

Name of Sub-Committee:	Research & Innovation Sub-Committee
Chair of Sub-Committee:	Professor Philip Kloer, Medical Director and Deputy CEO
Reporting Period:	Meeting held on 12 September 2022
Key Decisions and Matters Considered by the Sub-Committee:	
<p>The Research & Innovation Sub-Committee (R&ISC) met on 12 September 2022. The purpose of this report is to provide the People, Organisational Development and Culture Committee (PODCC) with a summary of the key points against the agenda items.</p> <p>Research & Development (R&D)</p> <ul style="list-style-type: none"> • R&D Financial Report – report noted and accepted <ul style="list-style-type: none"> • The Month Four financial summary report shows an underspend of £2k. • A draft forecast for the next financial year has been submitted to Health & Care Research Wales (HCRW) with a request for £1.3m funding. • HCRW are undertaking Phase Two of the needs-based funding model, which means a full review of posts and delivery. The impact of this for the Health Board is a delay in recruiting into vacant posts, unless the Health Board go out to advert at risk, pending the funding decision to be made later in the year. • R&D Team Activity Report – report noted and accepted <ul style="list-style-type: none"> • Key Performance Indicators (KPIs) for HCRW are on target. Hywel Dda University Health Board (HDdUHB) are currently best in Wales for Recruiting to Time & Target KPI - 68% for portfolio studies. • R&D have been successful in a number of substantial funding bids, however some EU funding posts will need to be re-applied for next year • Recruiting for commercial studies was down from 33% to 20% since the last report. However, this is only based on four studies. Two of these only opened to recruitment on 21 and 27 July 2022. An improvement to this metric is anticipated by the next report. • Progress Against the R&I Strategy – report noted and accepted. <ul style="list-style-type: none"> • A small number of actions have not delivered against their original timeline but will still be delivered this financial year. The revised deadlines have been added to the action plan. • BioBank Update <ul style="list-style-type: none"> • A report was submitted to R&I Sub-Committee to share the findings from the first phase of a study commissioned to assess the feasibility of different options for the future of HDdUHB BioBank. • From the number of options available, Option Six: 'Develop the West Wales Bioresource Centre', was outlined as the most suitable choice. • A report detailing the case for this would be completed by October 2022 for consideration by the R&D Senior Management Team, in advance of the March 2023 R&I Sub-Committee meeting. • It is understood that HDdUHB would not be able to invest at the level required to support this model, therefore, the consultants will develop a business case for consideration by HCRW and the Welsh Government, using the treasury five case model. If external funding for this option cannot be secured, the default is for Option 	

One: 'Stop running HDdUHB's BioBank' to be adopted with an exit strategy from the current BioBank arrangement.

- **R&D Facilities Update – report noted and accepted**

- Facilities have been identified at Bronglais General Hospital (BGH), which could be refurbished for use by the local research delivery teams. Phase One works would cost a total of £27k (Structural works = £4,600, IT upgrade = £23k). Phase Two works for the laboratory set up and equipment for safe storage of specimens would cost £7,842. Full funding for the works is not available within R&D.
- Space has been identified in WGH, which could be refurbished for use by the WGH Delivery Team. The room is currently being used by Occupational Therapy who are due to be relocated in February 2023. To ensure the proposed space is fit for purpose some immediate refurbishment works will be required to accommodate the team.

- **R&D Department Risk Register – report noted and accepted**

- Risk 1160 is the only directorate risk and refers to the requirement for additional Principal Investigators. Further progress against the actions to mitigate the risk has been achieved and is detailed below under the Risks/Matters of Concern section.
- The following risks have been reviewed and updated:
Risk 1035 (Lack of research facilities in Bronglais Hospital) – **extreme**
Risk 1036 (Lack of facilities in Withybush Hospital) - **high**
Risk 1384 (Sudden reduction in staffing) – **high**
Risk 1161 (Reduced income for R&D) - **moderate**
Risk 1162 (Change to central funding affecting the Research and Development Service) – **high**
- It was agreed to consolidate Risks 1384 and 1162 as they are similar and would benefit from revision and amalgamation to reflect the annual funding discussions and outcome measures set by HCRW.

