

National Waiting Times Centre Board

Research and Development Strategy

Name	Research and Development Strategy
Summary	This document sets out the strategy for the management, development and support of research within the National Waiting Times Centre Board
Associated documents	
Target audience	<ul style="list-style-type: none"> • External agencies (e.g. the Chief Scientist Office). • The NWTCB Research and Development Steering Group • Research active and potentially research active staff employed (substantive or Honorary) by the NWTCB
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Approvals

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Distribution

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1. Introduction

- 1.1. The National Waiting Times Centre Board (NWTCB) is an NHS Special Board that manages the Golden Jubilee National Hospital (GJNH) and the Beardmore Hotel. Located in Clydebank, near Glasgow, the GJNH is Scotland's flagship hospital for reducing waiting times. The hospital receives referrals from across the country for the specialities and services it provides. As well as delivering surgery such as hip and knee replacements and diagnostic examinations such as Magnetic Resonance Imaging (MRI), the GJNH is home to the West of Scotland Heart and Lung Centre.
- 1.2. This strategy aims to provide a context and framework to promote and support research and development throughout the NWTCB. It is the responsibility of the Board to support healthcare professionals in the achievement of this aim.
- 1.3. Research and development is essential to the successful promotion and protection of health and well-being and to the development of modern and effective health services.

2. Definition and Scope of Research and Development

2.1. The NWTCB accepts the following definition of a research project:

- A research project is designed to provide **new knowledge** and
- Findings which are potentially of value to those facing similar problems elsewhere, i.e. **generalisable** and
- Findings which are planned to be open to critical examination and accessible to all who could benefit from them, i.e. **public dissemination**.

As such, it does not cover needs assessment, local service development or its evaluation. This definition is taken from the [CSO Funding Manual](#) (section 2.2).

A project is defined as a discrete time-limited study or piece of research, with a detailed protocol which addresses a specific research question or hypothesis.

2.2. The NWTCB acknowledges the importance of following the research priorities outlined by The Chief Scientist Office (CSO)¹ [Research Strategy for Health and Healthcare \(2003\)](#). There are three main clinical priority areas: cancer, cardiovascular disease/stroke and mental health. Cardiovascular disease/stroke is also a local priority. Other local priorities include orthopaedics and anaesthetics.

3. Research and Development in NWTCB – General Perspectives

3.1. Strong, vibrant Research & Development activity throughout the NHS is a significant support to the recruitment and retention of staff in all disciplines. Patients should also have the opportunity to benefit from involvement in

¹ The [CSO](#) is part of the Scottish Government Health Department.

research, irrespective of where they live, a principle which is recognised and endorsed by the Chief Scientist. Research in the NWT CB is at an exciting stage. The development of appropriate research governance systems will enable the organisation to fully take advantage of its position as the West of Scotland Heart and Lung Centre, and will enable it to take an active role in the development of appropriate UK Clinical Trial Collaborations (e.g. the [Stroke Research Network](#) which is led by Professor Peter Langhorne, University of Glasgow). Promotion of academic links with established Universities (Glasgow and Strathclyde) will lead to an increase in the volume of research led from the NWT CB. The proposed establishment of the Clinical Skills and Research Centre within the Golden Jubilee National Hospital provides the opportunity for the NWT CB to engage with the expansion of health related research and development. This is a major plank of the strategy for growth of the knowledge economy in Clydebank, and is in line with the role that the NHS is expected to play in relation to research in the Life Sciences in Scotland.

- 3.2. It is anticipated that the primary outcome of this formal research strategy will be to provide equity of access to health research for patients, carers and staff of the NWT CB. Secondary outcomes will be: the promotion of the NWT CB as a research active organisation; the recruitment and retention of high quality staff who can develop their research interests; and recognition and promotion of the 'knowledge economy' in the Clydebank area.

4. Aim and Objectives

- 4.1. The aim of this strategy is to contribute to the improvement of patient care, and services, both nationally and within the NWT CB, by supporting and managing research and development activity.

