

LIVERPOOL HEALTH PARTNERS

END OF YEAR REVIEW 2021/2022

STRATEGY REVIEW 2019/2022

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HELLO FROM DAWN AND ELIOT

The world is a very different place than it was this time last year as we continue to reset and recover following the pandemic. Amid the uncertainty and often difficult times during COVID-19, it became clear how vitally important research and innovation are to improving patient care and outcomes.

We are so proud of what our collective efforts across the city have achieved in 2021/22. The pandemic highlighted more than ever the need to coordinate our research and innovation efforts to make a real difference to local people. As a result of working together we were able to offer patients unprecedented opportunities to take part in clinical research studies, in fact the city was sixth highest nationally.



DAWN LAWSON
Chief Executive Officer
Liverpool Health Partners



PROF. ELIOT FORSTER
Chair of the Board

In our End of Year Review, we look back not only on 12 months of achievements of our collective effort but look back over the last three years as our current strategy ends. In 2019 we set out with the core value of inclusivity, with partners coming together to work as a system on shared priorities to make Cheshire and Merseyside a more attractive place to do research. Our strategic principles were to collaborate, discover and improve. We are proud that we have met and often surpassed our objectives agreed three years ago. Whilst we recognise there is much more to do, we now have a solid foundation on which to build. We understand our research ecosystem, have improved our study approvals process to be ever more nationally competitive, and established our research programmes that have delivered real impact.

We hope you enjoy reading this report on our collective impacts, we are excited for the next stage of the journey. The health needs of our community have never been greater, and the health gap for the most disadvantaged continues to grow. Never has there been a greater need for all of our community to think anew, collaborate and make a real difference to the patients who are waiting for us with hope and expectation.



KEY ACHIEVEMENTS

86%

reduction in study approval times.

28

relationships between SMEs. brokered with our Innovation Programme.

6th

highest recruiter (Liverpool) nationally for COVID vaccine and treatment studies.



200

participants attended the new Grand Round Webinars series.



£300,000

of grant applications coordinated for mental health research.



400

papers published with support from our Cardiovascular Programme.



218

The number of studies opened through SPARK.

- Appointed a Head of Education and Research Capacity Building to support the expansion of research delivery and leadership in the region.
- The launch of our System Wide Dashboards.
- Raised the profile of regional work on children and young people with SEND during COVID, influencing national policy.
- Driving down median study set up times from 17 days to nine.
- Facilitation of the successful award of £7.3M from the NIHR for the renewal of two Clinical Research Facilities in Liverpool.
- Launched the Living Well Programme with Prof Matt Ashton, Director of Public Health for Liverpool, as Programme Director who is leading a strategy writing team.



OUR MISSION & VALUES

All of the hard work you'll see in this year's End of Year Review is underpinned by our mission and values as an organisation.

MISSION

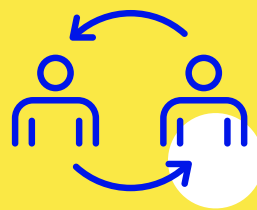
We unify the clinical and academic strengths of Cheshire & Merseyside. We improve population health outcomes and economic productivity.

VALUES



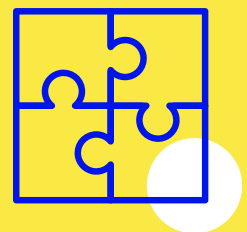
AUTHENTIC

Our approach to work and building relationships is genuine and trustworthy.



PROACTIVE

If someone asks us a question we don't know the answer to, we connect them with someone in our network who does.



INCLUSIVE

When we embark on a project we aim to include as many perspectives as possible.

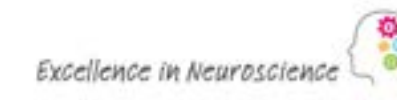


OUR PARTNER ORGANISATIONS

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



Edge Hill
University



NON-VOTING MEMBERS





PARTNERSHIP WORKING



WORKING IN PARTNERSHIP

LHP works to deliver added value for research and innovation support for our partners. One way we achieve this is via collaborative relationships with research and innovation stakeholders from across the region.

Our collaborative, co-funded, innovation programme continues with the Innovation Agency and across other work programmes in 2021/22, LHP is proud to have:

- Increased our in-kind commitment to the National Institute for Health and Care Research (NIHR) Applied Research Collaboration North-West Coast (ARC NWC) to support better strategic alignment and to build a strong collaborative relationship.
- Received funding from the NIHR Clinical Research Network (CRN) NWC to support our SPARK activities and to build on our ongoing collaboration to develop and deliver aligned research services to primary care.
- Provided a platform where the two NIHR funded Clinical Research Facilities (CRFs) can interact with a range of partner organisations, improving the implementation and delivery of early phase research. The CRFs gain benefit through working closely with LHP themes, aligning early phase and later phase population studies.
- Developed a relationship with stakeholders like NHS R&D North West, Public Health teams from across the region and Liverpool City Council to better support research capacity development.

- Continued to work with Voluntary, Community and Faith (VCF) organisations from across the Liverpool City Region:

The iDETECT-AF programme is a collaboration between LCCS and Everton in the Community.

It will involve: screening, raising awareness and lifestyle intervention. The focus of the programme is to identify Atrial Fibrillation earlier in various groups of people across the Liverpool City Region.

Screening events will take place on match days and non-match days to maximise uptake and to engage people from more deprived communities.

LHP is also part of a regional **Research Alignment Group** with senior colleagues from both NWC Integrated Care Systems (ICS), our NIHR Clinical Research Facilities, NIHR CRN, NIHR ARC, NIHR RDS and the Innovation Agency (IA). Facilitated by the NIHR CRN NWC, the alignment group is seeking:

- To better support alignment of interactions with the ICS around evidence, research and innovation.
- To develop a clear set of messages out to the ICS and wider system about research and innovation and to provide a single and clear front door for discussion and activity.
- To move towards shared work programmes and teams to add value and avoid duplication.



PARTNERSHIP WORKING

NIHR ARC

- Participant in NIHR ARC NWC IMPaCT Roundtable in Mental Health Research and Implementation.
- Working with the CRN, ARC and IA to develop a consensus support pathway for building capacity.
- Launched a new web hub for research capacity building initiatives and worked with NIHR CRN and NIHR ARC to align elements of the research support.
- Pilot scheme working with the NWC ARC to generate a database of mentors to support interns on the Mental Health Research Capacity programme.

