

Kindness Openness Excellence



York and Scarborough  
Teaching Hospitals  
NHS Foundation Trust

2025–2028

# Research & Innovation Strategy



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# Research and Innovation makes a big difference to all our patients and staff

**We are proud to share our Research and Innovation strategy for 2025–2028.**

Research and Innovation (R&I) is an integral part of our plans at York and Scarborough Teaching Hospitals NHS Foundation Trust. Being research active brings lots of positives to our organisation; research active hospitals provide higher quality care, can attract commercial and non-commercial income, and support recruitment and retention across professions. The Trust is committed to the wider benefits which being engaged in research and innovation can bring to the health of the nation and the effective working of the NHS.

**Our vision for Research and Innovation at the Trust is simple: to bring research and innovation opportunities to all our patients and staff.**

This strategy builds on the notable achievements across our Trust over the past ten years. The Trust has areas of significant strength; 3,000 patients per year recruited on to trials, a growing commercial research arm, and hosting and sponsoring major NIHR studies. These achievements bring additional income streams to the Trust, allowing growth and investment in research infrastructure. For a Trust of our size, we are high achievers in research and innovation.

Providing an excellent experience for our patients is our ambition, and being an organisation that supports research and innovation, alongside our outstanding patient care makes us an excellent Trust to work in and be cared for in.

York and Scarborough are both great places to deliver research and be innovative. There are unique challenges and opportunities facing these populations and the Trust is best placed to identify and address these through research and innovation. Our geography covers coastal, rural, and urban areas which offers a range of socio-economic and demographic attributes lending itself to the empowering benefits of innovation. Over the years the R&I team have actively connected with our academic partners, and they shall build on this as the department expands. The Trust has committed research active staff across all professional groups and many specialties and has clinical leaders who are at the cutting edge of innovation and research in specialties such as gastroenterology and ophthalmology.

We are excited to work with our patients, carers, staff, and partners in implementing this strategy.



**Simon Morritt**  
Chief Executive



**Dr Karen Stone**  
Medical Director



## 1.0 A Trust and a locality which is perfectly placed for impactful research and innovation

This document sets out the strategic direction for Research and Innovation for York & Scarborough Teaching Hospitals NHS Foundation Trust for 2025–2028 which focuses around our mission and vision.

### **Mission**

To create a healthier future for our community and beyond through research, collaboration, and innovation.

### **Vision**

To bring research and innovation opportunities to all our patients and staff.

The Trust is a research active, acute and community care provider delivering a comprehensive range of acute hospital and specialist healthcare services for approximately 800,000 people living in and around York, North Yorkshire, North East Yorkshire, and Ryedale — an area covering 3,400 square miles.

The Trust manages eight hospital sites and provides community health services for the population of the Vale of York. Our workforce is around 10,000 staff working across our hospitals and within the community.

Our well-established partnerships at a local and national level including academia and VCSEs (Voluntary, Community, or Social Enterprise organisations) have a shared goal to improve the health of our diverse population at York and Scarborough, and to understand the health challenges that have historically been under-represented in terms of research activity specifically in our coastal community.

The size and structure of our Trust and our catchment population bring opportunities for us to deliver meaningful clinical research and innovation to the population we serve. The Trust has patient cohorts in coastal, rural, and urban areas with a mixture of backgrounds including, differing health accessibility, health engagement, as well as varied socio-economic and demographic characteristics.

From the iconic medieval architecture of York Minster to the charming cobblestone streets of the Shambles, every corner of York breathes life into centuries of stories. However, a changing demographic is evident with an ageing population, which will lead to a: 4% increase in hospital use per annum, a 10% increase in social care use, and 2.5% increase in GP use over the coming 5 years.

Scarborough and the East Coast have idyllic views, medieval castles, and a historically bustling tourism and maritime industry, but it has economic challenges with a lack of employment opportunities and areas of high deprivation. Scarborough has a significantly higher rate of hospital admissions than the national average, a life expectancy 10 years lower for men and 7.7 years lower for women in the most deprived areas, and an ageing population.

