

END OF YEAR REVIEW

2019/20

HELLO FROM NEIL AND DAWN

The last year has been turbulent, successful and surprising. COVID-19 has made everyone reassess their ways of working, their quality of life and ultimately what's important to them. The national pandemic has shown the stark health inequalities across our country, and especially in Cheshire and Merseyside. At LHP we've had to respond quickly and effectively to ensure we're improving health outcomes for everyone in our region. While COVID-19 has brought about huge challenges, we're proud to say our teams and partners have responded brilliantly. It has been difficult, but there is light from the dark. This report reminds us there's a lot to be proud of, regardless of the circumstances we find ourselves in.



DAWN LAWSON
Chief Executive Officer
Liverpool Health Partners



NEIL GOODWIN CBE
Chair of the Board

OUR HIGHLIGHTS

Be sure to read on to find out about everybody's hard work from **April 2019 – March 31st 2020**, some of our personal highlights include:



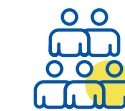
The launch of SPARK and the landmark results the team have already produced



The securing of a £5m Wellcome Trust bid for the Children Growing up in Liverpool (C-GULL) Birth Cohort programme



Liverpool STOP COVID and everybody's inspiring work around COVID-19



Our latest team additions in Seema Chauhan, Iain Buchan, Conor Mallucci, Matina Tsalavouta and Rachel Joynes



The successful award of £5m to build the Liverpool City Region Civic Data Cooperative (LCR CDC)



The first implementation of our Performance Assurance Reviews which helps you to understand the value our team adds to yours



A new strategic vision for LHP as a business and how it can add even more value to each of its partners

**THERE'S THIS AND SO MUCH MORE.
ENJOY WHAT WE'VE PUT TOGETHER.
YOU'RE PART OF IT TOO.**

LANDMARK MOMENTS



LANDMARK MOMENTS

LAUNCH OF LHP'S SINGLE POINT OF ACCESS FOR RESEARCH AND KNOWLEDGE

After months of collaborative planning across the LHP network, the Single Point of Access for Research and Knowledge (LHP SPARK) became a reality in September 2019. We marked this defining moment in our history with a high-profile launch event at Liverpool's Exhibition Centre with a keynote speech delivered by Dr Michael Mosely. After the event, a series of roadshows toured Cheshire & Merseyside helping to explain LHP SPARK's offering and the incredible impact it can have on improving the population's health.

WHAT IS LHP SPARK?

The LHP SPARK team provides a much needed, unique service across four universities and seven NHS Trusts. Headed up by the newly appointed Seema Chauhan, the team's vision is for the region to deliver world-class health research. To achieve this, Seema and her team will be delivering high-quality research governance, costing, contracting and set-up of clinical trials and research projects. Their aim is to make every part of the research process more efficient and collaborative.

MEET THE HEAD OF LHP SPARK

// LHP SPARK is the embodiment of what LHP is trying to achieve and I couldn't be prouder to be leading our impressive team. For real change to happen, we have to work together. LHP SPARK is the vehicle for that change.

– Seema Chauhan



LHP SPARK AND COVID-19

LHP SPARK has played an integral role in the fight against COVID-19. LHP SPARK activities underpin the Strategic One Liverpool Partnership for COVID (Liverpool STOP COVID). LHP has acted rapidly, and at scale, to streamline processes in order to strategically assess, approve and direct COVID-19 research across LHP partner organisations. Be sure to keep an eye out for the full report on our impact around COVID-19 in our Half-Year Review.



6 COVID-19
studies open across 5 partner sites



305
study participants recruited

NEW FACES, NEW PROGRAMMES



PROFESSOR CONOR MALLUCCI

Programme Director Neuroscience and Mental Health

At the start of 2020 we were excited to welcome Professor Conor Mallucci. Conor has started engaging with partners and building the new Neuroscience and Mental Health programme. Conor's team will be expanding in Autumn 2020 with the appointment of a new Programme Manager to support him in delivering his vision for the programme.



PROFESSOR IAIN BUCHAN

Programme Director for Digital Strategy and Partnerships

In July 2019 we welcomed Professor Iain Buchan as the Programme Director for Digital Strategy and Partnerships. Iain, alongside Professor Tony Marson, is a Co-Director for the £5.3million Civic Data Cooperative initiative.



