

**Together, making research real**

**A research strategy that  
changes a city**

**2016-2021**

## Contents

<b>1</b>	<b>CONTEXT.....</b>	<b>3</b>
<b>2</b>	<b>RESEARCH IN THE TRUST .....</b>	<b>4</b>
<b>3</b>	<b>OUR ASPIRATIONS FOR RESEARCH AT THE TRUST.....</b>	<b>12</b>
<b>4</b>	<b>OUR PRIORITIES .....</b>	<b>13</b>
<b>5</b>	<b>DELIVERING THE STRATEGY .....</b>	<b>21</b>
<b>6</b>	<b>REVIEW.....</b>	<b>21</b>
<b>7</b>	<b>APPENDIX 1: RESEARCH TEAMS' OBJECTIVES.....</b>	<b>22</b>

## 1 Context

Bradford Teaching Hospitals NHS Foundation Trust is characterised by the pursuit of safe healthcare, of the highest quality, at all times. Demonstrating values that:

- we care
- we value people
- we strive for excellence
- and we make every penny count.

This research strategy embodies these values and sets out a framework to promote and support research that will allow us to deliver the best healthcare we can to our patients.

Our strategy is influenced by national, regional and local drivers specific to healthcare research, which recommend and mandate the Trust's participation in research.

### National drivers

The promotion and conduct of research continues to be a core NHS function and continued commitment to research is vital in addressing future challenges, yet further action is needed to embed a culture that encourages and values research throughout the NHS (*NHS Operating Framework, 2012/2013*). Research enables the NHS to improve the current and future health of the population, and the NHS must do all it can to ensure that patients know about research of particular relevance to them (*NHS Constitution, 2009*). Furthermore, 97% of the public believe it's important for the NHS to support research into new treatments (*Ipsos, MORI*). We know that NHS organisations that are research-active appear to have better overall performance and outcomes for patients than those who are not research-active (*NHS Confederation*).

### Regional drivers

The Yorkshire and Humber Clinical Research Network (Y&H CRN) delivers funding and support for healthcare research according to key research performance metrics set by the National Institute for Health Research (NIHR). The Trust has contractual arrangements with the Y&H CRN to deliver research and recruit in excess of 5000 patients per year as well as recruiting to time and target.

The Yorkshire and Humber Academic Health Science Network (YHAHSN) supports increased research activity and improved research quality and is developing a research CQIN (Commissioning for Quality & Innovation) and targets to enable the more rapid start-up of projects, and a proof of concept fund to support the development of innovations in healthcare.

### Local drivers

There is a commitment already by our Trust in the corporate strategy (Together, Putting Patients First) "to develop our research capacity and harness the benefits to improve patient care and to enhance our reputation for high quality research". As a Trust we recognise the importance of strong links between research and quality and that research activity can drive high quality care.

## 2 Research in the Trust

### Leading centre in Applied Health Research

The Trust has developed and increased its expertise in applied health research over the last decade and now has a reputation of being one of the leading centres in conducting applied health research in the country. This excellence can be attributed largely to three research teams:

#### ***Academic Unit of Elderly Care and Rehabilitation***

The Academic Unit of Elderly Care and Rehabilitation has been established for over twenty years and has a national and international reputation in elderly care and stroke research. Work is been funded by NIHR, MRC, Dunhill Foundation and the Stroke Association. Professor Young, who leads the elderly care portfolio, was formerly National Clinical Director for Integration and Frail and Elderly Care in NHS England.

Their programme of applied health research uses a wide range of methods including systematic reviews (lead on three Cochrane Reviews), cohort studies and qualitative evaluations. Working closely with the Leeds Clinical Trials Research Unit they implemented one of the largest ever stroke rehabilitation trials (TRACS, published in the Lancet). The Unit are fortunate that their work is supported by strong patient groups and clinical colleagues.

Work undertaken addresses key questions in elderly care such as: care for people susceptible to delirium; the role of medical day hospitals and community hospitals; and enhancing in-patient dementia care. In stroke the team are exploring rehabilitation in stroke units, the support provided to caregivers; and how to optimise longer-term outcomes. They are undertaking a large programme of work in care homes. In this the team are working closely with care homes owners, managers, staff and residents to implement a range of projects considering ways to improve the care environment.



The Unit are currently implementing three NIHR Programme grants and a CLAHRC theme. The latter is focused on the needs of the frail elderly. They have established an innovative cohort (CARE Cohort) recruiting older people (over the age of 75 years) to participate in a series of research projects.

Colleagues in the Unit have developed and validated an electronic frailty index using existing patient level data in primary care. Through links with the Academic Health Science Network this has now been rolled out to GP practices across the UK allowing them to identify and consider offering treatment options to their frail elderly patients.

Given the increasing demographic profile of the population, the Unit's work makes an important contribution to the development of NHS services.

### ***Born in Bradford***

Established in 2007, the Born in Bradford research programme is one of the largest health research projects in the UK. By focusing on key public health priorities for families and conducting cutting edge research it is exploring the reasons why some people fall ill and others stay healthy. This information is being used to develop and evaluate interventions to improve the lives of families.



Over the past 5 years the Born in Bradford research team have attracted over £10 million in research grants from national and international funders. For example, the team have conducted research into the predictors of childhood obesity, adiposity and child growth, allergic diseases, dental health, the impact of environmental influences such as pollution on health, and the impact of vision and cognitive development on educational attainment. They have recently partnered with Bradford Trident in a bid which has won £50 million of investment from the Big Lottery, named Better Start Bradford, to implement evidence based interventions to improve the health and well-being of pregnant women and 0-3 year olds in some of the most deprived areas of Bradford.

The research team now host two major birth cohort studies: Born in Bradford follows the lives of nearly 14,000 children and their parents and in 2016 they launched a new experimental cohort, Born in Bradford's Better Start (BiBBS) which will recruit over 5000 children and their parents with a focus on evaluating early life interventions to improve life outcomes during the first critical years of life. The team harness the power of routine data to follow the health and educational attainment of families.

The key to the success of the BIB team lies in their engagement with families, and those working across health and education within this city. They host regular family festivals and scientific conferences in the City. BIB have two artists in residence, Ian Beesley (Photographer) and Ian McMillian (Poet), who aim to inspire and engage the people of Bradford and disseminate the findings in novel and exciting ways.