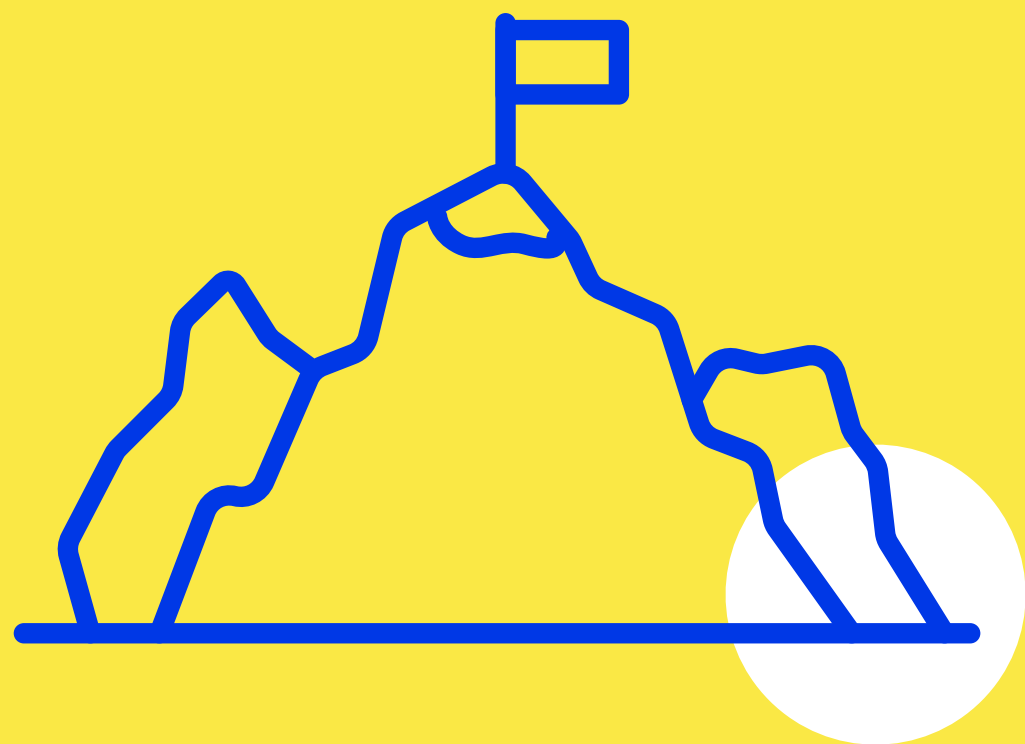
NIHR Clinical Research Facilities

- LHP was in full support of the applications for funding for two Clinical Research Facilities in Liverpool and provided funding for a bid writer for the process along with a package of communications and PR activity throughout the bid process.
- In March, The National Institute for Health and Care Research (NIHR) awarded the funding to the Liverpool Clinical Research Facility hosted by Liverpool University Hospitals NHS Foundation Trust and Alder Hey Children's NHS Foundation Trust worth a total of £7.3m.
- LHP continues to work with both CRFs to improve the implementation and delivery of studies.

NIHR CRN

- Collaborated on a project to make research more visible within hospital trusts in Liverpool City Region. This included making career opportunities more available to build research capacity.
- LHP contributed to the **CRN research careers website** bringing together the region's different research career paths into one place.
- The CRN has been an integral member of SPARK since launch. The team and processes are in place to streamline and enhance the CRN offering to researchers across key areas such as study set up, research grants and fellowships and research sponsorship.





LANDMARK MOMENTS



LANDMARK MOMENTS

CULMINATION OF THE 2019–2022 STRATEGY

March 2022 saw the culmination of the 2019–2022 strategy. During those three years we are proud that we have been able to build a robust and resilient organisation that has helped mobilise the collective research and innovation strengths of our academic and health and care partners to deliver real-world benefits for the people we serve.

You can read more about the achievements of LHP and our members on page 14.



LANDMARK MOMENTS LAUNCH OF THE GRAND ROUND WEBINARS

The LHP Grand Round webinars were launched to increase opportunities for learning and collaboration in our local system. Four events have taken place so far covering topics including our new Living Well programme, a system wide approach to innovation and Neuroscience and Mental Health. We have more events planned for 2022/23. Follow us on social media or see our website for more information.



LANDMARK MOMENTS



SYSTEM WIDE DASHBOARDS

Implemented in April 2021, The System Wide Performance Dashboard is being used across LHP Partners. This enables us to, for the first time, have a helicopter view.

Our Dashboard provides additional real-time reporting, plus the ability to interrogate regularly updated data readily available to the user.

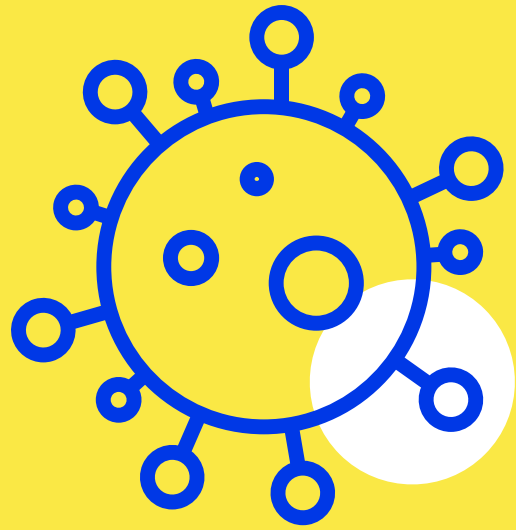
Streamlining of LHP SPARK processes and review of EDGE data points has supported further reporting outputs. This includes capturing greater project specific details, and delays in reporting.

Escalation reports now feed through the System Wide Dashboard, to report upon SPARK and Trust deliverables. 'Live' escalation will be introduced in the coming months to provide partners with analysis of any area of study set up.

Grants and Sponsorship pages have had additional development to provide greater information to users and added functionality to focus on specific areas.

Improvements are ongoing and feedback from users is welcomed to support future versions and changes.





THE LHP STRATEGIC PLAN 2019–22



THE LHP STRATEGIC PLAN 2019-22

STRATEGIC REVIEW 2019/22

In 2019 we set out on the journey to achieve our three-year strategy, a bold, ambitious plan.

OUR MISSION

To unify the clinical and academic strengths of Cheshire and Merseyside to improve population health outcomes and economic productivity.

THE VISION

By 2022, LHP will have transformed the strategic landscape for research, education and service for Cheshire and Merseyside.

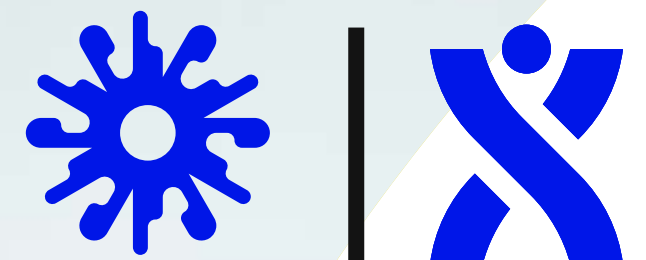
This was to be underpinned by organisational values:

Authentic, Proactive, Inclusive.

With the ethos captured in strategic principles Collaborate, Discover, Improve.

The strategy contained seven strategic objectives:

1. Make Cheshire and Merseyside a more attractive place to do research.
2. Improve capacity and capability.
3. Improve opportunities for partners to contribute to LHP.
4. Improve the recognition and profile of LHP.
5. Ensure continual improvement of LHP.
6. Develop and support the innovation pipeline.
7. Focus research on the region's health needs.



THE LHP STRATEGIC PLAN 2019-22

MAKE CHESHIRE AND MERSEYSIDE A MORE ATTRACTIVE PLACE TO DO RESEARCH



Given the significant health needs of our region we must exploit to its full potential our unique local health economy which its large number of specialist trusts and high concentration of universities.

LHP provided bid development support and a package of communications and PR activity during the application process.

[Read more.](#)

SPARK

The Single Point of Access for Research and Knowledge (LHP SPARK) launched in October 2019. It has streamlined and harmonised services that support and underpin health research, driving down study set up times. See page 35.

