



Doncaster and Bassetlaw
Teaching Hospitals
NHS Foundation Trust



Research and Innovation

Enabling plan 2023 to 2028

Doncaster and Bassetlaw Teaching Hospitals



Contents

Executive summary

Executive summary	3
Where are we now?	4
Our Ambition	4
Current drivers for Research and Innovation at DBTH	7
Areas of strategic priority	9
Patient and public involvement and engagement	12
Building Research Capacity and capability	12
Growing research and development	13
Innovation	14
Supporting national and regional strategic priorities	15
Key Performance Indicators	16
Governance	17

DBTH recognises that research is integral to providing evidence-based treatment and care options for patients and is fundamental to meeting the Trust’s ambition to be the ‘Safest Trust in England; Outstanding in all we do’.

The COVID-19 pandemic accelerated engagement and the importance of research, not only enabling an understanding of the disease but also providing the basis for therapeutic development through high quality clinical studies.

Furthermore, the pandemic was a catalyst for the development and implementation of innovative ways of working and delivery of clinical care. As public awareness of the benefits of research has increased as a result of COVID-19, so has the acceptability, willingness and capabilities to evolve clinical services and corporate departments in innovative ways of working to achieve the best patient and people outcomes whilst alleviating some of the pinch points in the system.

Research active trusts have been shown to deliver better care, have better CQC ratings and better patient outcomes. The benefits are not just for those who participate in research but translate into all areas of Trust wide and individual performance.

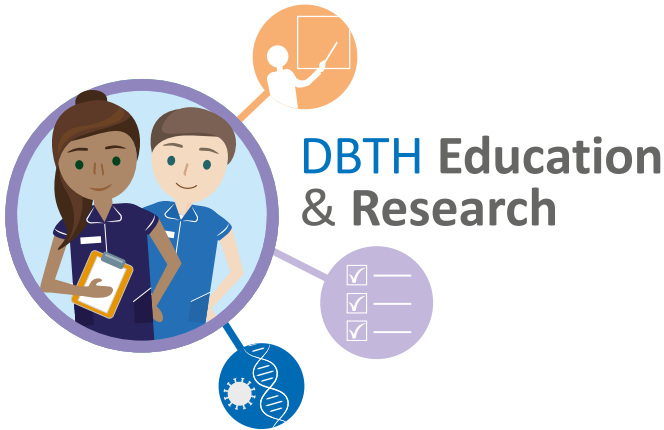
Aligned to the wider Doncaster and Bassetlaw Teaching Hospitals (DBTH) Trust strategy, we will work closely with Quality Improvement (QI), Health Inequality (HI), Recovery, Innovation and Transformation directorate to increase performance through Research and Innovation. Proactive engagement and effective knowledge exchange with these teams will ensure that our

commitment to deliver the best and safest clinical care is embedded within our strategic objectives for growing Research and Innovation over the next five years.

Our vision for Doncaster and Bassetlaw Teaching Hospitals is simple: To establish ourselves as a leading centre of research excellence for the benefit of our patients and our Trust.

To do this we will:

- Grow research talent: Identify and implement opportunities for all our people to either support, lead or promote research as well as identifying and implementing opportunities to attract talent into the Trust.
- Grow innovation expertise: More clearly define what innovation is (and isn’t) and establish a process and framework to enable us to identify and develop innovation opportunities that might ultimately benefit the Trust and the people we serve.
- Lead Research and Innovation: Grow capacity and capability to expand our current research portfolio so we are leading as well as partnering in Research and Innovation studies.
- Grow research investment: Develop and implement a sustainable finance model that supports growth in Research and Innovation and maximises return on investment.