### ***Quality and Safety Research Team***

The Quality and Safety research team are a multi-disciplinary team of applied health researchers who deliver research that directly addresses the issues most affecting the NHS. Over the last few years they have developed and evaluated pioneering tools for gaining feedback from patients about the safety of the care that they receive. This work has been funded by an NIHR programme grant and more recently a Health Foundation 'Closing the Gap' grant which they developed in collaboration with the Improvement Team at BTHFT. So novel is this work that the team have received requests to use these tools from researchers and hospital managers as far afield as Brazil and Israel. In November 2015 the Q&S team launched a new 30 month project, with funding from NIHR Health Services and Delivery, to explore the use and usefulness of patient experience feedback. They are working with Bradford, Leeds and Harrogate Trusts to develop approaches to using patient feedback and testing these ideas in practice.

Their second main area of research focuses on promoting behaviour change for patient safety. Following the success of work on improving the safety of nasogastric tubes within the region, the team now run local and national workshops in which people are trained to adopt this approach in their own Trusts. The team have recently turned their attention to Acute Kidney Injury and hope to attract some funding to continue this work.

Finally, over the past two years the Q&S team have been pioneering a more positive approach to safety management. This approach, known as positive deviance, searches for examples of excellence and then learns from what teams do to achieve safety. At the moment they are working with two Trusts to understand how they are able to achieve low readmissions and great patient reported outcomes for their hip and knee operations. Additionally they are identifying elderly medical care wards who score consistently well on the patient safety thermometer and are working with staff to understand how they manage to achieve high levels of safety. As well as providing useful learning these approaches are good for staff morale - everyone likes to know that they are doing an excellent job.

## Research Activity and Performance

The Trust has a strong track record of research. Over the last ten years research activity has increased by 133% (Figure 1) with the majority of that research being on the National Institute for Health Research portfolio (Figure 2). Research income has also increased significantly (Figure 3) along with the research workforce to support this. The Trust also has an excellent reputation for research performance and is the third highest recruiter within the region for NIHR portfolio research, often exceeding research targets.

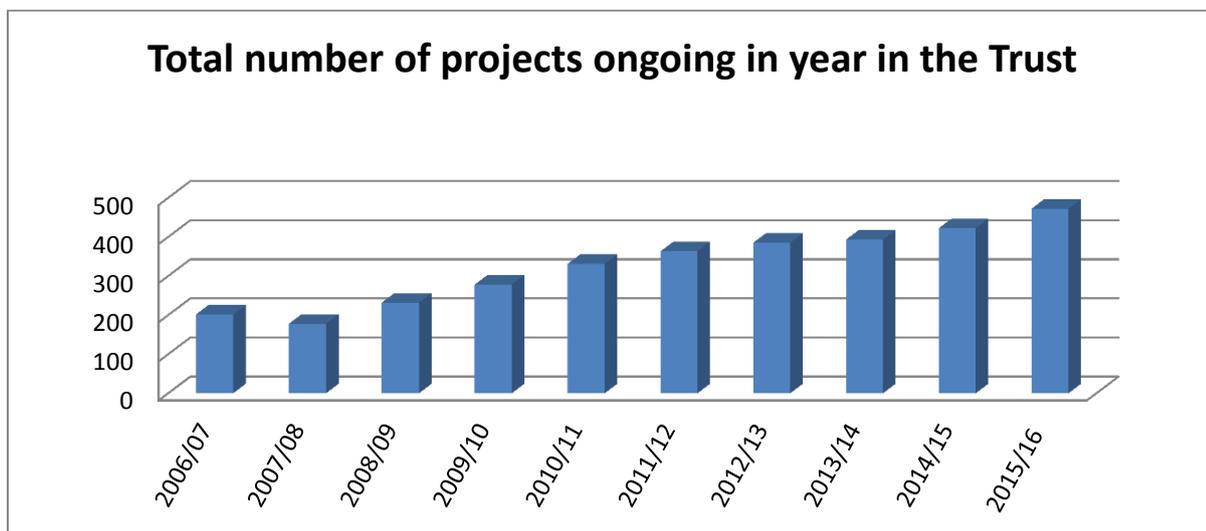


Figure 1: Total number of research projects ongoing in each financial year (figures correct 30/11/15)

