

Executive Summary

Report to the Board of Directors

Being Held on 29 June 2021

Subject	CLINICAL RESEARCH NETWORK YORKSHIRE AND HUMBER (CRN Y&H) ANNUAL BUSINESS PLAN (ABP) FOR 2021/22
Supporting TEG Member	Sandi Carman, Assistant Chief Executive Officer
Author	Amber O'Malley, Chief Operating Officer
Status¹	A

PURPOSE OF THE REPORT

To obtain ratification from the STHFT Board of Directors (following approval from the Trust Executive Group on 23 June 2021)

KEY POINTS

- The 2021/22 Annual Business Plan for CRN Yorkshire and Humber is developed in line with the DHSC/LCRN Host Organisation contract and the accompanying Performance and Operating Framework (POF).
- The Annual Business Plan is designed to capture details of CRN Y&H activities in contract compliance, delivery against the national performance metrics (HLOs), contribution to NIHR CRN national priorities; and local initiatives that LCRNs are delivering to support strategic priorities relevant to the region's health and care needs.
- As part of the Annual Business Plan, CRN Y&H is expected to report whether it is compliant against the 10 themes within the POF. CRN Y&H have reported two themes as partially compliant which are as follows:
 - **General Management.** Work is underway within the CRN Y&H Executive Group to assess and address compliance issues expected at the end of Q2.
 - **Financial Management.** The extent of partial compliance is under review. CRN Y&H have implemented a number of improvements in 2020/21 and further improvements resulting in Financial Operating Procedures to meet the national requirements are expected by end of Q2. The CRNCC has also commissioned an external financial audit and any recommendations will be incorporated.
- For 2021/22 the HLOs have been streamlined and relate to Efficient Study Delivery, Provider Experience and Participant Experience. The plan outlines CRN Y&H local plans to ensure delivery against these ambitions.
- The CRNCC has outlined four national priorities for 2021/22 which relate to delivery of research in response to the COVID19 pandemic, delivery of the DHSC Recovery, Resilience and Growth Programme, Primary Care research engagement and undertake a review and refresh of research delivery. CRN Y&H have outlined a number of activities to support these national initiatives in the plan.
- CRN Y&H have included a number of local initiatives which have integrated a number of strategic projects undertaken by Partner Organisations that CRN Y&H has supported through a 2% top-slice of its total allocation. These strategic projects have been aligned with the ten themes in the POF.
- Risks have been identified and plans to mitigate them have been developed.
- CRN Y&H has produced an ambitious yet achievable Annual Business Plan for 2021/22.
- CRN Y&H recognises the importance of working collaboratively with its constituent Partner Organisations and that the success of the Network in delivering the Annual Business Plan is based

on our collective endeavours. We remain committed to working inclusively with all Partners across the Network and to continue to deliver high-quality health and social care research to meet the health and care needs of our local communities.

IMPLICATIONS²

AIM OF THE STHFT CORPORATE STRATEGY 2017-2020		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	√
2	Provide Patient Centred Services	
3	Employ Caring and Cared for Staff	√
4	Spend Public Money Wisely	√
5	Deliver Excellent Research, Education & Innovation	√

RECOMMENDATIONS

The Board of Directors is asked agree and ratify the 2021/22 CRN Y&H Annual Business Plan

APPROVAL PROCESS

Meeting	Date	Approved Y/N
CRN Y&H Partnership Group	02/06/2021	Y
CRN Y&H Triumvirate; Amber O'Malley, Alistair Hall, Sandi Carman	08/06/2021	Y
STHFT Trust Executive Group	23/06/2021	Y

¹ Status: A = Approval
 A* = Approval & Requiring Board Approval
 D = Debate
 N = Note

² Against the five aims of the STHFT Corporate Strategy 2017-20

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

BOARD OF DIRECTORS

29 June 2021

**CLINICAL RESEARCH NETWORK YORKSHIRE AND HUMBER
ANNUAL BUSINESS PLAN 2021/22**

1. INTRODUCTION

- 1.1. The Clinical Research Network Yorkshire and Humber (CRN Y&H) is expected to produce an Annual Business Plan (ABP) that sets out the direction of the network to support the achievement of the CRN Priorities and LCRN Performance Indicators for each financial year.
- 1.2. The Clinical Research Network Coordinating Centre (CRNCC) has had on-going discussions with the Department of Health and Social Care (DHSC) in relation to confirming meaningful CRN Priorities and LCRN Performance Indicators for 2021/22, given the COVID-19 pandemic and now the managed recovery of the NIHR CRN Portfolio of studies. The LCRN Performance Indicators were confirmed on 18 May 2021. The CRNCC retained its planned submission date of LCRN ABPs on 28 May 2021. The CRN Y&H Executive Group reviewed the ABP and submitted by the due date.
- 1.3. This paper presents in summary form the CRN Y&H ABP for the Board of Directors for review and agreement.
- 1.4. The 2021/22 ABP is developed in line with the DHSC/LCRN Host Organisation contract and the accompanying Performance and Operating Framework (POF).
- 1.5. The POF is reviewed and refreshed annually. It sets out:
 - Section A - Context. This section outlines the aims and working principles of the NIHR CRN, and the national priorities;
 - Section B - Performance Framework. The Performance Framework sets out the NIHR CRN National Priorities and national performance metrics that the NIHR CRN and the 15 Local Clinical Research Networks (LCRNs) will be measured against. The Clinical Research Network Coordinating Centre (CRNCC) confirmed the High Level Objectives (HLOs) on 18 May 2021 and these are incorporated below;
 - Section C - Operating Framework. The Operating Framework defines mandatory operational structures, processes and systems that LCRNs are required to develop and implement in order to ensure consistency across the

LCRN infrastructure; and, where necessary, standards for locally defined arrangements and systems.