DR RACHEL JOYNES

Director of Research, Infrastructure and Education

Appointed in August 2019, Dr Rachel Joynes will be working on programmes of work relating to cross-partnership infrastructure delivery (including LHP SPARK) and developing our education programmes and research capacity building.

ESTABLISHMENT OF THE LHP ADVISORY BOARD (AB)

To advise LHP on its core work of strategic programmes of research, LHP has created an Advisory Board of six nationally and internationally respected scientists, researchers and leaders. These new external influencers bring a wealth of experience and expertise and we're thrilled to have them onboard. Members include not only clinical researchers and scientists but also management academics, specifically those with experience in collaboration and partnerships, strategy and system working.

We're proud to announce our Advisory Board members include:

Enrico Coiera

Foundation Professor in Medical Informatics and Director of the Centre for Health Informatics, Macquarie University

Julia Balogun

Dean of the Management School at the University of Liverpool

Brian Tjemkes

Associate Professor of Strategy & Organisation, Management & Organisation, University of Amsterdam

Sir Jonathan Michael

Experienced medical leader, CEO and international consultant. Trustee of The King's Fund.

Tom Walley CBE

Director of the Hunter Medical Research Institute in NSW, Australia

Sir Robert Lechler

Senior Vice President/Provost (Health) at King's College London.

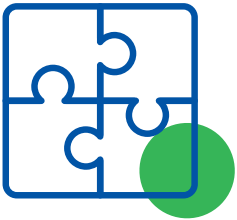


THE IMPACT OF OUR PROGRAMMES



THE IMPACT OF OUR PROGRAMMES

INFECTION

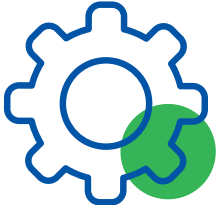


**WORKED WITH CEOs AND
R&D DIRECTORS FROM 8 NHS PARTNERS**

Our thorough approach to discovery included individual meetings with NHS colleagues to understand the city's infectious disease need, which informed our approach to Liverpool's bid for NIHR BRC status, which will be focusing on NHS-facing infection research. We also embarked on a series of roadshow meetings across all NHS partners, open to all colleagues.

**COLLABORATED ACROSS A 600-STRONG
COMMUNITY IN INFECTIOUS DISEASE RESEARCH**

This engagement informed the LHP Infection Programme Strategy and our areas of focus.



**SUPPORTED DEVELOPMENT OF THE CENTRE OF
EXCELLENCE FOR INFECTIOUS DISEASE RESEARCH**

Liverpool has internationally recognised expertise in infectious diseases, clinical pharmacology and global health. LHP worked collaboratively with colleagues in the University of Liverpool and Liverpool School of Tropical Medicine on development of the Centre of Excellence for Infectious Disease Research (CEIDR).

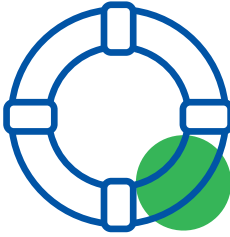
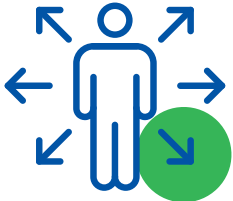


**WORKED WITH COLLEAGUES FROM
12 PARTNERS TO ANALYSE INFECTION DATA**

We led analysis of hospital episode statistics to reflect the impact of serious infection in Liverpool. This confirmed that during 2013-18 there were over 85,000 admissions to our hospitals for serious infection, amounting to almost a million bed days. This information has underpinned extensive collaboration across all partners to build a community of practice for infection and informed our support for new ways of working with a view to improve Liverpool's preparation for significant bids.

**ESTABLISHED NEW WAYS OF WORKING TO
IMPROVE PREPARATION FOR NIHR BRC STATUS**

As an academic health science system, we worked closely with colleagues across all LHP programmes, those engaged in hospital and community care, diagnostics, prevention and treatment for infection to inform Liverpool's bid for Biomedical Research Centre status.



**IMPROVED ALIGNMENT ACROSS
MECHANISMS TO SUPPORT NHS FACING
INFECTIOUS DISEASE RESEARCH**

To ensure our understanding of infectious disease needs in Liverpool are aligned across all research support services in Merseyside, we have formalised our connections with the Clinical Research Network, Applied Research Collaboration and Liverpool Clinical Trials Centre. This will help us to improve health outcomes, educational productivity, capacity and capability.