It has aligned a fragmented support system. Working alongside the NIHR ARC, NIHR CRN, NHSE/I, and Innovation Agency (IA).

CRF BIDS

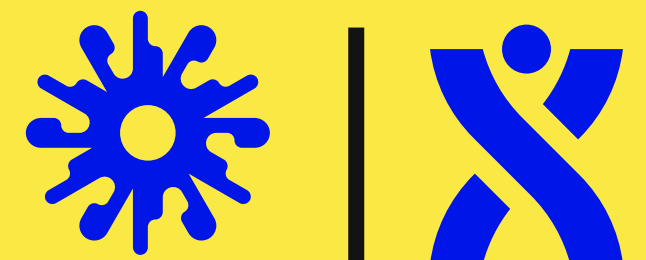
LHP was in full support of applications for the funding of two Clinical Research Facilities in Liverpool. In March The National Institute for Health and Care Research (NIHR) awarded the funding to the Liverpool Clinical Research Facility (CRF) hosted by Liverpool University Hospitals NHS Foundation Trust (LUHFT) and Alder Hey Children's NHS Foundation Trust worth a total of £7.3m.

SYSTEM WIDE DASHBOARDS

Implemented in April 2021, The System Wide Performance Dashboard is being used across LHP partners. Further developments have provided additional reporting areas, and the ability to interrogate data which is updated regularly and is readily available to its users. See page 13 for more details.

ESTABLISHED OUR PROGRAMMES

£35m of grant submissions since 2019, with approximately £5.8m in awards to date; supported the development of 20 new Principal Investigators across the Partnership; supported the development of three Early Career Researchers within our Mental Health and Neuroscience Programme with their first grant applications, with two having been successfully awarded. All programmes have undertaken a 'bottom up' priority setting process which has led to 17 Special Interest Groups.



THE LHP STRATEGIC PLAN 2019-22

IMPROVE CAPACITY AND CAPABILITY



Supporting a culture of research and innovation across our partner NHS trusts, ensuring the relevance of research and innovation to frontline staff and growing research leadership and delivery capacity across the system.

APPOINTMENT OF HEAD OF RESEARCH CAPACITY BUILDING

see page 33.

MEMBER AND STAKEHOLDER CONSULTATION

Completed consultation on research training and development need, and delivered workshops and group meetings for evaluation skill development, grant development and training across partners to 250 plus people in research grant development and submission processes.

GOVERNANCE STRUCTURE

Drove the evolution of the clinical leadership strategy for research and development by establishing a clinically led democratised governance structure to underpin LHP SPARK and LHP programmes; enhancing the opportunities for clinical leadership of research management.

NEW WEB HUB

Launched a new web hub for research capacity building initiatives and worked with NIHR CRN and NIHR ARC to align elements of the research support pathway.

NATIONAL POLICY

Submitted responses to key national policy consultations on research and innovation.

SYSTEM WIDE INITIATIVES

Supported the development of key strategic system wide initiatives to enhance evidence into practice, including, the Cheshire & Merseyside Integrated Care System funded System P population health management programme led by Mersey Care NHS Foundation Trust.



THE LHP STRATEGIC PLAN 2019-22

IMPROVE OPPORTUNITIES FOR PARTNERSHIP



A core value of LHP is exclusivity and to achieve this, each partner must have influence over our strategic direction and make a meaningful contribution.

SPECIAL INTEREST GROUPS

More than 400 people have engaged through the creation of 17 special interest groups within our programmes.

THE APPOINTMENT OF PROF MATT ASHTON

Prof Ashton, Director of Public Health for Liverpool, appointed Programme Director for LHP's Living Well and has convened a strategy writing group.

STOP COVID

The LHP system acted rapidly and at scale to streamline processes across the COVID-19 research pipeline. To achieve this a temporary command and 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 created the Strategic One Liverpool Partnership for COVID (Liverpool STOP COVID). This enabled Liverpool to be the sixth highest recruiter nationally to COVID vaccine and treatment studies.



THE LHP STRATEGIC PLAN 2019-22

IMPROVE RECOGNITION AND PROFILE OF LIVERPOOL



We recognised that our profile needed to be raised for not only our current stakeholders but also our wider audience to demonstrate delivery of strategy, providing value for money and attracting new members.

APPOINTMENT OF COMMUNICATIONS MANAGER

Melanie Harvey was appointed, coming with a strong background in communications and journalism. A new brand and website were launched in 2021, and communication strengthened with partners.

LHP Social media audiences have grown by more than 1,000, regular newsletters are distributed to an audience of more than 500 stakeholders and there is improved collaboration with partners. This was illustrated by the CRF bid work with Alder Hey and World Heart Day activity with LHCH.

MEDIA COVERAGE

Coverage has been achieved in national media for the Ask, Listen, Act study, see page 25. World Heart Day activity covered on radio; regular columns appear in the Liverpool Echo featuring day in the life blogs, awareness campaigns and thought leadership pieces.

LHP SPARK FINALISTS IN THE HSJ PARTNERSHIP AWARDS 2022

This recognised the collaboration of LHP partners during COVID-19.

ADVISORY BOARD APPOINTED

This Board has been created, and is constituted of international experts.



THE LHP STRATEGIC PLAN 2019–22

ENSURE CONTINUAL IMPROVEMENT



We recognised that LHP needed to constantly improve, requiring an organisational development programme for core staff.

ENSURED ROBUST AND AGILE CORPORATE GOVERNANCE ARRANGEMENTS

This was achieved through the refresh of LHP's Corporate Governance processes and Manual in 2020.

LHP ORGANISATIONAL DEVELOPMENT PLAN

Read more on page 41.

REVIEW OF ADMINISTRATION TEAM AND NEW RECRUITS

THE START OF THE IMPLEMENTATION OF A BENEFITS REALISATION PROCESS

PERFORMANCE ASSURANCE REVIEWS

These are held each year with the aim to assure the Board of the progress of our programmes. These reviews revealed a number of exciting impacts in addition to areas for improvement and development.