1.6. The ABP is therefore designed to capture details of CRN Y&H activities in the following four areas:

- contract compliance;
- delivery against the national performance metrics (HLOs);
- contribution to NIHR CRN national priorities; and
- local initiatives that LCRNs are delivering to support strategic priorities relevant to the region's health and care needs.

1.7. The ABP also provides an opportunity for CRN Y&H to provide details of any initiatives working in partnership with other Local Clinical Research Networks (LCRNs), which is encouraged (supra-network working).

1.8. Business as usual activities as outlined in the POF are expected to be excluded.

1.9. This paper provides a summary of the delivery plans of CRN Y&H in 2021/22.

Section	Annual Plan Element
2	Planning Process
3	Annual Business Plan - Contract Compliance
4	Annual Business Plan - High Level Objectives
5	Annual Business Plan - National Priorities
6	Annual Business Plan - Local Initiatives
7	Risks and Mitigation
8	Monitoring and Governance Arrangements
9	Conclusion
10	Recommendations

2. PLANNING PROCESS

2.1. The ABP has been prepared by the CRN Y&H Operational Management Group.

2.2. At the time of writing the NIHR CRN Performance and Operating Framework (POF) for 2021/22 has been approved by the DHSC subject to a few minor amendments relating to commercial cost recovery.

2.3. The POF is supported by over 70 Contract Support Documents (CSDs), which set out mandatory requirements in greater detail and to ensure national consistency across the NIHR CRN. As part of the planning process members of the CRN Y&H Operational Management Group have reviewed the Contract Support Documents specific to the business function/s that they lead to:

- a) assess compliance
- b) assess whether any changes or refinements are necessary to business processes as part of a continuous improvement cycle; and
- c) to outline in the ABP whether new or innovative projects / initiatives would better support delivery against these requirements.

2.4. As part of the ABP process, CRN Y&H has also outlined plans to support delivery of the HLOs.

2.5. The Board of Directors has already approved the CRN Y&H Annual Financial Plan (30/03/21), which specified a provision of funding for strategic initiatives. CRN Y&H has ring-fenced 2% of its total allocation to support activities in pursuance of improving the relevance of the LCRN research portfolio to local population health needs and as part of the planning process issued a call for proposals from Partner Organisations that would contribute to the strategic priorities of the region. The CRN Operational Management Group has undertaken a robust process of review of all bids (51 totalling £2.4m, against a ring-fenced budget of £517k) and confirmed its intention to support nearly 50% of these bids in 2021/22. See below for further details.

2.6. The Chief Operating Officer has also liaised across the northern LCRNs to identify any opportunities for collaborative strategic initiatives and projects to advance national and regional priorities as part of the planning process. The ABP includes details of joint initiatives.

2.7. CRN Y&H recognises the importance of working collaboratively with its constituent Partner Organisations and that the success of the Network in delivering the ABP is based on our collective endeavours. We remain committed to working inclusively with all Partners across the Network and to continue to deliver high-quality health and social care research to meet the health and care needs of our local communities.

3. ANNUAL BUSINESS PLAN 2021/22 - CONTRACT COMPLIANCE

3.1. As part of the ABP, CRN Y&H is expected to report whether it is compliant against the 10 themes within the POF. It is expected that any areas deemed partially or non-compliant are acknowledged with the ABP and action plans are expected to be put into place to ensure full compliance by the end of the financial year.

Table 1: Compliance against the Performance and Operating Framework Themes

Performance and Operating Framework Theme	Compliance
General Management	Partially Compliant
Financial Management	Partially Compliant
CRN Specialties	Compliant
Research Delivery	Compliant
Information and Knowledge	Compliant

Communications	Compliant
Patient and Public Involvement and Engagement	Compliant
NHS Engagement	Compliant
Workforce Learning and Organisational Development	Compliant
Business Development and Marketing	Compliant

3.2. Two themes have been assessed as partially compliant. The first theme is considered material, and the extent of compliance on the second theme is under review. For good practice the ABP has noted these in line with CRNCC requirements:

- CRN Y&H have assessed General Management as being partially compliant with the POF. Two revised Contract Support Documents relating to LCRN Leadership and Management (CSD003) and LCRN Governance (CSD088) have been issued and there are areas of partial and non-compliance. Work is underway within the CRN Y&H Executive Group to assess and address compliance issues expected at the end of Q2.
- CRN Y&H are reviewing the extent of compliance regarding Financial Management with the POF and the associated Contract Support Documents (CSD004 CRN Funding Reporting and CSD007 Minimum Financial Controls). CRN Y&H have implemented a number of improvements in 2020/21 and further improvements resulting in Financial Operating Procedures to meet the national requirements are expected by end of Q2. The CRNCC has also commissioned an external financial audit by Ernst and Young commencing mid-June 2021 and any recommendations will be incorporated into this project work.

