



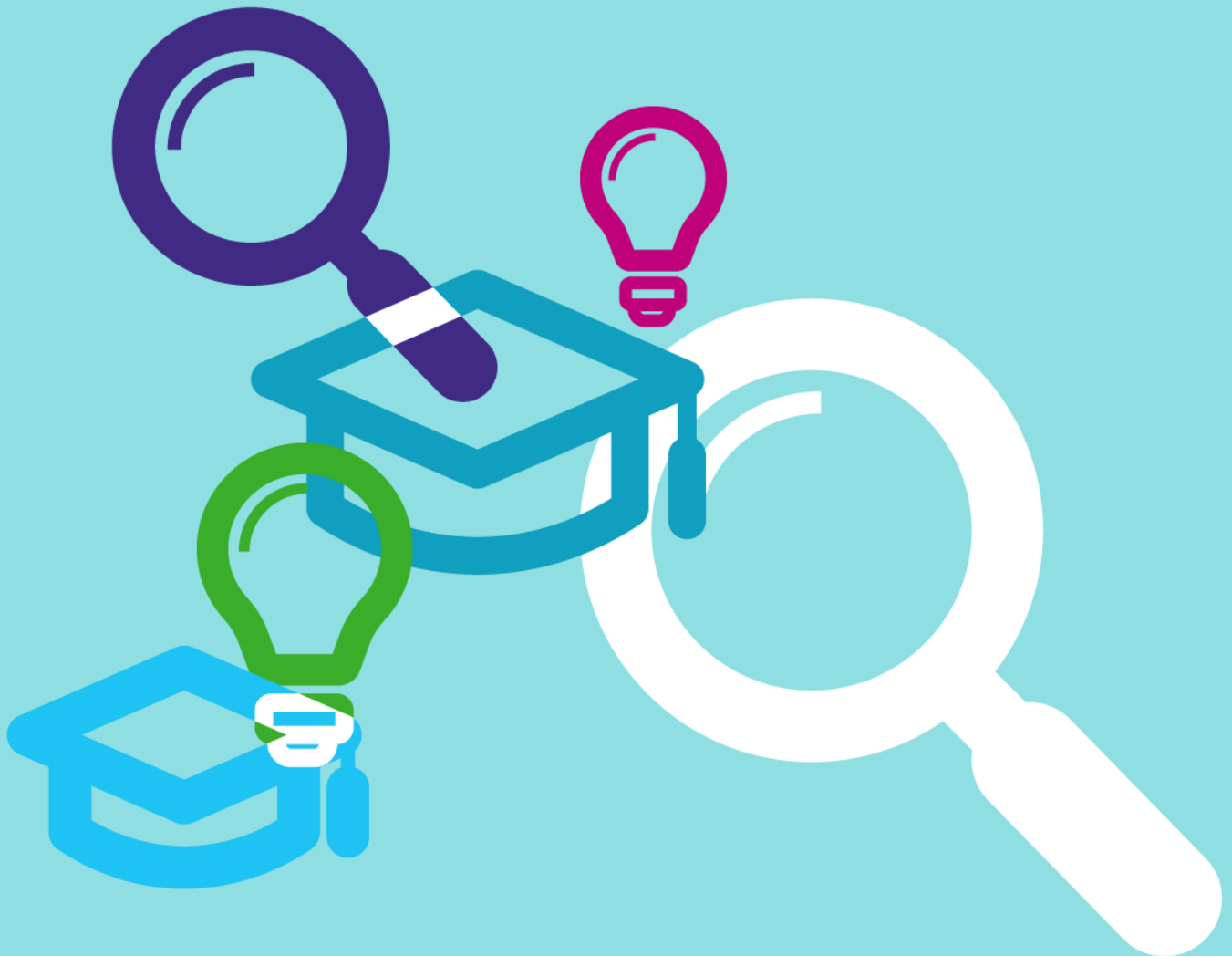
DERI
Directorate
of Education,
Research and
Innovation



East Lancashire Hospitals
NHS Trust
A University Teaching Trust

East Lancashire Hospitals NHS Trust
Directorate of Education, Research, and Innovation

Strategy 2022–2027



Foreword



Martin Hodgson
Chief Executive

It gives me great pleasure to introduce the Trust's Education, Research and Innovation Strategy 2022–27, which is closely aligned with our Strategic Framework and enables delivery of all our Supportive Strategies. It describes the key areas for development over the next five years which will maintain and enhance our reputation as an Anchor Institution, provider of safe, personal, effective care and the best place to work.

Every employee has a contribution to make towards the overall achievement of the Trusts objectives and this strategy and related plans clearly set out the commitment from the organisation and how we will support our colleagues to achieve our ambition through high-quality education, research and innovation.



