

**NHS Research and Development  
North West Prospectus  
2013/2014**





## Welcome to the NHS Research & Development North West Prospectus

Previously the work of the Research and Development Team has functioned under the auspices of NHS North West. As the NHS moves through a period of reconfiguration the work of the team will continue across the North West as a hosted NHS organisation. This will enable us to not only consolidate but also build upon our prior work and to be responsive to new and emerging needs within this changing landscape.

This prospectus sets out the future work of the Team by summarising the context within which our work is located, the nature of our distinctive contribution to promoting R&D success and our programmes of work for 2013/14.

Over the coming months we look forward to working with you to ensure that the North West is perceived to be the region of choice to undertake high quality health research, is recognised nationally and internationally for its high quality research strengths and has a high calibre R&D workforce and infrastructure to deliver high quality research.

A handwritten signature in black ink, appearing to read "Mary".



## Introduction

The NHS Constitution cites innovation and research as making crucial contributions to improving population health and well-being. The Government's Plan for Growth outlined the economic imperative to increase research within the NHS and the need to capitalise on the significant levels of innovation often left untapped.

This agenda has been developed further in Innovation Health and Wellbeing which located responsibility for the delivery of the NHS research agenda jointly between Academic Health Sciences Networks (AHSNs) and the National Institute for Health Research Clinical Research Networks (CRNs). Their success will be, in part, dependent upon an NHS workforce which values research and innovation and organisational cultures which actively support research at all levels.

The AHSNs and CRNs will provide the local platforms from which these aims can be pursued and will need to connect with, and engage, an extremely large spectrum of partner organisations and existing clinical, academic and research networks. The North West has access to a range of common assets which include the Advancing Quality Team (AQuA), the North West Leadership Academy and the NHS R&D North West Team. Jointly and in collaboration with Universities and the Third Sector these organisations share the common goals of working with the NHS to make the North West:

- *The region of choice to undertake high quality research*
- *Nationally and internationally recognised & acknowledged for its research strengths*
- *Renowned for its high calibre R&D workforce infrastructure delivering high quality research*

The potentials for innovation and research are well rehearsed. However perceived lack of funding, time and expertise are identified consistently as barriers to research in the NHS. In tough economic times these barriers will be formidable: the irony being that they are key ingredients for the National Commissioning Board agenda.

With the establishment of AHSNs, the National Commissioning Board, Health Education England and Local Education and Training Boards and reconfiguration of the Clinical Research Networks there is a pressing need to avoid potential fragmentation in the R&D landscape and to ensure that capability and capacity are built to inform the continued growth of research, innovation and service improvement.

Whilst NIHR's championing of clinical academic career opportunities has yielded benefits, it is often the case that within clinical settings researchers, especially from non-medical professions, function in isolation. As a result, potential is wasted for the individual, their team, its services and the wider organisation. Within a challenging economic landscape the effective utilisation of specialist skills and expertise is crucial.

The work of NHS R&D North West Team is located within this context.

### **The NHS R&D North West Team**

The Team contributes an established (and evaluated) track record with a focus specifically on:



- *Building R&D capacity throughout the full range of NHS organisations, including those which hitherto have not fully recognised their potential contribution they and their workforces can make*
- *Making and supporting connections across the boundaries of organisations and existing networks*
- *Working collaboratively to facilitate the generation of ideas and research questions across multiple networks*

### **Our Resources**

The Team has experience in the worlds of research and development, NHS clinical services, the voluntary sector and academia.

To ensure that we bring relevant skills and expertise to our work, where appropriate, the expertise of associates is used to contribute to some work programmes complementing the skills possessed by the core team.

### **Our Approach**

The Team provides strategic support and contributes to the work of a wide range of networks and forums. Through working with key organisations at a national (Department of Health, Health Research Authority, NIHR, Public Health England, Health Education England) and regional (North West People in Research Forum, Clinical Research Networks and NIHR advisory groups) level the Team is able to offer a strategic regional perspective linked to key national agendas.

The regional remit and influence and impartial role of the Team is a recognised strength which will be required increasingly as the NHS and associated networks undergo a period of extensive transition and restructuring.

From time to time organisational objectives or the refinement of multi stakeholder R&D initiatives will require complex negotiations or the crafting of sophisticated collaborative arrangements. The Team is well-placed to operate in an impartial brokerage role maintaining objectivity and impartiality.

Sometimes such work will concern a proposal that is already well-developed. At other times, the challenge will be to distil a workable approach from previously undeveloped ideas. There is also scope to use the Team to add catalytic energy to existing programmes of work which need to be jump-started or re-energised.