- 4.2. Research active NHS Organisations are expected to develop a Research and Development Strategy as a requirement of CSO core funding. Underlying principles will be as follows:

- The strategy will address the need for sound evidence in all activity and recognise the overall aim of improving health and reducing inequalities.
- The strategy will recognise the national research context and will build on existing research strengths.
- The strategy will recognise and build on existing strong academic partnerships and facilitate the development of new partnerships.

- 4.3. The objectives of the strategy will be to:

- Build on existing partnerships and facilitate the development of new partnerships to increase the quality and volume of research activity.
- Ensure that all R&D activity using NWT CB resources is subject to appropriate management approval and conforms to requirements of research governance and ethics.
- Ensure that researchers understand and are supported in their efforts to conform to research management and governance procedures

- Increase the volume of research by supporting CSO funded UK Clinical Research Collaborations (UKCRC) initiatives.
- Invest and attract investment in facilities and people.
- Increase public involvement in R&D in the NWTCTB.
- Acknowledge the value of contract (commercial) research and provide support for evidence based trial recruitment.
- Protect and capitalise on intellectual property developed through research and clinical practice.

5. Elements of the Strategy

- 5.1. Research Priorities These are described in section 2.2. of this document.
- 5.2. Research Activity the NWTCTB aims to continually increase the volume of research projects by supporting researchers who recruit to multi-site projects, including those originating from the CSO funded UK Clinical Research Collaboration (UKCRC) initiatives, and actively assisting staff who wish to become Chief Investigators in areas such as protocol design, ethics and research governance procedures, and management of research projects. Measurable outcomes will include a consistent increase in research activity, resulting in an increase in the CSO allocation to the NWTCTB.
- 5.3. Partnerships Research partnerships with academic institutions represented locally will be fostered. These will include the Universities of Glasgow and Strathclyde. The commissioning of the new Clinical Skills and Research Centre will further enhance collaborative working, as it will house not only teaching and training resources, but also an academic research department, providing an outstanding opportunity for mutually beneficial development.
- 5.4. Learning and Development Continued development of research activity, particularly the development of local staff as Chief Investigators, depends on the availability of people with appropriate skills. Learning and development activities will map to elements of the Knowledge and Skills Framework. The NWTCTB Research Office, in partnership with the Learning and Development Department, will continue to develop a research training programme, using evaluations to inform the programme each year, and continue to provide web based 'Good Clinical Practice in Research' (GCP) training. Measurable outcomes will include an increase in the number of staff attending the research training programme and an increase in the number of staff accessing GCP training.
- 5.5. Information Management and Technology The Research Governance framework for Health and Community Care makes it clear that systems should be in place to enable staff to access the information they require to take part in research projects (research ethics, research governance, and training), and that the public should be able to access information concerning the research that takes place in the Board that provides their care. The NWTCTB Research Office will focus on this by developing a website that is accessible to staff and to patients. Measurable outcome will be an active NWTCTB R&D website.

- 5.6. Research Governance The NWTCB is committed to implementing the [Research Governance Framework for Health and Community Care](#) by taking, and contributing to, best practice in research governance by interacting with other NHS Scotland Research Offices. These include the Non University Teaching Hospital research managers (the Dunfermline Group), and the University Teaching Hospital research offices, through the Research Directors and Officers meetings. The NWTCB Research Manager also attends the CSO NHS Research Advisory Group meetings where research governance issues are discussed at a national level. Measurable outcomes will include the completed NWTCB Research Governance self-assessment tool, together with documented implementation plans.
- 5.7. Consumer Involvement NWTCB will facilitate consumer involvement in research by ensuring that consumers: contribute to the development of research projects sponsored by NWTCB by enabling them to play an active part in the NWTCB Research and Development Steering Group; are aware of the NWTCB Research website and that consumers are invited to Research Events. NWTCB recognises the range of barriers to participation that may exist and will strive to ensure that all sections of the community are enabled and supported to play an active part in these activities. Measurable outcomes will include consumer involvement with the NWTCB Research and Development Steering Group.
- 5.8. Funding Infrastructure support from CSO from the Support for Science funding stream applies to eligible funded research projects. A list of eligible funding bodies, as defined by the CSO, is available on the CSO website or from the NWTCB Research Office. Individual projects may be funded by external grants, research endowment funding or from individual's departmental accounts (own account). Part of the research governance activity of the NWTCB Research Office is to effectively cost each project to ensure that research activity hosted by the organisation does not impact on the clinical budget. Measurable outcome: the annual report for the CSO (July each year) documents the costs associated with research.
- 5.9. Commercial Research The NWTCB Research Office aims to promote appropriate contract research (e.g. drug trials with pharmaceutical companies), and joint developments with industry (e.g. partnerships with local companies). Processes will be in place to ensure that all such trials are well managed. Measurable outcomes will be the number of commercial research projects hosted by the NWTCB and the continuous review and updating of the NWTCB commercial research policy.
- 5.10. Intellectual Property NWTCB is committed to the appropriate exploitation of intellectual property (IP) generated through research or clinical work. The organisation works closely with SHIL (Scottish Health Innovations Limited) to facilitate this exploitation, which has the potential to generate an income stream for NWTCB. Measurable outcomes will be progression of individual pieces of IP from disclosure to marketing as documented in the annual report for the CSO.