Both York and Scarborough therefore provide a valuable opportunity to investigate health inequalities and deliver research based care to improve the outcomes of those in urban, coastal and rural areas.

The R&I team work to a set of definitions (appendix 1) which allow for continued success of the Trusts Research. The R&I team will bring together the right disciplines that can support research in the populations the Trust serves. Our workforce, our greatest asset, is committed to the people it serves and is ideally placed to identify and support research and innovation for patient benefit. This means that we are an excellent Trust and community in which to conduct research and innovation. This is demonstrated through our Trust having recruited over 50,000 patients to clinical trials over the past 12 years.

## 2.0 Building on achievements – The impact from our research and innovation

In the last three years, as part of the last research strategy, the Trust has achieved excellent research outputs and supported impactful innovations that demonstrate the strengths of our Research and Innovation department in the delivery of this strategy. The department has an efficient, responsive and embedded capability that is underpinned by a enthusiastic leadership and a small, committed workforce that develops and delivers research and innovation. Importantly this has included innovations that have arisen from our home grown locally developed research.

Our key highlights as a centre of excellence in research development, delivery and innovation are as follows:

### 2.1 Research Activities

#### Clinical Academics

In recognition of their success in driving research with real world, positive impacts on patients both Professor Richard Gale (Consultant Ophthalmologist) and Dr Simon Davies (Consultant Anaesthesiologist) have been appointed to clinical academic posts jointly with Hull York Medical School and the University of York.

#### Clinical Directorship

In acknowledgement of his continued participation in the academic activities, Professor James Turvill has been appointed the Trust's Clinical Director of Research and Innovation, and the regional Clinical Research Network for SPED Lead (Screening, Prevention, and Early Diagnosis). Professor Turvill has also been awarded an honorary appointment with the Hull York Medical School.

#### Research and Innovation in Scarborough

Created the new Scarborough Coastal Health and Care Research Collaborative (SHARC) based in Scarborough Hospital to work alongside the community with multiple health and care needs. The research collaborative was established to champion research on the Yorkshire Coast and to increase our capability and capacity to conduct research and innovation in Scarborough.

#### Continued Collaboration

Continue to grow strong collaborations with the Institute for Health and Care Improvement at York St John University, and SeeChange (a Voluntary, Community, and Social Enterprise organisation in Scarborough). This has funded joint research posts and PhD studentships to strengthen these research relationships.

#### Dedication to Career Development

Continue to work innovatively to provide research development opportunities and mentoring for all our staff and have offered PhDs, Masters qualifications, research nurse bank and secondment opportunities throughout the years.

#### Increased Research Activity Time

Through our collaboration with Hull York Medical School the Trust has provided research activity time to several consultant colleagues who are looking to develop Trust research for the future.

01

02

03

04

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07

### Critical Friend Review

Undertook a critical friend review of our Trust's research activity with another Trust in the region of similar size and learnt from their feedback.

08

### Continued to Communicate Metrics

Ensured that our research metrics are reported at Trust Board level and Care Group level regularly, to evidence research activity and value for money.

09

### Continued to Grow Sponsorship

Grown our sponsorship activities even further to support our home grown researchers, to harness and support the expertise of researchers.

10

### Substantially Increased Grant Applications

Routinely submit five times more research grant submissions than in previous years, with many applications being successful and funded.

## 2.2 Delivery Activities

01

### Recruited 12,000 Patients into Trials

Over the past three years we have recruited approximately 12,000 patients into clinical trials, these include several COVID-19 trials and a COVID-19 vaccine trial.

02

### Secured a Dedicated Research Space

The Trust has created a dedicated research space to see research participants in both our Scarborough and York sites.

03

### Helped to Shape National Policy

Recruited 60 children to the Harmonie vaccine study under Doctor Dominic Smith. The study investigated Respiratory Syncytial virus (RSV), one of the leading causes of hospitalisation in all infants worldwide and affects 90% of children before the age of two. The study found that 80% of hospitalisations can be prevented with this vaccine. In 2023, the Joint Committee on Vaccination and Immunisation (JCVI) advised that an RSV immunisation programme should be developed in the UK, thanks to this trial.

