



Half Year Review 2019/20

COLLABORATE • DISCOVER • IMPROVE



Foreword

Liverpool Health Partners (LHP) has developed significantly over the past six months, with a strong focus on planning, prioritisation and delivery. With a refreshed business plan, a new Executive Team and programme teams now in place, LHP is delivering its ambition to contribute effectively to the development of Cheshire & Merseyside. With a strong emphasis on performance management, we can clearly demonstrate our progress and achievements.

We have established our Joint Research Office, now branded as LHP Single Access for Research and Knowledge (SPARK). We have aligned our research themes and those of the partners to ensure we have an important focus on improving the region’s population health.

We have led the submission of several successful funding applications including a £5m Wellcome Trust bid for the Children Growing up in Liverpool (C-GULL) Birth Cohort programme. We are working with Liverpool City Region Combined Authority on a £5m bid to their Strategic Investment Fund to build the Liverpool City Region Civic Data Trust (LCR CDT). This ambitious first of its kind project will help us to start to address the health inequalities in Liverpool, the third most deprived local authority in the country.

The highlights in this Half Year Review show the building blocks we have put in place to deliver an ambitious programme of work that will make a real difference in helping to transform the strategic landscape for health research, education and services across Cheshire & Merseyside.



Dr Neil Goodwin CBE
Chairman



Dr Dawn Lawson
Chief Executive

Our vision:
By 2021–2022, we will have transformed the strategic landscape for research, education and services in Cheshire & Merseyside

Our mission statement:
To unify the clinical and academic strengths of Cheshire & Merseyside, to improve population health outcomes and economic productivity

To achieve those aspirations, Liverpool must be competitive in research, nationally and internationally, and will need to collaborate through strong partnerships.

Collaboration will bring success in obtaining NIHR infrastructure monies and LHP is now in a position to actively facilitate this.

As the Academic Health Science System (AHSS) for Cheshire & Merseyside, the role of LHP is to focus on research – influencing the discovery of new breakthroughs and testing in an appropriate environment to ensure they work and provide benefit. Our partners support us by allocating their

research effort to agreed areas of priority under each of LHP’s research themes. Each will help us improve organisational collaboration, build research capacity and productivity, and identify early signs to help us achieve improving patient outcomes by 2022.



Our Progress

LHP’s new strapline – Collaborate, Discover and Improve – reinforces our approach to all we do to improve health services for the local population:



With LHP’s Programme Directors, and in conjunction with our partners, we have been developing our three-year strategy that focuses on:

- Delivering against agreed plans and performance
- Increasing capacity for collaboration to deliver successful funding applications, both for research and educational programmes
- Increasing LHP’s membership
- Ensuring cross-system working with our partners, the Clinical Research Network North West Coast (CRN NWC), Innovation Agency and the Applied Research Collaboration (ARC)
- Promoting LHP on a national scale.

Key Achievements (since March 2019)

- Created a joint research service, LHP SPARK (Single Point of Access for Research and Knowledge) – co-locating 75% of the research support workforce across the partnership, bringing a single point of contact, knowledge, efficiency, and the ability to share best practice
- Built LHP future commitment statements into LHP partners’ research strategies
- Strengthened LHP’s capacity, appointing:



- Executive Director of Delivery and Performance, Executive Director of Research Infrastructure and Education, and Director of Corporate Services
- Programme Director in Digital Strategy and Partnerships (with future Programme Directors in Neuroscience and in Living Well to be appointed)
- Programme Managers in Cancer and Digital & Informatics
- Interim Head of LHP SPARK



Collaborate

 **31**
SPARK staff

 **163**
projects in set up

 **732** **active research studies**

 **11**
grant applications facilitated

 **4** **activity pillars**

 **80,128**
patients recruited

Developing SPARK

LHP SPARK provides more opportunities for residents to participate in health research by streamlining previously unco-ordinated approvals processes.

LHP and the University of Liverpool joined forces in October 2019, welcoming over 380 people to the launch of LHP SPARK and the newly combined Liverpool Clinical Trials Centre. The event communicated the significance of the initiatives being launched and attracted representatives from LHP partner organisations, and regional and national stakeholders.