3.3. Although there are requirements across the remaining themes that require refinement these are not deemed material/not under further review and CRN Y&H is confident these will be managed as part of standard business processes and/or continuous improvement activities in-year.

4. ANNUAL BUSINESS PLAN 2021/22 - HIGH LEVEL OBJECTIVES

4.1. The purpose of the NIHR CRN is to provide efficient and effective support for the initiation and delivery of funded research in the NHS and other health and care settings. The performance of the NIHR CRN in meeting this purpose is measured against the CRN High Level Objectives (HLOs). The priority for the NIHR CRN is to meet and, if possible, exceed the HLO 'ambitions' set on an annual basis by the DHSC.

- 4.2. For 2021/22 the HLOs have been streamlined and relate to:
- Efficient Study Delivery - Deliver NIHR CRN Portfolio studies to recruitment targets within the planned recruitment time.
 - Provider Experience - Widen participation in research by enabling the involvement of a range of health and social care providers.
 - Participant Experience - Demonstrate to people taking part in health and social care research studies that their contribution is valued.
- 4.3. A summary of the HLOs can be found in Appendix 1 and initial plans are outlined in the ABP that will contribute to the national performance indicators.

5. ANNUAL BUSINESS PLAN 2021/22 NATIONAL PRIORITIES

- 5.1. As part of the national planning cycle DHSC and CRNCC agree on a set of national priorities for the CRN on an annual basis. These priorities are set in pursuance of the vision, goals and aims of the CRN.
- 5.2. These priorities are reflected in the ABP for the CRNCC and for each LCRN as appropriate.
- 5.3. For 2021/22 the National Priorities relate to:
- Delivery of new and existing activities relevant to the research response to the COVID-19 pandemic
 - Delivery of the CRN activities in the DHSC Recovery, Resilience and Growth Programme, a programme to manage the re-opening of studies on the NIHR CRN Portfolio
 - Primary Care Research Engagement
 - Review and Refresh of Research Delivery
- 5.4. A summary of the National Priorities and planned CRN Y&H activities to support this is set out at Appendix 2.

6. ANNUAL BUSINESS PLAN 2021/22 - LOCAL INITIATIVES

- 6.1. As part of the ABP, LCRNs are asked to detail any local initiatives and projects to be delivered in 2021/22 that the LCRN would like to highlight to the CRNCC and other LCRNs.
- 6.2. LCRNs are encouraged to include projects and initiatives undertaken as part of supra-network working. CRN Y&H have included a number of these projects within the ABP.

- 6.3. The local initiatives included in the ABP have been selected to balance the exit from the recent pandemic and transition back to normal business in 2021/22, as well as ensuring they align to CRN Y&H strategic priorities.
- 6.4. As noted above, CRN Y&H top sliced funding to support a range of strategic initiatives designed to support the CRN Y&H vision as set out in the Strategy to Enhance Research Value for Everyone (SERVE) Programme. This programme emerged from a three year process called VISION_2021 that has sought to guide a reset of priorities and direction for CRN Y&H so as to address the health and care needs of the population we serve - both now and in the future.
- 6.5. Within this a number of strategic projects are being supported that relate to delivering research in eight national priority disease areas and, more specifically, five priority areas in CRN Y&H where the region is under-recruiting participants to research studies based on the prevalence of the disease in the region (COPD, Dementia, Mental Health, Cardiovascular (Heart Failure) and Stroke).
- 6.6. This element of funding is also designed to advance additional initiatives including social inequality, multimorbidity and increasing participation from under-served communities and ethnic minorities in research.
- 6.7. Finally the Transformation of Research Delivery agenda to deliver more NIHR CRN Portfolio studies in a broader range of settings, e.g. schools, care homes, hospices, prisons have resulted in a number of projects being supported. These include supporting embedded posts in Local Authorities and engaging chains of care homes to become research ready.
- 6.8. The CRN Y&H Operational Management Group has commissioned and supported single organisation and collaborative bids submitted by Partners and other stakeholders to advance the above priorities, many of which dovetail and align to the CRN National Priorities for 2021/22. A summary is provided at Appendix 3.

7. RISKS AND MITIGATION

- 7.1. In 2021/22 we will see the recruitment and development of the Direct Delivery Team (DDT) to support the expansion and delivery of research portfolios in non-NHS settings. This may take some time and any delays will impact on the ability for CRN Y&H to support the growing research portfolio in non-NHS settings and engage new organisations as outlined in the plan. CRN Y&H will utilise the current Agile Research team to support activity in this area until the DDT is fully in place.
- 7.2. There was a slight delay in communicating approved strategic projects funded through the 2% top-slice to Partner Organisations which has inevitably led to delays in starting some projects. There is a small risk that this may impact the CRN Y&H ability to deliver to the ABP in the timeframe and project activities and/or funding may be adjusted accordingly. CRN Y&H have a dedicated projects team who closely monitor these projects to ensure delivery to the project plans, and any deviations are escalated to CRN Y&H Operational Management Group along with monthly highlight reports.

