

2019  
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# Health Research, Innovation, Evaluation and Improvement Strategy

## Introduction

We are delighted to present the Partnership Strategy for Research, Innovation, Evaluation and Improvement. This has been jointly developed by Hull Clinical Commissioning Group (CCG), Hull City Council (Public Health) and Hull York Medical School (HYMS).

This new Strategy builds upon the previous CCG Research and Development Strategy, which focused on delivering the key statutory duties of the CCG, to promote and support research, to use research evidence in commissioning and to ensure that treatment costs in research are appropriately resourced.

It sets out a vision for supporting research, innovation, evaluation and improvement, as evidence-based interventions can measurably enhance health care and improve the perceptions of the experience of that care by patients, families, and staff in Hull. The vision and principles have been adopted by Hull City Council (Public Health) as a key partner, with a view to working with other parts of the Local Authority to more formally adopt the strategy to expand the reach beyond health.

## Context

The launch of the NHS Long Term Plan (2019) builds on the ambition to integrate care to meet the needs of an ever-changing population. It places a strong emphasis on prevention, primary care and mental health services. The plan sets out the requirement to identify clinical priorities, enabling digital technologies and service redesign and gives a true recognition of how excellent capabilities research and innovation can drive this work forward.

The local Partnership Strategy for Research, Innovation, Evaluation and Improvement seeks to support the work of the Hull Place Plan and the work being taken forward over the next 3 years. This is a framework for local organisations to work together in a 'place-based' system in order to improve health outcomes for the population of Hull. It emphasises action on the wider determinants of health through public sector reform; a collaborative effort to improve people's resilience and wellbeing in order to close the health inequalities gap across different communities within the city.

This Partnership Strategy for Research, Innovation, Evaluation and Improvement supports the Hull Place Plan by:

- ensuring those who commission and deliver health-related services in Hull have the capacity and capability to make and direct evidence-informed decisions and conduct innovation, evaluation and improvement work as a foundation for the Hull Place Plan objectives. This will enable a change in culture that supports the highest quality outcomes for the population of Hull.

- increasing the involvement by patients, carers and the people of Hull in the research cycle - from conception of research through to dissemination of results - in order that their insight and experience can help to improve the quality, relevance and effectiveness of local studies.

The Partnership's vision is to embed a culture of integrated working and innovative approaches in all aspects of CCG work to ensure the people of Hull receive improved health and care outcomes. It is underpinned by national drivers, such as the Health and Social Care Act (2012) which places a duty on commissioners to work with local authorities to promote integrated working and to promote research and the use of research evidence.

## **Ambition**

Research is vital in providing the evidence we need to transform services and improve outcomes e.g. in developing new care models, redesigning urgent and emergency care, strengthening primary care and transforming mental health and cancer services.

By fully integrating research into our organisations we can develop better quality care and improved use of resources. Pursuing the use of evidence and evaluation will improve how we measure the impact of our work, meaning we can learn from what works well, and what doesn't.

We wish to foster a culture that seeks out research evidence and applies this evidence in decision-making. All of this will be underpinned by a strong infrastructure that is supportive of research and evaluation.

Research can help us to:

- identify people at risk of getting ill and help to prevent illness
- provide the best advice and treatments for people
- share knowledge and understanding about different conditions
- find out what people think about services
- assess how effective services are
- improve the environment, health and wellbeing of a local population
- ensure commissioning decisions and local practices are grounded in best practice from research evidence.

## **Our vision**

To achieve excellence in supporting research, innovation and evaluation and to routinely use the best available research evidence in decision-making that delivers the highest quality health and care outcomes for the people of Hull.

To promote a vision and culture of high quality research informed commissioning driving excellence. This will encompass the generation and application of research, innovative ideas, evaluation and improvement work to drive forward the quality of health and care outcomes and make an impact on the local population in Hull.

Our aims

- We will increase and grow staff awareness, skills and knowledge of using the principles and practice of research, innovation, evaluation, learning and improvement work.
- We will build on the capacity and capability to undertake research, innovation, evaluation and improvement work with a focus on out-of-hospital care, whatever the setting.
- We will increase the involvement by patients and people in Hull in the research cycle from ideas to practice.

**We do this because it will help develop and inform decisions that improve health and care.**

### **Roles and responsibilities**

Within the reporting structure of the CCG the lines of responsibility are as follows: The **Chief Officer** is ultimately accountable for ensuring the organisation fulfils its clear duty to promote research and the use of research evidence under the Health and Social Care Act, 2012.

This duty is delegated to the **Director of Quality and Governance/Executive Nurse** who is responsible for ensuring that research and evidence based practice takes place locally in line with national policy.

**All CCG officers** are responsible for ensuring the Partnership Vision for Research, Innovation, Evaluation and Improvement is taken forward and officers are required to seek advice from the Director of Quality & Governance in relation to any proposed research activity and/or clinical audit/ evaluation or improvement work.