04

### Continued Public Involvement

Strengthened our research lay panels, ensuring they are well trained and supported to assist with our research endeavours at both York and Scarborough.

05

### Top 10 Nationally for Recruitment

Over the last three years the Trust have consistently ranked within the top 10 highest nationally recruiting trusts for Gastroenterology and Ophthalmology.

## 2.3 Innovation Activities

01

### The ColoCap Study

The Trust has secured our biggest research grant to date via Professor James Turvill's National Institute for Health and Care Research (NIHR) bid, receiving just over £3M to evaluate colon capsule endoscopy across Great Britain. The ColoCap study commenced set up in April 2024 and runs for three-and-a-half years. This will see our Trust lead a study of national importance across 30 sites.

02

### Strategic Recruitment

Recruited a Commercial Research Manager and a Grant Writer, two strategic posts that have seen our research activities grow.

03

### First Global Recruitment

Our commercial research portfolio continues to grow and in 2023/2024 the Trust gained a 1st Global recruit, a 1st European, and a 1st UK recruit to commercial studies.

04

### 2,000 BaBi York and Scarborough Participants

Opened the long-term BaBi (Born and Bred in) York & Scarborough study; all mothers and babies born in York and Scarborough are eligible to participate. This study captures routine data from all babies born in our Trust, which will later be joined up with wider linked data sources throughout the child's development. The R&I team have already started collaborative work with researchers and other health and care partners to prioritise the use of the BaBi data set to inform future research and commissioned services.

05

### The DAISY Robot

The Trust has supported home grown innovation, including the Diagnostic AI System for Robotic and Automated Triage and Assessment (DAISY) project. This is a Diagnostic AI system for a Robot-Assisted A&E Triage robot that will be trialled to collect its first real-world data in Scarborough Hospital's Emergency Department

## 3.0 Our Objectives for 2025–2028

These achievements have occurred in the face of our Trust having significant operational challenges in terms of workforce recruitment and retention, acute and emergency care provision, and the recovery of elective services. This Research and Innovation strategy recognises these difficulties, it outlines our objectives which will contribute to the path the Trust is taking to address these challenges. Committing to research and innovation complements and enhances the core service delivery of the Trust. Therefore, the key to achieving this strategy is the ambition and commitment of every member of the Trust to make it happen. The workforce needs to have the opportunity to develop ideas in research and innovation and an infrastructure in which to support their implementation.

The R&I Department is in a unique position to support the Trust in the delivery of their strategy, building on the R&I opportunities, investment, and track record of recent years. The R&I Department has an existing operational structure, experience and connectivity that can provide expertise. This can ensure efficient, cohesive, and streamlined oversight in workforce and infrastructure investment.

To bring R&I opportunities to all our patients and staff the R&I team will work closely with our quality improvement and clinical effectiveness teams to:

- Continue to make it easy for staff to present ideas around research and innovation.
- Support staff within the R&I team to realise these ideas quickly and efficiently.

The Trust is committing to five overarching objectives described in this strategy, which are:

1) the development of the workforce, 2) R&I infrastructure, 3) building collaborative partnerships, 4) R&I excellence, and 5) financial sustainability. The key measures for these deliverables are included in Appendix 2.

These objectives align with our Trust strategy, local Universities', and Institutes' research objectives and the Integrated Care System's refresh policy of 2024, that states they wish to drive delivery improvement through research and innovation.



### Workforce

To develop a research skilled workforce ensuring it is central to everything the Trust wishes to achieve over the next few years.

### Infrastructure

To work with our Care Group Leads and Executive Team to develop our research and innovation infrastructure and capacity and capability.

### Partnerships

To foster new relationships and build on pre-existing collaborative partnerships to strengthen our research and innovation portfolio.

### Excellence

Continue to deliver research and innovation excellence both commercially and non-commercially.

### Finance

To secure sustainable funding for future research and innovation activities.





