



## The Three Pillars Strategy



### Pillar 1: Research, Development, and Innovation Culture

#### Strategic Aim:

**To create a vibrant learning culture with research and innovation fully embedded into health and care services.**

**Objective 1.1:** Ensure visibility of research and development at board level, by providing reports to the Digital Data, Research, and Innovation Committee, to ensure research and development visibility.

**Objective 1.2:** Support staff to develop necessary skills, by using NIHR associate principal investigator scheme, to ensure that staff are skilled in research, development and innovation.

**Objective 1.3:** Embed skills within teaching and clinical training, by collaborating with Swansea University Medical school for student placements, to ensure the longevity of clinical researchers.

**Objective 1.4:** Embed specific tariff in job planning guidance, by promoting tariff in job planning, to ensure protected time for clinicians.

**Objective 1.5:** Monitor and promote engagement via PADR process, through peer mentorship and departmental leads, to increase staff engagement.

**Objective 1.6:** Promote link between research, innovation, and quality improvement, by supporting staff with regulatory navigation and IP protection, to ensure increased activity from service evaluation.

**Objective 1.7:** Increase awareness of health and wealth benefits, through positive communication and media engagement, to increase public and staff awareness.

**Objective 1.8:** Re-launch The local Innovation Panel, through a partnership with ARCH to advise on potential new innovations.

**Objective 1.9:** Advocate for Non-Medical Principal Investigators to encourage non-medics to lead research studies to aid the expansion of Principal Investigator skills.

### Pillar 2: Research, Development, and Innovation Support

**Strategic Aim: To create an enabling environment for high-quality research, development, and innovation.**

**Objective 2.1:** Effective use of research delivery staff, through equitable allocation of resources, to ensure access to expertise and facilities.

**Objective 2.2:** Maintain recruit to time and target performance, through efficient capacity and capability process, to ensure timely research program starts.

**Objective 2.3:** Regional partnership working, through sustainable investment in key departments, enabling local and regional clinical trial delivery.

**Objective 2.4:** Introduce modern facilities and equipment, using commercial income and capital investment to provide state-of-the-art research facilities.

**Objective 2.5:** Introduce pump-prime schemes by funding small schemes through development grants.

**Objective 2.6:** More efficient procurement processes by developing a collaborative approach with stakeholders to ensure better value for money contracts and quicker procurement times.

### Pillar 3: External Relationships

#### Strategic Aim:

**To adopt an open and collaborative approach with multi-sectoral partners.**



**Objective 3.1:** Increase the number of Chief and Principal Investigators, by collaborating with universities for joint appointments, to ensure the availability of Principal / Chief Investigators.

**Objective 3.2:** Develop regional models of research development with Hywel Dda, with initial focus on oncology trials, through strategic deployment of VPAG monies, for more equitable trials access.

**Objective 3.3:** Develop collaborative sponsorship with Swansea University providing a memorandum of understanding and co-sponsorship agreements to ensure an efficient study setup.

**Objective 3.4:** Continue to support Health and Care Research Wales 'One Wales' approach by acting as lead site and permitting health board sponsored studies to be set up as One Wales studies for, to ensure the efficiency of set up processes.

**Objective 3.5:** Continue to support Joint Clinical Research Facility, by maintaining preferred site status, for a sustainable pipeline of commercial studies coming into the health board.

**Objective 3.6:** Collaborative working to share learning by partnering with Health and Care Research Wales, to attract research into Wales, such as through collaborative grants and regional commercial feasibilities.

**Objective 3.7:** Effective approach to public and patient involvement and communication outreach, by engaging with Health and care Research Involvement Alliance and Communication Alliance groups for greater awareness of clinical trials and potential for participation.

**Objective 3.8:** Develop influencing, motivational, and resilience skills for innovation, by delivering leadership programs with Swansea University to ensure staff have skills to support embedding of new innovations within service.

**Objective 3.9:** Introduce research, development and innovation showcase events, by introducing regular presentations and showcases to share Swansea Bay's learning from innovation and new ideas regionally and internationally, encourage investigation and horizon scanning ideas that identify best practice to inform service transformation.

**Objective 3.10:** Support innovators through programs, such as the Bevan Commission Exemplar and develop in-house programmes, such as an Innovation Fellowship with Swansea University to create space for 'safe to fail' experimentation and testing.

**Objective 3.11:** Maximise the benefits of National Programmes and events for supporting innovation by making the most of national programmes and events for supporting innovation, such as the Welsh Health Hack to ensure learning is shared and applied.

**Objective 3.12:** Lead, influence and contribute to the Welsh Innovation Agenda through influencing national activities and maintaining a network, to ensure successful innovations spread across Swansea Bay and the rest of Wales.