Culture Workshop Outputs

Research and Innovation Strategy

2021-2026

Research and Innovation Strategy

Culture is one of four key components to our Research and Innovation.

This component focuses upon understanding how we can cultivate and maintain a culture that supports research as a core component of healthcare for all, embedding research awareness, experience and expertise, whilst enhancing our reputation as an organisation where research is fundamental to patient safety and quality of care.

It considers:
Integrating research as a core component of healthcare for all
Making research visible
Enhancing our reputation as a research active organisation

This document sets out our current position and identifies priorities and areas for improvement over the next 5 years as identified by our staff during a series of 3 workshops.

Culture

Culture Workshops

Over 3 workshops, staff attended to represent the following departments/teams:

- Anaesthetics / obstetric anaesthetics
- Breast Cancer Services
- Consultant Surgeon
- Critical Care
- CRN North West Coast and Greater Manchester
- Human Resources
- IBD
- Information (IT Department)
- Maternity
- Medicine Division
- Microbiology
- Midwifery
- National Institute for Health Research

- NWC Taskforce
- Obstetrics & Gynaecology
- Ophthalmology
- Paediatrics
- Pathology
- Pharmacy
- Renal
- Research Department
- Respiratory
- Stroke
- Surgical Division
- Trust Board
- Urology
- Women and Children's

Please see the end of this appendix for full list of attendees.

Culture

SWOT Analysis – Culture Workshop 1
(January 2021)

NHS
Wirral University
Teaching Hospital
NHS Foundation Trust

STRENGTHS
- Local IT systems
- Support staff
- Renewed interest from Trust Executive Board
- Experienced staff in the Research Department
- Existing consultant engagement with studies
- Staff with research interests
- There is a clinical appetite for research
- We have enthusiastic and committed staff
- Momentum gained from COVID-19 /Vaccine studies means that the value of research is now more obvious
- Buy-in from senior management stating research is a priority

WEAKNESSES
- Lack of job planned time for research
- Opportunities for research are missed
- Lack of departmental (not divisional) leads in research
- Lack of resources e.g. dedicated research nurses
- GCP training availability
- Insufficient space
- No dedicated working clinical space to see participants
- Role as DGH rather than teaching hospital
- Less research nurses
- Research workforce
- Lack of working space
- Small percentage of staff involved in research
- Research offices need to be visible within the trust

OPPORTUNITIES
- Workforce representative of future NHS structure, e.g. Embedded ANP, emerging nurse consultant roles
- Development as part of job planning
- Trainees appear to be more engaged in research – can we optimise on this?
- Financial incentives for research… can potentially fund itself?
- Including research in the description of all clinicians (this is a mandatory requirement of agenda for change)
- Large patient population who may now be more switched on about research due to the pandemic
- Research across Wirral Place / Regional working/collaboration
- Making research explicit in new posts
- Buy-in from patients – willingness to participate in research
- Get more clinical staff groups involved in research and training opportunities e.g. Nurses, AHPs, new consultants
- Trust supporting clinicians to participate in research
- Encourage research in all specialties with equal importance
- Change name to research and innovation
- Research clinical fellows in surgery – consider similar in other divisions

THREATS
- Lack of capacity in support services e.g. Radiology, pathology, pharmacy
- Clinical workload/pressures
- Negotiating time in PA's /Job plans
- Not much previous support from CCC oncology team
- Liverpool University Hospitals more active than we are
- Lack of finance for research as we move into post-COVID work
- Clinical pressures from COVID pandemic
- Workforce fatigue
- Clinical pressures
- Lack of money to support research
- Attitudes of some people towards research (less important, secondary)
- Larger teaching hospitals with more research/support/selling themselves more

Integrating Research as a Core Component of Healthcare For All

Getting the Basics Right

Communication
- Communications around current research activities so all areas are aware of what is being undertaken
- Video section in part of Trust staff induction