Where we are now

Current strengths as the building blocks for achieving our vision

There are many strengths and achievements over recent years that will be optimised and built on as we implement our strategy for Research and Innovation over the next five years. These include:

Key strengths

- DBTH has an experienced and enthusiastic corporate research team with a reputation for efficient delivery and turnaround of research activity.
- DBTH has many active researchers in the Trust, many of whom have had some experience of conducting their own research in the past and who have an interest in doing so again.
- DBTH works with and hosts experienced academic colleagues, with an established track record of successful research grant applications.
- DBTH has a long established and trusted reputation for delivering outstanding education and a growing reputation for delivering research.
- DBTH has established links with academic institutes and industry partners at system, team and individual level.

Key achievements

- Outstanding delivery of research during COVID and quick recovery phase to open studies again following this.
- Successful implementation of the Born and Bred in Doncaster (BaBi-D) research study which provides us an investment leverage for future activity and significant partnership working.
- Joint appointments of Professors of Nursing and Surgery, NIHR Senior Clinical Fellow, and a Fellow in Medical Education. Other joint appointments also include; two NIHR Academic Clinical Fellows (ACF) in Surgery and two funded PhD fellows.
- Investment in a dedicated research hub; Research, Education and Clinical Academic Hub (REaCH) to support expanding research activity.
- Improved the scope and efficacy of communications promoting our work, which has raised the research profile within DBTH and in the wider community.

DBTH is incredibly successful in the delivery of portfolio research, and this has not only been recognised by the National Institute for Health and Care Research (NIHR) Clinical Research Network Yorkshire and Humber (CRN) but also by our external stakeholders.

As part of a recently conducted external strategic review, feedback included “the Research and Development team are amazing” with “exceptional knowledge and efficiency in study set up”. Whilst portfolio research brings significant investment into the Trust, to date this hasn’t been driven by our strategic priorities (although it may align) or with the specific needs and wants of our population. In order to fulfil our ambition of becoming a leading research centre of excellence, we need to grow the current R&I infrastructure to support the growth of research developed and led by DBTH. The benefits of growth beyond our current research portfolio include creating and sustaining a financial Research and Innovation model as well as tackling the most important health and care challenges of our Trust and the people we serve.

Ultimately, our ambition over the next five years is to raise the profile of the Trust in that it not only successfully supports delivery of portfolio research to one that is also regionally and nationally recognised as leading Research and Innovation that drives real improvements in the health and wellbeing of our population, and our workforce.

People at the heart of what we do:

We have developed our Research and Innovation Strategy with our patients, people, and partners very much at the heart of it, as we believe this is essential for tangible improvements in the health and wellbeing of the people we serve. In line with national and regional initiatives to improve healthy life expectancy, we believe that taking a whole life, whole system approach will ensure much needed synergy across acute to community care as well as more widely across the system.

Therefore, strategic priorities have been developed to support:

- “Starting well”: Improving maternal and child health and wellbeing
- “Living well” : Improving patient outcomes in areas of greatest need
- “Ageing well”: Improving the health and wellbeing of our ageing population

Our ambition

Our vision:

TO BE A LEADING CENTRE OF RESEARCH EXCELLENCE THROUGH A TALENTED AND DIVERSE WORKFORCE THAT DRIVES IMPROVEMENT IN THE HEALTH AND WELLBEING OF THE PEOPLE WE SERVE

Our mission:

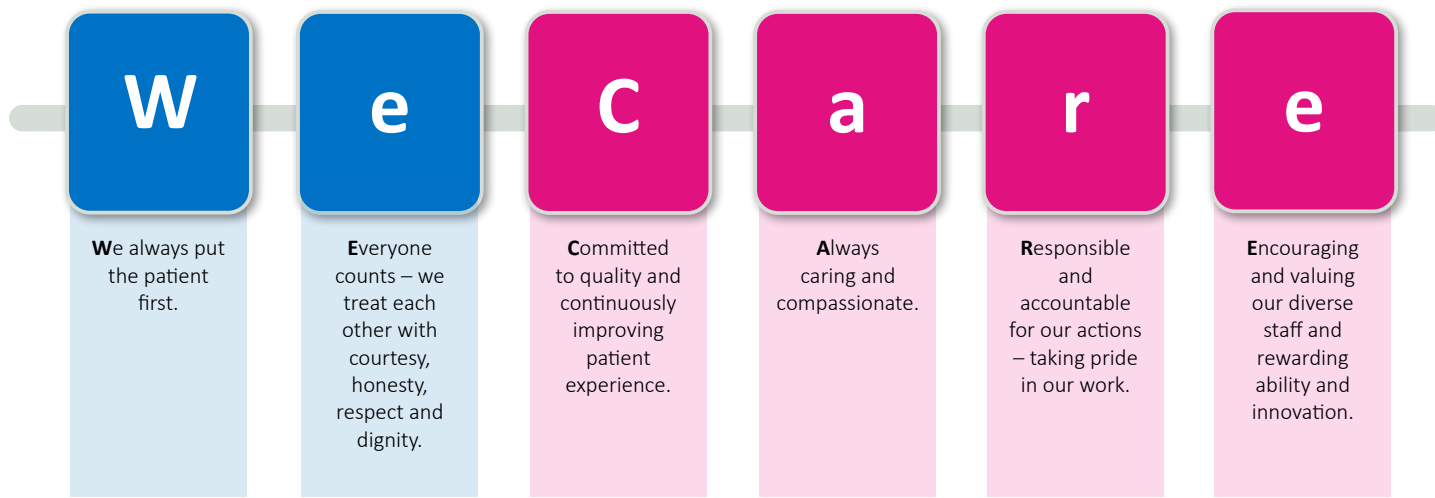
TO MAKE RESEARCH INTEGRAL TO EVERY ROLE ACROSS OUR WORKFORCE BY DEVELOPING THE NECESSARY RESOURCES, EDUCATION AND INFRASTRUCTURE IN COLLABORATION WITH ALL OUR PARTNERS

Our values:

The ‘Research Rhino’ is the mascot for all Research and Innovation activity within the Trust and is endorsed by the Doncaster Yorkshire Wildlife Park.

We have worked in partnership with our patients, people and partners to develop core values that will be embedded within the Research and Innovation we undertake and support.

We have developed some ‘RHINO’ values, underpinned by the overarching Trust values ‘We Care’ that have patients at the centre of everything we do.



In achieving our research aspirations we remain committed to:

- **Respect:**

We recognise the value of our patients, partners and workforce and express that value through our words and actions

- **Honest:**

Our commitment to undertake honest and ethical research underpins how we develop, deliver and disseminate Research and Innovation

- **Inclusive:**

We remain committed to “making research everyone’s business” to ensure that research is accessible to ALL our patients AND workforce equally

- **Network:**

Our unique appreciation of the value of partnerships, recognising that by working together we can more effectively achieve our goals and provide the foundation on which we will grow our network to support Research and Innovation

- **Opportunity:**

Our innovative and dedicated approach to be and do better for the people we serve ensures we seize all opportunities for a lasting legacy

Current drivers for Research and Innovation at DBTH



Supporting our long-term ambitions:

- **Ability to sponsor all types of research:**

A long-term ambition is for DBTH to be able to provide sponsorship of all types of research studies including Clinical Trials of Investigational Medicinal Products (CTIMPs) as well as trials involving medical devices. We will spend the next five years growing research capability and capacity within the Trust,

particularly building on our R&I infrastructure to ensure all necessary governance and regulatory requirements are in place. In growing our expertise to sponsor clinical trials, we have a number of additional challenges to address over the next five years.

These include; ensuring support services are adequately resourced to deliver DBTH led research including CTIMPs, particularly building capacity and capabilities in core support services including pharmacy and pathology.

As we grow our partnerships and support for Research and Innovation, we will need to consider building resources and capacity for imaging services. In addition to growing both R&I and service support infrastructure, we will need to extend Chief and Principal Investigator (CI & PI) coverage and will be working closely with our academic partners and the Research Education Lead to ensure that we are maximising opportunities, through regional and national schemes such as the Associate Principal Investigator scheme endorsed by the National Institute for Health and Care Research (NIHR) and Royal Colleges.