7.3. Any further significant COVID-19 waves that may arise in 2021/22 may have a significant impact on business as usual and hence CRN Y&H ability to deliver to the ABP. Throughout 2020/21 CRN Y&H have adapted ways of working and developed robust Urgent Public Health processes to ensure delivery is managed as effectively as possible in challenging circumstances. Lessons learned will be captured to build on these new ways of working into 2021/22 to mitigate against this.

8. MONITORING AND GOVERNANCE ARRANGEMENTS

8.1. CRN Y&H are expected to attend a mid-year and an annual performance review meeting with the CRNCC. This meeting will be attended by members of the CRNCC Executive Team, the CRNCC Senior team link, CRN Y&H Clinical Director, Chief Operating officer, Partnership Group Chair and CRN Y&H Host Nominated Executive Director.

8.2. Monthly, quarterly and a six monthly review against the ABP is standard as part of the annual business planning and reporting cycle. Performance against the ABP is a standing agenda item at the CRN Y&H Operational Management Group, Executive Group and Partnership Group meetings.

9. CONCLUSION

9.1. CRN Y&H has produced an ambitious yet achievable Annual Business Plan for 2021/22.

10. RECOMMENDATION

10.1. The Board of Directors is asked to:

- Note the challenging environment facing the Network over the forthcoming year.
- Approve the CRN Y&H ABP.

Amber O'Malley
Chief Operating Officer

Amanda Snell
Business and Corporate Governance Lead

Appendix 1: CRN Higher Level Objectives and Associated Projects

Objective	Measure	Ambition	Project Title	Expected Outcomes
1. Efficient Study Delivery	(1) Proportion of new commercial contract studies achieving or surpassing their recruitment target during their planned recruitment period, at confirmed CRN sites	80%	Revised CRN Y&H Commercial Performance Monitoring Process	<ol style="list-style-type: none"> 1. Revised local commercial performance monitoring process <i>(to be developed in Q1)</i> 2. Early identification, address, escalation and/or resolution of performance risks 3. A minimum of 80% of new commercial contract studies achieve or surpass their recruitment target during their planned recruitment period, at confirmed CRN Y&H sites.
	(2) Proportion of commercial contract studies in the managed recovery process achieving their refreshed and agreed recruitment target within the newly set time period	80%	Revised CRN Y&H Commercial Performance Monitoring Process	<ol style="list-style-type: none"> 1. Revised local commercial performance monitoring process <i>(to be developed in Q1)</i> 2. Early identification, address, escalation and/or resolution of performance risks 3. A minimum of 80% of commercial contract studies in the managed recovery process achieve or surpass their recruitment target during their planned recruitment period, at confirmed CRN Y&H sites.
	(3) Proportion of non-commercial studies in the managed recovery process achieving their refreshed recruitment target within the newly set time period	70%	Revised CRN Y&H Non-Commercial Performance Monitoring Process	<ol style="list-style-type: none"> 1. Revised local non-commercial performance monitoring process <i>(to be developed in Q1)</i> 2. Early identification, address, escalation and/or resolution of performance risks 3. A minimum of 70% of non-commercial contract studies in the managed recovery process achieve or surpass their recruitment target during their planned recruitment period, at confirmed CRN Y&H sites.
2. Provider Participation	(1) Proportion of NHS Trusts recruiting into NIHR CRN Portfolio studies	99%	NA - Business as usual. Measure achieved year on year.	
	(2) Proportion of NHS Trusts recruiting into NIHR CRN Portfolio commercial contract studies	70%	Targeting Mental Health (MH) Research via the IQVIA Northern Prime Site	<ol style="list-style-type: none"> 1. Early identification of and rapid feasibility of the IQVIA MH pipeline 2. Increase in the number of CRN Y&H Mental Health Trusts

			relationship	recruiting into commercial contract research. 3. A minimum of 70% of NHS Trusts recruiting into commercial contract research.
	(3) Proportion of General Medical Practices recruiting into NIHR CRN Portfolio studies	45%	Implementation of the new Primary Care research delivery infrastructure	1 Improved engagement and participation of General Practices in delivery of NIHR CRN Portfolio studies 2. Improved communication and performance monitoring through newly appointed Engagement Officers and GP Champions (as part of Direct Delivery Team structure and review of clinical leadership) 3. Establishment of the Direct Delivery Team and it's support for community based portfolio research 4. A minimum of 45% of General Practices recruiting into CRN portfolio studies.
3.Participant Experience	Number of NIHR CRN Portfolio study participants responding to the Participant in Research Experience Survey, each year	12,000	Performance monitoring of Partner Organisation contribution to PRES	1. Provision of an indicative contribution of Participant Research Experience Surveys responses required from research participants at each Partner Organisation 2. Performance Management of the provision of Participant Research Experience Surveys to participants at each Partner Organisation 3. Early identification, address, escalation and/or resolution of performance risks in the provision of the Participant Research Experience Surveys by Partner Organisations 4. A minimum of 1,300 of completed Participant Research Experience Surveys returned