THE IMPACT OF OUR PROGRAMMES

CARDIOVASCULAR

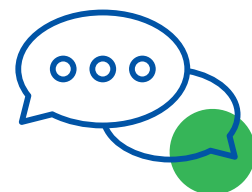


£500K OF EXTERNAL FUNDING SECURED

Delivered in collaboration with Liverpool Centre for Cardiovascular Science (LCCS) in order to promote new partnerships.

COMMUNITY ENGAGEMENT AND INVOLVEMENT WORKING GROUP ESTABLISHED

Members include all LCCS partners, patients and our charity partner, Vital Signs Foundation.



ESTABLISHED A RESEARCH GROUP FOR PHD STUDENTS

Working with 35 members from all LCCS partners, we have established the Liverpool Centre for Cardiovascular Science (LCCS) Research Group for PhD students and early researchers. The long-term aim is for the group to develop research capacity and nurture a new generation of future leaders.

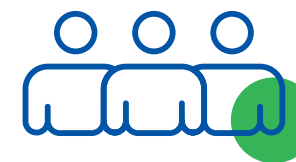
CREATED A NEW CROSS-PROGRAMME GROUP

Established the Cardio-Oncology group between Liverpool Heart and Chest Hospital (LHCH) The Clatterbridge Cancer Centre (CCC). The new service delivered in partnership aims to embed research at the heart of service delivery so that learnings can be gathered across the organisation.



OVER 100 AFFILIATED PAPERS PRODUCED

Helping to increase the reputation of LCCS and the LHP Cardiovascular programme.



OVER 100 ENGAGED ATTENDEES AT LCCS WORKSHOP

This included focused breakout sessions, and challenge pitches that linked potential collaborators. The workshops have led to exciting partnerships between our colleagues at Innovation Agency and LCCS for the benefit of Atrial fibrillation patients.

AN LCCS SEMINAR SERIES ESTABLISHED

Monthly talks are given by key speakers and partners that create the opportunity to learn, engage and link with new research partners. We've been delighted to welcome talks from Prof. Tatjana Potpara, Dr. Janet Sluggett and Dr. Yiu Kai Hang.



A JOINT KOREAN/DANISH DELEGATION HOSTED BY LCCS

The delegation explored learning opportunities, knowledge sharing, and the chance to establish future collaborations. We hope to continue to work with colleagues from this cohort and are planning a return trip to Korea.

ORGANISED A CARDIO-ONCOLOGY SYMPOSIUM

The Cardio-oncology symposium for Cheshire and Merseyside took place at the beautiful Liverpool Medical Institution. Prof. Andy Pettitt, Programme Director for Cancer and Prof. Greg Lip, Programme Director for Cardiovascular both gave presentations to an audience of 70 attendees.



SCREENED OVER 400 PEOPLE FOR ATRIAL FIBRILLATION

Working with AF Ambassadors from the Innovation Agency (AHN for the North West Coast) screening helps to reduce mortality and morbidity associated with stroke.

THE IMPACT OF OUR PROGRAMMES

CANCER

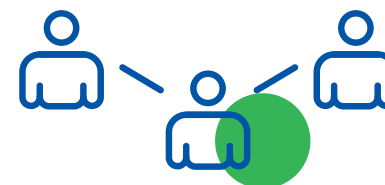
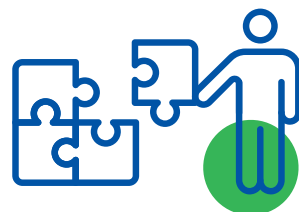


CREATED THE REGIONAL CANCER PROGRAMME STRATEGY

In consultation with CEOs, R&D Directors and Clinicians across the partnership we have created a bold new vision for the Cancer Programme Strategy. People worked collaboratively through a series of interviews, workshops and surveys to define best practice in order to improve research culture and cancer outcomes in the region. There were some great successes from the strategy including 67 responses to the survey and a workshop with 25 engaged participants.

CANCER COVID-19 WORKING GROUP ESTABLISHED

A Cancer/COVID-19 working group has been put together to identify research questions. The group aims to explore how the development of pilot studies and research proposals can attract grant funding.

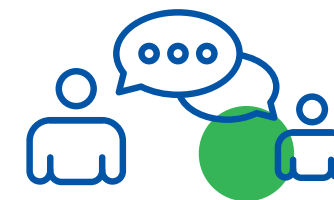


4 NEW CROSS-PROGRAMME THEMES ESTABLISHED

Thanks to a collaborative effort across LHP, we have now established 4 new cross-programme themes; Neuro-oncology, Cardio-Oncology, Cancer & Infection and Informatics & Cancer.