Structure
- Up to date list of clinicians or allied health professionals that are interested in research and their areas of interest
- Research time in job plan for those who are research active
- Highlighting CQC expectations and what departments can do to meet these
- Mandatory Good Clinical Practice training

Enablers
- Adequate IT, office space and clinic space to work in
- Trust promoting clinicians to participate in research

Better

Communication
- More communication and celebration of research happening within the trust
- Research activity dashboard regularly updated, potentially showing performance per department creating expectation and friendly competition

Structure
- Including research time in all job plans with an expectation of every clinician being involved in research activities
- Research champion in each department
- Research links within each department to champion studies at handover
- Mentoring and shadowing opportunities for staff interested

Enablers
- IT systems compatible across the trust

Best

Communication
- Consultants to talk about Wirral studies nationally
- Research day (with opportunity to have presentations etc.) as a local event

Structure
- Research lead in all departments (not just divisions) with research being enforced standing item in all business meetings
- Research linked and offered as solutions to other strategies – e.g. meeting continuous improvement and improving patient care
- Doing our own research
- Recruiting consultants interested in research
- Starting research at the front door (acute admissions)

Enablers
- Universal IT systems across all trusts
- Active scanning of the NIHR portfolio and identifying opportunities

Workshop 1 Outputs

Making Research Visible

Getting the Basics Right

Communication
- Clear communication on the entrance to both hospitals that we are research active
- News bulletins on intranet
- Use of TV in outpatient/visitor areas to promote research
- Add a line to patient letter template that we are research active
- Hospital posters to empower patients to ask about clinical trials
- Research board for every department to show activity
- Trust screensavers on different projects happening

Structure
- Patient research advocates
- List of clinicians interested in PI roles with their area of interest for Research Department to contact with opportunities

Better

Communication
- Social media campaigns, newspapers etc.
- Improving the website to link more with IHR evidence summaries and real time
- lists for patients
- Research activity dashboard regularly updated, potentially showing performance per department creating expectation and friendly competition

Structure
- Patient groups to share opportunities
- Secretaries to support the promotion of research
- Patient opportunity information shared actively by teams, eg. HCSWs

Enablers
- 'GCP suite' also includes an hour long course where a full day course is not necessary
- Offer GCP to all staff

Best

Communication
- Trust Research and Innovation newsletter or electronic platform to provide updates on research activity and celebrate success
- Photos/videos of research team where appropriate to promote research
- Posters or intranet articles, video presentations on research success
- Personal stories from WUTH patients of research participation (especially those that inform NICE guidance or practice

Enablers
- Inter-divisional competition leader board on research activity and recruitment

Enhancing Our Reputation as a Research Active Organisation

NHS
Wirral University
Teaching Hospital
NHS Foundation Trust

Getting the Basics Right

Communication
- Increasing patient awareness
- Sharing research outcomes
- Self promotion of activities

Structure
- Trust celebratory evening to reward the best recruiting team
- WUTH annual research day/week/month

Enablers
- Being prepared to celebrate success
- Educational materials
- Using clinic waiting area TV screens to promote research activity and encourage patients to ask their clinician about their suitability

Better

Communication
- Encourage conversation by advertising research in patient-facing areas
- Making patients aware that they may be asked if they want to participate in research
- "Did you know that" nuggets of information about how research has changed healthcare

Structure
- Increasing patient involvement
- Resourcing innovation
- Researcher of the year award

Enablers
- Interactive educational materials
- Competition for posters/social media content for promoting research (involve other areas of community e.g. schools etc.)
- Research activities to be part of the Trust home page

Best

Communication
- TV, radio, social media ads to promote the importance of research to the general public, dismissing false perceptions
- Listening events with patients to gain feedback on innovation

Structure
- Patient research advocates
- Research interested individuals representing the trust at regional and national level
- Innovation being recognised with as much attention as research
- Departmental/staff group research champions