Appendix 2: CRN National Priorities 2021/22

CRN National Priorities 2021/22	CRN Y&H Planned Contribution
<p>Deliver new and existing activities relevant to the research response to the COVID-19 pandemic. These include:</p> <ul style="list-style-type: none"> a) COVID-19 Vaccine studies b) COVID-19 Non-Vaccine studies. 	<p>a) COVID-19 Vaccine Studies</p> <ul style="list-style-type: none"> i) Oversight of new and current vaccine trials delivery, performance and shared learning by IOM through bi-weekly meetings with 8 CRN Y&H vaccine Hubs ii) Provide further vaccine funding/CRN Agile Research Team (ART) support to ensure delivery where available and required iii) IOM to work with national group to champion CRN Y&H region and ensure Y&H hub sites are selected for studies. Also to feedback on challenges with CRAs and sponsors around delays to set up iv) Engage with vaccine registry group to ensure local participants available for studies at short notice v) Ensure Partners meet stipulated requirements for urgent set up of Covid -19 studies at sites <p>b) COVID-19 Non- Vaccine Studies</p> <ul style="list-style-type: none"> i) UPH RDM to continue to maintain oversight of Covid study delivery through to closure via regular meetings with Study Support Service (SSS) and Senior Management Team . Manage any outcome processes of the CUE TIP panel ii) Monitor uptake and performance of Long COVID research across the ICS through UPH RDM and SSS ii) Provide further funding/CRN ART support to ensure delivery where available and required iv) Ensure Partners meet stipulated requirements for urgent set up of Covid -19 studies at sites v) Piloting use of research therapist roles to deliver both acute and community based portfolio studies for long term conditions and long COVID rehabilitation in South Yorkshire
<p>Deliver the CRN activities in the DHSC Recovery, Resilience and Growth Programme</p>	<ul style="list-style-type: none"> 1. Deliver CRNCC requirements to support the RRG programme 2. RDMS/SSS continue to monitor and support Partner Organisations with their restart activities and setting up of new studies 3. RDMS/ SSS manage Managed Recovery process to ensure all sequenced studies are assessed within the 5 working day timelines to provide feedback on study deliverability. 4. Support Partner Organisations with bids for funding where blocks reduce deliverability of studies in relation to the Managed Recovery process 5. Support CRNCC with any further actions or outcomes of Managed Recovery process 6. Review Performance management processes in relation to studies within managed recovery process by end Q1 to ensure studies meet agreed targets as part of HLO 2.1 and 2.2
<p>Primary Care Research Engagement</p>	<p>Primary Care Strategy Document</p> <p>Theme A Research is available and responsive to the health and care needs of our population</p> <ul style="list-style-type: none"> 1. Establishment of the new Primary Care research delivery infrastructure and improve research participation. <p>Theme B Adaptive connection of research systems and processes to Primary Care systems</p> <ul style="list-style-type: none"> 1. Facilitation of increased collaborative working between Primary and Secondary care throughout the Humber region collaborative. The aim of the collaborative is to expand GP research activities through the mentoring scheme and practical support of inexperienced practices and to establish and promote PIC relationships between the two sectors. <p>Theme C Strategic engagement and incentivisation in Primary Care</p> <ul style="list-style-type: none"> 1. Establishment of the Primary Care Clinical Research Champions Team which should be able to influence expansion of the primary care research and develop local PC research strategy based on the recently published National

	<p>NIHR Primary Care Research Strategy</p> <p>2. Establishment of 6 x Engagement Officers posts and their role in supporting Primary Care research engagement and delivery.</p> <p>Theme D Strategic development of primary care workforce</p> <p>1. Implementation of the pilot collaboration between the Leeds Community Trust and the Leeds GP Confederation. The aim is to introduce new research governance and delivery set-up to eliminate duplication of research processes and ensure more efficient research delivery.</p> <p>2. Establish additional workforce teams within some of our Community/Mental Health Trusts to support primary care, social care and possibly non-NHS researchers in portfolio study delivery.</p> <p>3. Establishment of community Direct Delivery Team</p> <p>In addition:</p> <ul style="list-style-type: none"> - New Primary Care infrastructure to be implemented (Q2) - New Clinical Leadership Group to be established (PC Specialty Lead supported by four PC Research Champions) (Q1) - CRN Y&H Engagement Group will review the national primary care strategy and identify local actions to support in 2021/22
<p>Review and Refresh of Research Delivery</p>	<p>1. Establishment of the Direct Delivery Team (DDT)</p> <p>2. Establish the sessional payments for research leads in Y&H local authorities</p> <p>3. Appoint a Social Care lead to develop the portfolio and non-NHS settings research delivery activities.</p> <p>4. Explore options for delivering research via mobile units into local / underserved communities and expand on the 7 vaccine hubs model for delivering large scale studies.</p> <p>Specific local projects that support the Transformation of Research Delivery agenda are outlined in LCRN initiatives.</p>