5 TUMOUR SITE WORKING GROUPS ARE BEING SET UP

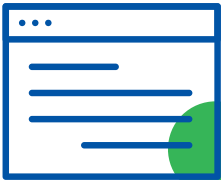
We want to improve patient outcomes for the cancer types that affect most of the region, namely lung cancer, colorectal cancer, breast cancer, prostate cancer and haematological cancers. In time these groups will be joined by basic research scientists, social scientists and others to develop multidisciplinary research teams and address complex questions.





THE IMPACT OF OUR PROGRAMMES

STARTING WELL



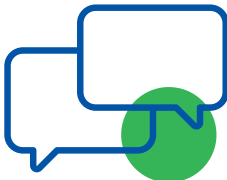
ESTABLISHED 3 OVERARCHING DOMAINS WITH 5 CORE PROGRAMMES OF WORK

The Domains are promoting health lifestyles for all, improving chronic conditions for all, developing effective co-ordinated care fore all.

The Core Programmes are Promoting healthy living, Mitigating and preventing adversity, Promoting positive mental health and wellbeing, Tackling chronic inflammatory and infection related disorders, Implementing co-ordinated care.

DELIVERED A 2 STAGE ADAPTED DELPHI STUDY AND 3 IMPLEMENTATION WORKSHOPS TO DEFINE AND REFINE STARTING WELL PRIORITIES

Completed a two-stage consultation process to define Starting Well (SW) priorities across all partners and delivered three implementation workshops to further refine these.



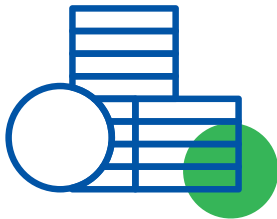
FACILITATED A STARTING WELL AND CVD WORKSHOP

The workshop was focused on adult Congenital Heart Disease and was held with key partners from Alder Hey, Liverpool Heart & Chest, University of Liverpool and Liverpool John Moore's University. One of the projects discussed at this workshop was subsequently funded through the Hugh Greenwood programme.

10 PROJECTS FUNDED THROUGH THE HUGH GREENWOOD PROGRAMME

The 'Hugh Greenwood Legacy for Children's Health Research' is philanthropic funding with the purpose to support outstanding children's health research that will directly improve the lives of children looked after by Alder Hey Children's NHS Foundation Trust, that is undertaken in close collaboration with the Liverpool Women's NHS Foundation Trust and the University of Liverpool and that serves to strengthen and develop partnerships.

Round 2 supported 10 projects which included: an image database for MRI scans generated at Alder Hey to support clinical decision making for paediatric brain tumours (Andy Jones and Shivaram Avula), determining the impact of underage alcohol/ substance use (UASU) on child health and well-being (Abi Rose and Shrouk Messahel), starting well; feasibility study of identifying and providing support to parents of children born at high risk of cerebral palsy and complex needs in Liverpool (Melissa Gladstone and Maw Tan)



DEVELOPED A COMMUNITY, INVOLVEMENT AND ENGAGEMENT (CIE) GROUP

Developed the growing Starting Well CIE group. An online collaborative event will be held later in the year. Due to COVID-19, an online CIE channel was set up to aid collaboration.

AMBITIOUS SYSTEM-WIDE WORKING



AMBITIOUS SYSTEM-WIDE WORKING

Our work is more effective and more impactful when we work across our entire system. For our Academic Health Science System to work at its best, it needs excellent links with the region's critical National Institute for Health Research (NIHR) infrastructure including Liverpool Clinical Trials Centre and two Clinical Research Facilities. We're proud to say that all of our programmes have links with these important assets of the region. We will continue to develop these relationships as we go into 2020-2021.