THE LHP STRATEGIC PLAN 2019-22

DEVELOP AND SUPPORT THE INNOVATION PIPELINE

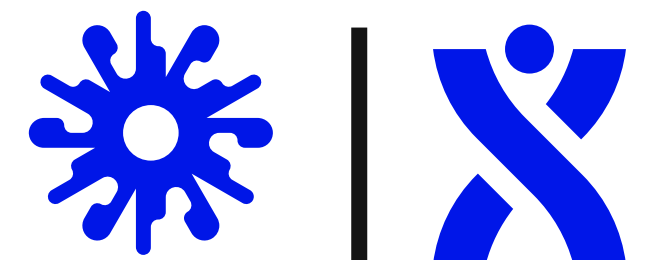
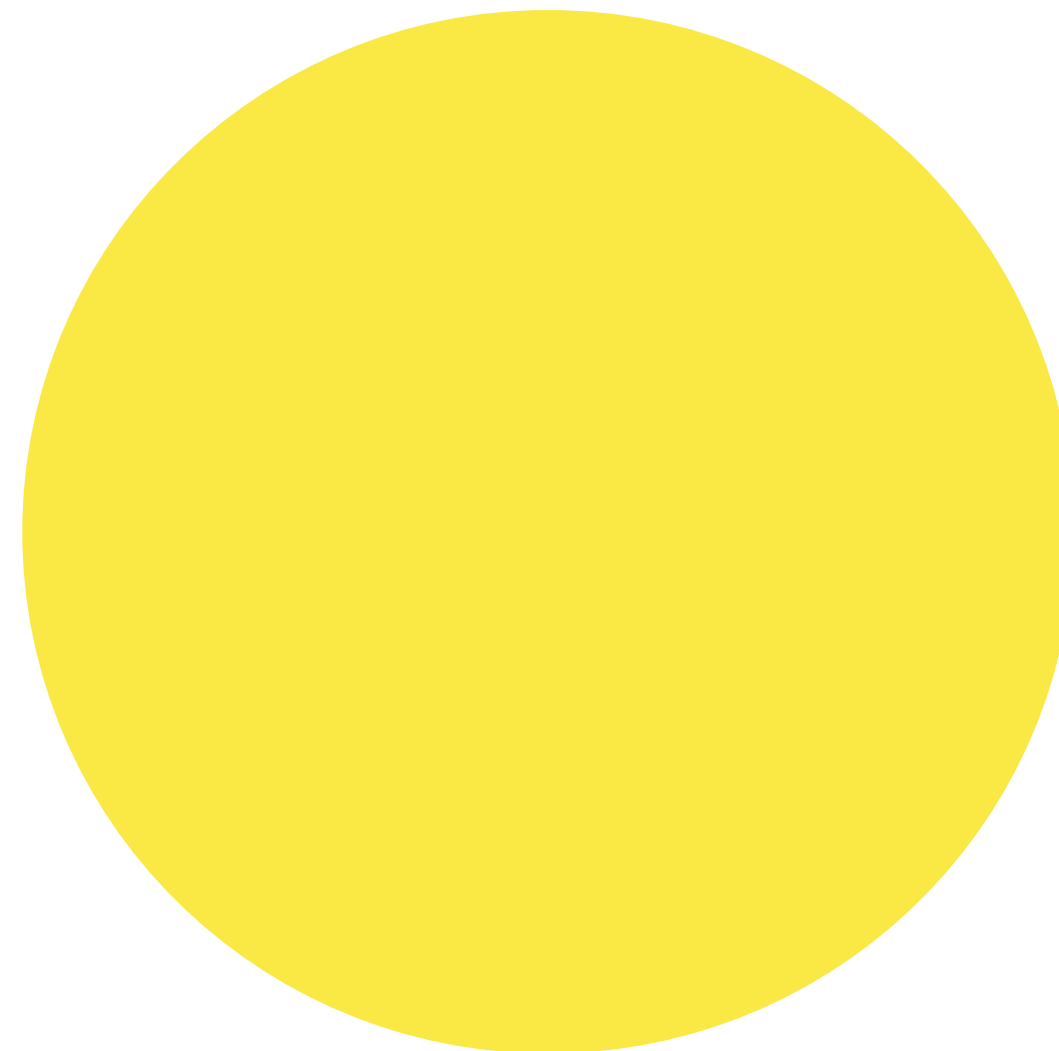


In partnership with the Innovation Agency, we agreed to recognise the need to augment innovation in the academic health science networks.

ESTABLISHED AN INNOVATION PROGRAMME FOR LHP

This includes a joint managerial appointment between LHP and the Innovation Agency. Since 2021, the programme has:

- Brokered 28 relationships between UK based and international SMEs and the local health and social care system.
- Supported the submission of 21 innovation grants involving SMEs and other partners.
- Started to align research and innovation project reporting to the north-west wide Innovation Pipeline via our Digital and Informatic programme.
- Supported development of the LCR Civic Data Cooperative bid which was awarded £5.3M from the LCR Combined Authority.



THE LHP STRATEGIC PLAN 2019–22

FOCUS RESEARCH AND EDUCATION ON THE REGION'S HEALTH



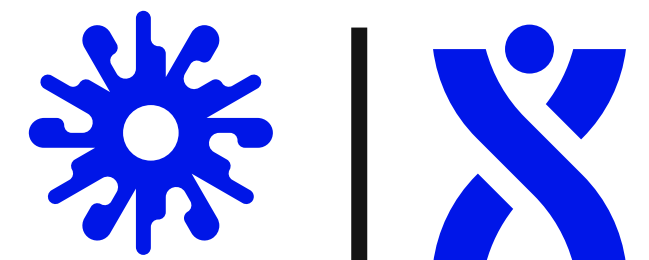
DEVELOPMENT AND IMPLEMENTATION OF PRIORITY DRIVEN, CO-PRODUCED STRATEGIES

This happened via consultation with partners, and now with integrated programmes in Cancer, Cardiovascular, Infection, Starting Well and new strategies in Living Well and Neuroscience and Mental Health.

APPOINTMENT OF LIVING WELL DIRECTOR PROF MATT ASHTON.

APPOINTMENT OF NEUROSCIENCE AND MENTAL HEALTH PROGRAMME DIRECTOR CONOR MALLUCCI AND PROGRAMME MANAGER JADE THAI.

THE LIFE COURSE APPROACH OF PROGRAMMES WITH INFLUENCE ACROSS THE TIMELINES OF LIFE.





MAKING A DIFFERENCE

THE WORK OF OUR PROGRAMMES

Every research area across LHP aims to improve health, social, and economic outcomes across Cheshire & Merseyside.

The work we undertake at local level has the potential to make a global impact through knowledge-sharing and harnessing the power of collaborative approaches to research.

Our Programmes address specific issues to our local population and are framed by the life course framework which allows us to explore these issues across all stages of life.

The Programmes aim to harness collective expertise, and expand research capacity within our region whilst working together to enhance innovations in the health and care system.



MAKING A DIFFERENCE STARTING WELL



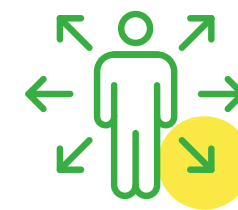
DEVELOPING WORK AROUND CHRONIC CONDITIONS AND DEPRIVATION

Funding awarded by the North West Coast Clinical Research Network secured to undertake a programme of work focused on chronic conditions and deprivation, particularly focused on understanding the experiences of families with children who have a chronic condition. The funding will help establish a chronic conditions research development network with a strong patient and public involvement focus.



FUNDING BOOST FOR RESEARCH ACROSS THE LIFECOURSE

The Starting Well, Living Well, Ageing Well theme, University of Liverpool, has been allocated approximately £125,000 from the £230 million Higher Education Innovation Fund (HEIF) to support and develop a broad range of knowledge-based interactions between higher education providers and the wider world, which results in benefits to the economy and society. The funding will particularly support research across the life course, chronic conditions and the impact of health inequalities on long term outcomes, tackling obesity continued support of Child-Friendly Cities and utilising data to understand and develop targeted interventions for families with complex lives.



WORKING WITH PARTNERS ACROSS THE SYSTEM

Starting Well continues to work closely with the Women's Health and Maternity Programme (WHaM) and the Children and Young People's Transformation Programme (Beyond). This work specifically supports the partnership of academics with improvement programmes, ensuring that changes to practice are based on evidence and are rigorously evaluated throughout.



FACILITATING RESEARCH COLLABORATION

Through our support of a range of Special Interest Groups, from perinatal mental health through to chronic conditions and special educational needs. In the coming year, we will continue to support the development of new interest groups for example, a premature birth research network and chronic conditions researcher network.