- **R&ISC Group Reports – reports noted and accepted**

- Update reports of Research Quality Management Group (RQMG) meetings in June and September 2022 were submitted to the R&I Sub-committee for assurance.
- An update report on the Sponsorship Review Group (SRG) was submitted to the R&I Sub-committee for assurance. It was noted that the responsibility for the SRG has been transferred from the researcher development and grants team to the study set up team.

- **Request for Endorsement of CReSt**

- The Cancer Research Strategy for Wales has been endorsed by partner universities and HCRW. HDdUHB has also endorsed the strategy.

- **Update on JBI (Joanna Briggs Institute) Partnership**

- The JBI partnership was developed with Cardiff University. HDdUHB has been approached to be clinical partners with the university, and has accepted. The only commitment required is for a member of staff to attend a day of training, which already fits in with the R&D training plan and budget.

- **Clinical Leadership Update– report noted and accepted**

- At the January 2022 R&I Sub-Committee meeting, a framework/strategy was proposed to guide work to increase the number of clinicians with dedicated and protected time for research in HDdUHB. By following this approach, there has been a significant increase in the number of research active clinicians with defined time for research. This has been associated with an up-lift in research studies.
- The aim now is to consolidate and build upon the success of the past year by continuing to expand the on the number of researchers and associated activity. The hope is that with a greater emphasis on this element of work more individuals will choose to work on research projects already underway.
- There is however, concern that clinicians do not have the time available to undertake research studies. A plan to provide dedicated time for the clinical time award holders beyond the life of the award will be developed.

Presentation

A presentation was made to the R&ISC:

Developing Research Opportunities in Sexual and Reproductive Healthcare within HDdUHB

- Dr Helen Munroe, Consultant in Community Sexual and Reproductive Health gave a presentation on her work.
- Dr Munroe felt it would be beneficial to have designated time carved out for research work. She also asked how best to promote more research opportunities for clinicians.
- Dr Munroe was also keen for the Health Board to promote women's health in Wales.

Innovation

• Tritech Finance Update – report noted and accepted.

- The Month Four financial summary report shows a current underspend of £82k, however this excludes funding expected from the Amgen project. An underspend of £26k is forecast for the end of the financial year.
- It was highlighted that expected income of £34k in respect of a project with a small and medium-sized enterprise (SME), called Nurokor, is at risk. The company has defaulted against its payment schedule. The finance team have instructed the debt collector agency to pursue the payment. R&ISC members asked for the TriTech team to speak to the Finance Team about the additional financial due diligence checks that could be undertaken.

• Governance

- Previous reports to R&I Sub-Committee has been focussed specifically on TriTech. The reports will now reflect wider Innovation activity as well as TriTech.
- A new management group has been established to support Innovation and Tritech with a new terms of reference (ToR) (formally approved by the management group on 25 July 2022).
- The TriTech Innovation Group will assure the R&I Sub-Committee, through regular reports, that it is discharging its functions and meeting its responsibilities with regards to increasing the number of new technology & Innovation developments with which the Health Board is involved and overseeing the quality and safety of said activity that is carried out within the organisation. The ToRs were submitted to R&I Sub-Committee for approval.
- The TriTech & Innovation Group will approve high/medium risk projects and a new sub-Group, the Senior Innovation & TriTech Operational Meeting, will approve low risk projects.