COLLABORATE, DISCOVER, IMPROVE

To ensure the work we're doing has the most impact possible we have established successful working collaborations with:

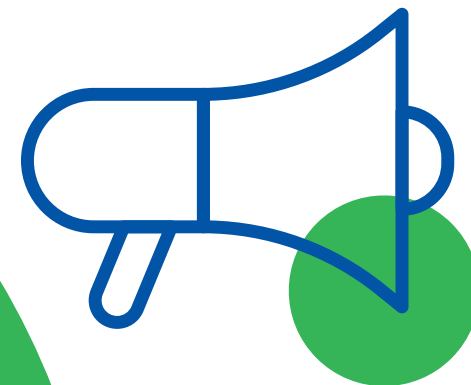


COLLABORATION IN ACTION

Our ambitious, system-wide way of working can be seen in our Mental Health Research Network. Here LHP is supporting collaborations between network members with the objective of improving mental health research activity and its implementation into service. This important area of work forms a considerable part of the Neuroscience and Mental Health Programme, led by Professor Conor Mallucci. We will be adopting this system-wide approach across all LHP programmes.



LANDMARK PROJECT CIVIC DATA COOPERATIVE ANNOUNCED



LANDMARK PROJECT CIVIC DATA COOPERATIVE ANNOUNCED

One of our most noteworthy results from the past year is the announcement of the £5.3m project, the Civic Data Cooperative. The project aims to provide better insights into the care needs of Liverpool City Region residents, create a raft of new jobs and encourage innovative approaches to solving the most pressing service issues.

The data collected will have a real, human impact across the city region. The integration of health and social care datasets from existing resources will enable researchers to diagnose problems and design interventions to improve future approaches to work. By better understanding people's needs and behaviours we can improve care at every level, such technologies can be used to help people with complex health conditions live better at home, or to help clinicians react quicker to prevent diseases getting worse.

This bid was made possible by our partnerships from many networks including Liverpool CCG, Liverpool City Region Combined Authority, the City Council, Local Authorities, Clinical Informatics Advisory Groups; iLINKS; Share2Care; HealthTec Cluster at Daresbury and multiple companies.

“ The Civic Data Cooperative is exactly what Liverpool City Region needs to support COVID recovery in a world attuned to the need for more connected, intelligence-led, digitally-accessible services. By bringing residents, their anonymised data and digital innovators together in secure ways the Civic Data Cooperative will solve important problems with pace and integrity. Cheshire and Merseyside Health & Care Partnership have accelerated their data linkage and analytic team building inputs to The Civic Data Cooperative as part of the region's COVID response. We're excited to get started.

– Iain Buchan,
Programme Director for Digital Strategy and Partnerships



“
**THE CIVIC DATA
COOPERATIVE IS
EXACTLY WHAT
LIVERPOOL CITY
REGION NEEDS TO
SUPPORT COVID
RECOVERY**

INNOVATION IN ACTION



INNOVATION IN ACTION

Innovation is a core focus of our work at LHP. Over the last year, we've proudly worked alongside many innovators from across the city region. By encouraging conversation amongst our growing networks, LHP has been at the forefront of connecting local innovators with practitioners and commissioners with providers.

OUR INNOVATION PARTNERS

These are just some of the innovative companies we've had the pleasure of working with:



A falls prevention and COVID-19 tracking app.



A data capture platform, focused on patient outcomes.



A mobile app designed to keep individual staff safe, by using track and trace. Useful for COVID-19 for remote teams or redeployed staff working alone.

INNOVATION INITIATIVES, BIDS AND PROJECTS

We've also played an integral role on some other impressive projects;

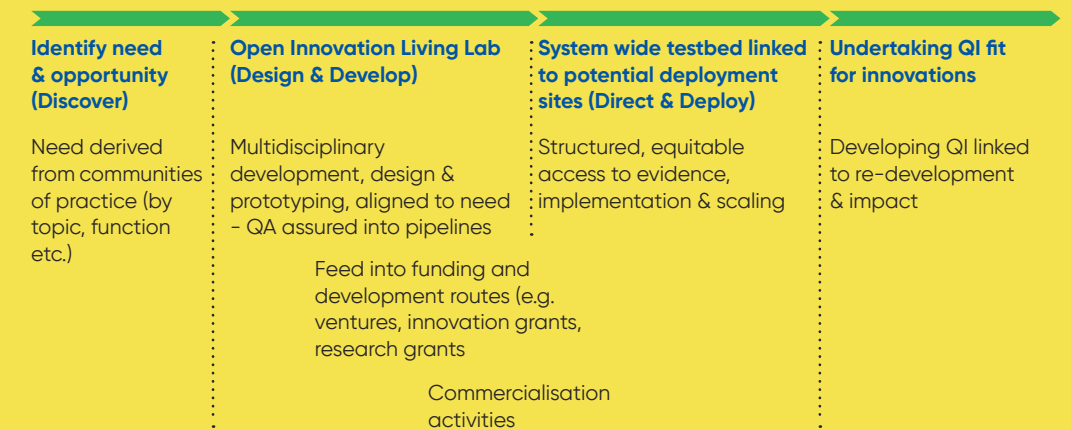
LEADING THE SET UP OF THE CHERISH HEALTH LTD SPIN OUT, LIVERPOOL HQ, FOR JOY AMBIENT SENSOR DEVELOPMENT. This innovation partnership involved system-wide input from both clinicians and non clinicians.