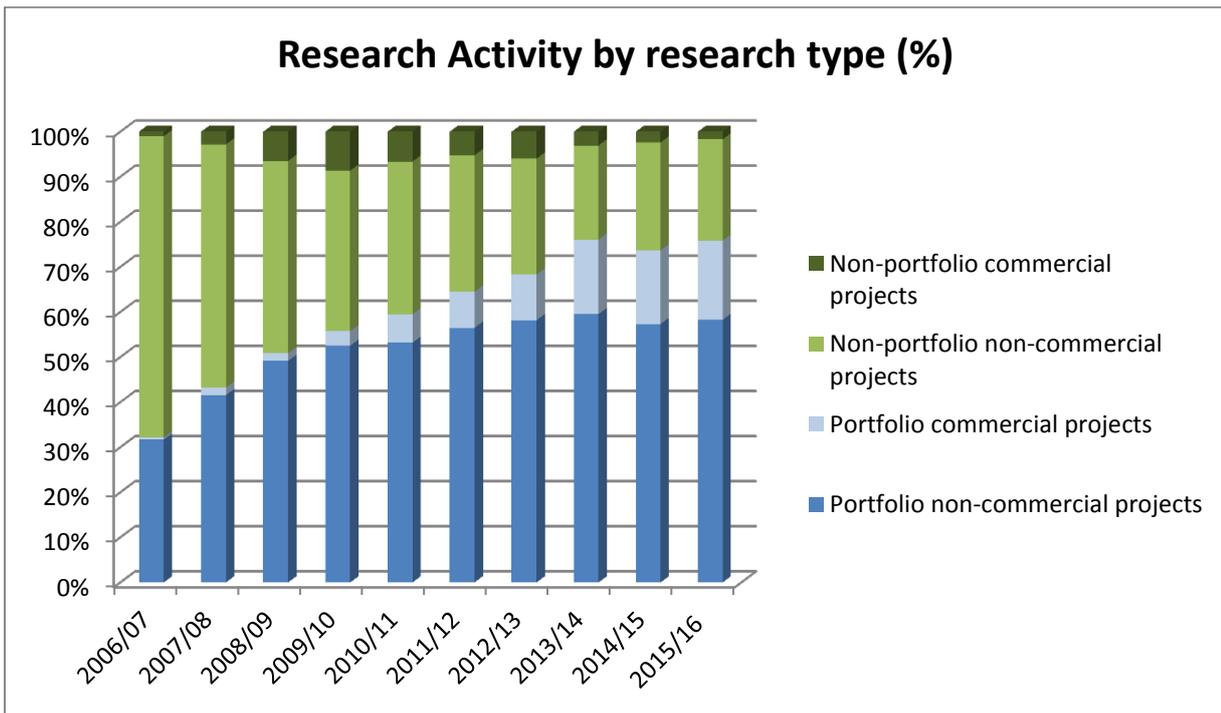


Figure 2: Activity by type of research

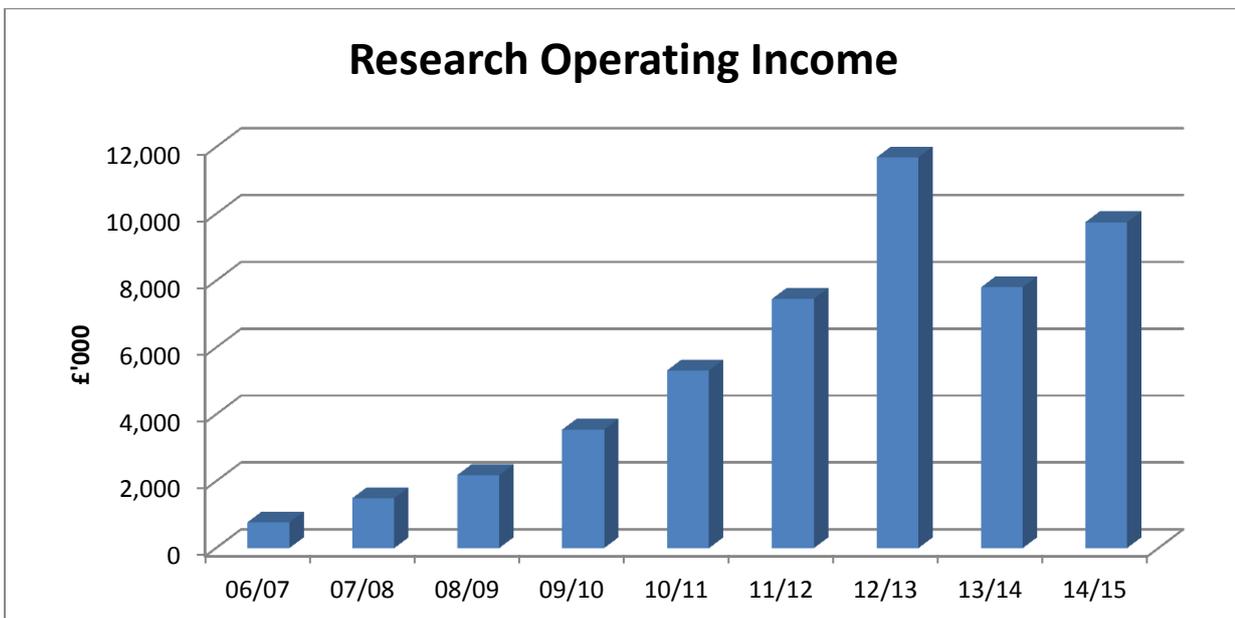


Figure 3: Research income

Research takes place throughout the Trust with clinical research embedded within Clinical Divisions and applied health research being the primary focus at the Bradford Institute for Health Research (BIHR) (Figure 4).