- A project decision making flow chart will be used to decide whether a project is low or high risk. The flow chart was submitted to R&I Sub-Committee for approval.
- **Innovation & TriTech Activity Report – report, ToR and decision-making flow chart were noted and accepted.**
- **TriTech Business Plan**
 - The TriTech Business Plan was agreed by R&I Sub-Committee at an extraordinary meeting in July 2022, then agreed by PODCC in August 2022.
 - The Business Plan will now be considered at the 'In Committee' session of the full health board on 29 September. If ratified at this meeting, the plan will be routinely considered at the R&I sub-committee meeting.
- **Funding**
 - Funding from Amgen has been secured to advance a significant cardiovascular project.
 - A bid to the National Institute for Health & Care Research (NIHR) for funding for a project for technology enabled care rapid evaluation has been submitted and a response is expected during September.
- **TriTech Risk Register – report noted and accepted.**
 - Risk 1142 (Resources aligned to TriTech from the Research and Development Service and Clinical Engineering unsustainable). Following successful recruitment to the Head of Innovation & Trittech post this risk can now be closed.
 - Risk 1158 (Inability of TriTech to implement effective and robust systems and processes to meet regulatory requirements). Following a successful audit of the newly established ISO 13485 quality management system in April 2022, this risk can be closed.
 - Six new risks, relating to the delivery of the business plan, were being identified and would be brought to a future R&I Sub-Committee meeting for approval to add to the risk register.
 - The R&I Sub-Committee approved the removal of risks 1142 and 1158 from the risk register.
- **Intellectual Property (IP) Policy**
 - Following submission at an earlier R&I Sub-Committee it was agreed to review the Health Board IP Policy and draft a new policy for approval.
 - Draft IP policy (policy number 673) has been prepared with input from an external IP Specialist, NWSSP Legal and Risk, Corporate Legal, Information Governance, HR.
 - The Executive Team have reviewed the policy and requested additional information to establish the position across NHS Wales as there was concern over the revenue split provisions and if they were appropriate. The policy will be reviewed by Executive Team again on 28 September 2022.
 - The R&I Sub-Committee felt further work was required on the policy to include clarification of whether the document is aimed at internal staff only or external organisations, further emphasis on work with university partners and clarification of operational details such as payments to teams.
 - It is aimed to submit a revised policy to the November 2022 R&I Sub-Committee meeting.

University Partnerships

- In order to maintain its 'University Health Board' designation, Hywel Dda UHB is required to demonstrate continuous improvement in collaborative working with its university partners.
- On an annual basis, Hywel Dda UHB is required by the Welsh Government to provide evidence of purposeful university partnership activity, with examples of how this is improving services and benefitting our population and to set out our plans for the next 12 months aligning to the Integrated Medium plans.
- Colleagues from HDdUHB will meet with Welsh Government on 21 October 2022 to discuss progress and plans as part of the University designation process. Slides that will be used as part of the meeting with the Welsh Government are included as an appendix to the University Partnerships Deep Dive report submitted separately to PODCC.
- Professor Keith Lloyd gave a presentation highlighting the work of Swansea University.
- An event to raise awareness of research and partnership working within Aberystwyth University and HDdUHB will take place on 12 October 2022. 36 people from the Health Board and University have signed up to talk about research and areas of collaboration.
- Professor Ian Walsh at University of Wales, Trinity Saint David (UWTSD) advised Dr Helen Munroe of a colleague who is working with Cardiff University to use art to help men and women talk about sexual health and encourage people to seek help. He offered to forward contact information if she was interested in collaborating on her own work.

Matters Requiring People, Organisational Development & Culture Committee Level Consideration or Approval:

- **University partnerships:** An update on university partnerships will be given to the PODCC meeting as part of the 3G Research and Innovation Deep Dive agenda item.
- **Clinical leadership:** Concerns are raised that clinicians do not have the time available to undertake research studies. Plans are being developed to, as a minimum, offer an ongoing time commitment to current Clinical Research Time Award holders.
- **BGH clinical research facilities risk:** The lack of clinical research facilities in BGH remains an extreme risk, until funding for the IT infrastructure can be secured.
- **IP Policy:** There remains no IP policy in place. However a draft policy is being worked on for consideration by Executives.
- **BioBank:** It is understood that HDdUHB would not be able to invest at the level required to support this model, therefore, the consultants will develop a business case for consideration by HCRW and the Welsh Government, using the treasury five case model. If external funding for this option cannot be secured, the default is for Option One: 'Stop running HDdUHB's BioBank' to be adopted with a clear exit strategy from the current BioBank arrangement.

