

# Grounded Research @ RDaSH

**Research Strategy - Phase 2**  
**2016-2019**  
***MOVING FORWARD***



## FOREWORD

“Since 2014, the Grounded Research Team have delivered an extra-ordinary change across all services not only in terms of engagement and delivery of research but also in terms of profile and ambition.

We have built Research from the ground up.

We have done this whilst steadfastly remaining dedicated to the principle that research should be open to anyone. The very name “Grounded Research” embodies our intention to offer inclusive Research.

Over the last year a number of themes have emerged through the work of Grounded Research from different starting points including existing areas of interest and expertise and perceived “gaps” in the research agenda.

The next 3 years will see us not only continue to build our core credibility but also increasingly target our attention towards accessible research for the most vulnerable in our community.

We shall continue to blend great ambition, whilst maintaining our reputation for doing what we set out to do and more.”

“However beautiful the strategy, you should occasionally look at the results” – **Sir Winston Churchill**



**Dr Navjot Ahluwalia**  
**Executive Medical**  
**Director & Research**  
**Director**

## ABOUT US

The Grounded Research Team offers an open door policy to all staff to provide comprehensive support for any aspect of the research process. This includes the entire process from idea, to research design through to protocol development and application for funding.

The Research Office seeks to simplify and streamline the process from 'having a research idea' to testing this in clinical practice. The office aims to:

- Align staff with academic colleagues with similar fields of interest
- Assist with applications including applications to national Research Ethics Committees
- Ensure all necessary support departments are fully informed and consulted to ensure the study can be successfully delivered
- Advise on funding streams
- Provide ongoing support throughout the conduct of the study so as to support compliance with any national regulations.

## EXECUTIVE SUMMARY

This strategy sets out the next three years of Grounded Research at RDASH. It adopts a pragmatic approach by presenting our ideas across three pillars that map the direction and ambition of our staff.

At the centre of our strategy is a dedication to healthcare equality. In healthcare, this is often described as a “dispassionate” approach in an attempt to remove bias. Similarly, we think of our approach as trying to achieve the most within limited resources and with an unwavering equality towards all service users.

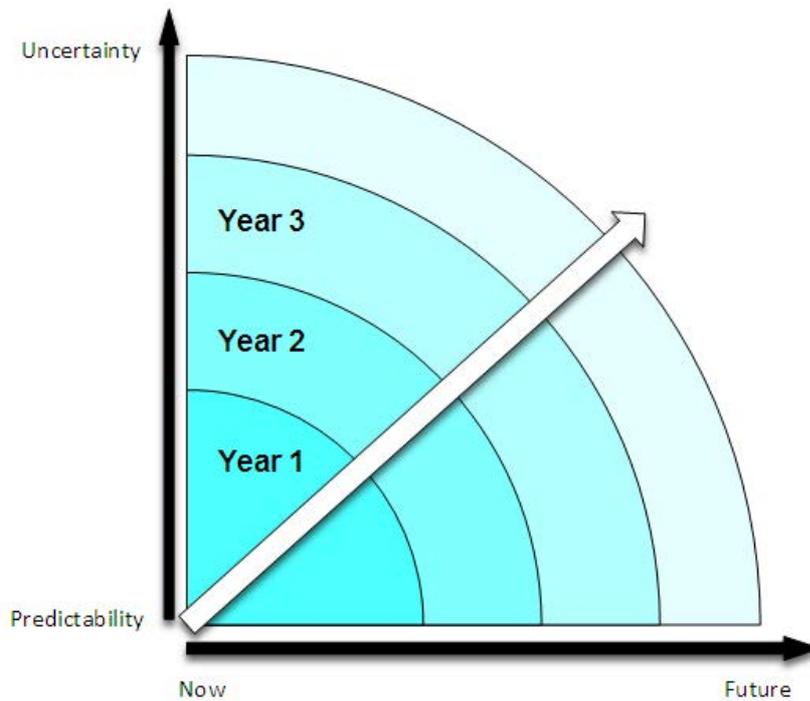
There is a common thread to our research: a belief that all of these areas are interconnected. We are setting out to research nutrition and behaviour in the near future, and we want to understand how this will also benefit many of the other areas we look at.

In simple terms we assess how we have successfully fulfilled the criteria from the last three years of our strategy.

1. In Pillar One we reflect upon how we will continue our day-to-day core services and maintain the high standard of research we have accomplished up until now.
2. In Pillar Two, we map out the accomplishable goals that we foresee in the near future: opening our Centre for Nutrition and Behaviour, increasing research in primary care, for example filling the research gap of offender and ex-offender health, and strengthening research into dementia.
3. Finally, in Pillar Three we set some high targets of accomplishment: we will set out to further-research areas such as child sexual exploitation with partners, and embolden our research into end of life care and Deaf mental health services for adults.