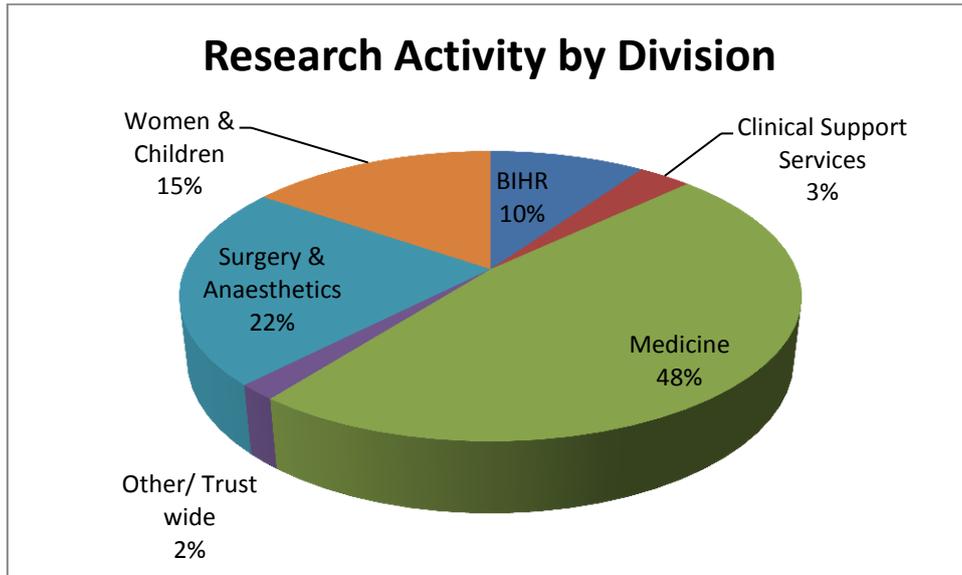
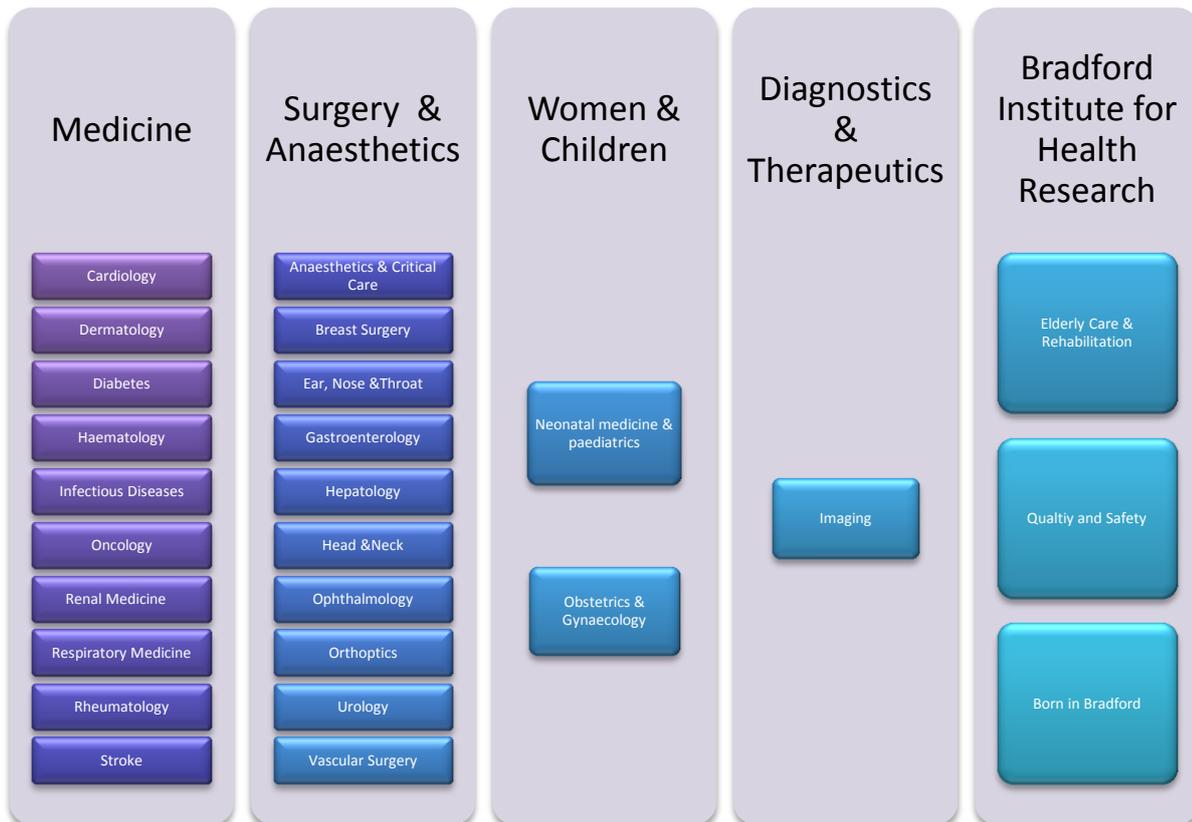
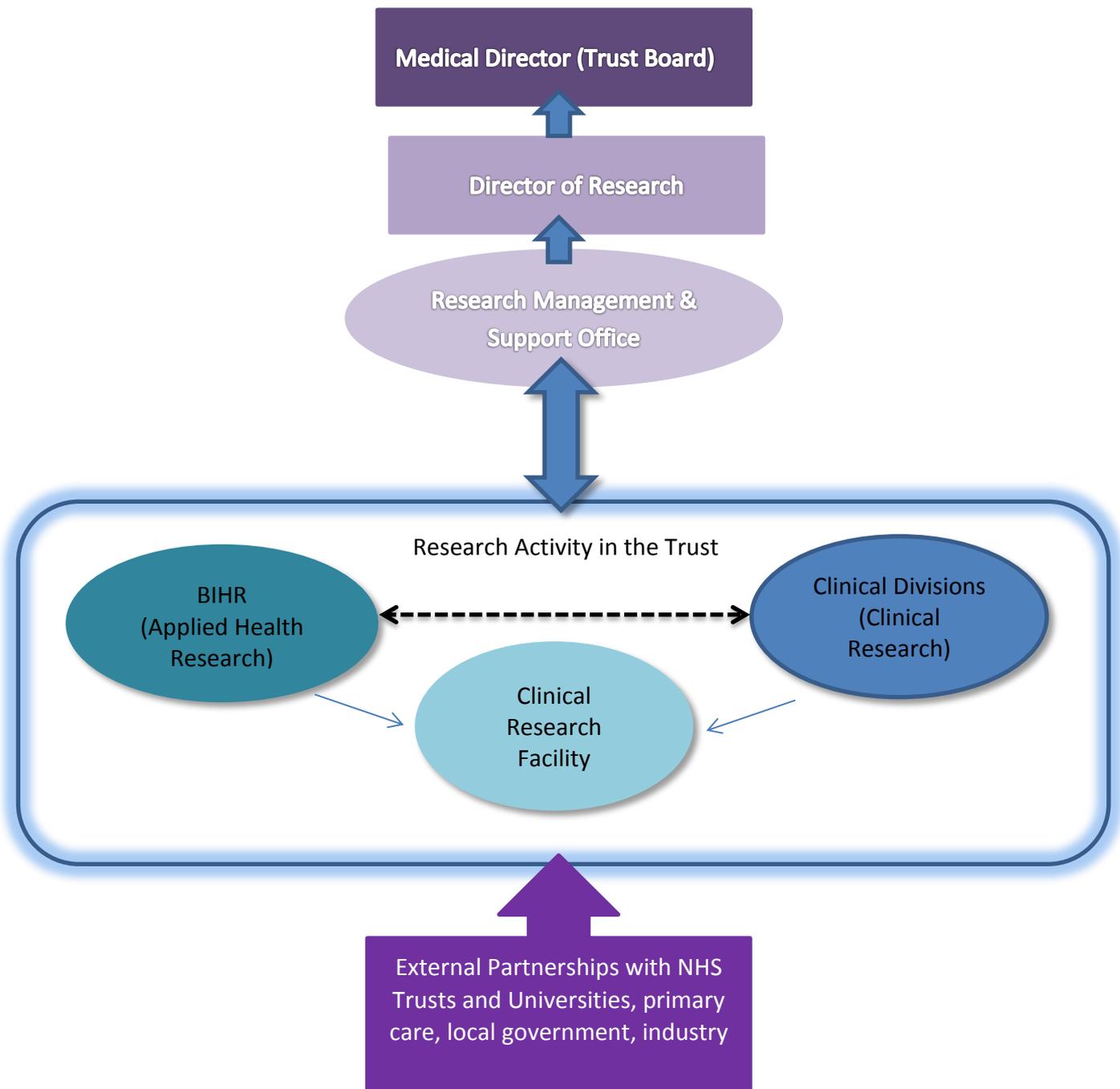


Figure 4: Research Activity by Division (%of research projects active at Q2 2015/16)

Research takes place within most specialities within the Trust and our main research areas include:



At Board level, research is the responsibility of the Medical Director who through the Director of Research and Research Management and Support Office discharges these responsibilities.



