, health, education, cultural and voluntary sector providers.





## How we will achieve our ambitions

- Continue to lead the City of Research initiative which brings research support, governance and delivery into line with the Bradford District and Craven ICP's 'Act as One' structures and ensures that research meets the needs of our shared population; this will include building on and extending CoR partnerships to voluntary and local authority organisations and universities.
- Ensure that our clinical research teams have the support and infrastructure to deliver high quality commercial research using our PRC: Bradford as appropriate.



### Frailty and Elderly Care

Our globally recognised Frailty and Elderly Care research addresses the needs of an ageing population. This population has life-long accumulated exposures which contribute to chronic disease and give rise to associated physical and mental health co-morbidities. In response to the health service challenges posed by multi-morbidity in the elderly, our research encompasses:

- The nature of frailty in the elderly and its impact on service use.
- Mental health morbidity (delirium, dementia, depression) in physical healthcare settings.
- Evaluation of services for older people, for example community hospitals, day hospitals and intermediate care, medicines management.

Our award winning Electronic Frailty Index (eFI) allowing identification of people with frailty through routine data, has been transformational. The use of the eFI is now part of the General Medical Services contract, a contractual requirement for practices to screen for frailty, allowing them to identify and consider offering treatment options to their frail elderly patients.

# Research and our Place



Our Trust has an excellent research reputation and is a great place to conduct research. We have invested in high-quality purpose-designed research infrastructure over the last 15 years which has enabled us to deliver large grant programmes and be awarded various centres of research excellence. There are strong research governance, finance and support frameworks within the Trust too.

We must continue to build on this and ensure that research is part of our core business and not concentrated in specific research- interested/ active areas. In order to sustain and develop research capacity and capability and maintain excellent research performance, we acknowledge that research needs to be viewed as a core business for the Trust where it is recognised as an important and valued activity integrated with the services we deliver. As a Trust we recognise the importance of strong links between research and quality and that research can drive high quality care; research is not optional but is a critical activity to deliver modern healthcare.

## Our ambition for our place

- We will strengthen the integration and reach of research across all our departments, embedding research as a core business for the Trust and the community it serves ('our place') ensuring that all research activity meets performance targets and high standards of quality and governance are achieved.

## How we will achieve our ambitions

- Promote a research positive culture from top-down and bottom-up where research is considered in all new developments/ changes within the Trust.
- Manage and review research performance and activity within CSUs/ departments with support from the Research Management and Support Office and will be part of the Trust's performance management framework.
- Improve the research infrastructure and accommodation for our researchers as appropriate enabling them to work in fit-for-purpose facilities; this will include an extension to the BIHR and NIHR Patient Recruitment Centre in 2022/23 to improve patient experience, way finding and improve staff facilities.
- Production and availability of real time information about research studies and performance on the Trust intranet enabling all staff to find out about research activity in their area.
- Continue to manage the performance and governance of our research through the Research Management and Support Office.

# Delivering our Strategy



Our strategy will be achieved through various work programmes that will be detailed in a separate delivery plan. The performance and progress of this will be monitored by the Trust Research Committee.

We recognise the research landscape changes rapidly and this research strategy needs to be flexible and adaptive, responding rapidly to new opportunities and therefore will be kept under review by the Director of Research and the Trust Research Committee.