SUPPORTING MORE THAN £10 MILLION WORTH OF RESEARCH APPLICATIONS

The Starting Well programme has continued to develop partnerships and support research applications. The most notable achievement for the system has been the recent funding received by The National Institute for Health Research (NIHR), with Alder Hey receiving £2m of the funding, for the next five years. This is a massive investment to the city of Liverpool and will help create better and safer medicines for children, young people of the city and beyond.



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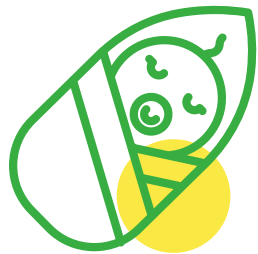
DR CARIANNE HUNT

Programme Manager for
Starting Well

lhpadmin@liverpool.ac.uk



STARTING WELL CASE STUDY



MAKING AN IMPACT AT A NATIONAL LEVEL

The Ask, Listen, Act project is a multi-disciplinary study undertaken by academics from Liverpool John Moores University, Edge Hill University and the University of Liverpool focused on Children and young people with special educational needs and disabilities (SEND) and their experiences of the pandemic and associated lockdowns.

The researchers used a wide variety of sources in their information gathering. They reviewed existing evidence and surveyed children, parents, carers and professionals including education staff, health and social care staff and those working within the Local Authority. They also held workshops in schools and within charitable organisations, where they met children and young people with SEND, parents/carers and professionals to gather their views. The findings from the study were formally launched in January, the launch was attended by relevant stakeholders (including professionals and parents) and the Deputy Children's Commissioner and the Chair of the All-Party Parliamentary Group for SEND. Evidence from the research about the impact of the pandemic on children with SEND was incorporated into the new SEND review Green paper.



Ask, Listen, Act - working together to inform the provision of Special Educational Needs and Disability (SEND) support for children after the COVID-19 pandemic

Dr Emma Ashworth (LJMU), Professor Lucy Bray (EHU), Professor Amel Alghari (UoL), Dr Carrie Hunt (LHP), Dr Joanna Kirby (LJMU)

@AskListenAct

<https://www.ljmu.ac.uk/research/centres-and-institutes/research-centre-in-brain-and-behaviour/expertise/forensic-and-social-research/suicide-and->



MAKING A DIFFERENCE LIVING WELL

APPOINTMENT OF OUR NEW PROGRAMME DIRECTOR

We're proud that Prof Matt Ashton was appointed Programme Director for our newest programme Living Well in 2021.

Living Well is a partnership with Liverpool City Council, to focus on how our research programmes can assist people of working age lead a sustained good quality of life.

Prof Ashton was appointed Director of Public Health for Liverpool City Council in April 2020 and is also Honorary Professor, Department of Public Health and Policy, University of Liverpool. He said: "I see LHP's Living Well programme as a natural fit with the work we are doing at Liverpool City Council."



PROF MATT ASHTON

Programme Director

lhpadmin@liverpool.ac.uk



ELIZABETH COLLINS

Programme Manager

lhpadmin@liverpool.ac.uk



STRATEGY IN DEVELOPMENT

A strategy writing group has been established, bringing together people to devise a plan to improve health and wellbeing and reduce inequalities in the communities we serve through research that responds to the needs of the local population.



ENCOURAGING SYSTEM-WIDE PARTNERSHIPS

LHP's Starting Well was part of a collaboration that submitted a bid for Health Determinant Research Collaboration (HDRC) funding. Working together with representatives from Champs, the collaborative is led by the nine Directors of Public Health in Cheshire and Merseyside. While the bid was unsuccessful this work indicated the direction of travel for the programme in collaborating across the region in this way.



LIVING WELL WEBINAR

The Living Well programme was the focus of the LHP Grand Round webinar held in December 2021, attended by more than 50 people and chaired by Beatrice Fraenkel, Chair of LHP partner MerseyCare. The audience was brought up to speed on the work of the programme so far and also heard about the efforts to build research capacity in local authorities in Cheshire and Merseyside, emphasising the importance of collaboration for this and LHP's other programmes.



MAKING A DIFFERENCE CARDIOVASCULAR



CONTINUOUSLY ENCOURAGING SYSTEM-WIDE WORKING

The Cardiovascular programme is proud to have supported more than 400 research and study papers produced from across the Liverpool Centre for Cardiovascular Science (LCCS) community. To help further encourage system-wide working a number of working groups have also been established. These working groups include; Cardio-Oncology, Cardio-Respiratory, Machine-learning/Artificial Intelligence and Cardio-Renal.

In March 2022, LHP Director of Research Programmes Prof Tony Marson chaired the LCCS Workshop which was attended by more than 90 people. They saw four presentations being delivered celebrating collaboration with the LCCS as part of the LCCS Research Showcase.



PROFESSOR GREGORY LIP

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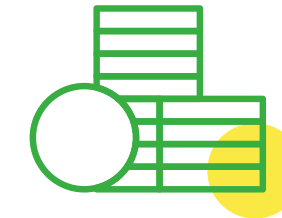
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WORLD HEART DAY, SEPTEMBER 2021

The Community Engagement and Involvement group that includes all LCCS partners, patients and our charity partner, Vital Signs Foundation, delivered a campaign for World Heart Day, September 2021. This included social media posts with facts, figures, and tips on heart health. Virtual activities took place, such as exercise classes and key buildings across Liverpool were lit red. The accompanying media campaign included radio and newspaper coverage. The activities were effective in raising the profile of cardiovascular disease and the effect on the local population. It also served to highlight CVD research taking place in Cheshire and Merseyside.



MORE THAN £2 MILLION FUNDING AWARDED

More than £2million was awarded to Liverpool Centre for Cardiovascular Science (LCCS); the funding will be used to establish new partnerships and foster new ways of working. One example includes the Huawei Stroke Study, awarded £655,000, that will use a smart band to screen people for the most common irregular heart rhythm problem, called atrial fibrillation, in patients following a stroke.



MAKING A DIFFERENCE MENTAL HEALTH



COLLABORATIVE WORKING

The Programme is working with Professor Nusrat Husain, Mersey Care's Global Research Director to establish collaborations and partnerships for applied mental health research with the objective of reducing health inequalities for communities locally, nationally, and globally.

MENTAL HEALTH AWARENESS WEEK

We marked Mental Health Awareness Week 2021 by asking researchers from our region why they do mental health research. The response was overwhelming and illustrated the commitment of people in our system to make a difference in this area.



PROFESSOR CONOR MALLUCCI

Programme Director Neuroscience and Mental Health
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DR JADE THAI

Programme Manager for Neuroscience and Mental Health
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SHAPING FUTURE RESEARCH AGENDA

We have been invited to be part of the NIHR ARC NWC IMPaCT Roundtable in Mental Health Research and Implementation. The IMPaCT Roundtable for Mental Health Research and Implementation brings together key individuals with expertise in mental health and wellbeing from academic, health and social care, third sector, community, and voluntary organisations, together with patients and public advisers who have experience of mental health services. It will provide a forum through which work to support capacity building in mental health research across the North West Coast region can take place.