## Research infrastructure and support

### ***Bradford Institute for Health Research and Clinical Research Facility***

Over the last ten years, the Trust has invested in its research infrastructure notably the Bradford Institute for Health Research (BIHR) which was created in 2006/2007 (£2million investment for renovation of Temple Bank House). The BIHR is a collaborative partnership between this Trust and other local NHS Trusts and primary care, as well as the Universities of Bradford, Leeds and York. It is the Trust's Research Division providing a critical mass of research expertise, a focus for our applied health research and accommodation for some of the non-clinical research teams (Born in



Bradford, Quality and Safety Research, Academic Unit of Elderly Care and Rehabilitation and the Improvement Academy) as well as some clinical research teams (Gastroenterology, Hepatology, Oncology, Haematology, Head and Neck, Respiratory, Ophthalmology, Infectious Diseases, Diabetes, Paediatrics and Neonatal Medicine).

As part of the BIHR facilities, the Trust also has its own Clinical Research Facility (adjacent to the BIHR building) which opened in 2008 after a £1 million renovation project. The Clinical Research Facility (CRF) provides dedicated, high quality out-patient facilities for our researchers to conduct clinical research.

**Due to the increase in the Trust's research activity, grant success and partnerships, both the BIHR and CRF have been extended to increase research accommodation and clinical research space for our researchers. A £2 million extension was completed in 2011 and £1 million extension to the CRF was recently completed in February 2016.**

### ***Research Management and Support Office***

In order to support our research endeavour the Trust has a Research Management and Support Office that provides:

- Research governance advice and support
- Trust approval for research
- Research feasibility support
- Contractual review and oversight for research studies
- Financial management of research
- Performance management of research
- Development of research infrastructure, capacity and capability e.g. commercial research expansion, training
- Research information management and reporting

### ***Commercial research expansion***

Recognising the importance of a balanced research portfolio and the ability to offer our patients novel treatment as well as generate research income, an investment has taken place in the last two years to develop the Trust's ability to engage more in commercial research with industry partners. This has included investment in staffing (an Associate Director of Research for Commercial Research, a Lead Clinical Research Nurse, additional pharmacist time and business management support) and infrastructure (pharmacy expansion).

***The Yorkshire & Humber Academic Health Science Network's Improvement Academy***

The Trust hosts the Yorkshire & Humber Academic Health Science Network's Improvement Academy (IA) of improvement scientists, patient safety experts, patients and clinicians. The IA aims to ensure evidence-based solutions become routine practice, bring about lasting change using improvement methods, human factors psychology and implementations science; co-create improvement with front-line clinicians, patients and the public; reduce unwarranted variations in outcomes of care; and address professional and geographical isolation through network learning. We thus have on-site expertise in conducting applied health research as well as the expertise in how to translate research findings into practice.

### 3 Our aspirations for research at the Trust

#### Mission Statement – “Together, making research real”

To be at the forefront of healthcare research and increase the opportunities for our patients and staff to participate in high quality research to enable better patient outcomes and improved healthcare.

#### Our Vision

Our vision for research is twofold:



In delivering our vision for research we will focus on the following priorities:

- 1) To develop and maintain excellence in the quality, safety and governance of our research
- 2) To increase research capacity and capability, ensuring the effective delivery of research
- 3) To increase our research income and activity, meeting our local and national performance targets
- 4) To increase patient and staff participation in research studies that are focused on the needs of our patients and staff
- 5) To strengthen the integration and reach of research across our departments, embedding research as core business
- 6) To promote partnerships and collaboration that supports our research ambition.
- 7) To strengthen and support the translation of research into practice to make a real and lasting difference to the quality of clinical care that we provide to our patients

#### **4 Our priorities**

The intention of our research strategy is to make a real and lasting difference to the quality of clinical care provided by us to our patients, building upon our existing strengths and exploiting new opportunities. The following details the research priorities for the Trust; specific objectives for our main research areas are detailed in Appendix 1.

Priority 1: To develop and maintain excellence in the quality, safety and governance of research

Objectives

- For Trust healthcare professionals from all disciplines and specialities, to deliver high quality research studies.
- Continue to have a professional research management and support service, providing comprehensive research support including navigation of the necessary regulatory reviews in an efficient and proactive way and also ensure that research governance standards are maintained.
- Be compliant with all applicable regulatory requirements through continued consultations between key support departments and with researchers. Trust researchers will be supported to successfully undertake the role of Chief or Principal Investigator, where appropriate, with support in relation to all aspects of research conduct, governance and management.
- Continue to streamline governance processes to reduce the administrative burden for researchers and minimise delays in the conduct of research studies.
- Reduce bureaucracy and ensure timely R&D approval. The RM&S Office will continue its well established research feasibility process ensuring there is a clear action plan for submissions and approvals.
- Work with support departments and Divisions to ensure that timely approvals are provided.
- Collaborate with colleagues around the region to develop improved approval and governance systems and improve systems of monitoring research quality and performance.

Goals

- Conduct feasibility assessments for all new research projects at project inception.
- Implement a new research management information system, EDGE, in 2016.
- Ensure that all Trust researchers are GCP compliant.
- Administer the Research, Translation & Innovation Committee, ensuring Divisional representation and quarterly meetings are conducted.
- Work with the Trust Secretary to record and develop a register of research monitoring visits.
- Implement the Health Research Authority research approval process.
- Work with the NIHR Y&H CRN to implement the Study Support Services programme maintaining a seamless service of support and advice for Trust researchers delivering NIHR Portfolio studies.