## 3.1 Workforce

Development of our workforce is central to everything the Trust wants to achieve over the next few years to take research and innovation within our hospitals and community to the next level. Opportunities for research and innovation must become seamlessly integrated to develop the Trust workforce.

To improve the quality and value of the services the Trust provides, and to enhance the attractiveness of the Trust as a place to work, the Trust needs to increase its workforce capacity and capability to engage in and support research and innovation. This includes an enhanced ability to support staff who have new ideas about doing things better and solving problems.

The R&I team will work with senior colleagues within our Care Groups and Executive Team to create a research skilled workforce across all our professional groups (nurses, midwives, and AHPs for example), rather than just in the medical workforce. Our ambition is to create a workplace where research and innovation are embraced, and staff feel empowered to make a difference.

To do this the Trust will offer creative and attractive job opportunities with research time allocated. This will enhance and increase our research active workforce within our hospitals. Our aim as a Trust is to attract and retain talented, passionate and enthusiastic clinical staff who will boost our Research and Innovation agenda within our Trust.

In addition, the Trust will develop career pathways that offer and support R&I career development opportunities to our staff, and to support them to understand how they can embed research and innovation in their everyday roles.

This will include opportunities such as:

- Associate Principal Investigator schemes
- AHP and Nurses and Midwives (including Student Nurses) research development opportunities
- Academic Clinical Fellow schemes
- NIHR career development schemes
- MSc and PhD opportunities
- Strategic Consultant appointments
- Clinical Academic appointments
- Strategic AHP Consultant appointments
- Research and innovation champion roles
- Developing our research bank to be multi professional and disciplinary
- Internships and Apprenticeships
- Further develop the Clinical Research Practitioner role



The Trust will provide and support training and professional development opportunities in research for our staff by utilising national and regional training courses (and funding schemes). The R&I team will also create online resources such as training modules, that can be accessed freely by all our staff.

The R&I team will ensure opportunities for research career development and innovation support are advertised widely and are easily accessible to all staff and will work with our Care Group operational teams to ensure they know of the different roles and opportunities available to their staff.

The Trust will embed research and innovation opportunities into every stage of workforce career development in the Trust. The Trust will focus on a joined-up approach that takes us from trainee support to growing our own researchers through to attracting and nurturing potential researchers for the Trust.

This will affect the way the Trust advertise for substantive posts in all areas, subsequently interview and induct appointees, and support their onward career development through job planning and appraisal.

The R&I team will work closely with our local Universities to build strategic clinical academic roles, in both medical roles and Nursing, Midwifery, and Allied Health Professional roles. Our ambition is to create a workforce of research academic roles throughout our Trust.

There is a national structure to support innovation in the form of Health Innovation (Yorkshire and Humber) and the Trust has an ongoing relationship with Medipex – the healthcare innovation hub for NHS organisations. The R&I team will work with these organisations closely to develop innovation champions roles and an Innovation Manager. So staff feel empowered to innovate in their place of work, and work with the R&I team to deliver innovative projects to our patients. The R&I team will create a clear process map to support staff with their innovation ideas and create an innovation champion role that will work within our Care Groups to identify those staff with innovative ideas and support them in developing them.



Access to NHS Clinical Entrepreneur Programme



**Humber and North Yorkshire**  
Health and Care Partnership

Participation in Humber & North Yorkshire ICB IRIS Innovation Community of Practice



Medipex Innovation Champion Network



**Health Innovation**  
Yorkshire & Humber

Access to Medipex and Health Innovation Yorkshire & Humber Introduction to Innovation Workshop



## 3.2 Infrastructure

The R&I Team will work with senior colleagues within our Care Groups and Executive Team to further develop the existing research infrastructure already in place within our Trust, across all our hospital sites to support an expanded research and innovation strategy. This is key to building capacity and capability to develop and deliver research and innovation across our Trust in a disciplined and structured way with appropriate oversight and metrics. Co-ordinating and signposting, quality assurance and impact are essential elements to a supportive but purposeful strategy. This will include an operational framework to support our research active workforce and support staff in developing their innovation ideas.