The Team's expertise and flexibility of approach enables it to be responsive to new initiatives that complement the work of LETBs, Health Education England, NIHR, Public Health England and other bodies where research and innovation are key themes.

The wide range of networks and resources upon which the Team draws also positions it strongly to undertake time limited project work.



***In 2013/14 a core focus of the work of the Team will be to build upon and extend its strategic work to ensure that research and development remains central to the agendas of emergent organisations and networks.***

### **Our Work Programmes**

The work programmes outlined below have been developed to build upon and extend the Team's work in 2012/13. Given the significant period of transformation and reconfiguration that the NHS is currently experiencing it is our expectation that, over the course of the year, these programmes will develop and evolve in response to emerging organisational priorities and agendas.

#### **Research Intelligence Online**

With the establishment of new networks, structures and organisations there will be a pressing need to avoid the potential fragmentation in the R&D landscape by actively sharing intelligence. Access to such intelligence will be crucial to enable the AHSNs to provide relevant metrics to demonstrate their impact at a regional level as their work develops.

The aim of Research Intelligence Online (RIO) is to establish a centralised research intelligence function with a mandate to support and actively promote health research by building a comprehensive resource for researchers, clinicians, managers and industry as well as patients and the public. It will provide a means of gathering and cascading up-to-date intelligence and information through a variety of methods, including web sites, social media and publications and will include data relating to:

- Existing research activity and partnerships (including with the commercial sector);
- Regional research strengths and infrastructure both established and developing;
- Impact of regional research on innovation in care and technology inter/nationally;
- Contribution of regional research to innovation, enterprise and economic development;

***In 2013/14 we will host an event to scope the support for the development of RIO and develop an outline specification for such a resource which meets the needs of all stakeholders.***

***Based on the outcomes of the event we will update existing intelligence reports and commission new work where required.***

#### **The Releasing Potential Programme**

A significant cross cutting agenda for Health Education England, NIHR and the AHSNs is the need to develop a culture of research and innovation within the NHS sustained by a workforce with the capacity and capability to deliver high quality research. The Releasing Potential Programme is designed to:

- Develop and foster strong and sustainable communities of research practice;
- Develop a culture of leadership within clinical teams which actively supports and facilitates



research and innovation and recognises and nurtures the career progression of clinical or academic researchers;

- Break down some of the barriers to research which exist within the NHS;

This will be achieved through a blend of workshops, network learning groups, knowledge exchange, placements, master classes, mentorship and coaching. This programme will run in 2013/14 with three target groups, the R&D community, service managers and early career researchers.

*The R&D community:* In 2012 a cohort of 24 R&D Managers from NHS Trusts participated in a programme designed to develop their leadership potential.

***In 2013/14 we will implement a series of workshops to consolidate their learning and develop skills in facilitation and strategic networking to enable them to become a self-sustaining community of practice with the enhanced ability to share experience, learning and opportunities.***

*Service managers:* There is a pressing need to work with service managers to realise the potentials and benefits in releasing staff to develop their research skills. This is not just a means of building strategic workforce capacity for the longer term; such staff can contribute greatly to service improvement agendas.

***In 2013/14 a Releasing Potential Programme will be developed aimed at service managers, focusing on how to release the research potential of their staff.***

*Early Career Non-medical Clinical Researchers:* Since 2008/9 significant amounts have been invested by Trusts and NIHR in support of clinicians who received fellowships to undertake Masters in Clinical Research and Doctoral studies. Intelligence from these students has highlighted the difficulties they experience on completion of their studies in utilising and transferring their skills in their clinical contexts and in pursuing the development of their research career. Since these clinicians were funded with an eye to the contribution they would make to the clinical academic workforce, organising continuing support and development is key. Not to organise it would be highly wasteful of the investment made.

***In 2013/14 we will run a scoping event with early career researchers to start building a community of practice across the North West. We will also facilitate a workshop focused on exploring the development of clinical/academic posts for the non-medical workforce within the North West.***

### **The Catalyst Programme**

It is recognised increasingly that driving research and innovation within the NHS to address clinically relevant problems requires collaboration between academia, clinical practice, industry and service users.

The Catalyst Process utilises Open Space methodology to bring together eclectic groups of



participants from all sectors around specific topics to develop clinically focused research questions leading to funding applications. The development phase of the Catalyst Process ensures that it is built upon clinically relevant topics or organisational key agendas.

People with relevant skills and expertise to inform research questions and the potential to inform funding applications are invited to the catalyst event to ensure that relevant expertise is in the room.

The follow-up events, comprising a network event and bid writing retreat, not only build a community of research practice generally but also have the potential to sustain focus and commitment to particular programmes of research.

In addition to its specific outputs, catalyst events make a powerful contribution to both generating and sustaining R&D capacity across a broad geography, building connections that had not existed before.