Risks / Matters of Concern:

RISK 1160 (Directorate Risk)			
TOPIC	CAUSE	SCORE	ACTIONS
There is a risk of a decreasing research portfolio, both in amount as well as diversity	This is caused by a lack of research leadership across HDdUHB (staff able to act as Principal Investigators)	12	A competitive process has been concluded that has led to the appointment of three new clinical leads for research. (Oncology, Women's Health, and the GGH site). The arrangements will be tested over the next six months before deciding whether to extend to other sites and specialities.
			A colorectal cancer surgeon has two sessions protected for research, initially supported by a grant (Moondance Cancer Initiative), with HDdUHB commitment to continue to support if successful. The appointment of a research midwife for three days a week to develop the midwifery research portfolio, funded by R&D.
			Prioritisation of posts, and collating evidence to support maintaining posts.
Planned Sub-Committee Business for the Next Reporting Period:			
Future Reporting:			
In addition to routine business, the R&ISC will receive reports on: 1. A Standard Operating Procedure (SOP), "Management and Escalation of Monitoring and Audit Findings, Errors and Near Misses in Research", to include a 'Consequences Framework'. 2. Amended draft IP Policy.			
Date of Next Meeting:			
Monday, 14 th November 2022			



PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 October 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Deep Dive - 3G Research and Innovation: University Partnership Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Professor Philip Kloer, Medical Director and Deputy CEO
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Leighton Phillips, Director for Research, Innovation & University Partnerships

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

To update the People, Organisational Development & Culture Committee (PODCC) on University Partnership Activity.

Cefndir / Background

In order to maintain its 'University Health Board' designation, Hywel Dda UHB is required to demonstrate continuous improvement in collaborative working with its university partners. University designation represents a commitment on behalf of Hywel Dda UHB to ensure that university activity is demonstrably improving the quality of care, improving patient outcomes, and enhancing the reputation of the Health Board to attract people to work in Wales.

On an annual basis, Hywel Dda UHB is required by the Welsh Government to provide evidence of purposeful university partnership activity, with examples of how this is improving services and benefitting our population and to set out our plans for the next 12 months aligning to the Integrated Medium plans. There are three themes, set out by the Welsh Government, against which Hywel Dda UHB is required to report its activity:

- Research and Development – with activity being aligned to areas of strength, need, or opportunity, going beyond clinical practice and extending to all health and care settings;
- Training and Education – being considered in its broadest sense, going beyond clinical practice and extending to all health and care settings; and
- Innovation – with activity going beyond training, education and research and development activity undertaken within the organisation, also drawing in good practice and research evidence from elsewhere, applying this knowledge in order to drive up the quality of care and improve health and wellbeing outcomes.

Given the importance Hywel Dda UHB attaches to its university status, university partnership activities are reflected in its planning objectives, notably planning objective 3G but also several workforce objectives and notably 1D, which seeks to develop a multi-disciplinary clinical and non-clinical education plan.

In 2020 a new set of arrangements were introduced in Hywel Dda UHB to oversee university partnerships. These built upon the excellent foundations developed by the former University Partnership Board. The new arrangements include:

- Two executive level bilateral planning discussions being undertaken a year with each university partner, with plans and progress reports against each of the university partnership themes;
- Routine reports to be considered by PODCC, with an opportunity to consider progress and plans against each theme;
- Bespoke workshops with each university partner, designed to be issue specific and develop practical plans that can then be presented through Hywel Dda UHB's routine governance mechanisms; and
- An annual pan institution celebratory event to take stock of progress. This has been postponed due to the pandemic but will be planned for the early part of 2023, with the involvement of the PODCC.

The output of these arrangements provides the content for the Welsh Government's annual assessment process.

Asesiad / Assessment

Progress through university partnership discussions

The following table highlights the executive level planning discussions that have taken place with university partners since the introduction of the new arrangements. They have not always been at six monthly intervals because of the events of the past couple of years but there have been at least two meetings with each of our regionally based university partners.

Six monthly' partnership meetings have taken place with the universities on the dates below:

Aberystwyth University	Swansea University	University of Wales Trinity Saint David (UWTSD)
11/02/2021	05/02/2021	26/03/2021
19/05/2021	11/05/2021	25/05/2021
23/03/2022	12/05/2022	01/07/2022

We will soon enter our next round of partnership meetings.