- **Paving the way to achieving University Teaching Hospital status:**

Another long term ambition to support our trajectory for achieving University Teaching Hospital status includes building and implementing the framework to develop Academic Directorates as we grow research activity. The creation of Academic Directorates within the Trust will form the foundation.

Academic Directorate status has the benefit of not only generating specialised research activity in areas of strategic priority for patients and our people but also generates additional research income that may be reinvested into building capacity and capability in that area. Furthermore, the metrics used to determine whether Academic Directorate is awarded will support the metrics and outputs required to achieve University Teaching Hospital status such as the number of high quality publications, Clinical Academics in addition to continuing to grow the high quality clinical education delivered at DBTH. We will spend the next five years building the metrics and governance as well as research activity to support Academic Directorates.

- **Growing research across all parts of the Trust:**

As we build on existing R&I infrastructure to grow Research and Innovation within Doncaster Royal Infirmary (DRI), we will also be looking to build capability and capacity for undertaking research at Bassetlaw (BH) and Montagu Hospitals (MH). Activities to grow Research and Innovation in these sites will involve working at a Trust wide level to identify challenges and programmes of work to address them. In addition, we will be working to embed a research inclusive culture at Bassetlaw and Montagu Hospitals complementing Doncaster Royal Infirmary.

- **Growing Research and Innovation talent**

Nursing and Midwifery:

At the end of 2021, the Chief Nursing Officer (CNO) for England released the strategic plan for Nurses, outlining the vision 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”. There are five themes underpinning the vision; Aligning nurse-led research with public need; releasing nurses’ research potential; building the best research system; developing future nurse leaders of research and digitally-enabled nurse-led research. With the appointment of our Professor of Nursing in 2021, we are working to translate the CNO’s vision into our own Trust ambition to grow and attract nursing leaders of research, active nurse research alongside embedding research into the core roles and responsibilities of our Nursing and Midwifery workforce.

Allied Health Professionals:

At the beginning of 2022, Health Education England published its Research and Innovation strategy for Allied Health Professionals (AHPs). The strategy outlines four central domains to achieve transformational impact and sustainable change. These are: Capacity and engagement of the AHP workforce community, to implement research into practice; Capability for individuals to undertake and achieve excellence in Research and Innovation activities, roles, careers and leadership; Context for AHPs to have equitable access to sustainable support, infrastructures and investment; Culture for AHP perceptions and expectations of professional identities and roles that “research is everybody’s business”.

“Making research everybody’s business”:

More recently, the National Institute for Health and Social Care (NIHR) and the Royal College of Physicians (RCP) issued a joint position statement of recommendations for how research should be made every day practice for all clinicians (including postgraduate doctors, medical students and other health care professionals). The joint statement also recognises the importance of clinical research in not just improving patient outcomes but also the potential of research to address some of the critical challenges the NHS is facing, such as waiting list backlogs and increasing pressures on the NHS. Our Senior Leadership Team will work with key stakeholders to embed all the above recommendations for trusts within our objectives for a research inclusive culture as well as everyday working practice.

- **The value of working in partnership:**

DBTH is recognised as an “exceptional partner” and this reputation has been forged on the honest, transparent and effective relationships at both place; with Doncaster Metropolitan Borough Council (DMBC), Rotherham Doncaster and South Humber (RDaSH) Trust and within the local Education sector; and externally with our local academic partners and NIHR infrastructure, such as the CRN, Research Design Service (RDS), Medical and In Vitro Diagnostic Cooperatives (MICs).

We have worked with our academic partners; The University of Sheffield (UoS) and Sheffield Hallam University (SHU) along with our place based partners such as RDaSH and the Public Health team within Doncaster Council to identify opportunities to align

activity in complementary areas of strategic priority. Going forward we will translate these into tangible outputs through successful grant capture both as the lead and partner institution as well as developing joint programmes and initiatives that creates synergy across the system whilst supporting the delivery of activity in areas of strategic importance.