SPARK harmonises services that support and underpin health research by:

- providing a single contact point to support health related grant applications and costings, working collaboratively with NHS and academic institutions. This reduces duplication and administration in the grant development process and alleviates pressures on researchers. It also supports new researchers with a structured approach to developing a grant and advises on the grant management approach
- providing a clear single destination for study set up, with physical co-location of research management and governance staff drawn from all partner organisations. The priorities, values and missions of the eight NHS organisations and four higher education institutions have been aligned around a single research focus to provide more

effective and timely support for researchers to increase research activity around four pillars:

- Medicine
- Surgery
- Cancer
- Specialty areas (including paediatrics and neurology)
- monitoring activity via a real time dashboard. With a core data system (Edge) underpinning research management across the LHP partners, SPARK has created an interactive dashboard for tracking and reporting study set up processes. Linked to Clinical Research Network (CRN) data and the wider LHP performance dashboard, this will support the SPARK team day to day. It will provide agility in the management of studies and will enable analytics to identify areas for quality improvement.

“Submitting a large multi-centre research application is a complex and stressful task. Being new to the University of Liverpool, having the support of Stacey and the SPARK team was exceptionally helpful in navigating the process, communicating with all involved parties, working across organisations, problem-solving issues as they arose and keeping me informed every step of the way. This undoubtedly facilitated a timely submission – I’d highly recommend their services”

Chief Investigator Professor Joanne Patterson, Professor of Head & Neck Speech & Language Therapist



Our research programmes

Our six active research programmes map to a life course approach, addressing population need under the themes of Starting Well, Living Well and Ageing Well. Key achievements to date are outlined below:

Maternal & Neonatal Health/Babies, Children & Young People

- Collaborated closely with Liverpool City Council in helping Liverpool become a UNICEF ‘Child Friendly City’
- Awarded £5m by Liverpool’s Wellcome Trust for ‘Children growing up in Liverpool (C-GULL) Birth Cohort and CityLab Linked Data’ programme, in collaboration with the University of Liverpool, Alder Hey Children’s Hospital NHS Foundation Trust (FT) and Liverpool Women’s Hospital NHS FT. This focused on linked determinants of child health in one of the UK’s most disadvantaged cities to identify interventions for diseases including childhood/adult obesity, cardiovascular disease, asthmas and mental health. The findings will be relevant for tackling health inequalities globally

- Facilitated a successful collaborative bid (University of Liverpool, The Walton Centre NHS FT, North West Ambulance Service NHS Trust, Royal Liverpool and Broadgreen University Hospitals NHS Trust and Alder Hey Children’s NHS FT) to UK Research and Innovation Digital Sprint for “PED4PED – People with Epilepsy sharing data for care with Paramedics and the Emergency Department”
- Facilitated, with the University of Liverpool and Alder Hey Children’s NHS FT, the Hugh Greenwood Legacy for Children’s Health Research application workshop. Applications were invited to support outstanding children’s health research that addresses the needs of Alder Hey patients and their families/carers. 31 applications were received this year, almost a 50% increase on last year.

Cancer

- Initiated development of a framework for consultation to collate partners' research proposals into the definitive LHP Cancer Programme Strategy, aligned with the NHS Long Term Plan
- Co-created the Liverpool Head and Neck Centre to centralise internationally renowned head and neck cancer services, bringing together good practice in both academic and clinical spheres by combining and strengthening clinical units across the region to develop a world-class research programme to enhance the quality and safety of patient care.

"LCCS brings together a multidisciplinary group of academic (clinical/non-clinical) and NHS researchers into a truly cross-university, cross-department collaboration ('research without boundaries')"

Professor Greg Lip, LHP Programme Director for Cardiovascular; Chair of Cardiovascular Medicine, University of Liverpool; Director of LCCS at University of Liverpool and Liverpool Heart & Chest NHS FT

Cardiovascular

- Progressed the development of a unifying cardiovascular research strategy for the City, co-ordinating all cardiovascular-related research in our health economy to look widely through cross-cutting themes into other clinical research areas
- Submitted an initial proposal to the British Heart Foundation's Big Beat Challenge fund, a global competition for a single research award of up to £30m
- Liverpool Cardiovascular Centre for Science (LCCS) awarded 3 MRC Discovery Medicine North (DiMeN) Doctoral Training studentships
- Attracted a 12 month grant to fund a pilot study in LCCS on pathophysiological insights into the mechanisms of persistent hypertension, in collaboration with Liverpool John Moores University, University of Liverpool, Alder Hey Children's NHS FT and Liverpool Heart and Chest NHS FT.