The partnership meetings have the stated purpose of going beyond what would happen in routine interactions between Hywel Dda UHB and universities. Several new areas of partnership have arisen because of this approach, including with:

- Swansea University. Support from Professor Geoff Proffit (Swansea University) on Biophilic Building Design and a deepening partnership around projects advanced by TriTech, including a jointly funded posts. A specific workforce exploratory meeting has also taken place with the Pro Vice Chancellor of Medicine, Health and Life Science, to assess solutions to workforce pressures and challenges. Discussions continue around extending the Joint Clinical Research Facility's remit to cover West Wales;
- UWTSD. The last university partnership meeting focused on the impact of research and innovation trends for workforce planning and development. Several opportunities have

been identified and will be considered between this and the next university partnership meeting. In addition, the relationship with TriTech continues to deepen, with the University funding new, and extending existing, joint posts. Hywel Dda UHB will also support a symposium with a focus on technological innovation in healthcare during the Autumn; and

- Aberystwyth University. The relationship continues to deepen on several fronts. Hywel Dda UHB has supported a Digital Hub proposal as part of a UK funding application and continues to progress the rural healthcare economics collaboration. There are several exciting IP developments and a visit to 'Aber Innovation' took place in August to explore food system innovation. The Research, Innovation and Value Department is also supporting a networking event with the university in October.

This is not an exhaustive account but aims to illustrate some of the activities that are underway, which extend beyond the discussions we routinely have. Further details of university partnership projects are included within Appendix 1. Partnership discussions are also taking place on a project-by-project basis with Cardiff University and Bangor University. Indeed, partnership discussions also take place with other Higher Education Institutions from across the UK and internationally.

Progress through Welsh Government discussions

In addition, Hywel Dda UHB and some of its university partners attended a Welsh Government sponsored showcase event on 30 June. The two examples of university partnership showcased by the Health Board was the 'Grow Your Own' workforce programme and the 'TriTech Institute'. Both examples were very well received.

Hywel Dda UHB has now been invited to present its university partnership activity to a panel involving the Welsh Government, HEIW, and HCRW on 19 October 2022. This is part of its ongoing validation of university status.

Appendices 1 and 2 include a more definitive account of university partnership achievements and plans.

Key risks

The most significant risk relates to the capacity to meaningfully advance university partnership activity. Turning ideas into practical projects and programmes of work takes time and is often in addition to the day job. When the University Partnership Board was disbanded, it meant that the corporate support for university partnerships dissipated and was re-aligned to other priorities. The Research and Innovation Department, working closely with Workforce and OD Department, does its best to service the arrangements within existing resources. While this does not pose an immediate threat to Hywel Dda UHB's university status, it does limit the possibility of university partnership activities reaching their full potential.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to take assurance from the Deep Dive - 3G Research and Innovation: University Partnership Update report.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	R&I Sub-Committee Version 11.0 5.7 Ensure strong relationships and effective communication with associated Higher Education Institutions and other external organisations
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	3G Research and Innovation 2D Clinical education plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	N/A
Rhestr Termiau: Glossary of Terms:	N/A
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Research & Innovation Sub-Committee

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	N/A

Ansawdd / Gofal Claf: Quality / Patient Care:	N/A
Gweithlu: Workforce:	N/A
Risg: Risk:	N/A
Cyfreithiol: Legal:	N/A
Enw Da: Reputational:	N/A
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	N/A



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

UNIVERSITY DESIGNATION REVIEW

2022

SUPPORTING THE DELIVERY OF
A HEALTHIER MID AND WEST WALES

Since last time...