The priority within this objective is to work to our strengths and focus on our challenges by growing our research and innovation on the East Yorkshire Coast to address the health inequalities seen there. The Trust will secure a physical site for a dedicated centre for Scarborough Coastal Health and Care Research Collaborative (SHARC), that will house our research team, and offer dedicated research facilities for our researchers and the community. Integral to this development is to further develop the research infrastructure within the VCSE sector of Scarborough, and to widen our community research champions effectively. This will allow us to build on our strengths, develop research themes and support research opportunities including collaborations with partners and commercially funded research.

With the development of our infrastructure, the R&I Team aim to create an innovation manager role to support our staff to develop their innovative ideas and conduct research to support them, and innovation champions embedded in each Care Group.

### Commercial Research

The R&I team will create an innovative bespoke commercial research team, that will be housed alongside our Care Group research nurses, but they will solely work on commercial research. This will speed up our commercial study set up time (crucial to commercial companies) even further to increase our credibility with commercial partners as well as offering local patients access to novel treatments. The R&I team will aim to gain more 1st Global, 1st European, and 1st UK recruitment opportunities and increase overall commercial activities which will also generate more financial income streams into the Trust.

### Digital Health Technologies

Supporting innovation across the healthcare system is central to meaningful transformation and improved patient outcomes. Creating the conditions for more collaborative approaches to innovation and enabling the fast adoption of cost – effective new technologies is very important. The Trust will embrace digital health technologies further and promote research, innovation, and transformation in healthcare.

### Born and Bred In: York and Scarborough

The R&I team will develop further and capitalise on the data collected from the Born and Bred in (BaBi) study being run at both York and Scarborough sites. This will see us working regionally and nationally to support the development of a Safe Data Environment (SDE) across our Integrated Care Board and to develop collaborations and grant applications to utilise the data the Trust collects in research applications. The BaBi dataset is an innovative project as it will generate new insights, which in turn fuel new research questions, motivations for funding, research studies, and subsequent outputs to better deliver our services. The availability of this data will allow us to work innovatively embracing AI tools and bioinformatics to develop methods to better understand the data and draw meaningful conclusions to improve health and care. This in turn will generate more data and interest in BaBi, fuelling a virtuous cycle of research and innovation projects to better our care.





### 3.3 Partnerships

The R&I team will continue to develop strategic collaborations and partnerships, to purposefully strengthen our research and innovation portfolio, and to remain a trusted partner for our collaborators to work with. These will be based on the opportunities brought by our workforce and infrastructure, and our commitment, to bringing research to our community.

The R&I team have already built up a large network of collaborative partners and they will continue to strengthen these relationships by developing and writing new grant opportunities together.

The R&I team will also go wider and include any new research entities that may come into the research field (such as Health Determinants Research Collaborations (HDRCs), and the Yorkshire and Humber Research Delivery Network (RDNs). The R&I team will also reach out to new partners to support Born and Bred In (BaBi) initiatives and ideas.

The R&I team already work closely with our two local Universities and will strengthen these relationships further during this strategy. One key aim is to build a network of clinical academics in a variety of posts across our Trust, jointly funded by ourselves, HYMS, University of York and York St John University.

Contributing to national and regional innovation strategies which encourage health care innovation as an economic driver for our region and county is important to the Trust. The R&I team aim to strengthen our ties with local Innovation structures who support innovation in the form of Health Innovation (Yorkshire and Humber) and Medipex. The R&I team will look to partner on joint innovation initiatives and develop joint posts within the R&I team to develop the innovation portfolio of our Trust further.

#### Strategic Alliances

Strategic alliances will be built with Contract Research Organisations (CROs) and pharmaceutical companies, to ensure the R&I team capitalise on all the commercial opportunities, and to retain our excellent track record of commercial research delivery. The R&I team will strive to make the Commercial Research Team within our hospital regionally and nationally recognised as the place to go for commercial research.