Appendix 3 CRN Y&H Local Initiatives 2021/22

Title of Project	Expected outcome(s) as a numbered list	Supra-network
1. General Management		
Refresh and implementation of an LCRN Governance Framework and Financial Management and Monitoring Framework	<ol style="list-style-type: none"> 1. Development and implementation of a single governance framework document to meet POF requirements, taking into consideration the recommendations of an internal governance audit - final version completed by Q3 2. Development and delivery of a Partner engagement plan to ensure Partners are adhering to national contract requirements 	No
2. Financial Management		
Financial Operating Procedures	<ol style="list-style-type: none"> 1. Development and implementation of new financial management and monitoring arrangements, taking into consideration the recommendations of the external financial audit 	No
3. CRN Specialties		
Genetics Yorkshire and North East Collaborative Initiatives	<p>Joint NENC and Y&H CRN initiatives to be further developed:</p> <ol style="list-style-type: none"> 1. Embedded quarterly meetings between CRN Y&H and CRN NENC Genetics SG Leads, RDMs and representatives of the research delivery teams at Newcastle, Leeds and Sheffield. Identify common objectives in relation to NIHR CRN Portfolio development and links to the Yorkshire and North East Genomics service. 2. Support for the ECR trainee group established in 2020. Group is led by Trainee based in NENC and meets quarterly to identify collaborative opportunities to support research delivery and the development of ECR within genetics specialty across Yorkshire and North East. 	Yes
Collaborative working across CRN Y&H and CRN NENC boundaries in relation to mental health and primary care	<ol style="list-style-type: none"> 1. Further development of the agreed model between CRN Y&H & CRN NENC to support flexible delivery of mental health studies requiring access to participants via primary care across the TEWV footprint which extends into Y&H. 2. Identify studies which require access to the model to ensure timely delivery and allocation of resources and funding in a transparent manner between CRN Y&H and CRN NENC 	Yes
Specialty Research Leads and Strategic Clinical Leadership Review	<ol style="list-style-type: none"> 1. Refreshed clinical leadership structure to allow focus on strategic priorities and the six priority health conditions for CRN Y&H 2. Senior Clinical (Strategic) Leadership structure will be replaced by four Associate Clinical Director appointments each funded by 2PAs per week. 3. Specialty Research Leadership structure will maintain at least 0.5 PA per specialty with the majority attracting 1PA 4. Implementation over Q1 & Q2 	No
TYA strategy	<ol style="list-style-type: none"> 1. Development of Cancer APP to increase visibility of regional studies open to TYA and to gain early access to regional open studies suitable for TYA population 2. Support increased number of TYA in clinical trials as specified in National strategy 3. Ensure research is part of new CRN Y&H TYA network strategy 	No

	to monitor TYA specific studies for recruitment and highlight new studies on the portfolio	
4. Research Delivery		
Targeting health needs - DERA - Y&H	<p>Joint Initiative with CRN NENC</p> <ol style="list-style-type: none"> 1. Deep End Research Alliance (DERA_YH) developed to address the gap in research participation in 3 priority health areas (COPD, Mental Health and Dementia) in under-served populations. 2. Establish strategies to engage very deprived and ethnically diverse populations in research within the Deep End cluster of General Practices. 3. Disseminate and implement Deep End findings in other deprived and ethnically diverse areas to increase participation. 	Yes
Targeting health needs - Funder engagement programme (in collaboration with CRN GM, CRN NWC & CRN NENC)	<ol style="list-style-type: none"> 1. Explore opportunities to have NIHR funded programmes/charities research focussed towards funding health priorities of the northern population. Included in this explore opportunities with funders to support research by building capacity and stipulating early career researchers in bids within these specialty specific calls for the 4 regions. 2. Expect to engage with 1 NIHR programme and 3-5 charity funders across the North to influence funding calls 3. Explore opportunities to raise the profile of opportunities for citizens from ethnic minority communities to be part of research design and delivery by encouraging funders to specify attention to these issues in their application documentation and approvals processes 	Yes
Building on VTF investment to deliver place-based research in Wakefield in collaboration with Spectrum Community CIC	<ol style="list-style-type: none"> 1. Establishment of new research capacity in a non-traditional research organisation - Spectrum Community Health CIC is a social enterprise that delivers a range of community and offender healthcare services on behalf of the NHS, Local Authority Public Health services and other partners: <ol style="list-style-type: none"> a. Appoint a Research Programme Manager; responsible for leading the research team, strategic programme delivery and strategic partnership development b. Reprofile existing Doctorate Research Assistant post to include investment in professional development as the Research Programme Lead 2. A written case study assessing the impact of using CRN monies to pump-prime research capacity in a non-traditional research setting/organisation 	No
Born in Bradford Expansion (TRD)	<p>Building on the success of Born in Bradford (BiB) (https://borninbradford.nhs.uk/about-us/) a birth cohort study, further support two localities in the CRN Y&H region:</p> <ol style="list-style-type: none"> 1. Commence delivery of Born and Bred in Wakefield (BaBi Wakefield) and Born and Bred in Doncaster (BaBi Doncaster) 2. Enable the linkage of data systems providing the foundation for cohort data to be used in the development of future studies 3. All babies born at Doncaster and Bassetlaw FT and Mid Yorkshire NHSFT (approximately 5000 and 6000 per year respectively) will be eligible to be recruited into the respective study cohorts. Longer term mothers will also be approached to participate in the studies. There is therefore the potential to significantly increase recruitment participant numbers for the duration of the studies. 4. Midwives not previously participating in research will gain research skills and knowledge as the studies become part of routine care. The studies will enable the embedding of research into the routine clinical service increasing the potential for further research activity. 	No