Partnership arrangements have matured:

- Twice yearly bi-lateral meetings with each of our regionally based university partners – UWTSD, Aberystwyth, and Swansea;
- Project specific plans with others (e.g. Cardiff and Bangor);
- Specific plans in place with each against the main domains of partnership activity;
- Into the second year of workforce and research and innovation strategy implementation, with Board approved university partnership commitments;
- New MoUs with each partner, with associated showcase events to identify new opportunities;
- Increased number of joint and honorary posts, supporting day to day opportunity spotting and resourcing purposeful action;
- Board receives assurance via the People, Organisational Development and Culture Committee, Research and Innovation Subcommittee, and formative educational planning group;
- **WHY THIS ALL MATTERS...**



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board



SUPPORTING THE DELIVERY OF A HEALTHIER MID AND WEST WALES

Research & Development Achievements

- **Portfolio.** Growing, with modest increases in hosted. Several new area including colorectal, midwifery, sexual health and oncology.
- **Sponsorship.** Growing:
 - Perceptions of Older People’s Needs when Requesting Urgent and Emergency Care in Rural Wales - PhD HDUHB and UWTSD
 - NARRATE: A Grounded Theory mixed methods Qualitative and Quantitative study exploring patterns in reductionistic / complex systems approaches to meeting older people’s needs in community services in rural Wales - PhD HDUHB and UWTSD
 - The application of Novel Technologies to identify new biomarkers for diagnosing and monitoring pulmonary diseases - Aberystwyth University
 - Digitally Enabled Electronic Pain Management Programme - HTC Accelerate, Swansea University
 - Development of a head and neck cancer screening tool using Raman spectroscopy - Swansea University
 - Experiences of early parenthood in and beyond the Coronavirus Pandemic - Swansea University
 - LungCAST – Economic Evaluation - Swansea University
 - STOP – Smoking cessation service for those with cancer - Swansea University
 - Evaluating lung Cancer awareness campaign - Swansea University
- **People/Research Leadership.** Increase in clinicians with protected time for research – all with honorary posts:

	Respiratory	Ophthalmology	General Surgery	Sexual Health	Oncology	Orthopaedics	Midwifery
2020	4*	2**	0	0	0	0	0
2022	4*	2**	3 (* x 1) ** x 2)	1*	1*	2**	8***

* HDUHB funded

** Clinical Time Awards (Health & Care Research Wales x 2, Moondance x 1)

***HCRW core funding
- **Governance and Impact.** Universities co-opted to Research and Innovation Sub Committee. Several of the examples listed above have resulted in changes to practice within Hywel Dda UHB.

Research & Development Plans

- **Commitment.** Second year of strategy implementation – evolving but sticking with our plans.
- **People** and projects in development:
 - Peri-natal anxiety - Swansea University
 - Can metabolomic profiling combined with microbial analysis be used to predict postoperative complications following colonic resection? - Aberystwyth University
 - Feasibility of an alternative pathway for hospital referrals from Diabetic Eye Screening Wales (DESW) for people suspected with sight-threatening diabetic eye disease (diabetic maculopathy) - Swansea University
 - Feasibility study for the use of computer game technology in the early diagnosis of Mild-Cognitive-Impairment-Alzheimer's-Disease - Durham University
 - Prehabilitation in colorectal cancer - UWTSD
- **Development** activities to aid capacity and capability:
 - Bangor University - MRes KESS agreed
 - Cardiff University- Joanna Briggs Institute clinical partnership agreement signed
 - Nottingham University – supervisory support in place in anticipation of PhD application (Speech and Language Therapist)
 - Swansea University - Biophilic Design Action Learning Programme to inform Transforming Clinical Services programme for development of new hospital.
 - Aberystwyth University 'Working Together' online research networking event
 - Funded chair – healthcare economics