## METHODOLOGY

### How We Approach The Next 3 Years of Research Strategy



A timeframe looking out 3 years means there is a degree of uncertainty in our operational environment. This research strategy aims to identify gaps and mark milestones for the future of our research. The graph above illustrates how our strategy faces uncertainty over time and why research may need to adapt to contextual circumstances.



### Pillar One

This builds on important previous work

such as promoting partnerships, increasing research output and multiplying capacity



Will focus on research with readily-achievable capacity

The Centre for Nutrition and Behaviour  
Primary Care  
Offender Health  
Dementia

### Pillar Two



### Pillar Three

Child Sexual Exploitation  
End of Life Care  
Deaf Mental Health Services

Track our progress:  
Twitter: @rdash\_nhs  
Facebook: RDaSH NHS

Read the full plan at

## Introduction and context

### The need for quality research

Rotherham Doncaster and South Humber NHS Foundation Trust (RDaSH) operates services in 260 locations across Rotherham, Doncaster, North Lincolnshire, North-East Lincolnshire and Manchester. We employ over 4,300 staff and around 115,000 people access our services each year.

The strategic goals of the organisation are to:

- Continuously improve service quality, safety and effectiveness for our service users and carers.
- Deliver excellent services by nurturing the talent, commitment and ideas of our staff.
- Ensure value for money and increased organisational efficiency.
- Adapt and deliver services to meet changing local needs delivered through enhanced local partnerships.
- Improve further our reputation for quality by maintaining excellent performance and developing a strong market position

All over the globe researchers are quietly changing the world. Occasionally one will make headlines with a major breakthrough. More often research goes on in the background creating new ideas, advancing technology, changing policy, improving health and wellbeing.

Research matters because it can offer creative solutions to real life issues; it can help leaders make informed decisions; and it can produce fresh, indispensable knowledge that would not otherwise exist.

In our context quite simply it can improve people's lives; it can ensure that the best and most effective interventions are available; it can ensure our staff are experts; and it can prepare us for what happens in the future.

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## SUMMARY OF 2013 - 2016: REVIEW

### We promoted engagement with key stakeholders:

- Actively engaged service users and carers in our Research agenda: research cafes, research conferences.
- We are now participative key partners for a number of research organisations e.g. Yorkshire and Humber CRN - Clinical Research Network, CLAHRC, and other care providers.
- We have developed coherent and productive relationships with Universities/Academic institutions not only in Yorkshire and Humber but further afield. This includes Hull, York, Leeds, Sheffield University (in particular ScHaRR), Sheffield Hallam University and Huddersfield, Oxford to name a few.
- We now participate in local, national and profession-specific networks both internal and external to the Trust. We are particularly trying to develop our networks within allied health professional networks and nursing networks. We have also been heavily involved in raising the profile of research and supporting the learning of medical trainees.
- The Trust has developed appropriately framed and governed relationships with Industry.

### We have built our research capacity and capability: we now have a “Research ready” workforce:

- The Trust has maintained and developed the research governance structures. We have continued to develop and improve towards the health authority stage.
- We have created a skills register to understand the breadth of our capabilities
- We are working closely with our library services and this has developed our ability to analyse existing research
- We have raised the profile of our research amongst our staff, carer and service users
- We proactively link staff conducting research in similar fields
- We actively work with our operational services to support staff to be released to engage with research
- The Trust supports delivery and application through peer support, community of practice groups and research cafes or drop-in sessions. We've also recently hosted regional-wide development opportunities e.g the Principal Investigator (PI) development day.
- We now actively commission bespoke training and development to enhance our Research capacity and capability
- We actively develop both individual and team skills for example: we have hosted a number of GCP (Good Clinical Practice) sessions and have sourced tailored support for individuals to be research ready.

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### **Communications, marketing and building a reputation.**

- The Trust now prepares and publishes more research publications than before
- We have developed a social media presence to promote the Trust research agenda
- The Trust prepares regular updates on research for Board committees.
- We now have an increasingly successful annual Research conference
- We have developed the 'Grounded Research' branding in conjunction with the Trust Communications Team
- We have maintained a multi-stranded approach to the development of relationships. We have sought to help partners achieve their outcomes as well as ours.
- We now develop, maintain and improve our public profile and reputation in a Research context. We were shortlisted successfully in 2015 for an HSJ Award.
- We have helped to promote publication and dissemination e.g. Library Services - have successfully secured funding for e-books and we disseminate and promote that.

### **We have streamlined and strengthened our internal processes**

- Created clear pathways for those conducting research: signposted to Trust staff.
- Ensured Research is embedded into the Trust's annual planning processes
- We have embedded Research in team processes and "on the ground". We ensured that our Research agenda is consistent with our training offer. They help each other.