#### SHARC

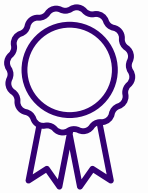
The Scarborough Coastal Health and Care Research Collaborative (SHARC) is critical to our research development on the Yorkshire Coast. As such the Trust needs to continue to grow our strategic partners within Scarborough and its rural surroundings. The R&I team need to continue to develop their relationships with York St John University and VCSE contacts. The R&I team will support, develop, and fund PhDs with our local universities and Research Fellows under SHARC. The Trust also needs to strengthen its links in primary care so it can offer innovative research delivery options to the community and support vaccine trials within our region.

Patients are always included in our research development and ideas and as such the R&I team have already developed two research lay panels, one for York and one for Scarborough. Their involvement will continue, and the R&I team will strengthen their involvement, especially on the Yorkshire Coast as SHARC develops over the coming years.

#### Our Innovation Partners

The R&I team also have many partners supporting us in our innovation work, including many collaborations with the University of York and York St John University (supporting multiple innovation projects), Medipex, Health Innovation Yorkshire and Humber and our strategic partnerships with Innovation, Research & Improvement System (IRIS) at Hull and North Yorkshire Integrated Care Board. The Trust will continue to develop and strengthen our innovation opportunities with these partners throughout the coming years.





## 3.4 Excellence

The R&I team are well established at delivering our suite of clinical trials and the Trust regularly recruits over 3000 patients every year to our clinical trials. The Trust also takes on sponsorship responsibilities for many of these trials to develop or own staff research ideas further. The Trust has excellent relationships with Universities across the UK, so allowing our staff to contribute to the cutting-edge ideas of our university colleagues that will hopefully lead to future medical interventions. The R&I team will continue to develop and maintain productive partnerships regionally and nationally with our Integrated Care Board, industry, universities and VCSEs

The Trust will continue to develop and deliver research and innovation excellence and be a centre of excellence for our research delivery, both commercial and non-commercial. The Trust will continue to support clinical trials and evidence-based practice by facilitating participation in clinical trials across our Care Groups and by identifying and setting out the Trust's unmet needs. The Trust will also continue to grow our sponsorship activities and ensure the Trust are an effective and thorough sponsor organisation which supports our home-grown researchers. The R&I team will continue to provide assurance to our Executive team around Care Quality Commission (CQC) research standards and Medicine and Healthcare Regulatory Agency (MHRA) regulatory.

The R&I team will continue to promote and support 'home grown' research and innovations from our staff through training, encouragement of ideas, offering tangible R&I team support, raising awareness of funding needs and opportunities and remaining open to the ideas and solutions of other requirements.

### Community

The R&I team will work with our community to develop research ideas that meet the community healthcare needs of our population. The R&I team will do this through a series of research prioritisation exercises that will involve a wide range of stakeholders, our patients, and our community. Once research priorities are identified these will be worked on with our partners to develop grant submissions.

The R&I team will develop and promote mechanisms to support home-grown innovation, supporting research initiatives, and promoting innovative solutions to healthcare challenges. The Trust will provide resources and support for staff to explore new ideas.

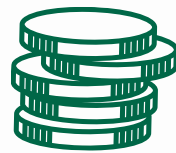
### External Research

The Trust will continue to develop a clear external research and innovation profile, through a wide range of communication and dissemination activities and will support dedicated posts within Research and Innovation to act as our communications officer and develop them to ensure they can utilise all formats in our communication endeavours.

### ColoCap

Finally, the Trust aims to strengthen our Innovation portfolio by creating, developing, and adopting evidence-based innovations to deliver our care and will create and disseminate the evidence to demonstrate the benefits of colon capsule endoscopy (ColoCap Study).





## 3.5 Finance

Securing sustainable funding for future research and innovation activities is critical to our future success. Our strategy both recognises the financial difficulties facing our Trust and the opportunities that it can bring. The direct and indirect financial benefits, in terms of accessing new funding streams and quality and safety improvements, brought by this strategy, will accrue rapidly from this strategy, and offset the investment for our future that is required.