DBTH is one of the largest employers within Doncaster and Bassetlaw and we will be working closely with partners in the Education sector, such as Doncaster College, Hall Cross School and Retford Oaks to ensure that our Research and Innovation Strategy considers how to grow capacity and capability not only in Trust-wide career opportunities but also in clinical research through ensuring that it is embedded and considered right across the learning, teaching and training of our future workforce.

Areas of strategic priority

Working with our partners, patients, the public and other key stakeholders, we have identified a number of long-term challenges that our R&I Strategy aims to address. Whilst activity over the next five years will be prioritised to address the areas of strategic priority below, given the complexity and enormity of the challenges identified, activity in these areas will go beyond 2028. Over the next five years we will focus efforts to address:

Significantly worse health and wellbeing compared with the rest of the nation and the factors associated with poorer outcomes:

To improve our chances of success and achieve the greatest impact, tackling poor health and wellbeing of our patients and the people we serve, we will prioritise working in partnership and across the system. To do this, we will:

- Identify opportunities to grow Research and Innovation with our academic, commercial and healthcare partners to address the relevant factors contributing to poor health and wellbeing, for example; obesity, smoking cessation, alcohol and substance misuse.
- Develop and evaluate processes for working in partnership across the care pathway to support effective collaborations, building on the specialist knowledge and expertise of our partners to ultimately grow Research and Innovation

opportunities within DBTH and beyond.

- Work closely with the South Yorkshire and North Nottinghamshire Integrated Care Boards (ICBs) and the Mayoral Combined Authorities (MCAs) as well as our wider partners and regional initiatives to prioritise Research and Innovation activities to answer the most pressing research questions.

Improving maternal and child health:

Childhood mortality is significantly higher than the national average within our region whilst more babies are below average birth weights. In alignment with The National Maternity Safety Strategy ambition to ensure continuity of care to half the rate of stillbirths, neonatal mortality and reduce the rate of preterm births, our ambition is to grow Research and Innovation in this area. Furthermore, the launch of the Born and Bred in Doncaster (BaBi-D) cohort study that aims to improve the health and wellbeing of families across Doncaster with a focus on addressing health inequalities and inclusion, provides the springboard to identify the needs of our local families and gives us an opportunity to work across the Doncaster Borough using connected data. This better understanding of the wants and needs of the families we serve, will provide a robust platform on which to grow Research and Innovation in this area. We will:

- Ensure the ongoing successful delivery of the BaBi-D study.

- Grow research expertise in maternal and child health by developing R&I infrastructure and provide development opportunities to support our workforce to expand our current research portfolio in this area.
- Identify pertinent research questions, building on the findings of the BaBi-D study and existing partnerships, in addition to maximising opportunities for innovative approaches to using routinely collected data to improve maternal and child health outcomes.
- Ensure that all learning from the BaBi-D study is effectively and appropriately disseminated to maximise benefit to both the patients and clinical services and the potential of future research studies.

Tackling the health and wellbeing challenges facing our already significant and growing ageing population:

We know that the number of people aged 75 years and over will increase by 57 % by 2028 for our region. Therefore, it is essential that we support this rapidly growing population to live well during this stage of their lives. Whilst our approach to working across the life course aims to improve not just life expectancy but healthy life expectancy in the long term, we will need to identify short and medium research priorities to address the negative impact the pandemic in particular has had on the general health and wellbeing of the older population. We will:

- Identify opportunities to improve patient outcomes through Research and Innovation that focuses on prehabilitation and rehabilitation in collaboration with our partners with existing expertise in this area.
- Engage with patients, clinical, academic and wider health and care stakeholders to support the prioritisation of research activity and develop research that addresses the greatest unmet need for this population.
- Identify opportunities to use big data and routinely collected data to answer the evidence gap in health and wellbeing challenges and work in collaboration with our partners to identify, develop and evaluate appropriate and innovative solutions to these challenges.
- Ensure that all Research and Innovation is designed and delivered to be inclusive and

accessible to an older population.