£180,000 AWARDED TO USE ART TO TACKLE DEPRESSION

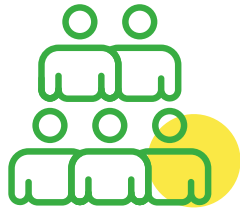
LHP is proud to be partner and collaborator on Prof Vicky Karkou successful application to the Arts and Humanities Research Council (AHRC) Arts for the Blues: Towards integrating the use of the arts in healthcare and cultural settings to tackle depression and improve wellbeing in the north-west. Evidence suggests that arts-based interventions are more accessible and attractive for people who find it difficult to talk about their problems or who are seeking an alternative to talking therapies. AHRC funding will be used to develop a strategy for making the Arts for the Blues intervention easily available to adults and children.

£150,000 FOR CHILDREN'S MENTAL HEALTH RESEARCH

We supported Victoria Furfie, Specialist Speech & Language Therapist and Chief Clinical Information Officer for Community & Mental Health Division Alder Hey Children's Hospital in obtaining her first NIHR grant. The funding was awarded through the NIHR Digital Health Technologies for Children and Young People's Mental Health special call with Co-investigator Dr Grahame Smith, Liverpool John Moores University.



MAKING A DIFFERENCE NEUROSCIENCE



HELPING TO FOSTER A NEW GENERATION OF RESEARCHERS

We are excited to assist the following who are helping to develop researchers of the future to benefit health: Prof Simon Keller University of Liverpool and Dr Antonella Macerollo Consultant neurologist Walton Centre who are supervising PhD students in neuroimaging studies of patients with moderate and advanced Parkinson's Disease (PD) this has driven greater understanding of the mechanisms and areas affected by PD.

This research has the potential to provide new insights into the neural mechanisms that directly contribute to specific motor deficits in the early stages of PD.

Prof Harish Poptani University of Liverpool and Dr Shaveta Mehta, Clatterbridge Cancer Centre, who are supervising a PhD student conducting an exciting project using novel MRI methods to understand the mechanism of treatment response and resistance in Glioblastoma multiforme.



**PROFESSOR CONOR
MALLUCCI**

Programme Director Neuroscience
and Mental Health
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SUPPORTING INNOVATIVE SOLUTIONS FOR NEUROLOGICAL CONDITIONS

Dr Deepti Bhargava Functional Neurosurgeon at The Walton Centre has led and created the international research network RESTORE+.

The RESTORE+ network is a multidisciplinary team of clinicians, engineers, physicists, physiologists, bioethics, health economists and lived experience experts to work together towards restoration of neurological function which enables interdisciplinary exchange of knowledge, ideas and experience, within the UK and globally. Its activities are aimed at creating new knowledge and providing fuel for further research. Through analysis of novel paradigms of stimulation using existing implanted devices, as well as feasibility work studying novel devices and paradigms in the setting of lesioning surgeries, the research work of RESTORE+ aims to further advance the knowledge of brain and spinal pathophysiology in neurological conditions resulting in loss of function. The research network aims to support feasibility work that looks at developing and validating neurotechnology for neurorestoration to accelerate translation to clinical practice.



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ENCOURAGING AND FOSTERING INNOVATION



ENCOURAGING AND FOSTERING INNOVATION

A JOINT APPOINTMENT WITH THE INNOVATION AGENCY

Haku Bhatt joined Liverpool Health Partners in 2021 in a new and quite unique position; the first joint appointment between LHP and the Innovation Agency (IA).

INNOVATION IN 2021/22

LHP innovation activities are driven by our clinical priority areas and are delivered in collaboration with the IA.

WHAT WE HEARD:

Outside of developing innovation through need identified at knowledge brokering workshops and hackathons, LHP has received Industry and SME enquiries, which exposed a gap in how we assess and coordinate such requests.

WHAT WE'VE DONE: A process is in development, in collaboration with the Innovation Agency, which will benefit our entire partnership.



HAKU BHATT

Programme Manager

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ACHIEVEMENT IN INNOVATION

28 relationships between UK-based and international SMEs and our local health and care system, and supported the submission of 21 innovation grants driven by SME partnership.

Managing the innovation pipeline by:

- Identifying products or interventions being developed by programmes, assessing their readiness against different stages of the pipeline and monitoring progress.
- Co-creating a process with IA to ensure a System Approach to Innovation. A Gateway Process has been proposed to filter down approaches that come in to LHP/IA. All innovation activity at LHP will be supported by LHP's Community Involvement and Engagement work.
- Developing and supporting programme and topic level innovation labs for the identification of need and knowledge brokering of solutions with clinical, academic, public and businesses.

- Working with the LCR Civic Data Co-operative (CDC) on specific projects and programmes such as Wirral Heart Study and Connected Mental Health. We continue to scope alignments and convening opportunities to ensure LHP Programmes continue to meet priorities for supporting the LCR CDC team.
- Working with LHP SPARK and LHP partners to develop consensus on working with industry and a support pathway for innovation governance.

LOOKING FORWARD

- Developing a community of practice for innovation managers and staff from partner organisations to enhance collaborative opportunities and peer support.
- Working alongside the NIHR CRN and the LHP/CRN Industry and Innovation group to showcase system expertise and promote engagement with pharma and SMEs.
- Continuing to support initiatives that align to the NW Innovation Pipeline to streamline information capture and reporting.





EDUCATION & RESEARCH CAPACITY BUILDING



EDUCATION & RESEARCH CAPACITY BUILDING

EDUCATION AND RESEARCH CAPACITY BUILDING

LHP aims to improve capacity and capability of partners and the wider Liverpool system and supporting a positive, inclusive culture of research and innovation and growing capacity for research leadership and delivery.

Our priority is to support partners to build research competency and capability of staff in a sustainable manner, specifically via understanding and developing key skills in individuals and groups, to engage, contribute to and lead research activity.

All LHP teams contribute to the capacity agenda:

- LHP programmes support the development of capacity and capability facilitating the development of research projects and promoting collaboration.
- LHP SPARK offer training in research processes and governance – in 2021/22 LHP SPARK have run 21 sessions delivered in 2021/22 for 250+ staff across our partners.
- Co-creating and delivering infrastructure to support research, innovation and education.



GILLIAN HUTCHEON

Head of Education and
Research Capacity Building
Gillian.Hutcheon@lhch.nhs.uk

HEAD OF EDUCATION AND RESEARCH CAPACITY

The LHP Head of Education and Research Capacity was appointed in November 2021 to continue to build momentum behind LHP's capacity building programmes.

KEY ACHIEVEMENTS IN CAPACITY AND EDUCATION

- Working with the CRN, ARC and IA to develop a consensus support pathway for building capacity.
- A consultation with LHP members has defined 'Capacity Building Priorities, Barriers and Support Opportunities' and enabled the co-creation of a draft LHP Research Capacity Development framework.



EDUCATION & RESEARCH CAPACITY BUILDING

THE LHP CAPACITY DEVELOPMENT FRAMEWORK

The draft Research Capacity Development programme of work was launched at the fourth Grand Round in March 2022.

It will deliver across key workplans:

Develop capacity and education activities:

1. An LHP Research Capacity web hub has been created to support researcher development, career progression and RCB activity.
2. Researcher roadmaps have been developed by LHP SPARK, NIHR ARC NWS and NIHR CRN NWC ready to link together and the LHP RCB web hub will use this information to signpost researchers to relevant training and support activities to enhance workforce engagement in research.