Through our excellent clinical trial delivery, the Trust will also continue to receive our Research Delivery Network funding to support our research delivery activities.

### Commercial Research Portfolio

In addition to this, the R&I team will strengthen our commercial research portfolio to ensure an increase in commercial funding, that will be distributed following our commercial research funding model, which ensures that the income follows activity, wherever that is within the Trust.

### Research Capability Funding

Through increased National Institute for Health and Care Research (NIHR) grant applications the R&I team will see an increase in our Research Capability Funding (RCF), that will be distributed amongst partners, to further develop NIHR grant submissions.

The R&I team will also continue the work innovatively on the in-house data management system, EDGE, to develop our invoicing capabilities, ensuring all research income that can be invoiced for is received, and distributed internally to the areas of the Trust where the trial activity has taken place.

### Innovation

The R&I team will improve awareness and utilisation of local innovation funding. This will increase the Trust's innovation portfolio, and result in funding and intellectual property opportunities in the long term.

In addition, the R&I team will increase our applications and success to innovation-related funding e.g. InnovateUK. The team will use our strategic partnership with Health Innovation Yorkshire & Humber, to broker connections with innovators in relation to joint grant applications, giving the Trust access to national funding pots requiring innovator-led applications, e.g. UK Research and Innovation, InnovateUK and Small Business Research Initiative (SBRI). The R&I team will also improve awareness and utilisation of local innovation funding. This will increase the Trust's innovation portfolio, and result in funding and intellectual property opportunities in the long term.



## 4.0 What Next?

I am so proud of what the Trust and the department have achieved over the past few years and for all the work the Trust aspires to do within this new strategy. The Trust is driven to achieve our Mission (to create a healthier future for our community and beyond through research, collaboration, and innovation) and our Vision (to bring research and innovation opportunities to all our patients and staff).

The Trust will ensure that the research and innovation activities for York & Scarborough Teaching Hospitals NHS Foundation Trust will continue to develop, so expanding our research and innovation portfolio over the coming years. This strategy is accompanied by a detailed action plan that is the framework that will drive this strategy forward. The action plan will be reviewed by the core team of R&I staff and the Clinical Director for R&I quarterly.

See appendix two for an overview of the Performance Operating Framework that will be reported to the Board of Directors annually.

The Trust will continue to offer greater opportunities to get involved with research and innovation for our patients and staff and to ensure, through our growing partnerships and collaborations, the Trust will achieve its aspirations.

Thank you to all the team, staff, and our patients who support the research and innovation endeavours of our Trust, I look forward to seeing what we can achieve in the coming few years.

**Lydia Harris**  
**Head of Research and Innovation**



# Appendices

A photograph of a white sign for the NHS York and Scarborough Teaching Hospitals NHS Foundation Trust. The sign features the NHS logo in blue and white, and the text 'York and Scarborough Teaching Hospitals NHS Foundation Trust' in blue. The sign is mounted on a blue post. The background shows a blurred green tree. The image is framed by blue geometric shapes.

**NHS**  
**York and Scarborough**  
**Teaching Hospitals**  
**NHS Foundation Trust**



# Appendix 1

For clarity the Trust uses these definitions:

Research	is about finding new knowledge which can be generalised. This new knowledge may lead to a change in services, care, treatments, or policies, broadly intended to improve outcomes of people receiving health or social care. Research is one means to provide the evidence required to make improvements, finding better ways of preventing, diagnosing, or treating disease or conditions, testing these and providing the evidence to enable Quality Improvement (QI) - see below.
Quality Improvement	involves the systematic use of methods or tools to continuously improve the quality of care and outcomes for patients. Research evidence feeds into the QI process. QI is about testing whether an intervention, possibly proven elsewhere or reported in the literature, can also work locally and supporting adaptation and ongoing evaluation in the local context.
Innovation	is about driving transformative change and involves identifying, developing, evaluating, and adopting innovative products or services. This may include (but is not limited to) medicines, medical technologies or devices, digital and/or diagnostic technologies. Identifying and developing innovation and subsequently gaining evidence to support (or otherwise) the innovation through evaluation would most likely come under the umbrella of Research & Innovation. Adopting locally and ongoing evaluation to continuously improve is likely to fall under QI.