Enablers
- Universal IT systems across all trusts
- Active scanning of the NIHR portfolio and sharing opportunities on our platform

SWOT Analysis – Culture Workshop 2
(January 2021)

STRENGTHS

- Experienced research nurse team
- Experienced Principal Investigators
- Buy-in from senior Management
- Opportunity via NIHR to see one's research questions answered
- New treatments for patients

WEAKNESSES

- Lack of interest for research in some areas
- Lack of funding for research
- Lack of staff
- Lack of time

OPPORTUNITIES

- Can connect/collaborate with NW Research WF Team to utilise their services
- Introduce juniors/nurses to research
- Excellence reporting to run side by side with incident reporting system
- Link in with universities re part of nursing/medical training
- Raising the culture of research as central to what we do – not additional
- Recognise successes
- Looking outside of consultants when recruiting to PI posts
- Advertise on screensaver on desk top on big screen in reception area
- Add research to every daily Boardround/handover
- Forthcoming revision of NHS England Matron's Handbook
- If NHS 70@70 is repeated – opportunity to have WUTH senior nursing leader (i.e. Deputy Director level) participate

THREATS

- Support
- Capacity
- Lack of engagement
- Clinical pressures
- We need designated office space and desks for research nurses
- Starting projects and running out of support/interest part way through
- Research Manager revisit operational capacity statement to identify where clinical services can support research here and now and learn from structure there for sustainability and growth

Integrating Research as a Core Component of Healthcare For All

NHS
Wirral University
Teaching Hospital
NHS Foundation Trust

Getting the Basics Right

Communication
- Staff communications/posters to "de-mistify" research within the trust: not only consultants can be PIs
- Webpage with list of on-going research
- "Did you know that we do 'x' because of research?" Posters of learning we have taken from research and how we apply it to practice (e.g. recovery trial)
- "We are a research active organisation" printed on all patient correspondence

Structure
- List of staff & research interest/capacity to do research
- Map out current links within the trust to external partners and activities

Enablers
- CRN proportionate training to engage medical trainees & other registered HCPs in non-GCP related protocol tasks
- Promote opportunities to engage in national conferences
- Better uptake of GCP training to release capacity for research nurses
- GCP included as the general medical training

Better

Enablers
- Consider utilising NIHR toolkit for staff engagement
- Job planned time for research
- Once revised, embed NHS England's Matron's Handbook into practice as it will have a more relevant research section
- Link in with Universities re incorporating research in nurse/medical training.

Structure
- Use medical students and junior doctors in order to collate previous research activity within the trust to promote this
- Identify projects that medical students can lead on who have expressed interest

Best

Communication
- Research Department to facilitate/signpost staff to pursue their research question and ambition
- Deliver GCP training via departmental meetings to reach the whole team at once
- Trust staff to engage with research department to support their learning opportunities such as masters degree assignments
- Trust research forum for those interested to express their ideas/ those across different training schemes to support eachother

Making Research Visible

Getting the Basics Right

Communication
- Improve visibility of the research department (signage?)
- Signposts for each department

Structure
- Student nurse placements
- Each clinical speciality has link professional bodies – share awareness of opportunities – build capacity and capability

Enablers
- Research education and training – deliver in-house, communicate opportunities, share learning
- Promoting opportunities to support research, not just lead roles particular studies
- Arrange a CRN "Incorporating research into your practice" Workshop tailored for WUTH

Better

Communication
- Annual Research Open Day
- Acknowledge Clinical Trials Day
- Dashboard to align those who have expressed appetite to get involved with areas of opportunities

Structure
- Research Lead in each department to promote and share awareness of opportunities in their area
- Nursing shadowing opportunities to raise awareness of the role and opportunities

Best

Communication
- Shared publications and posters each month
- Published poster in all departments and education centre

Structure
- Practice Education Facilitators to support promoting opportunities for non medical students