## Priority 2: To increase research capacity and capability ensuring the effective delivery of research

### Objectives

- Support our staff and patients to regularly look for opportunities to participate in high quality, nationally recognised studies, particularly those supported by the National Institute for Health Research.
- Encourage research in areas/ professions where they are not research active.
- Identify and nurture emerging research talent through the use of the critical mass of expertise in the BIHR, so that aspiring researchers can get on to, and progress up the research ladder.
- Through the development of a nurturing research environment, attract, develop and retain high quality researchers who are excited by our ethos and ambition.
- Have high quality and appropriate research accommodation.

### Goals

- Development of a Trust Research Scholarship Scheme to pump-prime pilot work for healthcare staff to develop exciting and innovative research ideas relevant to the needs of our community into well designed and competitive research proposals and increase the number of national fellowships awarded.
- Protected research time within job plans for research-active healthcare staff to develop new commercial and non-commercial research growth.
- Further develop the 'Research Practice Network for Research Nurses and Midwives' to provide a forum for peer support, sharing best practice and to support the professional development needs of its members.
- Ensure consistent and transparent re-investment of income from commercial research overheads within Divisions to develop future research activity and support research capacity and capability building of staff (as in the Commercial Income policy<sup>1</sup>).
- Develop the clinical research nursing workforce and research nursing infrastructure support to sustain high quality research by ensuring clear line management arrangements within Divisions.
- Encourage research in non-active departments and aim for all clinical departments to have at least one on-going research project
- Investment in research staffing through the development of a Trust-wide research nurse and Trust-wide Clinical Trials Assistant to support research development and activity.
- Work with Y&H CRN on initiatives to develop capacity and capability including cross cover and joint working for research posts.
- Further develop research education and training programmes and opportunities for Trust staff identifying training needs and different mechanisms for educational delivery. Continue to provide introduction to GCP and GCP refresher training.
- Review of research accommodation with our research partners and develop a Centre for Applied Health Research with Universities of Leeds and Bradford.

<sup>1</sup> BTHFT's "Policy on the Distribution of Income from Commercial Research Studies", v2 October 2014

Priority 3: To increase research income and activity, meeting performance targets

Objectives

- Increase our research activity and research income by actively encouraging staff to become involved in research.
- Research to be seen as a core business of the Trust with Divisions having clear plans for research.
- Continue to develop the programme of work for commercial research expansion led by the Associate Director of Research (Commercial Research).

Goals

- Meet national ‘first-patient-first visit’ and ‘time to target’ metrics and regional performance targets.
- Be in the top 3 Trusts in the Yorkshire and Humber region for recruitment to NIHR portfolio studies.
- Increase commercial research activity and the income associated with this.
- Increase the number of global or EU ‘first patient recruited’ for clinical trials.
- Information to be produced quarterly on research activity and research finances for performance review.

Priority 4: To increase patient and staff participation in research studies that are focused on the needs of our patients and staff	
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Aim to routinely offer our patients the opportunity to participate in high quality clinical research studies where appropriate and support our staff to open more high quality research studies for patients in Bradford enabling more staff to become research active.</li> <li>• Raise awareness and celebrate our research successes by ensuring information about our research studies is readily and routinely available to all our patients and staff through various media. Patients, carers and the public will also have the opportunity to participate in influencing our research programmes.</li> <li>• Training on research methodologies, governance and practice will continue and expand. (see Priority 2).</li> <li>• The Research Management and Support Office will continue to support and advise research teams in the research process and approval and staffing infrastructure will be expanded to provide support to new developing research teams.</li> </ul>
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Develop and implement a Research Communication and Engagement plan for patients, public and staff e.g. #whywedoresearch, NIHR Research Patient Ambassador scheme, research newsletter.</li> <li>• Hold research showcase events every few years to celebrate and promote the research conducted in the Trust.</li> <li>• Work with Deputy Clinical Directors, who have responsibility at Divisional level for research, to embed research at an operational level within speciality areas, to raise awareness (see priority 5).</li> <li>• Research proposals will be co-produced with patients/ patient panels.</li> </ul>

Priority 5: To strengthen the integration and reach of research across departments, embedding research as a core business for the Trust	
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Research will continue to be a key priority for the Trust as it is a major contributing factor of the Trust having ‘teaching hospital’ status.</li> <li>• In order to sustain and develop research capacity and capability and maintain excellent research performance, we acknowledge that research needs to be viewed as a core business for the Trust where it is recognised as an important and valued activity integrated with the services we deliver.</li> <li>• Research needs to be managed within Divisions and Departments as a legitimate activity and its benefits realised.</li> </ul>
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Establish a Research Lead for each Division who will develop mechanisms for oversight and management of research within the Division and Departments.</li> <li>• Research will be discussed at business/ quality and safety meetings within Divisions.</li> <li>• Processes will be put in place by Divisions to review research performance and take corrective action as necessary supported by the Research Management and Support Office.</li> <li>• Improvement of the management and integration of research staff in each Division including clear line management and appraisal arrangements and accountability.</li> <li>• Development of a Research Communication and Engagement plan to increase awareness of research within the Trust (see priority 4).</li> <li>• Each Division will have representation on the Trust’s Research, Translation and Innovation Committee which reports to the Trust’s Quality and Safety Committee.</li> </ul>

Priority 6: To promote partnerships and collaboration that supports our research ambition	
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Research is a multi-professional activity and requires partnerships and collaboration within and outside of the Trust to ensure successful inception and delivery. We will work to strengthen these internal and external partnerships with our own staff and colleagues in partner NHS organisations, universities, the local authority, social care and primary care.</li> <li>• We are in a unique position in that the Bradford Institute for Health Research is part of our Trust, where world leading applied research is conducted in a multi-ethnic community, in partnership with universities, that really makes a difference to patients and our community. The BIHR provides a gateway to these collaborations and we will exploit this opportunity more.</li> <li>• Increase our market share of commercial research, which generates income for the Trust, ensuring optimal use of our Clinical Research Facility.</li> </ul>
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Raise awareness across the Trust of the work of BIHR and opportunities for Trust staff to engage with research partners.</li> <li>• Develop our commercial research partnerships to enhance our commercial research with industry, and an increase in the number of commercial studies conducted in the Trust.</li> <li>• Increase our academic networks nationally and internationally.</li> <li>• Promote a district-wide and population approach to research through collaboration, for example with local government, Airedale, and CCGs.</li> </ul>