Improving patient outcomes through prevention, early diagnosis and better management of cardiovascular and respiratory diseases and cancer:

Building on both the regional statistics for cancer, cardiovascular and respiratory diseases contributing to the higher than national average of premature deaths as well as five clinical priority areas identified as requiring accelerated improvement as part of the NHS England and NHS Improvement approach to reducing health inequalities (Core20PLUS5), we will:

- Work in collaboration with our partners, the Quality Improvement and Health Inequality teams to better understand the needs of our local population and clinical services to identify priority research questions.
- Work closely with our local councils and ICBs to ensure alignment of research activity that provides synergy across acute and community care, as well as more generally across the system.
- Support, promote and roll out prevention initiatives, in addition to maximising research opportunities to better understand the challenges to prevention of these diseases specific to our local population.
- Grow research capacity and expertise through exploring opportunities for joint working and appointments with our academic and clinical partners with a view to growing and attracting talent to support our Research and Innovation agenda in these priority areas.

Using data and digital transformation to drive areas of strategic priority that addresses the greatest areas of unmet health need:

The use of routinely collected data, big data and digital technologies has the potential to transform future healthcare and is a prominent strategic priority for funders of applied health and care research. The ability to support and deliver research studies that involve the use of data is a current strength of DBTH as well as a strategic priority. Over the next five years we will:

- Work with Information experts both within the Trust and with partners to develop and implement a programme of work to digitally support the

growth of Research and Innovation.

- Work with partners to develop a research portfolio using real-world data, supported by strong governance and processes for de-identification to ensure studies fulfil requisite legal frameworks, including all data protection and state aid laws.
- Work with experts in data, Computer Science and Artificial Intelligence to optimise innovative approaches for the use of real-world data in answering research questions in areas of strategic priority.
- Work with patients, our people and the public to develop our strategy and processes for research involving real-world datasets, focussing on equality, diversity and inclusion particularly underrepresented groups.

Embedding, growing and supporting a “research for all culture” within the Trust

Improving the care and outcomes for the patients we serve through clinical excellence is at the forefront of the Research and Innovation we undertake within the Trust. Furthermore, a “research for all” culture is one that is integral for growing and nurturing our ambition for becoming a leading research centre of excellence. As we grow Research and Innovation within the Trust, we will continue to embed and promote our research inclusive culture for everyone whether you are a patient who chooses to take part in research, a member of team DBTH wanting to either deliver or support a research project or develop a research career, or stakeholders wanting to partner with DBTH. Over the next five years we will:

- Increase the visibility of research to patients, the public and our people through a targeted communication and promotion strategy and increased awareness through physical signage and digital platforms.
- Raise the profile and awareness of research activity and strategic priorities through an enhanced communication and dissemination strategy across the Trust and with our wider stakeholders and partners.
- Reduce barriers to Research and Innovation through standardised language that is easily understood across all experience and access to research.
- Include Research and Innovation in the Trust workforce induction process to support our “research for all” culture.

- Delivery of a range of training opportunities to support the development of individuals interested in pursuing research, as well as to upskill the wider workforce.

In addition to the strategic priorities identified above, there are a number of other areas of activity that are essential to the Trust achieving its Research and Innovation ambitions both in the short and long term. Areas to grow are detailed in the next section.



Patient and Public Involvement and Engagement:

Involving patients and the public in the identification of key challenges and research priorities is essential to our commitment to having patients and the public at the heart of what we do. We will ensure that the Research and Innovation we undertake is developed and designed with those with lived experience of the unmet need we are trying to address, in addition to focus efforts for better inclusion of underrepresented groups. Over the next five years we will:

- Grow the membership of the current Public, Patient, Involvement and Engagement (PPIE) group to ensure that the voices of underrepresented communities are present