SUPPORTING THE DELIVERY OF A HEALTHIER MID AND WEST WALES

Innovation & Enterprise Achievements

- **Portfolio.** An expanded technology and innovation portfolio, spanning clinical areas, and optimising national and regional programmes, including Accelerate, Bevan Commission Exemplars, Health Hack, Moondance Cancer Innovation time awards. Large directly funded commercial priorities – leveraging university partnership assets.
- **Commercialisation.** Maturing approach to IP and commercialisation, with development of a new IP policy, and enhanced legal capacity with NWSSP L&R. Direct collaborations with commercial partners on technology innovation projects. IP secured in several innovations.
- **Scale.** Clear internal innovation pathway, aligned to planning cycle, allowing innovation project adoption (e.g. recent Learning lab' for cardiovascular population risk with Swansea University & AI in prostate cancer diagnosis). Strong connections to Health Board's 'Improving Together' initiative.
- **Governance.** Prof. Chris Hopkins recruited as the new Head of Innovation and Tritech Division. Clinical and managerial leadership for innovation established with Board visibility through refreshed research and innovation sub-committee & Tritech & Innovation Management Group.
- **People.** Several new honorary posts with universities focus on the 'enterprise and innovation' track. Supporting Pentre Awel to develop a Clinical Research Centre, R&D, innovation and clinical trials occupied by HDUHB. Prof. Chris Hopkins seconded into ATiC / UWTSD.
- **Technologies.** Tritech Institute - A joint Health & HEI function registered to ISO 13485 that optimises
 - Research into new, novel, effective, and safe technologies benefitting staff and patients;
 - Real world evaluations of new technologies – underpinned by VBHC; and
 - Advice and Consultancy.

SUPPORTING THE DELIVERY OF A HEALTHIER MID AND WEST WALES



Innovation & Enterprise Plans

Delivering and developing our portfolio (all with university involvement):

- Home monitoring - Tech enabled care (COPD, heart failure, and frailty)
- TMS for drug resistant major depressive disorder.
- MRI AI Machine learning - prostate cancer.
- Transcutaneous electrical nerve stimulation for Osteoarthritis.
- The use of a digital personal health record for patients with persistent pain.
- A pH sensor and probe device for NG tube management.
- AI falls sensing.
- AI phone spirometry.
- Long Covid & Diabetes app development.
- Cardiovascular Disease (CVD) risk factor management across Wales.
- Robotic Arthroplasty for total knee replacement.



TriTech five year business plan to be considered at Health Board meeting on 29 September

Wider Innovation plan is part of the R&I Strategy Implementation Plan...now second year

Workforce and Education - Achievements

Placements:

- Substantial portfolio of clinical placements, having completed a review of all practice placements (USW, Swansea University, Cardiff, Aberystwyth, UWTSD)
- Widening access to clinical placements in care homes through appointment of a Care Home Education Facilitator
- Additional clinical elective placement opportunities from a clinical and non-clinical perspective.

Collaborative Opportunities:

- Honorary contracts with universities, including teaching and assessing opportunities.
- MDT Strategic Education Liaison Group with universities to provide a strategic direction to the Health Board and CHHS, developing sustainable models for joint education, research and practice (Swansea, Aberystwyth)
- Joint interview panels with universities for both clinical and non-clinical roles

Workforce Development:

- Increased CPD opportunities for both clinical and non-clinical staff (including supervision training, advanced practice, leadership development and good documentation).
- Health Board participation in programme boards Participated in programme boards for clinical programmes
- Greater focus on widening engagement with universities in non-clinical routes (including HR, legal services, engineering, data science).
- Collaboration with accessing university learning environments, allowing for greater use of simulation, increasing accessibility.
- Proactive management of education contract enabling a range of professional development opportunities and post registration learning.

Grow Our Own Approach

- Focus on widening participation, considering the challenges of retention and transitioning from non-academic routes into education including bespoke bridging modules (Essential Skills, research and study skills).
- Development of pathways using the Grow Your Own ethos including healthcare science, therapies, nursing, engineering, digital services, with a focus on transition from work-based learning to Higher education.
- Work with HEI's and FE colleges has led to in excess of 70 Healthcare Apprentices on programme and a further 100 in 2022/2023.