Enhancing Our Reputation as a Research Active Organisation

Getting the Basics Right

Communication
- Regular Comms updates – demonstrate the benefits of successful R&I
- Research on trust website – meet mandatory requirements

Structure
- Consider funding the new NIHR PGCert Clinicians

Enablers
- Patients experience of participating in research

Better

Communication
- Research webpages – list of studies, resources – link NIHR
- Showcase story board of innovation ideas from lightbulb moment to clinical care

Structure
- Identify trainees rotating to the trust for longer placements, e.g. 6 months and signpost them to research & innovation opportunities

Enablers
- Audit/re-audit and QIPs to be included in part of training and recognition of activities

Best

Communication
- Phrase/colloquialism for making research and innovation feel more accessible to more staff
- Multimedia strategy: Instagram, Twitter, Facebook, YouTube, Newsletter, Posters
- Vlog – YouTube – videos on trust website
- Research and Innovation such as PC screensavers

Enablers
- Competition for innovation
- Utilise speciality celebration days to promote relevant research i.e. World Kidney Day – 10th March
- Patient representation – link in with the non-executive directors on including patient voices and journeys

SWOT Analysis – Culture Workshop 3
(February 2021)

NHS
Wirral University
Teaching Hospital
NHS Foundation Trust

STRENGTHS

- Committed Research Department Staff, PIs, pharmacists, lab staff experienced in delivering research
- Motivated staff
- High volume, good reputation
- Commitment from management
- Trust has research positive culture

WEAKNESSES

- Not part of culture, less resource compared to other centres
- Capacity
- Not widely publicised in all divisions
- Lack of research specific staff in certain areas
- Differences in knowledge of research and what it can be

OPPORTUNITIES

- Staff interested and willing to participate in research
- Having allocated research clinical space makes it more visible – can increase uptake
- Link nurses or champions across the departments
- Keenness from staff and trainees
- Wide portfolio to participate in
- Incorporate research as core component of the agenda of divisional team discussions
- PR of current research – summaries of all research and findings Build on the benefits of research seen through the pandemic
- Greater recognition of research involvement in job plans
- More opportunity for staff to put forward ideas for research
- Research and innovation part of all job descriptions and job plans

THREATS

- Current lack of space to see patients
- Staff time, attitude and resources
- Lack of understanding of GCP requirements
- Clinical services pressures, staff exhaustion and retention
- Staff time limits in explaining research
- Staffing capacity
- Posters and comms have been removed from walls when they have been put up in the past

Integrating Research as a Core Component of Healthcare For All

Getting the Basics Right

Communication
- All staff to read patient information leaflets for studies that are running within their areas and think about the basics, approach with fellow colleagues before approaching the patient
- Patients aware – expect to be offered participation
- Updates about research and innovation in communications

Structure
- Creating a greater awareness of what trials are currently running through teaching at a departmental level
- Encourage staff to participate in GCP
- Command structure

Better

Enablers
- Encouraging staff to come forward with research ideas – support for development of research projects
- Mentoring roles for research from experienced colleagues
- GCP on induction, rotation, annual training programmes

