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Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>25 May 2023</b>	<b>Agenda Item</b>	<b>3.2</b>
<b>Report Title</b>	<b>Developing a Research &amp; Development and Innovation strategy for SBUHB</b>		
<b>Report Author</b>	Dr Richard Evans, Executive Medical Director		
<b>Report Sponsor</b>	Dr Richard Evans, Executive Medical Director		
<b>Presented by</b>	Dr Richard Evans, Executive Medical Director		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	To describe the development of a clear Research & Development and Innovation strategy for Swansea Bay UHB		
<b>Key Issues</b>	<ul style="list-style-type: none"> <li>Research-active hospitals have better patient outcomes, even for patients who are not directly involved in clinical trials.</li> <li>The opportunity to participate in research improves recruitment and attracts high-calibre candidates; and presents opportunities for cost reduction and income generation.</li> <li>Current Research &amp; Development and Innovation activity in SBUHB is largely delivered and directed by enthusiastic individuals.</li> <li>A new RDI strategy is required to support wider Health Board goals, and to enhance the benefits and opportunities from local and regional service reconfiguration and closer partnership with Swansea University</li> </ul>		
<b>Specific Action Required</b> <i>(please choose one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Recommendations</b>	Members are asked to: <ul style="list-style-type: none"> <li><b>NOTE</b> the report; and</li> <li><b>APPROVE</b> the plan for development of a formal RD&amp;I strategy for the Health Board.</li> </ul>		

# **DEVELOPMENT OF A RESEARCH & DEVELOPMENT AND INNOVATION STRATEGY FOR SWANSEA BAY UHB**

## **1. INTRODUCTION**

Research has long been supported and recognised by clinicians for its importance in healthcare and is one of the main drivers in providing evidence-based improved treatment and care options for patients.

There is a growing body of evidence showing that research-active hospitals have better patient outcomes, even for patients who are not directly involved in clinical trials. In addition to the benefits to patient outcomes, the opportunity to participate in research improves recruitment and attracts high-calibre candidates; and presents opportunities for cost reduction and income generation.

Current Research & Development and Innovation (RDI) in Swansea Bay University Health Board (SBUHB) is largely driven by enthusiastic individuals rather than by a clear strategy. While there are notable areas of high achievement, SBUHB is well-placed to significantly increase its RDI profile.

## **2. BACKGROUND**

There is a need for Swansea Bay University Health Board (SBUHB) to develop a new strategy to establish its vision for Research & Development and Innovation (RDI), to support wider Health Board goals and to address the needs of the local population. SBUHB requires Innovation to be integrated within the strategy, in accordance with Welsh Government's strategic objectives to improve innovation across sectors in Wales.

SBUHB has several areas of particular expertise that have generated success in relation to research and development. These include Cancer, Diabetes, Plastic Surgery, and Emergency Medicine. However, these have been largely driven by specific individuals with experience in these areas, who have been able to successfully obtain grant funding to support their workstream. The Innovation programme in SBUHB is less well-developed than in other Health Boards and will benefit from inclusion within a focused strategy.

The research infrastructure in Wales is not as well-developed as in other UK nations and, as a result, opportunities for funding have been more limited. This is illustrated by the allocation of research funding for COVID-19 research during the pandemic, where the distribution of research monies that were made available were allocated as follows: 87% England (£176m); 9.4% Scotland (£19m); 2.1% Wales (£4.1m); 1.5% N Ireland (£3m). The financial environment is becoming more challenging for central funding of research, with a significant difference in the allocation between UK nations: in England, the National Institute for Health Research (NIHR) in England annual spend was £1.3 billion in 2021/22 (£23 per capita); compared to Health and Care Research Wales' annual spend of £42m in 2021/22 (£13 per capita).

Despite the financial challenges, there are significant opportunities from enhancing SBUHB's RDI offer, to encompass local, regional and national research initiatives. There are unique opportunities to collaborate with Swansea University's schools of mathematics, computing and engineering; regional opportunities in conjunction with Hywel Dda UHB via the ARCH programme; and area in which SBUHB could contribute at an all-Wales level.

SBUHB has commissioned the development of an RD&I strategy. Through analysis of information and stakeholder engagement, the strategy aims to demonstrate where we are now and where we want to be with respect to RDI. In doing so, consideration will be given to the core components of a successful strategy that have been adopted by other organisations and how these could apply to SBUHB. From this foundation, the report will provides recommendations (how we get there) to enable SBUHB to realise its RDI ambitions.

It is likely that the strategy will direct the Health Board on the following areas:

- Strengthening RDI governance infrastructure;
- Appointment of Director-level post to lead the implementation of the RDI strategy;
- Building on areas of existing strength;
- Align RDI activity to changes in regional service provision and shared benefits for South West Wales;
- Systematic expansion of RDI into clear areas of opportunity. This may include clinical specialties such as dermatology, stroke, paediatrics, renal and gastroenterology; and closer collaboration with Swansea University in mathematics, engineering and computing.
- Allocation of resource to support the strategy to align the ambition, opportunities and the challenges faced.