Building research capacity and capability

DBTH has a reputation for being a “great place to work”. Feedback from a recent strategic review from those who already possess research expertise really valued the commitment from the Trust and line managers to ensure research time was prioritised, valued and supported by their team. Working with our recently appointed Professors of Surgery and Nursing, we will ensure that the framework and career progression is developed and implemented over the next five years for supporting our people into clinical academic roles. Working with our academic partners, we will explore opportunities for joint appointments, not only in clinical areas but also in data science to support our strategic focus to grow research in that area. We will explore opportunities to grow talent within the Trust such as a Clinical Research Academy in partnership with our local universities and identification of pump priming funding. Over the next five years, we will:

- Develop processes for identifying members of Team DBTH with innovative ideas that will improve the health and wellbeing of our patients as well as

- Ensure equality, diversity and inclusion are embedded within any patient and public involvement and engagement activities
- Work with our partners to maximise opportunities to involve and engage with Community Connectors, and other essential public involvement groups
- Identify and implement a sustainable funding model for PPIE to ensure that participants are adequately reimbursed for their time and input

- the services we provide.
- Further refine and expand support through the “Ideas Clinic”.
 - Develop and implement research frameworks for all clinical and health care professional roles.
 - Encourage support for research to be recognised as part of direct clinical activity and reward involvement of such through local and national awards.
 - Ensure that multidisciplinary workforce planning encompasses those who support research.
 - Identify development opportunities with partner organisations for our people wanting to support and deliver research such as internships, mentoring, short placements or shadowing opportunities.

Growing research and development

Over the next five years we will continue to grow and transform our approach to supporting and managing research at the Trust whilst ensuring that our reputation for outstanding research set up and management is not compromised. Through streamlined processes for setting up research projects in the organisation, studies will be set up rapidly and with minimal bureaucracy. We will ensure that our systems and processes are optimised to maximise resource utilisation. We will:

- Provide ongoing review and improvement of processes and Standard Operating Procedures across the research team and key support services to streamline delivery.

- Identification of working case studies to grow capacity and capability in leading Research and Innovation.
- Identify and develop the skills required to deliver different types of clinical studies in addition to emerging types of trials e.g. real-world data studies, Artificial Intelligence.
- Identify and implement support for our workforce in developing high quality grant applications to ensure access to specialist knowledge through partnerships whilst optimising on existing support available through the NIHR.
- Grow capacity within the R&I team to support more studies through recruitment of key personnel e.g. Quality Assurance, Data Management.



Innovation

NHS England states that innovation is critical for expediting “the pace and scale of change, and delivering better outcomes for patients across all five domains of the NHS Outcomes Framework”. Innovation in health and care research involves turning new ideas into downstream benefits to patients, the public and the NHS through development, evaluation, implementation and finally adoption and spread. Innovation isn’t exclusive to devices but includes new ways to deliver services or care, technology or to some, includes new ways to evaluate interventions such as adaptive clinical trial designs or using routinely collected data (innovative research methodologies).

NIHR and United Kingdom Research Innovation (UKRI) as global major funders of health and care research, remain committed to promoting partnerships with industry, growing clinical entrepreneurs as well as providing opportunities to attract international investment within the UK. In addition, the Life Sciences Industry Strategy promotes and supports innovation to be co-developed in collaboration with the NHS, further emphasising the importance of how the unmet need must drive innovation to improve the health and wellbeing of our nation i.e. technology pull versus market push. To establish DBTH as a leading Trust in innovation, over the next five years we will:

- Improve Trust-wide understanding of what innovation is and is not.

- Develop and implement processes and the necessary governance to support research involving innovation.
- Grow capacity and capability to support expanding our current portfolio of commercial studies.
- Develop and implement a Clinical Innovation Gateway to support working partnerships between the Trust, industry and academia as well as supporting colleagues to develop their innovative ideas.
- Design and implement an “Improvement through Innovation” programme to support team members with innovative ideas and approaches for new technologies or services.
- Identify opportunities to contribute to a sustainable research funding model through developing processes and frameworks to support commercialisation of research involving innovation.
- Further develop relationships and partnerships with organisations such as the Academic Health Science Network (AHSN), regional Integrated Care System Innovation Hubs and emerging accelerator programmes such as those running through our academic and industry partners.