Priority 7: To strengthen and support the translation of research into practice to make a real and lasting difference to the quality of clinical care that we provide to our patients	
Objectives	<ul style="list-style-type: none"> <li>• Research that is conducted within our Trust must generate benefits for our patients and community.</li> <li>• Increase the impact of our research and its application, and develop expertise in investigating ways in which the research evidence from research conducted in the Trust and elsewhere can be translated into policy and practice in our hospitals.</li> <li>• As host to the Improvement Academy, we will capitalise on this and utilise the expertise available to us on translation of research into practice.</li> </ul>
Goals	<ul style="list-style-type: none"> <li>• Communicate our research effectively to a range of academic, policy and practice and public audiences.</li> <li>• Demonstrate the impact of our research and externally generated research by recording how these have been put into practice through various means, e.g. publications, presentations.</li> <li>• Increase staff capability to translate research findings and knowledge into practice by offering skills training in quality improvement and behaviour change in collaboration with the Improvement Academy and Trust Quality Improvement team.</li> <li>• To be a national centre of excellence in applied health research.</li> </ul>

## 5 Delivering the Strategy

Our strategy will be achieved through three interconnected work programmes that reflect the broad priorities of this strategy:

### Business development and performance

- Priority 2: Increase research capacity and capability
- Priority 3: Increase research income and activity and meeting performance targets

### Research Quality

- Priority 1: Develop and maintaining quality, safety and governance
- Priority 7: Strengthen and support translation of research into practice

### Communication and Engagement

- Priority 4: Increase patient and staff participation in research
- Priority 5: Embed research as core business of the Trust
- Priority 6: Promote partnership and collaboration

A separate delivery plan will be produced that will provide more detail on these and timelines.

Performance and progress in achieving our delivery plan will be kept under review by the Research, Translation and Innovation Committee who will report to the Trust Quality and Safety Committee.

## 6 Review

We recognise that the research landscape changes rapidly and that this research strategy needs to be flexible and adaptive, responding rapidly to new opportunities. This strategy will be subject to annual review by the Research, Translation and Innovation Committee.

**7 Appendix 1: Research Teams' objectives**

<b>Medicine</b>	
Cardiology	<ul style="list-style-type: none"> <li>Facilitate research and encourage research to run through NHS Cardiology services, to benefit our patients, improve public health and allow for the continuous development of the care that we provide.</li> <li>Continue to work with the Y&amp;H CRN to increase both commercial and non-commercial research activity for Cardiology Research projects on the NIHR portfolio.</li> </ul>
Dermatology	<ul style="list-style-type: none"> <li>Increase the number of NIHR portfolio and commercial trials.</li> <li>Support the Centre for Skin Sciences at the University of Bradford who are conducting a large amount of very exciting basic science research.</li> </ul>
Diabetes	<ul style="list-style-type: none"> <li>Continue to sustain and grow diabetes research especially around diabetic foot ulcers.</li> <li>Increase commercial research portfolio in diabetes.</li> </ul>
Haematology	<ul style="list-style-type: none"> <li>Provide high quality clinical trials, delivered safely, with care and compassion.</li> <li>Increase the commercial portfolio.</li> </ul>
Infectious Diseases	<ul style="list-style-type: none"> <li>Maintain a varied and inclusive portfolio of research projects which is specific and tailored to the needs of the local population and in line with government research strategy for Antimicrobial resistance – meeting the challenge of resistant bacteria.</li> <li>Expand opportunities for patients to be involved in commercial and interventional research especially in the area of HIV, enabling patients' access to the newest therapies.</li> <li>Develop a high quality research environment so that our clinical research studies are conducted in a way that provides research subjects with a good experience and a minimum of inconvenience.</li> </ul>
Oncology	<ul style="list-style-type: none"> <li>Increase commercial research activity by increasing the number of clinical trials we undertake.</li> <li>Strive to give as many patients as possible access to clinical trials across our portfolio.</li> <li>Maintain high quality data collection whilst providing care in a professional and compassionate manner in an environment of mutual respect.</li> </ul>
Renal Medicine	<ul style="list-style-type: none"> <li>Continue to successfully deliver high quality portfolio studies while actively trying to increase number of commercial trials in the unit keeping patient safety as priority.</li> <li>Develop motivated and enthusiastic renal research team by encouraging all grades and member of staff in renal unit to actively participate in clinical trials.</li> </ul>
Respiratory Medicine	<ul style="list-style-type: none"> <li>Develop our unit into a centre of excellence for severe asthma research. As part of this we hope to facilitate the full phenotyping of our severe asthma patients making us a centre of choice in the conduct of phase 2 severe asthma trials in exploring the next generation pipeline of treatment in severe asthma. Working closely with NIHR and the regional industry manager we</li> </ul>

	<p>hope to double our severe asthma research activity over the next 5 years and increase our commercial research activity through our unit by 20% each year for the next 5 years.</p> <ul style="list-style-type: none"> <li>Align closely with the Universities of Bradford and Huddersfield and get involved in the phenotyping of asthma and COPD patients based on their inhalation profile. This will help attract the various pharmaceutical companies to choose the Trust and our facility as the centre of choice for the future trials of newer inhaler devices in both asthma and COPD.</li> </ul>
Rheumatology	<ul style="list-style-type: none"> <li>Aim to increase both commercial and non-commercial research activity.</li> <li>Plan to employ a research fellow to enhance our non-commercial portfolio studies.</li> </ul>
Stroke	<ul style="list-style-type: none"> <li>Develop a broad portfolio of stroke trials to increase the likelihood of all patients being offered inclusion in research.</li> <li>Expand the stroke research team to meet the needs of the evolving stroke service.</li> <li>Deliver quality research and disseminate research results to improve patient care.</li> </ul>
<b>Surgery and Anaesthetics</b>	
Anaesthetics and Critical Care	<ul style="list-style-type: none"> <li>Expand the presence of research in anaesthesia and critical care by including commercial studies as well as those in the NIHR portfolio.</li> <li>Explore other ways to increase departmental research exposure by involving other services such as chronic pain.</li> </ul>
Breast Surgery	<ul style="list-style-type: none"> <li>Build on and consolidate the existing portfolio we have to improve recruitment over the coming years.</li> <li>Aim to promote a mind set to think trial first to help promote research within the multi-disciplinary teams.</li> <li>Research nurses will continue to pre-screen clinic lists for potentially eligible patients and communication between medical and research nurses will be improved to highlight potential patients.</li> <li>Improve first patient first visit targets.</li> <li>Recruitment figures given for submission need to be more realistic and recruitment will be reviewed more rigorously when considering new trials.</li> </ul>
Ear, Nose and Throat	<ul style="list-style-type: none"> <li>Aim to provide a reliable research service that is sustainable in the future and establishes Bradford as a centre for ENT research studies.</li> <li>Attract both NIHR portfolio and commercial studies.</li> <li>Provide an ENT research service that provides quality care to all our patients.</li> <li>Aim to produce quality data in an efficient manner that will ensure we hit all targets set by the Trust and Local Network.</li> </ul>
Gastroenterology	<ul style="list-style-type: none"> <li>Focus on Inflammatory bowel disease (IBD) research particularly involvement in the new IBD BioResource (launching in 2016) which aims to accelerate research in Crohn's disease and Ulcerative Colitis and build on recent major advances in understanding of the genetic basis of these conditions. The IBD</li> </ul>