SUPPORTING THE COMBINED AUTHORITIES 5G TESTBED. Working alongside Kensington care homes we were able to facilitate conversations between stakeholders, encourage digital innovation and build new relationships.

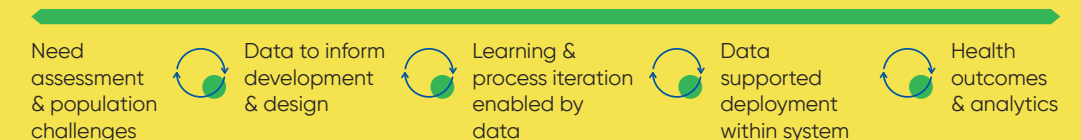
SUPPORTED MULTIPLE DIGITAL INNOVATION BIDS COLLECTIVELY WORTH £5M

A NEW APPROACH TO WORKING: THE LIVERPOOL INNOVATION SYSTEM MODEL

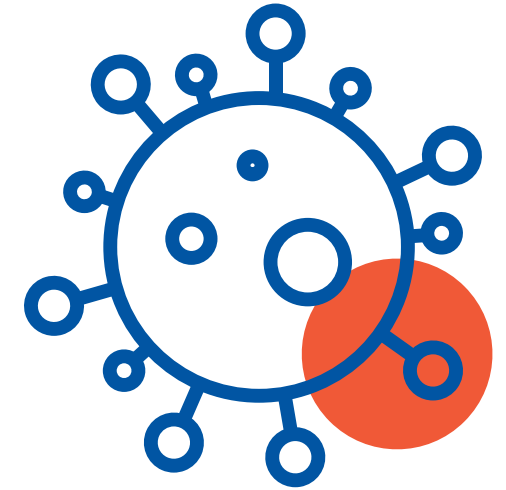
Additionally, working in collaboration with the Innovation Agency (Academic Health Science Network for the North West Coast), LHP has developed the Liverpool Innovation System Model – a whole systems view and approach to developing any kind of innovation for the Cheshire and Merseyside Region. The model details the cyclical nature of the innovation development pipeline as part of the wider ecosystem.



CIVIC DATA COOPERATIVE CDC



COVID-19



COVID-19

In March 2020 the LHP team needed to rapidly pivot to respond to COVID-19. This presented us with the opportunity to further develop our collaborative ways of working across the whole system. Throughout the pandemic our teams and partners have built on best practice, shared insights and delivered hugely impactful results during an extremely difficult time.

COVID-19 RESEARCH COLLABORATIONS

We have been working with partners across the system to develop COVID-19 related research collaborations. This has involved working across HEIs and our public health colleagues in the Liverpool City Region to develop strategic links around current and proposed research. These strategic discussions are an important step for informing and further developing a system wide approach to COVID-19, particularly around recovery.

THE STRATEGIC ONE LIVERPOOL PARTNERSHIP FOR COVID-19

Our teams acted swiftly and at scale to streamline processes across the COVID-19 research pipeline. To achieve this, a temporary, focused collaboration structure was established to deliver a rapid research response for the people of Liverpool and to contribute to the worldwide effort in defeating the disease. This rapid response was established as the Strategic One Liverpool Partnership for COVID (Liverpool STOP COVID).

Building on the existing infrastructure of LHP SPARK, the response structure was brought in to align with and augment existing national and regional COVID command structures and Trust level controls.



STOP COVID

STOP COVID has been charged by the partnership leaders of LHP membership organisations to strategically assess, approve and direct COVID-19 research. As a system we will deliver high quality research that will most benefit the needs of our residents and healthcare system, with all Partners aiming to excel in nationally and locally led COVID-19 research. The new approach has been considered successful across the board, and will be developed for use in future system wide working arrangements.