**NOTE: The reporting structure and lines of responsibility will feed into the Hull City Council (Public Health) and Hull, York Medical School through separate arrangements.**

The Strategy's objectives and outcomes are set out over the next few pages and will be developed further into an action plan with leads and timescales and will be implemented and monitored through the Hull Research and Development (R&D) Steering group. Assurance reports identifying compliance and implementation of the strategy will be shared with the Hull CCG Board via the Hull CCG Planning and Commissioning Committee and Quality and Performance Committee with periodic updates to the Council of Members.

## Health and Public Health Partnership Vision

To achieve excellence in supporting research, innovation and evaluation and to routinely use the best available research evidence in decision making that delivers the highest quality health and care outcomes for the people of Hull.

To promote a vision and culture of high quality research informed commissioning driving excellence. This will encompass the generation and application of research, innovative ideas, evaluation and improvement work to drive forward the quality of health and care outcomes and make an impact on the local population in Hull.

### Key outcomes/aims

### Key objectives for each outcome

#### AIM 1

We will increase and promote staff awareness, skills and knowledge in using the principles and practice of research, innovation, evaluation, learning and improvement work.

#### OUTCOME 1

We will achieve a positive change in culture that puts research, innovation, evaluation and improvement work at the centre of highest quality health and care outcomes.

#### Objectives for Outcome 1

- **Build capacity and capability** for us to enable staff to have better awareness, knowledge, skills and confidence to use and propose new research and innovation.
- **Support staff to make evidence – informed** decisions on the basis of high quality research that leads to effective health and care services.
- Make **relevant tools and resources accessible** to staff -to include training, mentoring and toolkits.
- Ensure **induction of all new employees includes a discussion on research, evaluation and innovation, improvement** and the use of evidence to inform decision making.
- Consider **Building research into relevant job descriptions** with the flexibility to enable 'blue' sky thinking for the generation of new ideas.
- Further grow and recognise the need to **integrate a research cycle** with the commissioning cycle in order to embed an organisational learning culture built on research, innovation, evaluation and continuous improvement across the partnership.
- Support the vision through **promoting high quality research and a culture of why research matters and how it can be used to help improve out- of- hospital care.**
- Explore what processes are in place to ensure **appropriate evaluation** of decision making which measures outcomes and **informs future investment decisions.**
- To identify /work in **partnership with other** organisations who share/are working to this goal (avoid silo working) for example, scholarship opportunities.

Key outcomes/aims	Key objectives for each outcome
<p><b>AIM 2</b></p> <p>We will build on the capacity and capability to undertake research, innovation, evaluation and improvement work with a focus on out- of- hospital care, whatever the setting.</p> <p><b>OUTCOME 2</b></p> <p>We will participate and use research as a quality indicator that will improve the health and care outcomes in Hull.</p>	<p><b>Objectives for Outcome 2</b></p> <ul style="list-style-type: none"> <li>• Ensure research is a ‘golden thread’ at Board or appropriate meetings</li> <li>• Ensure the inclusion and opportunities for patients to be involved in research from conception to dissemination through our <b>main provider contracts and Quality Accounts</b>. ( Awaiting CQC indicators re R &amp; D)</li> <li>• Continue to meet the commissioning responsibilities to promote and support research including <b>excess treatment costs</b> associated with non- commercial research.</li> <li>• Work with partners to support a <b>‘pipeline of ideas’ that enables research ideas to reach academia</b> and supports collaborations and the co- design of projects and may help to inform and build on NIHR work.</li> <li>• Work with partners to <b>generate further growth in NIHR portfolio work</b> across different sectors. Particular focus <b>primary care</b>.</li> <li>• Build on <b>research that is co-produced</b> and involves commissioners, for example NIHR Grant building work hosted via the CCG, or potential graduate assistant post(s), set against the commissioning priorities.</li> <li>• Encourage and <b>support more NHS and wider contextual research that is focussed on the specific issues facing out of hospital care</b>, and can be taken forward by the partnership as a collective voice</li> <li>• Identify local innovations, priority areas and practice that can inform future research ideas/questions –practice informed research - <b>Bridge the gap between academia and practice</b>.</li> </ul>
<p><b>AIM 3</b></p> <p>We will increase the involvement by patients and the public of Hull in the research cycle from ideas to practice.</p> <p><b>OUTCOME 3</b></p> <p>We will through specific communications and engagement, achieve more visibility for patients and the public on available opportunities for engagement in research, innovation and improvement.</p>	<p><b>Objectives for outcome 3</b></p> <ul style="list-style-type: none"> <li>• Refresh the approach to patient and <b>public/citizen engagement in research</b>, innovation, evaluation and improvement work and identify what opportunities there may be for improving health literacy.</li> <li>• Establish a wider strategic approach to engaging local patient/ public groups in opportunities both as participants in research and as researchers themselves.</li> <li>• Work with partners to build on national initiatives such as the Patient Research Ambassador role(s) that could influence local patient group engagement in research.</li> <li>• Work with the Yorkshire and Humber Clinical Research Network to promote and publicise research opportunities to the wider public.</li> </ul>



**Hull**

**Clinical Commissioning Group**