Research and Innovation are distinct yet complementary activities that give the opportunity to improve patient care. Research provides patients access to new treatments and builds an evidence base for better future care, while innovation fosters new ways of thinking and reimagining practices from inception. By closely aligning these efforts, the Trust can increase the benefits for its researchers, practitioners, and innovators, and this strategy aims to facilitate this.

# Appendix 2

## Performance Operating Framework for the 2025–2028 Research and Innovation Strategy

R&I Innovation Strategy Scorecard	2025–2026	2026–2027	2027–2028
Number of patients recruited into clinical trials	3,500	4,000	4,500
Number of research champions and innovation champions trained	5	10	15
Number of home grown innovation ideas received	4	10	20
Digital ideas	1	2	4
Device ideas	2	2	3
Model of Care ideas	0	2	5
Other innovations	1	4	8
Number of Innovation grants submitted to external funders where a Trust member of staff is an applicant	2	4	5
Number of home grown research ideas sponsored by the Trust	18	20	22
Number of home grown research ideas received	5	7	10
Number of Research grants submitted to external funders where a Trust member of staff is an applicant	30	35	42
Number of clinical academic posts	2	3	5
Amount of research income awarded from external funders	£1,462,272	+10%	+10%
Innovation projects supported	15	18	22
Amount of commercial research income awarded	£267,318	+10%	+10%

# OUR RESEARCH AND INNOVATION STRATEGY

2025 – 2028



## WORKFORCE DEVELOPMENT

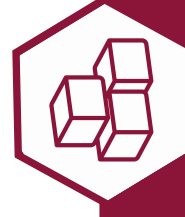
**Provide** training opportunities to all staff, ensuring career development in research roles.

**Increase** the number of staff participating in research career pathways (e.g., PhDs, MScs, internships).

**Develop** and fund hybrid research/clinical roles to integrate research into daily practice.

**Create** R&I champion roles across departments to foster engagement.

**Promote** R&I opportunities at recruitment and staff onboarding stages.



## RESEARCH AND INNOVATION INFRASTRUCTURE

**Expand** digital health capabilities to support clinical trials and data collection.

**Establish** as a dedicated research centre at Scarborough Hospital, to address health inequalities on the Yorkshire Coast.

**Build** a commercial research team to improve study setup times and increase participation in global studies.

**Develop** a Safe Data Environment for research applications and data sharing within the Integrated Care Board (ICB).



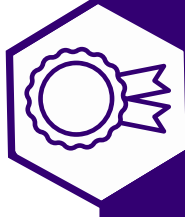
## PARTNERSHIPS

**Deepen** partnerships with our academic collaborators to drive our research and innovation projects.

**Collaborate** with Contract Research Organisations (CROs) to attract more commercial research opportunities.

**Strengthen** ties with local universities and fund PhD studentships to boost research and innovation.

**Develop** partnerships with the Voluntary Community and Social Enterprise (VCSE) sector to engage hard-to-reach communities.



## RESEARCH AND INNOVATION EXCELLENCE

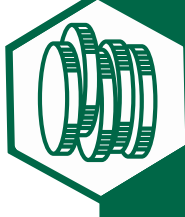
**Deliver** high-quality research recognised through peer-reviewed publications.

**Grow** sponsorship activities.

**Continue** to recruit patients for clinical trials and ensure PPI.

**Strengthen** the communications strategy for dissemination.

**Promote** innovation in healthcare by supporting new ideas and research-led solutions.



## FINANCIAL SUSTAINABILITY

**Pursue** external R&I grants and commercial research opportunities.

**Increase** commercial research income through expansion of our commercial portfolio.

**Improve** EDGE system usage for invoicing and financial tracking to ensure timely and accurate distribution of funds.

**Apply** for innovation grants (e.g., Innovate UK) to support cutting-edge research and innovation technology development.



**York and Scarborough  
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**Research and Innovation  
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