	<p>5. The BiB extension work enables the collection of data across further Yorkshire and Humber ICS footprints adding to the knowledge base.</p> <p>6. Early scoping with the BaBi Wakefield and BiB teams has identified perinatal health as a priority. This work will be developed in collaboration with South West Yorkshire Partnership Foundation Trust.</p> <p>7. Formation of a community of practice with Bradford, Leeds and Doncaster with overarching support from NIHR ARC and links to West Yorkshire and Harrogate ICS. These partnerships will be utilised to identify local priorities for research action.</p>	
Engagement and expansion into Care Homes (TRD)	<p>Strategic initiatives / projects include:</p> <ol style="list-style-type: none"> 1. Support University of York in developing the Home Instead chain (www.homeinstead.co.uk) to become research ready 2. Support Mid Yorkshire Care homes engagement and research delivery of studies in a currently underserved community in a non NHS setting, increasing the research skill set in care homes. This will also support the facilitation of communications and engagement with system wide partners in Wakefield including the Local Authority 3. Evaluate successes, challenges and performance and build into programme of work for following financial year 	No
Engagement and expansion into Local Authorities (TRD)	<p>Strategic initiatives / projects include:</p> <ol style="list-style-type: none"> 1. Supporting Local Authorities in Yorkshire and Humber to enable and deliver research by supporting the LARK (Local Authority Research linK network). The LARK will develop an on-line repository for research, enabling the sharing of R&D strategies, governance procedures, Job Descriptions and Terms of Reference for research interest groups. A research roadmap will be developed, learning from the NIHR funded Social Care Research Network. There will be a pilot scheme of research delivery training across Public Health and Adult Social Care. 2. Support for cluster funded embedded posts in local authorities (Doncaster, York and North Lincolnshire) 3. Establishment and support of embedded researchers in 8-10 Local Authorities 	No
Multimorbidity Plan	<ol style="list-style-type: none"> 1. Continuation of current workstreams and join national initiative coordinated by CRNCC 2. Strategic project work setting up a research hub at Scarborough General Hospital and employing a research fellow, starting with pipeline studies in diabetes & COPD. A plan to work across secondary and primary care barriers. This will impact on an area of high deprivation and elderly population with multimorbidity and chronic ill health. 3. Establish a new multimorbidity research hub that will serve 93% of the most deprived postcode areas in the largest region within the CRN Y&H footprint 	No
Equality, Diversity & Inclusion: Exploring ways to understand populations involved in research	<ol style="list-style-type: none"> 1. Analysis across the North to establish work which has already been undertaken to map research participants under 2 of the EDI areas - ethnicity and social deprivation 2. Establish at least 1 research study wherein use of NHS number can be explored as a gateway to accessing and understanding the populations involved in research 3. Work with data colleagues e.g. Newcastle Data (Newcastle University) to understand data wrangling techniques required to establish links between data sets via NHS number 4. Link with National SGL for HSR and MH in GM to understand commonly collected identifiable data from CI-led studies within the North to understand whether there are data gaps or opportunities 	Yes

	5. Present back to CRNCC EDI group a pilot project report to understand better the ways to support this work going forward in the future for CRN locally and nationally (links already made with John Castledine and EDI project group)	
Increasing Research Access	<p>1. Work across the North to consider tools and collaborations which aim to increase research opportunities for local communities. Local regular meetings will take place throughout 2021/22 with Chief Operating Officers from GM, NENC, NWC and Y&H to ensure sharing of local assets to enhance regional research delivery, especially in areas with high disease prevalence.</p> <p>2. Understand how tools such as COVID and me and Research for the Future can be used to make research more accessible to regional underserved populations through PPIE initiatives and engaging proactively with community leaders. The Northern Supra Networks will pilot interventions together to increase the research access for local citizens and provide a centralised local interface for Investigators to collaborate with the local community.</p> <p>3. Explore methods of digital approaches to citizens who have expressed an interest in being contacted about future research opportunities. This proactive work will seek to encourage engagement and retention of citizens to better connect them with ways to get involved in the Northern research ecosystem.</p>	Yes
5. Information and Knowledge		
Pharmacy Capacity Tool	<p>Joint CRN Y&H and CRN NENC</p> <p>1. Explore and pilot the development of a tool to understand Pharmacy Capacity & Capability in order to enhance the deliverability of research supported by Pharmacy</p> <p>2. Evaluate models of understanding staffing requirements for Pharmacy support for clinical trials and whether these are generalisable to all Trust research pharmacy teams</p> <p>3. Utilise data from 2 to test the Pharmacy Capacity Tool developed by York Hospitals Trust in wider NHS settings</p> <p>4. Feedback results and explore next steps with CRNCC/other LCRNs</p>	Yes
6. Communications		
Engaging with a broader range of non-NHS settings (TRD)	<p>1. Promotion of the LCRN services tailored to reach a broader range of settings using social media, case study videos etc</p> <p>2. Attend LCRN Research Champion groups to gain active feedback on LCRN communications tools and how these can be better designed to engage minority groups and reach non-NHS settings.</p>	No
Study Focused Monthly Blog	1. Setup a monthly 'study spotlight' to showcase one study per month. The study will be selected in collaboration with the SSS team and will showcase studies that need a boost in recruitment/interest, or those that may be of particular interest to the public.	No
Refined and consistent process for Partner Organisations communications	<p>1. Conduct communications surveys with partner organisations to determine preferred methods, timeliness and content of communications.</p> <p>2. Establish a process for POs to report good news stories for sharing by LCRN.</p> <p>3. Establish clear links with communications teams in partner organisations to enable sharing of NIHR news.</p>	No
7. Patient and Public Involvement and Engagement (PPIE)		
Inclusion Project - COVID-19 and Beyond	<p>1. Support Staff Engagement Strategy through three Ethnic Minorities Hubs</p> <p>2. Continuation of Sheffield Children's Hospital PPI/Ethnic Minorities project to capitalise on engagement in paediatric research. Specific outputs include videos promoting and demystifying paediatric</p>	No