*In 2013/14 we will run a series of catalyst events and work with interested parties to explore the delivery of events tailored to specific organisational agendas. We will continue to develop the Catalyst Toolkit, which was developed as a resource to enable scaling up of the Catalyst Programme.*

## **Let's Talk Research**

Communication about health research is fundamental to the agendas of many organisations focused on making the North West a leading region for conducting health research in the UK with the ultimate aim of increasing the health, wellbeing and economy of the region.

Cutting across organisational agendas, including the NHS, HEIs, CRNs and AHSNs, is the need to increase the public's engagement with health research and research literacy coupled with the requirement to equip researchers with the skills and expertise to communicate their research effectively.

Leading the country in the way we communicate, at all levels, about health research is an aspirational agenda which cuts across all age groups and sectors of society and encompasses all forms of communication media. It has the potential to bring together major stakeholders from health, academia, the media and industry to develop a co-ordinated innovative approach to ensuring the North West is known for its excellence in communicating about research.

There are many levels on which this programme of work can develop which include:

- Developing an inspiring programme of inter-professional development designed to increase the accessibility of information about health research
- Developing a critical mass of people who specialise in communicating health research
- Sharing best practice to ensure that every time a person comes into contact with healthcare professionals they are informed about opportunities to take part in research in a way they understand
- Working with researchers to develop skills and expertise in communicating their research to non-specialist audiences via a range of media
- Working with schools to increase understanding about the role and value of health research

Fundamental to the success of this programme is that it is founded upon an inter-disciplinary cross-sectoral approach which facilitates cross fertilisation of ideas, skills and expertise.



*In 2013/14 we will organise a stakeholder event to establish explore this agenda with key organisations. We will also run a series of master classes focused on developing specific skills and expertise in communicating research.*

### **Patient and Public Involvement**

Over the last couple of years, the Team has supported the development of the NW People in Research Forum, which brought together service users and members of the public who are active in health research with leaders of NHS research organisations to share experience, information and ideas about new areas of collaboration. The Forum also offers peer support to patients and members of the public involved in research.

The Team continues to host the support staff for the Forum as well as looking at wider opportunities to promote public involvement and engagement.

*In 2013/14 we will continue to support the development of the NW People in Research Forum and ensure it has a secure funding base for the future.*

### **Tapping EU Collaboration & Funding opportunities**

Over the past 18 months the Team has focused attention on developing links and supporting EU funding applications working closely with the senior EU Health Officer for the North of England. This constitutes an asset open to be harnessed across the North West Coast and Greater Manchester AHSN geographies.

The Catalyst process outlined above has been used to establish connections and develop interest within the R&D community within the North West to encourage the formation of bid consortia and to raise awareness of how to access EU funding. The R&D Team has also fostered relationships with EU partners who have an established track record of acquiring EU funding for health research. To promote and develop these relationships a formal agreement has been signed with Cataluña and similar agreements are in the pipeline for Veneto. Part of these agreements formally enable EU partners to take part in inter-regional health research related activities.

*In 2013/14 we will hold an EU inclusive catalyst event, deliver a series of workshops promoting and supporting the application for EU funding for health research and pursuing further formal relationships with other EU regions such as Veneto and Flanders.*

### **The Creative Learning Incubator**

The relationship between creativity in the arts and research is referenced in a wide range of publications. The Creative Learning Incubator brings together people from the world of the arts and from the research community to enrich the development of the R&D community. Master classes, workshops, simulations, role plays, reportage have the potential to:





- Open up insights about the subtlety of interpretation, which widens the mind in its thinking about possible research questions, methodologies that might be used and interpretation of what data might be telling us
- Stimulate different ideas about how best to present findings, observations and possibilities
- Create insights into how people react to new ideas
- Inform understanding about how best to capture the perspectives of patients and the public when they meet the world of research
- Inform understanding about how best to present case studies, etc when seeking to exchange knowledge
- Create a safe environment in which to test skills in leadership

Involvement in the Incubator will emerge naturally from several other strands of work such as the Releasing Potential Programme; Catalyst events; Knowledge exchange dialogue; the People in Research Forum; informal contacts; or commissions. As with the Team's other activities, the intention is that experience in the Creative Learning Incubator will not be a 'one-off' activity but just one thread in a tapestry of development for the R&D community.

***In 2013/14 we will continue to develop the ideas that are emerging in the Creative Learning Incubator. We will implement the ideas that are successful into our programmes of work. We will also ensure that the Incubator approach develops into a 'test lab' for further innovative approaches.***



## The Team

### **Dr Stuart Eglin**, Regional Director



Stuart leads work on strategic development of R&D for the North West region. He oversees the development of research alliances, leadership of the R&D community, facilitation of bids for funding, partnerships and networks, workforce development and knowledge transfer. He is currently Co-Chair of the North West People in Research Forum.