	<p>BioResource will be part of the NIHR BioResource – comprising volunteers from around the UK who are willing to be approached to participate in research studies and trials on the basis of their genetic make-up.</p> <ul style="list-style-type: none"> <li>• Undertake studies run in conjunction with The UKIBD Genetics Consortium (UKIBDGC). This group is comprised of clinicians and scientists with a track record of successful collaborative research in the genetics of inflammatory bowel disease, aiming to identify and understand the genes that determine disease susceptibility, course and response and side effects of treatment. The Trust’s Gastroenterology research team will continue to recruit patients into various studies run by the UKIBDGC.</li> </ul>
<p>Hepatology</p>	<ul style="list-style-type: none"> <li>• Participate in more commercial studies of hepatitis B, hepatitis C and fatty liver disease.</li> <li>• Supervise a Fellow for an MD thesis and recruit and retain one more hepatology research nurse.</li> <li>• Ensure we continue to generate abstracts for national and international meetings.</li> </ul>
<p>Head and Neck</p>	<ul style="list-style-type: none"> <li>• Increase our research activity through participation in a range of commercial and non-commercial trials.</li> <li>• Develop translational research in head and neck cancers in collaboration with The Life Sciences Faculty of The University of Bradford. Since 2009 we have banked a large number of tissue samples with the University’s Human research tissue bank Ethical Tissue, which is licensed by the Human Tissue Authority (HTA) to collect, store and supply human tissues for biomedical research. This valuable resource, donated by over 150 head and neck cancer patients, provides an opportunity to better understand the disease process at a molecular level.</li> </ul>
<p>Ophthalmology</p>	<ul style="list-style-type: none"> <li>• To increase and improve research activity in order to promote science, education and innovation for clinical care in Ophthalmology.</li> <li>• To make research common practice, that is valued by all and available to all.</li> <li>• To increase and improve research activity within Ophthalmology and embed it into everyday practice. This will in turn provide the best evidence based treatments and care to the patients of Bradford.</li> </ul>
<p>Orthoptics</p>	<ul style="list-style-type: none"> <li>• Engage with all staff members to recognise suitable participants for current and planned research studies.</li> <li>• Proactively search the NIHR portfolio to identify appropriate studies for future participation.</li> </ul>
<p>Urology</p>	<ul style="list-style-type: none"> <li>• Increase awareness in patients about trials available in the trust for prostate and bladder cancer as well as non-cancer trials related to stones and urinary reconstruction.</li> <li>• Increase the trial portfolio at BTHFT for commercial and non-commercial trials.</li> <li>• Approach adjoining trusts for referring in to available trials at BTHFT.</li> <li>• Increase recruitment in to the current research portfolio.</li> </ul>

Vascular Surgery	<ul style="list-style-type: none"> <li>• Aim to routinely offer every patient in the vascular ward and wound care clinic the opportunity to participate in high quality clinical research studies. Therefore we will make information about our research studies readily and routinely available to all our patients.</li> <li>• Develop distinctive, high quality research portfolios, including a pro-active approach to identifying and delivering high quality commercial and non-commercial research studies that our patients and staff may participate in.</li> <li>• Patients, carers and the public will have the opportunity to participate in influencing our research programmes and innovations. We also aim to initiate clinical research partnerships especially with local Universities and be responsive to new opportunities with an on-going exemplary track record of research study delivery.</li> </ul>
<b>Women and Children</b>	
Neonatal Medicine and Paediatrics	<ul style="list-style-type: none"> <li>• Further develop the paediatric and neonatal research culture, putting research opportunities at the heart of routine clinical care.</li> <li>• Develop a commercial research portfolio for children.</li> </ul>
Obstetrics & Gynaecology	<ul style="list-style-type: none"> <li>• Build capacity through recruiting to trials and increasing recruits to trials.</li> <li>• Support the development of staff in research and encourage understanding and involvement of research during routine clinical practice.</li> </ul>
<b>Diagnostics &amp; Therapeutics</b>	
Imaging	<ul style="list-style-type: none"> <li>• Be involved in the advancement of gastro-intestinal imaging science through high quality research and endeavour to produce data that reflects quality acquisition of imaging and interpretation of images.</li> <li>• Deliver research that is reliable and of the highest standard providing excellent patient care.</li> </ul>
<b>Bradford Institute for Health Research</b>	
Academic Unit of Elderly Care and Rehabilitation	<ul style="list-style-type: none"> <li>• Seek to undertake research clinically relevant to the needs of older people and those people with stroke.</li> <li>• Continue to build on strong relationships with clinical and academic colleagues in order to identify appropriate methods to address challenging problems.</li> </ul>
Born in Bradford	<ul style="list-style-type: none"> <li>• Describe health and ill-health and their causes.</li> <li>• Develop, design and evaluate interventions to promote health.</li> <li>• Provide a model for integrating research into practice.</li> <li>• Build and strengthen local research capacity in Bradford.</li> </ul>
Quality and Safety	<ul style="list-style-type: none"> <li>• Secure long term funding for patient safety and improvement research by becoming a national research centre.</li> <li>• Develop our international reputation for research on the role of patient involvement in healthcare quality and safety improvement.</li> </ul>