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## THE NEXT THREE YEARS

It would be reasonable to ask “how do Grounded Research decide exactly what research gets done?”. The answer is fairly simple: Grounded Research follows the lines set by the Trust’s overall strategy, as well as national and regional healthcare objectives. On top of this, we adopt some core principles of equality in healthcare and making use of resources. The following pillars outline areas where we believe we can be most effective; make the greatest impact and where we have a custodial duty to increase our research output.

### Pillar One - The Bread and Butter

Over the next three years we will continue the basics of our research and build upon the successful strategy from before. It is about delivering our core services. Strategies often set out only to show new things and directions in order to create a sense of shock and awe. We believe however there is something to the adage “if it isn’t broke, don’t fix it” and we want to continue RDASH’s strong record of research so far.

#### **We will continue to:**

- Build academic and research partnerships in order to make our research credible
- Evolve our themes and values according to institutional, regional, and national healthcare policy.
- Carry out day-to-day research and capacity building in the trust geared towards promoting equality in healthcare.
- Attend to research in big public health themes
- Grow Grounded Research
- Make sensible and innovative commercial partnerships

### Pillar Two - The Near Future

This pillar of our strategy attempts to make a practicable difference which we are confident holds a high rate of success. In bureaucratese this would be described as “low hanging fruit”, but put simply: these are projects that will have an impact sooner rather than later. On our methodological graph (p. 5), this pillar is best represented between Y1 and Y2.

#### **Centre for Nutrition and Behaviour**

Grounded Research will launch the Centre for Nutrition and Behaviour this year. We are creating our own dispensary, where we can utilise our own research.

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- Engender partnerships and bring in resources in order to build on current capability.
  - Put projects into the field by the end of this calendar year.
  - Support our staff and colleagues throughout the Trust through research into wellbeing by the end of this year.
  - Publish a strategy for the centre which will set out aims, objectives, and rationale for the centre.

### **Increasing Research in Primary Care**

With a Primary Care and Community Services Network Nurse on-site at RDASH, Grounded Research have less to acquire in terms of infrastructure and resources than would ordinarily be required. In order to best utilise this resource Grounded Research will:

- Work with this resource in order to increase the number of participants within the community and care environment
- Increase the awareness, capability, and access to this resource in line with other research areas
- Increase links with other services locally
- Weave the research being conducted in Primary Care with other already-running projects

### **Filling the Research Gap of Offender and Ex-Offender Health**

There is an unquestionable lack of attention being given to offender and ex-offender health across the nation. As a Trust who takes the dispassionate and egalitarian approach to healthcare, Grounded Research believe there is a duty of care to understand this gap and help plug it. Healthcare provision, across many areas, is being moved beyond our grasp and this is particularly true when it comes to offenders. As such Grounded Research will undertake the following:

- Develop operational and security mechanisms to enable research to develop governance frameworks which are bespoke to the work of offender health research
- Work with current expert partners in order to identify gaps
- Provide intersectional research across the other areas Grounded Research work in i.e. make our resources and research go further towards filling this gap
- Publish findings on a regular basis

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### **Strengthening Research into Dementia:**

Dementia is undoubtedly a big ticket issue for all services and all partners within our remit. Grounded Research has been working closely with key groups of people in order to better tackle this issue. Grounded Research will:

- Focus on the core services Grounded Research already provide and work towards bringing in more partners
- Work with CCG's, local council, primary and secondary care health services towards bringing our resources in the same direction
- Build upon our already-strong partnerships around Doncaster
- Continue the studies Grounded Research have started and work to disseminate the findings of our research

### **Pillar Three - A Future in the Making**

Grounded Research want to gear-up to have capacity in these areas. The following areas represent interests in which the Trust is in the early stages of discussions and are showing promising signs of fruition. On our methodological graph (p. 5), this pillar is best represented between Y2 and Y3.

#### **Safeguarding**

This issue has captured the attention of the nation and requires fresh thinking in terms of research and healthcare responses. It is sensitive, resource-heavy, and ethically turbulent. However, there is unquestionably a custodial and ethical duty to face this issue head-on. As such, Grounded Research will be setting the foundations for:

- Investigating how safeguarding can be made important across all care groups and people i.e. how safeguarding can become embedded as a practice, not a separate strategy.
- Work with expertise in our Learning Disability services
- Absorb and better understand the difficulties of recent cases and set out a clear lesson-learned response
- Continue to develop and push our goals with the academic partners on this issue. There are productive early discussions in particular with University of Hull

#### **Deaf Mental Health Services**

There is already a large degree of opportunity to increase the Trust's research output on Deaf Mental Health Services. We already run a service on behalf of the four CCG areas which specialise in mental health services of Deaf adults. We are one of the few places that have such a capacity. Therefore, Grounded Research is seeking to achieve the following:

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- Further developing our relationship with specialists at the University of York and continuing our dialogue on how progress research
  - Taking a hold of our moral responsibility to utilise the users we have available towards improving healthcare for all
  - Increasing the profile of Deaf mental health services to the level that it deserves
  - Maintaining an open mind towards the kind of research areas that need addressing

### **End of Life Care**

RDASH has one of the few NHS-run hospices in the country. Most are run by charities such as Marie Curie. It is well supported, and it provides a unique chance to research appropriately. A high number of our community services staff will have experience and expertise in issues around End of Life Care, e.g. our District Nurses and the Woodfield 24 Grounded Research will undertake steps to:

- Ensure the importance of the choices of the individual are being recognised: if people want to die and home, then that is there prerogative.
- Continue our partnerships with charities like Macmillan in order to provide the best quality of research.

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# THE GROUNDED RESEARCH CONSTITUTION

**Grounded Research will use the following indicators as our markers of success and commitment:**

**1. Our continued promotion of engagement with key stakeholders can be demonstrated through:**

- The number and nature of links with key stakeholders documented in the Annual Report
- In the minutes of key Network or Partnership meetings
- In the minutes of internal meetings
- Through the our presence and engagement in Network meetings
- ° Via the creation of lasting Partnerships
- ° Increased reputation in the future measured via awards and further projects.

**2. Building up Research capacity and capability within the Trust can be demonstrated by:**

- Meeting our annual target for the number of participants recruited to portfolio research
- Increasing the number of portfolio and non-portfolio research studies adopted by the Trust
- Increasing the number of staff involved in formal research year on year
- Increasing the income the Trust for involvement in research
- Detailing the training opportunities made available for staff
- Increasing the number of patients and carers involved in research

**3. Communications, marketing and maintaining a reputation can be demonstrated through:**

- An increased number of press releases relating to research
- An increased number of followers using Twitter
- An increased number of publications including posters, editorials and peer reviewed journal articles.
- Increased income
- Greater number of portfolio studies
- Recruitment of more patients, carers and service users into studies

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#### **4. Streamlining and strengthening our internal processes can be evidenced by:**

- Greater ability to release staff to conduct research or ability to conduct research as part of the day job
- Existence of tools to help support and guide staff
- Research embedded into annual planning processes
- Evidence of positive and sustained relationships - e.g., working groups, collaborative partnerships, joint bid arrangements
- Clear track record acknowledged by external bodies
- Increased numbers of Trust publications
- Evidence based pathways
- Research priorities co-ordinated with our training offer

#### **How will we assess the success of our efforts over the next three years? In what ways will our constitution be enacted?**

##### **1. Pillar One - The Bread and Butter will be evidenced by:**

- An assessment of the level and quality of partnerships and commercial engagements
- A regular alignment of our themes and values to national, regional, and institutional policy direction
- A continued service of the day-to-day research needs of our Trust
- Research that fits with national with larger public health themes
- An aggregate growth in Grounded Research

##### **2. Pillar Two - The Near Future will be substantiated by:**

- The establishment of the Centre of Nutrition and Behaviour
- Research projects in the field of Nutrition by the end of 2016 / start of 2017
- A published business plan for the Centre of Nutrition and Behaviour
- An increase in the number of participants in the primary care environment

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- A more efficient use of already existing capacity relating to primary care
  - Operational and better governance mechanisms in place to enable further offender health research
  - Published findings in collaboration with academic partners on offender health
  - Further cooperation with CCG's, local council, and charities on dementia research.
  - Disseminated research from current studies being undertaken on dementia.

### **3. Pillar Three - A Future in the Making will be demonstrated by:**

- Research conducted into how all users can be safeguarded and a safeguarding culture further embedded
- Further research in safeguarding
- A lessons-learned response to events in Rotherham
- A more developed relationship with academic partners, in particular the University of Hull on the issue of exploitation research
- A robust dialogue with academic partners on our research into Deaf mental health services
- An increased presence and awareness to the importance of Deaf mental health issues locally
- An increased focus on research in terms of end-of-life care and a further increase in research output as a result
- Revitalised partnerships with charities like Marie Curie and Macmillan

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## TALK TO US

At Grounded Research we feel very strongly about feedback and good data. As such, we would appreciate if you followed the links or QR code below to our isolated site. There, you will be able to provide us with anonymous (or not anonymous) feedback about our strategy, leave your contact details for our database, and help us to improve healthcare towards the most vulnerable in society.

**Thank you.**



<http://tinyurl.com/zqrha5s>



[@rdashresearch](https://twitter.com/rdashresearch)

### Feedback Form and Contact Details



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