Ian Stanley
Deputy Medical Director and Director of Education, Research & Innovation

East Lancashire Hospitals NHS Trust (ELHT) has made significant progress over the last 7 years and is now recognised as providing good care with areas that are outstanding. Investment initially in education and more latterly research activities has been a fundamental support to achieving this progress. The last two years have been a real challenge and have demonstrated that we need to ensure that all of the systems are in place to allow our colleagues to be the best they can be and deliver their full potential in partnership with higher education providers, business enterprises and others at a local, regional and national level.

This strategy demonstrates how we intend to deliver the relevant activities within Education, Research and Innovation to support Improving Safe, Personal and Effective Care.



Julia Owen
Deputy Director of Education, Research & Innovation

I am delighted to share the Education, Research and Innovation Strategy and related Plans for East Lancashire Hospitals NHS Trust. This strategy documents our ambitions to ensure that improving safe, personal, effective care is underpinned by high quality education, clinical research and innovative practices. It sets out how we will develop, support and train our current and future workforce to be the best that they can be, fully prepared and skilled for the ever-changing NHS landscape.



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1.0 Introduction

The scale, pace and complexity of change in the NHS provides both challenges and opportunities for East Lancashire Hospitals NHS Trust (ELHT) in order to ensure that we achieve our vision to be “widely recognised for providing safe, personal and effective care”. This makes it necessary for the workforce and organisation to constantly learn, develop and change. Improved organisational performance, clinical outcomes and patient experience can only be delivered through our people. The Board is committed to the development of our colleagues to deliver high quality services underpinned by education, research and innovation.

The Directorate of Education, Research & Innovation (DERI) was established in April 2020 to support delivery of the Trust’s vision. Each year there is significant public funding invested into healthcare education. This is intended to ensure that the current and future healthcare workforce is available in the right numbers, with the right values, skills and behaviours to meet patient needs. Research and Innovation are key enablers to ensure that we continuously improve quality and provide the evidence base for the decisions we make in the delivery of care.



2.0 Purpose

The purpose of this strategic document is to set out our proposals for establishing a systematic approach to identifying and innovatively responding to the learning, research and development needs of the organisation and its people.

It clearly defines and explains to ELHT colleagues, our patients and all of our partners the key outcomes we plan to achieve in education, research and innovation within the next five years and how these will be measured and reported both within the Trust and externally.

The strategy identifies high-level ambitions and is underpinned by three detailed plans in education, research and Innovation which identify the work which will be undertaken in each area to achieve these ambitions as well as setting out measurable objectives and key performance indicators.

The goals are challenging but realistic with a focus to improve the quality of education, research and innovation within ELHT. The Strategy is aligned with and aims to support delivery of ELHT's Strategic Framework (Figure 1).



3.0 Drivers for change

The publication of the NHS Long Term Plan (DH 2019) highlighted the pressures we currently face, including:

- An increasing demand on services and higher expectations from service users
- Need for the greater adoption of technology
- Need for alignment of services across health and social care
- Recruitment, retention and expansion of the workforce
- Financial constraints and the need to work differently

The Trust is a key stakeholder within the Pennine Lancashire Integrated Care Partnership (ICP) which is part of the wider Lancashire and South Cumbria Health and Care Partnership Integrated Care System (ICS). The aim of both partnerships is to integrate health and social care and deliver better outcomes for residents. This requires local healthcare economies to work collaboratively, taking a collective responsibility for resources to meet the health and social care needs of the local population. We therefore need to transform the way services are delivered by working across traditional boundaries, ensuring that the provision of education, research and innovation is responsive and supports driving the agenda forward.

This strategy has been written in line with the recommendations from current local and national policy (as referenced). It aims to ensure that ELHT meets its key objectives around education, research and innovation whilst having the flexibility to respond to both changes in the workforce and to the ways in which health and social care services are delivered.

There are a number of drivers for change, both internal and external, which have influenced the development of the strategy:



Internal Drivers

- Patient Needs
- Service Demand
- Patient Feedback
- Staff Survey Results
- Need for new and extended roles
- Resources
- Financial Position
- Incidents, Risk Assessments
- Trust Strategy
- Clinical Strategy
- People Plan
- Improvement Strategy/continuum
- Quality Strategy
- Estates and Facilities Strategy

External Drivers

- ICP
- ICS
- ICB
- Workforce Transformation Agenda
- National Policy Frameworks
- HEE Workforce Strategy
- HEE Quality Strategy
- NHIR
- Five Year Forward View
- NHS Long Term Plan
- Statutory Requirements
- NHSE/I Making Research Matter: Chief Nursing Officer for England's Strategic Plan for Research
- NHS People Plan
- Saving and Improving Lives: The Future of UK Clinical Research Delivery
- North West England Nursing, Midwifery & Allied Health Professionals (NMAHP) Research Capacity & Capability Strategy 2021–2024
- HEE AHP Research & Innovation Strategy for England
- Apprenticeship Levy
- Commissioning (CQUIN)
- HEE Quality Framework
- NHS Long Term Workforce Plan