6. Applying the Strategy

The Research and Development Strategy is managed within the wider NWTCCB Clinical Governance Strategy. Roles and responsibilities of committees, the research office and staff undertaking research are as follows:

- 6.1. Clinical Governance Committee: NWTCCB has established a framework of governance committees to support the Board in its strategic role. Integral to this is the Clinical Governance Committee. The role of the Committee, although covering a complex range of health activities, is put simply, “to provide the NHS Board with the assurances that systems, structures and processes are in place to secure high quality services within resources available to the people cared for by the NWTCCB”. Members of the Clinical Governance Committee have a duty to ensure that the Principles are being applied and to interrogate the Clinical Governance Systems in order to give the Board assurance that those systems are working.
- 6.2. NWTCCB Research and Development Steering Group: The NWTCCB Research and Development Steering Group acts as an advisory body to the Clinical Governance Committee and to the Research and Development Office on matters of strategy relating to the financing and conduct of research in NWTCCB. It is also specifically concerned with the management of research support funds provided from the Chief Scientist Office, and with use of NWTCCB research endowment funds. The Committee is chaired by a senior member of NWTCCB management, and its membership includes the Clinical Governance Manager, the R&D Manager, together with representatives from Finance, the clinical body and the public.
- 6.3. Research and Development Office: The NWTCCB R&D Office provides appropriate, professional advice, guidance and support to the Board, its managers and its staff on matters concerning Research and Development. The role of the R&D Office includes:
 - Administration of the management approval processes for non-commercial and commercial R&D activity
 - Collation of data on R&D activity and governance
 - Managing processes related to research sponsorship, where appropriate
 - Formal annual reporting to the NHS Chief Scientist Office
 - Developing and delivering research training programmes to NWTCCB staff
 - Supporting staff in matters relating to development of research proposals, research ethics and other regulatory requirements
 - Developing the research and development culture in the NWTCCB
 - Communicating information about R&D activities via conferences and events, reports relevant to the audience, newsletters and web pages.
 - Contributing to best practice in research governance by liaising with other NHS Scotland R&D offices via the Dunfermline group of non-University Teaching Hospitals and the national Research Directors and officers meetings.

- 6.4. NWTCB Staff Active in Research: Staff have a responsibility to implement this strategy by ensuring all research activity is appropriately reported to the R&D office and conforms to all ethical and management requirements

7. Implementation and Monitoring

The Research and Development Strategy will be implemented and monitored throughout the NWTCB. To ensure effective and appropriate implementation and monitoring, this will be co-ordinated through the NWTCB Research and Development Steering Group. An annual report on implementation will be provided to the Clinical Governance Committee.

8. External Review

- 8.1. The Research Governance aspects of this strategy will be externally monitored by NHS Quality Improvement Scotland as part of its Clinical Governance and Risk Management Review.
- 8.2. Research project activity, and the financial aspects of that activity, are externally monitored annually by the Chief Scientist Office (research project data submission [January] and the annual financial report [July]).