Infection

- Initiated consultation for LHP's Infection Strategy which will use a cohesive, inclusive approach across the region, utilising good practice and expertise to ensure good value and delivering on our commitment to the local population, patient benefit and productivity
- Provided support for Liverpool's collaborative bid for Biomedical Research Centre (BRC)

"Through fostering collaboration between our partners' multidisciplinary perspectives and academic strengths, we will facilitate discovery of solutions and promote improvements for patient benefit"

Dr Stacy Todd, LHP Programme Director for Infection; Consultant in Infectious Diseases, Liverpool University Hospitals NHS FT

"LHP is building system-wide partnerships of people, data and technologies so that care can be more joined-up across organisations, and policymaking better informed in key areas such as tackling inequalities"

Professor Iain Buchan, LHP Programme Director for Digital & Informatics; Chair in Public Health & Clinical Informatics and Executive Dean of future Institute of Population Health, University of Liverpool

Digital & Informatics

- Continued development of the Liverpool City Region Civic Data Trust (CDT)*, completing scoping of available data sets and building the specification for infrastructure procurement
- Strengthened relationships with LCR infrastructure such as Share2Care, the Liverpool City Council analytics team and the Science and Technology Facilities Council
- Initiated discussions with national and international organisations such as NHS Digital and the Health Foundation around the CDT. A series of engagement events for influential stakeholders has been delivered, with more planned
- Invited to lead a key workstream on behalf of the Liverpool Strategic Partnership around data alignment, integration & analytics
- Supported the submission of bids to national funders such as the Medical Research Council.

*The CDT will create an environment where data from multiple sources will be linked and available for improved analysis. This will provide a picture of health and wellbeing across the Liverpool City Region, while preserving residents' privacy and respecting their preferences for data uses.

"We have a fantastic opportunity to work together as a community in an inclusive, co-ordinated and purposeful way to develop a research strategy for cancer that fully harnesses the significant expertise in the region to address the needs of the local population. Although we are at the beginning of this process, it is encouraging to encounter amongst the community a strong commitment to working together for the common good"

Andrew Pettitt, LHP Programme Director for Cancer; Ronald Finn Professor of Experimental Medicine and Honorary Consultant Haematologist, The Clatterbridge Cancer Centre NHS FT



Discover

Membership and Stakeholder Engagement

- Strengthened our partnership framework with Edge Hill University now joining LHP. Edge Hill has recently relaunched their Health Research Institute which aligns to our priorities through its focus on driving and supporting collaborative research, evaluation, clinical education and care delivery
- Improved closer working with NIHR Clinical Research Network North West Coast (NWC), the Innovation Agency (Academic Health Science Network for the NWC), and future discussions with the new NIHR NWC Applied Research Collaboration (ARC).



Dr Michael Mpsley, keynote speaker at LHP SPARK launch

Improve

Our aim is to:

- Improve recruitment study set up times
- Increase the number of Principal and Chief Investigators at each site
- Increase grant income for the region
- Increase the number of collaborations both within and outside of the partnership
- Grow the membership of LHP

Developing a critical mass of research infrastructure across LHP

- Worked with Cheshire & Merseyside Integrated Care System to secure £155k from NHS England to support system leadership education
- Led a submission to the National Institute of Health Research CRN on behalf of LHP NHS partners to develop a Commercial Study Phase 3 Patient Recruitment Centre, valued at c£1m
- Successfully submitted an online business case to the Liverpool City Region Combined Authority Strategic Investment Fund to develop a Civic Data Trust, valued at c£5m
- Co-ordinated the development of a UKRI Strength in Places Fund bid with system partners focused on applying behavioural science to tackling public health priorities
- Initiated discussion around a forthcoming call from the Department of Health to seek designation of LHP as an Academic Health Science Centre.

Supporting system improvements

In addition to our research programmes, we aim to increase grant income, deliver collaborative programmes and to streamline and expedite study set up:

- **Increase number of research leaders and frontline staff involved in research** – we have started to scope current research capacity building activities across the LCR and NW coast region. Mapping of current allocation medical consultant time for research is underway across all partners
- **Enable involvement of the public** – developed a community involvement and engagement (CIE) strategy to demonstrate our commitment to the local population, to patient benefit and to productivity. The CIE action plan brings key stakeholders together from across the region to share best practice, best utilise existing expertise, reduce in-silo working and develop a cohesive, inclusive approach to CIE. As part of the CIE programme, a UKRI engagement grant has been submitted and the cardiovascular disease programme has established a CIE taskforce
- **Increase number of collaborations** – mapping clinical to HEI collaborations has identified over 260 active projects among the LHP partners.

Looking ahead over the next 18 months with our refreshed strategic direction and a renewed and strong focus on delivery, we are confident that LHP will deliver its 2019/20 business plan; and, in conjunction with its 2020/21 strategy, LHP will be able to demonstrate its contribution to the delivery and impact of research across Cheshire & Merseyside.





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