Best

Communication
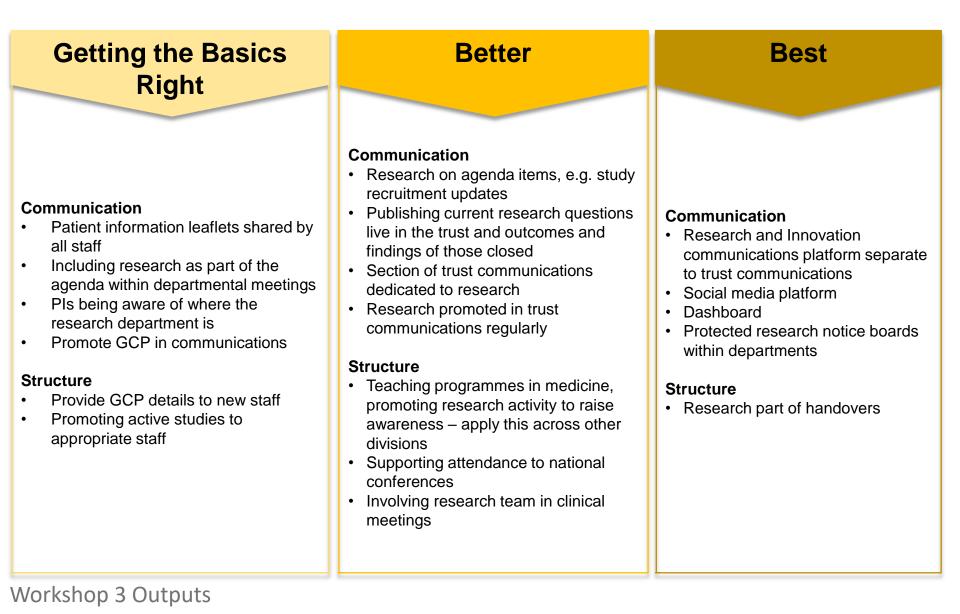- All staff are aware that every patient should be given the opportunity to participate in research and offer this to patients
- Staff are aware of the research studies that are recruiting in their department
- Research as second nature = embedded in the culture

Making Research Visible

Getting the Basics Right

Communication
- Patient information leaflets shared by all staff
- Including research as part of the agenda within departmental meetings
- PIs being aware of where the research department is
- Promote GCP in communications

Structure
- Provide GCP details to new staff
- Promoting active studies to appropriate staff

Better

Communication
- Research on agenda items, e.g. study recruitment updates
- Publishing current research questions live in the trust and outcomes and findings of those closed
- Section of trust communications dedicated to research
- Research promoted in trust communications regularly

Structure
- Teaching programmes in medicine, promoting research activity to raise awareness – apply this across other divisions
- Supporting attendance to national conferences
- Involving research team in clinical meetings

Best

Communication
- Research and Innovation communications platform separate to trust communications
- Social media platform
- Dashboard
- Protected research notice boards within departments

Structure
- Research part of handovers

Enhancing Our Reputation as a Research Active Organisation

Getting the Basics Right

Communication
- Sharing good news, such as successful studies
- More publicity regarding ongoing research to promote interest and culture
- Share results of studies in communications

Structure
- Encouraging departments to highlight innovations – share innovation
- Ensure patients and carers understand that research is part of what happens at WUTH

Better

Communication
- Presence at conferences and meetings
- Studies promoted in meetings/grand round etc.
- Spotlight in communications

Best

Communication
- Social media platform – Instagram/Twitter/Facebook/ YouTube to share good news/successful studies
- Newsletter
- TV Screens, PC screensavers

Culture Workshops

Many thanks to the following staff members for attending our Workshops to discuss the Culture Component of the Research and Innovation Strategy:

Dr Alice Arch
Amy Janvier
Andrea Young
Dr Andrew Wight
Dr Angela Kerrigan
Anne Reddington
Dr Brian Menezes
Chris Mason
Dr Craig Denmade
Dr David Harvey
Dr Denise Langhor
Erin Wilson
Fiona Brailsford

Dr Heather Black
Dr James Pauling
Joanne Mullen
Julie Grindey
Keith Morris
Laura McAllister
Liz Bailey
Lucy Lewis
Lynn Gray
Dr Lynn Rowbottom
Mr Manal Kumar
Mandy Edwards
Mary Speake

Dr Michael Ellard
Dr Nikki Stevenson
Pippa Roberts
Mr Raman Vinayagam
Dr Ramasubramanyan
    Chandrasekar
Dr Ranjeev Mehra
Seonaid Beddows
Sharon Hughes
Mr Thiagarajan Nambi Rajan
Dr Thomas Ledson
Venetia Johnson
Ya-Wen (Jessie) Huang