Regulation/ Compliance

- CQC Standards of Care
- Professional Bodies e.g. GMC, NMC, HCPC
- HEE/Deanery/ Royal College requirements
- Apprenticeship Levy rules
- Health Research Authority
- UK Policy Framework for Health and Social Care Research

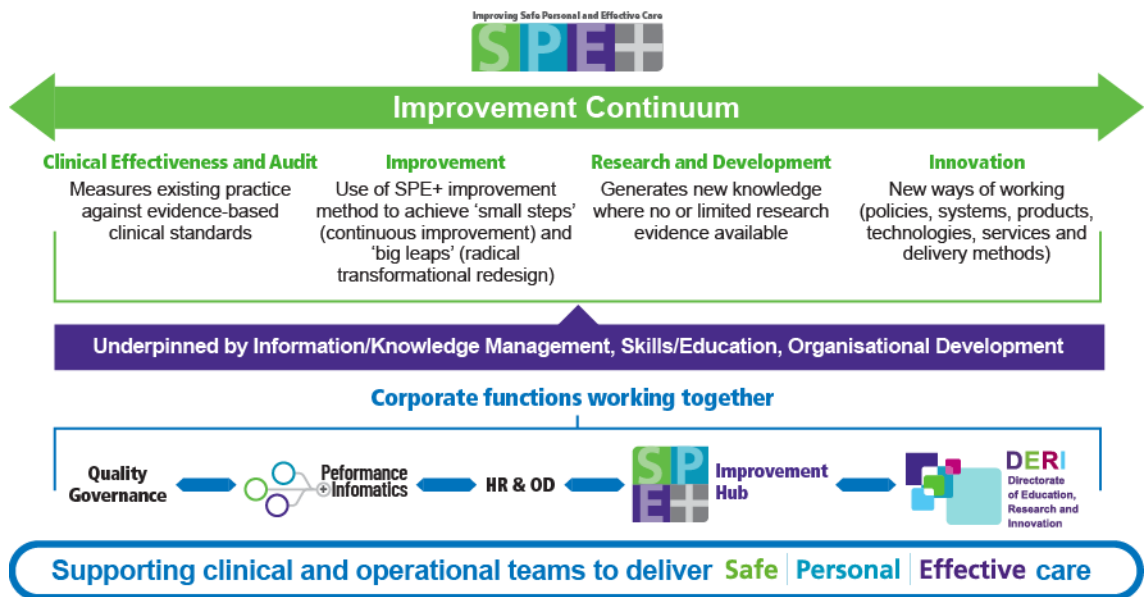


The organisation has a tripartite vision, high quality provision of:

- Healthcare
- Education
- Research

Reinforced by innovation and new technology.

The DERI strategy is aligned closely to other Trust strategies in relation to clinical delivery and our people. It links directly to the Improvement Strategy and underpins the Improvement Continuum.



4.0 Vision and mission statement

The overarching strategic aim of the Education, Research and Innovation Directorate is to ensure we have a workforce that is prepared to work in the ever-changing NHS and that they are:

- Educated, trained and skilled to deliver safe, efficient and effective care to meet the multiple healthcare needs of the local population
- Research active
- Supportive of and involved in innovation, improvement and adopting new technology and ways of working

Vision

Our vision is to be nationally recognised as an outstanding provider of innovative high-quality education and research in support of safe, personal and effective care for all.

Mission Statement

Education, research and innovation are integral to the Trust's vision to constantly improve and be able to offer better care for patients. We see them as being fundamental to everything we do and we want to embed them into all of our services.

Our mission is to work in partnership to improve people's health and wellbeing through innovative healthcare that is supported by excellence in education and research.

This is reinforced by strong governance and financial models and our Directorate values:

- To empower our colleagues to be the best that they can be by providing inclusive learning opportunities for all
- To encourage discovery and innovation through collaboration and partnerships
- To act with integrity in all that we do

In order to realise our ambition the key objectives are:

- To provide excellent education, training and learning opportunities to support the current and future workforce in delivering the best care for our patients
- To work with system partners to integrate research activity into all areas of ELHT for the benefit of our patients and colleagues
- To be recognised across the region as an exemplar site for the development and adoption of innovative practice within healthcare through greater collaboration with local and regional partners

All of this will also enable us to fulfil our ambition to achieve University Hospital status.



5.0 Taking the strategy forward

The Education, Research and Innovation strategy will be widely disseminated across ELHT and linked to the other associated strategies i.e. ELHT Clinical Strategy, Divisional and ELHT Annual Business Plans and Strategy

Each underpinning Plan will be reviewed quarterly and updates provided to the DERI Strategic Board. Progress in implementing the DERI strategy and plans will be reported 3 monthly to the Executive Team, 6 monthly to the Trust Quality Committee and Finance & Performance Committee and annually to the Trust Board via the DERI annual report.

6.0 References

Care Quality Commission <https://www.cqc.org.uk/>

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