Supporting national and regional strategic priorities

Health Inequalities:

For our region, health inequalities (HIs) are increasing rather than improving despite preventable mortality falling. HI will be a cross-cutting theme for our R&I Strategy and we will ensure that the Research and Innovation we undertake considers this across the research/innovation pipeline, from design to delivery and through to adoption. We also believe that taking this approach will provide the best framework to tackle health inequalities and aligns to the recent framework for action designed to support the reduction of health inequalities at both national and system level, the Core20PLUS5. Core20PLUS5 defines a target population cohort, identified as the most deprived 20% of the population, PLUS population groups such as those that identify as ethnic minority, people with a learning disability and autistic people, people with protected characteristics and inclusion health groups such as people experiencing homelessness, vulnerable migrants, amongst others. 5 represents the five clinical areas of focus including; Maternity; Severe Mental Illness; chronic respiratory disease; early cancer diagnosis and hypertension.

To address health inequalities through Research and Innovation we will:

- Work with our HI programme leads to identify opportunities to address inequalities in access to and experience of health services through Research and Innovation.
- Identify opportunities to work with our partners, our Integrated Care Systems and industry to support and lead Research and Innovation that addresses specific areas of inequality, for example:
 - Inequalities in life expectancy
 - Inequalities in healthy life expectancy
 - Inequalities in avoidable mortality
 - Inequalities in long term health conditions
 - Inequalities in prevalence of mental ill health

- Ensure health inequalities are appropriately considered in research applications and more generally in the development and implementation of Research and Innovation strategic priorities within the Trust.

Sustainability:

The NHS has set itself the ambitious challenge of becoming the world’s first net zero health service. The NHS and healthcare in general contributes to 5% of global CO2 emissions and not only do we have a moral and ethical duty to reduce carbon emissions for the benefit of the planet, we know that the drivers of climate change also contribute to poor health outcomes and increase health inequalities. To support the net zero agenda within Research and Innovation in the Trust, we will work with our teams who are wanting to develop and support research to consider what impact it might have with regard to sustainability. Over the next five years we will:

- Work with sustainability teams within the Trust, and our partners to identify opportunities to embed sustainability within Research and Innovation.
- Work with key stakeholders to ensure the contribution of Research and Innovation undertaken within the Trust on the net zero agenda is appropriately disseminated and considered within pathways to impact.

Key Performance Indicators

Evaluation and monitoring of performance against this strategy will be coordinated by the R&I Senior Leadership Team, working in close partnership with relevant clinical and corporate colleagues. A five year operational plan will be developed to accompany the strategy and will be the framework for which the monitoring process will occur. Annual delivery plans will be incorporated into the operational plan with clearly defined timescales against the actions to be taken to deliver the strategy objectives



Governance

Clearly defined reporting mechanisms will ensure the implementation and compliance with the strategy is effectively and efficiently assessed. Delivery of the R&I Strategy will be appropriately supported and monitored via the following reporting structure:

Quality and Effectiveness Committee (QEC)

With devolved responsibility from the Board, QEC will be provided with an annual assurance report against the R&I strategy work plan. This will be complemented by a Research and Innovation highlight report for every QEC meeting.

Teaching Hospital Board (THB)

Through the THB, partners will be regularly updated and engaged across the breadth of the R&I Strategy. This will also provide a forum to discuss developments, opportunities and ensure that we remain committed to our promise.

Research and Innovation Committee (RIC)

An update on the deliverables against the R&I work plan will be shared at each RIC meeting. This will ensure that key leaders in research and innovation across DBTH have a forum to discuss, engage and influence the activity.

Trust Executive Group (TEG)

TEG will be utilised as a forum to engage, update and provide constructive challenge with all the Executive, Clinical and Corporate Directors