SUPPORTING THE DELIVERY OF A HEALTHIER MID AND WEST WALES

Workforce and Education Plans

- Raising the university designation status of the Health Board for our population and staff, through a communication campaign, staff training and the induction process, outlining the benefits and development opportunities. (April 2023)
- Celebrating learning and success through reinstating celebration awards, roadshows, awards ceremonies and learning awareness activities in collaboration with universities and FE providers (May 2023)
- University and further education providers to have involvement in Strategic Workforce Planning & Education Governance Structure, allowing collaboration to ensure that the right workforce with the right skills are trained to meet the skills of the future workforce (June 2023)
- Increase opportunities of work experience for university students, by widening offer of both clinical and non-clinical vocational areas, this encouraging future workforce pipeline. (July 2023)
- Working with HEI and FE educators develop a digital skills development strategy to support skills needs within the current workforce. This will recognise the differing abilities from beginner, to data analytics and advanced digital skills (August 2023).
- Following a focus on how research, innovation and enterprise impacts the current and future workforce, work with universities and FE colleges to create multi level development opportunities to meet these skills needs (September 2023)
- Continued involvement and support for national workforce commissioning arrangements (ongoing)
- Following the scoping of career pathway development of the grow your own opportunities, work with universities to identify opportunities to develop local provision to overcome shortages outlined in IMTP.
- Working with the universities create a plan to embed simulation as part of the education and development offer within the Health Board, providing the ability to offer safer and more accessible training opportunities, thus allowing to create a vision linked to new educational & development provision.

SUPPORTING THE DELIVERY OF A HEALTHIER MID AND WEST WALES

CONNECTION TO HEALTH BOARD STRATEGY

- Strategic Objective 3: Striving to Deliver Excellent Services. PO 3G: Implement the Research and Innovation Strategic Plan (2021-24)
- Strategic Objective 1: Working together to be the best we can be. PO 1D: By September 2022 to develop a multi-disciplinary clinical and non-clinical education plan and begin implementation from October 2022.

DELIVERABLES FOR THE NEXT 12 MONTHS RELATED TO UNIVERSITY PARTNERSHIP

Research and Development

Deliver second year of R&I strategy:

- Develop a plan for increasing commercial research with JCRF (Swansea) (June 23)
- Consolidate a work plan for 2022 honorary appointees (July 23)
- Nominate at least a further five staff for consideration for honorary positions (March 24)
- Target one additional CRTA and one RfPPB (scheme timelines)
- Develop specific university partnership plans for GGH, WGH, and BGH hospitals (January 24)

Workforce, Education, and Training

- Reinstate celebrating achievement awards with HEI partners (May 23)
- Establish and secure HEI involvement in Strategic Workforce Planning & Education Governance Structure (June 23)
- develop a digital skills development strategy with HEI partners (August 23)
- Determine what R, E, & I trends mean for workforce planning (Sept 23)
- Develop specific and novel solutions to addressing the workforce challenges presented in the IMTP (March 24 – review)

Enterprise and Innovation

Deliver second year of R&I Strategy:

- All innovation projects within first year of TriTech Business plan (available)
- New IP policy and supplementary guidelines in place (April 23)
- Participate in a minimum of two further innovation bids with HEI partners (March 23)
- Develop a sustainability plan for the four joint HEI and UHB posts (September 23)
- Establish a relationship and plan with the Innovation ILA (July 23)

Governing: Research and Innovation Sub Committee and People, Organisation Development and Culture Committee. 6x Bilateral Meetings

THANK YOU

SUPPORTING THE DELIVERY OF
A HEALTHIER MID AND WEST WALES

Research & Innovation: University Partnerships Update

Situation

- University Status and designation criteria....but much more important = impact
- Management approach. Twice yearly bi-lateral meetings with each of our regionally based university partners – UWTSD, Aberystwyth, and Swansea;
- Project specific plans with others (e.g. Cardiff and Bangor);
- Specific plans in place with each against the main domains of partnership activity;
- Into the second year of workforce and research and innovation strategy implementation, with Board approved university partnership commitments (incl. 3G and 1D);
- New MoUs with each partner, with associated showcase events to identify new opportunities;
- Increased number of joint and honorary posts, supporting day to day opportunity spotting and resourcing purposeful action;
- Board receives assurance via this Committee, fed by Research and Innovation Subcommittee, and formative educational planning group

Risks and Mitigation

Risk

- No risk to status.
- Risk of losing opportunities, given important of partnership.
- Partnerships. Time spent = opportunity payback.
- Servicing partnerships demanding. No dedicated resources.

Risks and Mitigation (cont'd)

Mitigation

- Realism and pragmatism.
- Distributed responsibility.
- Exploring options to boost capacity.

Recommendation

For the People, Organisational Development & Culture Committee to take an assurance from the paper and presentation provided.