### **3. NEXT STEPS**

The RDI strategy to be completed and approved by the Management Board by the end of June 2023, when it will be shared with stakeholders and implementation commenced in July 2023.

### **4. GOVERNANCE AND RISK ISSUES**

There are no significant governance and risk issues

### **5. FINANCIAL IMPLICATIONS**

Decisions on necessary investment will be determined by the strategy.

### **6. RECOMMENDATION**

The Health Board is asked to:

- **NOTE** the report; and
- **APPROVE** the plan for development of a formal RD&I strategy for the Health Board.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Anticipated benefit for the above		
Financial Implications		
Investment required to be determined by strategy		
Legal Implications (including equality and diversity assessment)		
None		
Staffing Implications		
None		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
None		
Report History	None	
Appendices	Appendix 1: RDI presentation	



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# **Swansea Bay University Health Board Research & Development and Innovation Strategy**



## Context: The challenge of R&D in Wales

- Smaller in scale
- Geography & population distribution
- Less well-developed resource & capacity
- Clarity of strategic choices

## Context: Expenditure/investment in R&D

- National Institute for Health Research (NIHR) in England annual spend:
  - £1.3 billion in 2021/22 (£23 per capita)
  - Rising to £2 billion pa in 2024/25
- Allocation of UKRI COVID19 research funding:
  - 87% England (£176m) vs 2.1% Wales (£4.1m), 1.5% N Ireland (£3m), 9.4% Scotland (£19m)
- Health and Care Research Wales annual spend:
  - £42m in 2021/22 (£13 per capita)

# Purpose of Strategy

- **Purpose of developing a strategy**
  - R&D: To support wider Health Board initiatives; improve health and care of the local population; support service transformation; material financial opportunities
  - Integrate SBUHB's approach to innovation
- **Archus and Academic Health Solutions (AHS) have been commissioned to establish:**
  - The current Research and Development offering at SBUHB
  - The ambition and the challenges faced
  - The core components of a successful strategy that have been adopted by other organisations and how these could apply to SBUHB



# Timeline

February – April 2023

**Desk Research**  
4-6 weeks

**Interviews &  
Workshops**  
4-6 weeks

**Strategy  
Production**  
4-6 weeks

# Phase 1 – Research Phase

- **Strategic Context**
  - To include key local, regional, national and international strategies
- **Mapping of current RDI Governance in Swansea**
- **Identifying directly applicable insights from best practice**
  - National and International - Matched to similar resources, populations and strategic direction
- **Analysis of current research activity in SBUHB**
  - Including stratification between commercial and non-commercial
- **Clinical Context**
  - Local population health needs
  - Literature review of patient outcomes in research-active hospitals
  - Harnessing data – Review of connected health cities (potential parallels and opportunities for SAIL)

# Phase 2 – Engagement Phase

- **Questionnaires**

- Clinical Academics, Medical Leaders, Strategy Teams

- **Group Meetings**

- Innovation Group
- R&D Office
- Governance Group
- University Group
- Executive Team

- **External Perspective**

- Pharmaceuticals - Novo Nordisk
- Health Tech - Association of British Health Tech Industries
- ABPI
- Health & Research Wales / Welsh Government perspective

# Phase 2 – Engagement Phase

## Sample of findings to date

Clear governance,  
marketing and lines of  
communication

Build on current  
strengths, e.g. Cancer,  
Diabetes.

Explore key opportunities  
with University, e.g.  
Engineering, Maths

Need for good  
engagement with local  
patients and population,  
ensuring that RDI provides  
value-add for them

Clear identity - One front  
door for Swansea RDI  
from an external  
perspective

Organisational  
transformation in short,  
medium and long term

Staff to feel supported in  
pursuing RDI activities.  
This includes RDI being  
embedded in Job Plans

Address geographical  
siloed working – Swansea  
can deliver in key research  
areas for rest of Wales

## Phase 3 – Report (In Progress)

- Synthesis of phases 1 & 2
- Key recommendations
  - Implementing these recommendations will support the growth of meaningful research activity in Swansea and improve the realisation of wider benefits for the Health Board and local population
- The report will detail the next steps required for success
  - Ensure clear direction of travel and roadmap for success

# Next steps

- **Establish robust governance structure for RD&I**
  - SBUHB, Swansea University, regional
- **Implement RD&I strategy**
  - **Short-term:** Build on what is already good
    - establish opportunities in existing research-active areas
  - **Medium-term:** Build on what is promising
    - establish where investment would allow RD&I to flourish
  - **Medium/long-term:** Build for the future
    - establish areas of untapped & unique opportunities



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# Questions