He has also been an External Advisor on evaluation to the NHS Institute for Innovation & Improvement and to Macmillan Cancer Support. In addition to this, Stuart also works as an Executive Coach.

Stuart spent two years working as National Head of Evaluation for the NHS Modernisation Agency. Prior to that he worked in the NHS Regional Office for eight years and was Regional Head of R&D for the North West.

He has worked extensively on patient and public involvement and was Chair of the Strategic Alliances Working Group of INVOLVE for seven years.

He has worked in various roles throughout the Health Service, including a couple of years in Primary Care in the Wirral and a year at the Royal Liverpool University Hospitals. He began his career in the voluntary / charitable sector as a Community Arts Worker and later as Manager of a Disability Organisation.

Stuart has a PhD in organisational change from Manchester Business School in which he studied the psychological aspects of change within organisations in the NHS, focusing particularly on applications of Jungian and Archetypal Psychology. He has held honorary appointments with the University of Manchester, Lancaster University and Liverpool John Moores University.

### **Dr Lynne Goodacre**, Assistant Director



Lynne trained as an occupational therapist and over the last 30 years has worked in the NHS, in a voluntary sector user led organisation and academia. She has extensive experience of working in postgraduate education in the development and delivery of Masters level programmes and the supervision of Masters and Doctoral level students and postdoctoral researchers.

Lynne's research interests are focused on understanding the experience of living with and managing long term conditions with a specific interest in rheumatological impairments. She is actively engaged in programmes of research in this area and has co-authored two publications related to rheumatology practice. She facilitates a number of clinical research networks in the North West.

She has been Chair of the Research and Development Board at the College of Occupational Therapists, Editor of the British Journal of Occupational Therapy and a member of Council of the College of Occupational Therapists. She undertakes grant reviews for a wide range of funding bodies and reviews papers for a number of academic journals.

Lynne undertook her PhD in the Department of Sociology at Newcastle University exploring the differences between how people living with rheumatic conditions experience change and how healthcare professionals measure it. She holds an honorary appointment at Lancaster University.



**Gillian Southgate**, Assistant Director



Gillian started her career in the late 1980's training as an occupational therapist in Derby. She worked initially in the UK and the USA specialising in seating, posture and mobility and set up the newly devolved Seating and Wheelchair service for Bury and Rochdale and later worked as a project manager for the children's mobility charity Whizz-Kidz. She facilitated the development of the first independent Child and Family mobility advice centre in Newcastle upon Tyne. During this time Gillian was a committee member of the posture and mobility group and was involved in the Department of Health's Modernisation Agencies Wheelchair Collaborative.

In 2004 Gillian was appointed to clinical lead for the East Lancashire Condition Management Programme, set up in partnership between the NHS and the Department of Work and Pensions. Gillian later became the clinical manager as the service became county wide. Following the closure of the service in 2011 Gillian set up with colleagues, a small health care company, Edenwell, to continue the work of the Condition Management Programme and is currently the Clinical Director.

Gillian has continued her education by completing her MSc in Health Practice at Salford University, a post grad certificate in CBT and further post graduate work in change management. She has co-written module's as part of a MSc at UCLAN and has been involved in leading a number of training and research days.

**Jo-Anne Simpson**, Operations Manager & Executive Assistant



Jo-Anne trained at Accrington & Rossendale College and started her career in the NHS in December 1991 as a Personal Secretary for the District Dental Officer at Bury Health Authority. From there she worked her way up through the administration department to take up the role as Information Officer at Rochdale Health Authority. In 2000 Jo-Anne left the NHS to work as an Office Manager for a construction company contracting directly to British Telecommunications where she was responsible for the general running of the company and it was from this position that Jo-Anne gained her managerial and project administration experience.

Jo-Anne undertook further project administration work with BT until February 2013 when she returned to the NHS as Operations Manager and Executive Assistant in the NHS R&D North West Team.

**Marie Hollis**, Project Administrator



Marie started her career in the NHS in July 2007 as a Human Resources Administrator for the Royal Liverpool and Broadgreen University Hospitals NHS Trust. She quickly worked her way up to become a H.R Recruitment Officer and remained with the team until November 2011 when she took a change in her career and started working in Project Administration. Her first role in this field was a Project Support Officer for the Greater Manchester and Cheshire Cancer Network where she worked on various projects promoting the national campaign 'Be Clear On Cancer'.

Following the demise of the Cancer Network, Marie began work with the NHS R&D North West Team as a Project Administrator in May 2013.



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