	research aimed at ethnic minority/underserved groups, Community survey to gain information on perceptions of and barriers to research, Publicity material including posters, leaflets and web content and a PPI event. Also see Ethnic Minority Research Inclusion work	
8. Health and Care Services Engagement		
Engagement work	1. Extend current Engagement Strategy to ensure broad collaboration with POs and other external stakeholders through regular meetings of the PO Engagement working Group. 2. Develop stronger links with PO Medical and R&I Directors to promote the work of the Network 3. Development of a collaborative engagement action plan to inform activities during 21/22	No
Ethnic Minority Research Inclusion - Strategic Projects (TRD)	CRN Y&H has approved a range of Strategic Projects aimed at transforming research delivery through innovation in a number of areas including: 1. understanding of the use of Emergency & Urgent Care (EUC) by members of ethnic minority, refugee and asylum seeker communities 2. working in the CRN Y&H ICS footprints to develop strategies to increase recruitment from previously underserved communities and developing innovative multilingual communications methods aimed at hard-to-reach sections of ethnic minority communities 3. GP confederation/Teaching hospital collaboration in the identification of NIHR Portfolio studies that may be suitable/adaptable to place based delivery, seeking inclusion of members of ethnic minority communities 4. CRN Y&H wide strategic group established to apply lessons learned in the COVID-19 crisis to increase the probability of every approach for consent resulting in informed consent so that recruitment to identified health needs related priority studies can be increased to improve health outcomes for Ethnic Minority communities.	No
9. Workforce and Organisational Development		
Wellbeing strategy 2021/2022	1. Ongoing development and delivery of the CRN Y&H Wellbeing Strategy 2021-2023. 2. Key Focus Points Include: Mental Health - Embed mental health awareness within the CRN Y&H including a programme of events and training opportunities. Physical Health - Continue promotion of a physically healthy lifestyle balanced with mental health Supporting Leadership Development – supporting 360 reviews, organising leadership training and team building activities Connection - Connect across the network on the Wellbeing agenda, seeking representation across all Trusts.	No
Commercial PI Training	Joint CRN Y&H and CRN NENC 1. Identify training needs relating to the set up and delivery of studies in the LSI portfolio, including IITs and commercial trials. 2. Work supra-regionally with CRN NENC to create and pilot a PI training programme locally. 3. Embed the programme as a national offering with support from national L&D team	Yes
Workforce Strategy 2021/22	The 2021/22 Workforce strategy will be further developed locally when the national strategy is released. Some key initiatives include: 1. Design and support the training and induction of new DDT and engagement officers and work on implementing this team to support non-NHS sites to undertake research	No

	<p>2. Identification and mapping of new areas in the community for focused support by the DDT once in place</p> <p>3. Develop and pilot a range of research ready resources and research awareness tools e.g. research ready Podiatry resource and a resource explaining benefits of research to health and social care</p> <p>4. Workforce support and promotion e.g. promotion of CRP registration in line with CC guidelines</p> <p>5. First steps programme to staff outside of the NHS. The primary focus of the programme is intended for primary care, public health and social care staff to create a research ready workforce in emerging research priority areas. We will seek to fund 30 Research Preceptorships (15 NHS, 15 Non NHS) to attend training and also to attach to a research team and mentor.</p> <p>6. Grow Early Career researchers by supporting Partners and HEIs in promoting the CRN to MSc and PhD student research projects</p> <p>7. The development of research capacity in AHP in Mental Health/Community services that has areas of high deprivation and health inequalities.</p> <p>8. Leadership and management training across the core team</p>	
Return to Office	<p>Develop and implement a plan for the core team to return to work into the office environment.</p> <p>1. Conduct staff survey</p> <p>2. Propose working model and develop working from office/home 'principles'</p> <p>3. Pilot the new working model</p> <p>4. Agree new working model</p> <p>5. Review existing office space and accommodation</p>	
10. Business Development and Marketing		
Northern Health Science Alliance (NHSA) Supraregional working (Y&H/ GM/ NENC/ NWC)	<p>1. Initiate a supra regional meeting with LCRN colleagues, convened by the NHSA to seek to agree some joint Marketing and Business Development support that the NHSA can provide to the CRNs across the North</p> <p>2. Agree a pilot proposal of joint work</p> <p>3. Evaluate the outcomes of the project and seek to further identify joint working opportunities and national marketing supported by NHSA</p>	Yes