Develop an approach to enhance Diversity, Inclusion, Culture and Equity in Research

1. Equality, diversity, and inclusivity are key to high quality research and are fundamental to LHP's capacity development framework.
2. LHP, working with partners, is developing a Diversity, Inclusion, Culture and Equity in Research (DICER) Framework to develop and embed best practice in our approaches.

Promote data informed research development:

Our Workforce Observatory will gather data to maximise the cross LHP collaboration, and support the development of workforce training and support initiatives to enhance capabilities and retention of research staff.

1. Our Research Capacity Building Special Interest Group is undertaking a baseline survey of researcher capability across the medical, AHP, nursing, midwife, pharmacy, public health and social care workforce in Liverpool. This ambitious project, run with LHP partners and Liverpool City Council will capture a unique profile of research capability across our region and will enable evaluation of future researcher development interventions.
2. Building on data collected during STOP COVID, further information on the characteristics of our local research workforce is currently being collected to generate a workforce observatory.





LHP SPARK AS A CATALYST FOR CHANGE

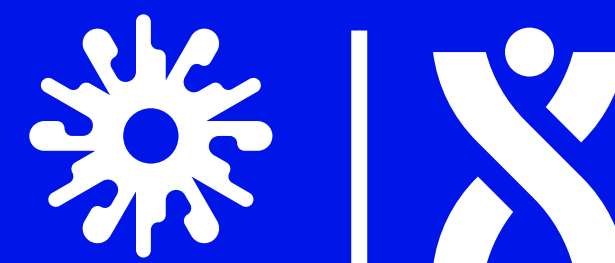


ABOUT SPARK

The LHP Single Point of Access to Research and Knowledge (SPARK) is our joint research service bringing together our partners' research functions to facilitate and deliver world-class health research and support investigators and research teams.

LHP SPARK provides support and guidance for grant applications and works in close collaboration with LHP member organisations, NIHR Clinical Research Network North-West Coast (CRN NWC), NIHR Research Design Service North West (RDS), NIHR Applied Research Collaboration North West Coast (ARC), Liverpool Clinical Trials Centre (LCTC) and Innovation Agency North West Coast (IA).

There was recognition for LHP SPARK and our partners when named as finalists in the HSJ Partnership Awards in 2022.

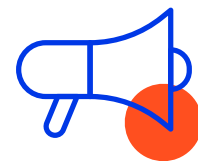


SPARK GRANT APPLICATIONS 2021/22



100%

Grant Applications facilitated through SPARK.



21.8%

Success rate.



£3.89m

Total amount awarded.



111

Grant applications submitted.



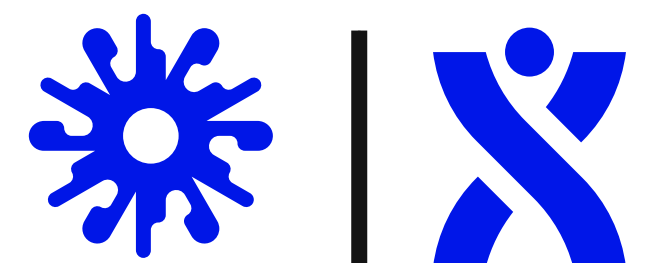
12

Successful.

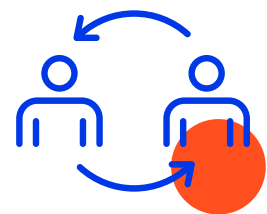


56

Pending outcome.



STUDY DATA



12

8 NHS Trusts & 4 HEIs
working collaboratively.



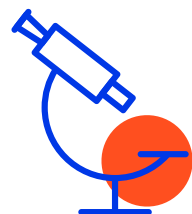
218

Number of studies opened
through SPARK.



77.9%

Studies meeting the 40 day
set up target.



9

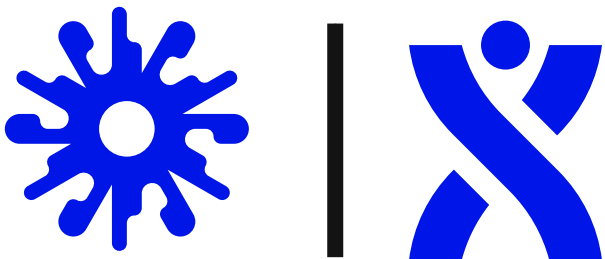
Median study set up
time in days (down from
17 in 20/21).



26,226

Total number of patients
recruited in to studies.

* CRN figure for LHP sites has not
been validated yet.



SPARK – MAKING A POSITIVE DIFFERENCE

WE ASKED OUR PARTNERS FOR FEEDBACK ON OUR GRANT SERVICE.

THIS IS WHAT THEY TOLD US....

// The overall experience was seamless. The staff were very friendly. They clearly described what was needed and spent time discussing the requirements of the project which made the process really easy."

// Helpful at all stages and in organising the funding."

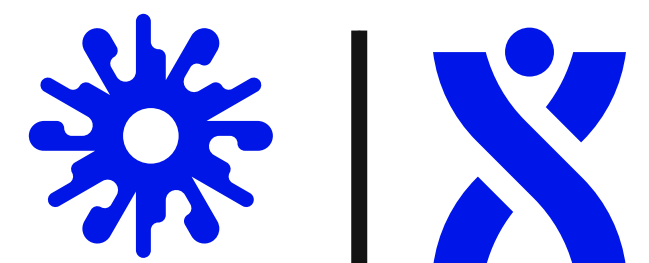
// An overview of how to begin working with SPARK would be helpful. Sorry if I've missed it! That would need to be visible through the University's website as well."

// Completed SoCAT that funders require."

// I would like to thank SPARK for their support and assistance in preparing this application. Their guidance and help has been invaluable."

// They make the process slicker and less stressful. Communicating with other R&D units reduces the burden of tasks in submitting a grant."

// Helpful at all stages and in organising the funding."



LHP SPARK CASE STUDY

LHP SPARK's Business Intelligence Team and SPARK Facilitators created an extended dataset to capture and catalogue causes of delay experienced throughout the setup process across the system.

Studies that had progressed through setup in the financial year 21/22 were reviewed and additional data was captured. Data was benchmarked, analysed and presented to the Trust R&D Leads. Delays were identified in areas like prioritisation for support, contracting, sponsor interactions and of team activities (SPARK, R&D and study delivery teams).

Recommendations were:

- to include a review and refresh of the current data collected throughout setup across SPARK R&D.
- implement a live reporting function for delays currently experienced in the setup of research studies.
- establish a research delivery working group to review and escalate delays for mitigating action, and to share best practice across the system.

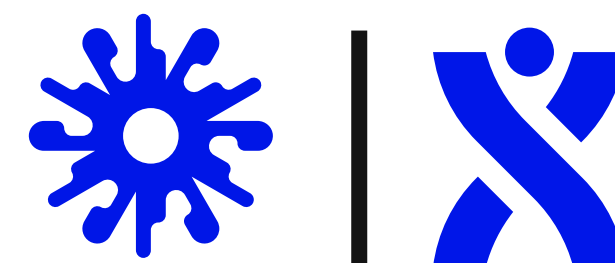
How Trusts are using the data:

"Information will be used as part of our set up process management - share learning and improve our process internally."

