We know it makes a difference to patients’ lives. New treatments, new technologies and new ways of giving care all change healthcare for the better.

We also know that it helps us do more, and be the best we can be for our patients. Research income pays for extra staff, for people who ask the right questions and for the equipment, facilities and systems enabling cutting edge care. Research also links us with the latest developments and brightest minds worldwide.

All this is why we have created a new research and development strategy that aims to expand our work and secure UHS as a leading research site by 2022.

By 2022 we aim to:

• Involve more of our patients, the regional public and our own staff in clinical trials

• Have more staff delivering research studies, and combining academic and clinical careers

• Have strong research activity in more clinical specialties and secure our established areas of research strength, research facilities and equipment.

• Partner with more NHS, industry and not-for-profit organizations to deliver big research projects that change more people’s lives for the better.

Our goals

Patients, public and staff

• By 2022 we aim to be consistently in the top five nationally for recruitment to trials, with annual increases in participation and a 50% increase in early phase experimental medicine trial opportunities.

• To support this, 2018 will see us publishing refreshed Patient and Public Involvement and Engagement strategy, building on our 2017 founding of the Wessex Patient Involvement Network with our regional NIHR partners.

• Over 2018 we will also establish levels of staff participation and set the targets for annual increases in this through to 2022.

• Together these actions will contribute to our goal of demonstrating the impact on clinical practice of at least five studies performed in Southampton.
Research workforce

- By 2022, we aim to increase the number of Principal and Chief Investigators by 50% and 20%, respectively by 2022, with 3% of NIHR CRN portfolio studies led by UHS/UoS Chief Investigators.

- By 2022 we will increase the number of UoS/UHS Honorary Associate Professors and Professors by 20%, and increasing by >25% the number of UHS staff included in the 2021 Research Excellence Framework.

- Secure 8 NIHR Senior Investigator awards and double the number of NIHR and other relevant doctoral, post-doctoral and senior fellowships across the professions by 2022.

Partnerships

- We aim to increase the combined UHS R&D and UoS Faculties of Medicine and Health Sciences annual research income by 30%, and achieve a 50% increase income from commercial research by 2022.

- We will leverage 8 fold greater grant income over NIHR core infrastructure funding by 2022, and deliver one major capital project in partnership with the UoS by 2020.

- We aim to establish three new strategic partnerships with the industry and charity sectors and deliver 10 new SME research and innovation collaborations by 2022, opening new commercial research portfolios in one new clinical area per year.

- By 2022, we will deliver at least five CRN portfolio studies requiring cross system working in partnership with local NHS organisations and the CRN.

Organisational

- We will establish new research portfolios in one clinical service per clinical Division each year, securing top 5 ranking for recruitment, weighted for complexity, to CRN portfolio studies for specialties with established research portfolios and top 20 ranking for emerging specialties.

- Increase research income to £25m per annum by 2022, including increasing total value of successful grant applications led by UHS by 10% per annum.

- We aim to secure funding renewals in 2021/22 for our NIHR Biomedical Research Centre, with increased themes and funding, NIHR Clinical Research Facility, NIHR/CRUK Experimental Cancer Medicine Centre and CRUK Cancer Research Centre.

- By 2018-19 we aim to secure renewal of our NIHR Design Service South Central hosting agreement, NIHR infrastructure for applied health research (formally CLAHRC), Clinical Trials Unit and UKCRC registration and open a new Southampton Biomedical Informatics Centre and Innovation Space.

- By 2020 we will deliver 3 new digital platforms to enhance clinical research and support a Learning Health System, alongside national metrics for site set-up for research studies.
**Strategic plan**

The strategic plan to realise our goals includes key initiatives within four enabling programmes:

- Developing our workforce (SoAR)
- Building on our world class infrastructure and facilities (Southampton Biomedical Informatics Centre and Innovation Space)
- Strengthen our existing and develop new partnerships (Wessex PIN, UoS)
- Developing our systems (R&D central office optimisation project)

**Developing our workforce**

2017 - 2019

In the short term, through the Southampton Academy for Research (SoAR) we will build the support needed to enable research career development for medical and non-medical staff, recognition of research activity and develop our clinical-academic workforce with the University of Southampton.

2017 - 2022

Over the medium term we will strengthen capacity and leadership in our non-medical research workforce, identify and support staff delivering quality improvement initiatives and expand training for non-medical research staff whilst raising the profile of Southampton as a place that builds peoples’ research careers.

**Building on our world class infrastructure and facilities**

2017 - 2019

Over the next 1-2 years we will build the Southampton Biomedical Informatics Centre and Innovation Space, work with UoS to target grant application support, develop support service capacity and establish digital platforms for a learning health system integrated with the Global Digital Excellence Programme.

2017 - 2022

Over the five years we will build towards working as an integrated Academic Health Science Centre, combining our NIHR facilities and infrastructure, by developing our laboratory capabilities and translational research career support. We will also invest in facilities enabling more later phase commercial research studies over the five years.

**Strengthen our existing and develop new partnerships**

2017 - 2019

Working onsite with UoS, our NIHR units and with clinical divisions over the next two years we will deliver the R&D engagement strategy building recognition of our research and value. Over the same period, we will work regionally with the Wessex PIN, NIHR partners and private sector to build our partnerships and connections, and nationally to secure our place in the Translational Research Collaborations for Respiratory, musculoskeletal and rare diseases.

2017 - 2019

Over the medium term we will use these partnerships to build strategic partnerships across the regional NHS to improve research delivery across organizational boundaries, and develop partnerships with charity and industry at national and international levels.