PERFORMANCE ASSURANCE REVIEWS



PERFORMANCE ASSURANCE REVIEWS

LHP's Confirm and Challenge Review process "Programme Performance Assurance Reviews" was established in October of 2019 with the first reviews taking place between December 2019 and March 2020. These reviews aim to demonstrate the impact of LHP to partner organisations and help them understand the value our team's support adds. These reviews revealed a number of exciting findings, proving our approach to work and collaboration is paying off system-wide.

These reviews revealed a number of exciting findings, proving our refreshed approach to work and collaboration is paying off system-wide.



AN EXCELLENT LEVEL OF ENGAGEMENT WITH LHP STAKEHOLDERS



A GOOD LEVEL OF EMERGING COLLABORATIONS IN THE MORE ESTABLISHED PROGRAMMES



POSITIVE FEEDBACK RECEIVED ON PROGRAMMES' METHODS OF PRIORITY SETTING



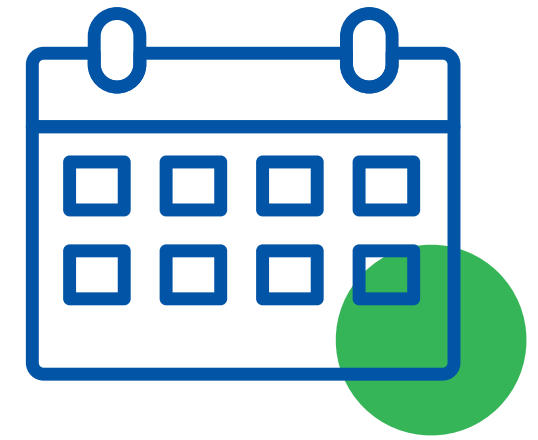
STRONG PARTNERSHIP AND TEAM WORKING BOTH WITHIN AND BETWEEN PROGRAMMES



EVIDENCE OF CONSIDERATION AROUND BUILDING RESEARCH CAPACITY, THROUGH BRINGING IN ALLIED HEALTH PROFESSIONALS AND TRAINING

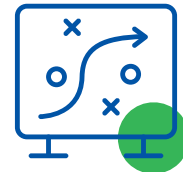
Looking to the near future, reviews for 2020/2021 will focus on evidencing tangible and clear deliverables for each Programme and building engagement around critical infrastructure.

WHAT'S COMING UP?



WHAT'S COMING UP?

As you can see, the last year has brought about huge change. We're excited to see what the future holds and already have plenty we're looking forward to.



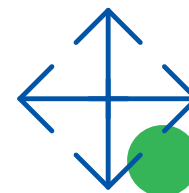
LHP'S STRATEGIC OBJECTIVES FOR 2020/2021

We've worked hard to produce 7 key strategic objectives, which we're excited to continue to work on throughout the coming year:

- ✕ Make Cheshire and Merseyside a more attractive place to do research
- ✕ Improve systems capacity and capability
- ✕ Improve opportunities for partners to contribute to LHP
- ✕ Improve the recognition and profile of LHP
- ✕ Ensure the continual improvement of LHP
- ✕ Develop and support the innovation pipeline
- ✕ Focus research on the region's health needs

A DEDICATED STRATEGY FOR NEUROSCIENCE AND MENTAL HEALTH

Professor Mallucci will be leading on developing the strategy for our Neuroscience and Mental Health programme in 2020/2021.



INNOVATION, EDUCATION AND RESEARCH IS EXPANDING

Our Innovation arm will be recruiting staff in 2020/2021, including an Innovation Programme Manager and a Head of Education and Research Capacity Building.

CENTRES

To help strengthen our close working relationships with organisations across the partnerships, we are developing a new approach to incorporate centres into our way of working. This will help us to align our strategic objectives across all of our partnerships.



A NEW LOOK FOR A NEW APPROACH

You may have noticed this End of Year Review looks a little different. We'll be revealing a new brand identity, website and messages - keep tuned to find out more.

BIOMEDICAL RESEARCH CENTRE

LHP will continue to support the development of Liverpool's Biomedical Research Centre application, due for submission in 2021.



FOLLOW US TO STAY INFORMED.

 @LivHPartners

 liverpool-health-partners

OUR PARTNER ORGANISATIONS

With thanks to all of the support shown from our partner organisations this year. Our work wouldn't be possible without you.



Non-voting member of the Board.





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0151 482 9386

LHPADMIN@LIVERPOOL.AC.UK