"Helpful to have a note on the report explaining the definitions and targets that have not been met."

"Information will be shared and discussed as part of [our] governance structure and inform current QI plan."

[this is] "evidence for additional support that is required within WC/system in relation to capacity and service departments."





COMMITMENT TO OUR PEOPLE



LANDMARK MOMENTS

TEAM WELCOMES



PROF MATT ASHTON

Prof Matt Ashton joined as Programme Director for Living Well, a partnership with Liverpool City Council, to focus on how our programmes can assist people of working age.



PROF GILLIAN HUTCHEON

Prof Gillian Hutcheon joined us as Head of Research Capacity to develop the potential for NHS workers to engage with research and develop research leaders.



MICHAEL NOORZADEH

Michael Noorzadeh was appointed Cancer Programme Support Manager and is working to strengthen LHP's close collaboration with the Liverpool Cancer Research Institute to respond to research needs in this disease area.



DR MARK JACKSON

We said goodbye to our Director of Delivery and Performance and Deputy Chief Executive Dr Mark Jackson as he moved into retirement. He said: "LHP has provided a fitting end to a blended career in academia and the NHS. I wish the LHP every success."



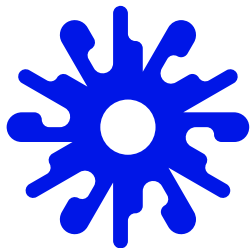
CHIEF OPERATING OFFICER PROF NICOLA WILSON

A very warm welcome is due for our new COO Prof Nicola Wilson.



I joined LHP in January 2022 and have a vested interest in making a difference to the health and wellbeing outcomes of the people of the city region. I was born in the old maternity hospital on Oxford Street and was raised in north Liverpool. My Dad still lives in the south of the city, so I am incredibly familiar with the people, the culture, and the infrastructure, of the strengths we have in abundance and the challenges that our city region faces. I have spent my career building a reputation as a convenor and collaborator, cognisant that when we work together, we make magic happen. I am honoured to have taken custodianship of the COO role at LHP in a new era of post-pandemic recovery and policy priorities for our scientific and clinical community.

"No one can whistle a symphony; it takes a whole orchestra to play it." Halford E. Luccock. With these objectives in mind, my eyes are firmly focussed forward, excited for the opportunities to showcase the best of what we are.



FIND SPARK NEW STARTERS ON PAGE 43



LANDMARK MOMENTS

SPARK STAFF

CHANGES

LHP SPARK NEW STARTERS



THOMAS RICE
SPARK Strategic Operations Manager



NIA BROWN
SPARK Research Administrator



GILL REES
SPARK Research Pillar Lead



KYM NICHOLLS
SPARK Research Administrator



ATUL KOTECHA
LHP Contracts Officer

MOVERS AND PROMOTIONS



LAURA RIVETT
SPARK Research Administrator to SPARK Research Facilitator



NICOLE CLAMP
SPARK Research Facilitator to SPARK Research Pillar Lead



ELIZABETH COLLINS
LHP Programme Manager (Living Well) to SPARK Programme Manager (Primary Care)



REINFORCING OUR COMMITMENT TO OUR PEOPLE

During 2020, we undertook a comprehensive assessment of our internal culture drawn from an organisational survey and a team based coaching approach to identifying opportunities for organisational improvement. As a result we have embarked on the implementation of an Organisational Development plan to develop the leaders of today and tomorrow, encourage engagement from our people, recognise and reward their efforts, and create a culture of wellbeing.

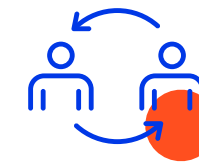
WE HAVE



Introduced monthly team meetings including Executive briefings, workshops, collaboration activities, and social time.



Appointed a Freedom to Speak up Champion.



Encouraged training, mentoring and buddy schemes.



Created a new staff handbook so all new starters to LHP have the chance to learn about our organisation.

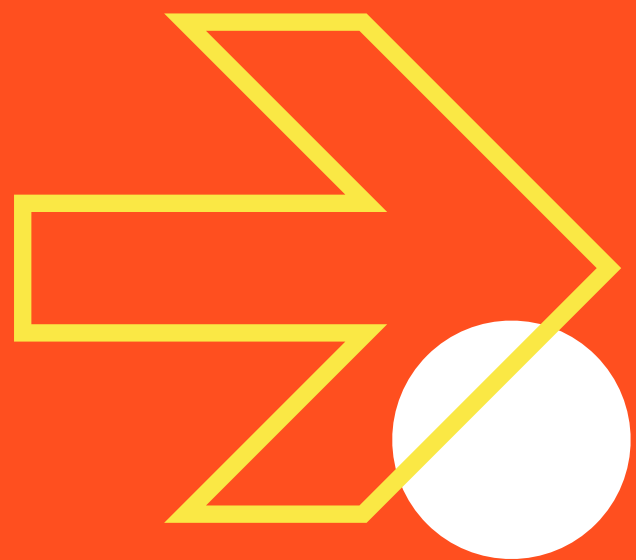


Created a culture of wellbeing with the formation of a working group and training sessions.



Launched LHP Stars, our reward and recognition scheme with both internal and external nominations.



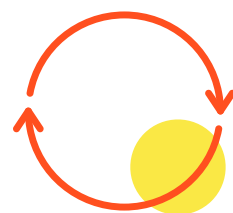


FUTURE THINKING

We can't look back at the last 12 months without sharing our exciting plans for 2022/2023.

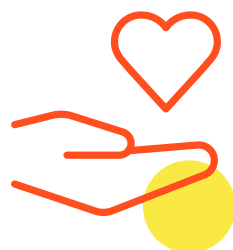


FUTURE THINKING



REFRESHING OUR APPROACH AND CONTRIBUTION

Following the completion of the 2019-22 strategy, LHP has been working in close collaboration to shape a new strategy to help us to imagine a bold new vision for the future and encourage even more cross collaboration across the system.



STAFF WELLBEING GROUP

LHP is committed to ensuring our staff work in an encouraging and safe environment and a new staff wellbeing working group has been established to show our commitment to our people.



EDUCATION WEBINAR

An annual webinar introducing the research infrastructure across the NWC including presentations from LHP, SPARK, NWC CRN, NWC ARC, NWC RDS and IA is being planned with the subsequent recording available for educating new researchers. This sits alongside continued work to grow the LHP capacity and education web hub



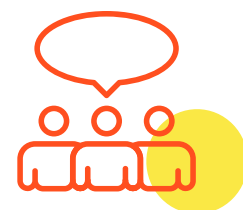
TRAINING IN RESEARCH

Future events are being planned to support LHP partners' training around securing research funding, how to promote the value and impact of research via workshops and events, and co-creation events with the partners for 'how to get into research' training for new staff.



MENTORING

An LHP mentoring and support programme will be developed in collaboration with all partners and will include a pilot scheme working with the NWC ARC to generate a database of mentors to support interns on the Mental Health Research Capacity programme.



DIVERSITY, INCLUSIVITY, CULTURE AND EQUITY IN RESEARCH

As part of the DICER work programme we will support a culture of research and innovation – A Research Culture Campaign is due to launch in 2022/23 which will encourage a culture of research among staff in our partner NHS trusts and increase the number of research aware staff.





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