

Paper L

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**

**REPORT BY TRUST BOARD COMMITTEE TO TRUST BOARD**

**DATE OF TRUST BOARD MEETING: 5 April 2012**

**COMMITTEE: UHL RESEARCH AND DEVELOPMENT COMMITTEE**

**CHAIRMAN: Mr M Hindle, Trust Chairman**

**DATE OF COMMITTEE MEETING: 5 March 2012.**

**RECOMMENDATIONS MADE BY THE COMMITTEE FOR CONSIDERATION BY THE TRUST BOARD:**

**None.**

**OTHER KEY ISSUES IDENTIFIED BY THE COMMITTEE FOR CONSIDERATION BY THE PUBLIC TRUST BOARD:**

**None.**

**DATE OF NEXT COMMITTEE MEETING: 2 April 2012**

**Mr M Hindle, Trust Chairman and Research and Development Committee Chair  
29 March 2012**

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST****MINUTES OF A MEETING OF THE UHL RESEARCH AND DEVELOPMENT COMMITTEE  
HELD ON MONDAY 5 MARCH 2012 AT 2.30PM IN THE LARGE COMMITTEE ROOM,  
LEICESTER GENERAL HOSPITAL****Present:-**

Mr M Hindle – Trust Chairman (Chair)  
 Professor R Baker – LNR CLAHRC Programme Director  
 Professor C Brightling – Professor of Respiratory Medicine  
 Professor D Field – Professor of Neonatal Medicine  
 Dr K Harris – Medical Director  
 Dr D Hetmanski – Assistant Director of Research and Development  
 Mrs S Khalid – Chief Pharmacist  
 Mr M Lowe-Lauri – Chief Executive  
 Mr P Panchal – Non-Executive Director  
 Professor D Rowbotham – Director of Research and Development  
 Dr A Thomas – Reader and Consultant in Medical Oncology  
 Dr A Tierney – Director of Strategy (from Minute 32/12)  
 Mrs J Wells – Patient Adviser.  
 Professor D Wynford-Thomas – UHL Non-Executive Director and Dean of the University of Leicester Medical School

**In attendance:-**

Mr M Maynes – Finance Lead, R&D (on behalf of Mr S Sheppard, Assistant Director of Finance and Procurement)  
 Ms L Sitton-Kent – PhD Student, University of Nottingham Business School (for Minute 32/12)  
 Ms H Stokes – Senior Trust Administrator  
 Mr J Waring – University of Nottingham Business School (for Minute 32/12)

**RESOLVED ITEMS****ACTION****29/12 APOLOGIES**

Apologies for absence were received from Professor B Morgan, Professor of Cancer, Imaging and Radiology, Professor N Samani, BRU Director, Mr S Sheppard, Assistant Director of Finance, and Mr M Wightman, Director of Communications and External Relations.

**30/12 MINUTES**

**Resolved – that the Minutes of the Research and Development Committee meeting held on 6 February 2012 be confirmed as a correct record.**

**31/12 MATTERS ARISING****31/12/1 Matters Arising Report**

In discussion on the matters arising report at paper B, it was noted that:-

- |  |                      |
|--|----------------------|
| (a) Minute 18/12/3 – progress on discussions with the NIHR re: pursuing an upgrade to the BRU MRI Scanner would be reported to the April 2012 Research and Development Committee (noting also the possibilities of University match funding and industry funding); | <b>CE/<br/>DRD</b>   |
| (b) Minute 20/12 – the 3-5 year research strategy for the East Midlands Congenital Heart Research Centre would be presented to the June 2012 Research and Development Committee;   | <b>DRD</b>           |
| (c) Minute 23/12 – the April 2012 Research and Development Committee would receive a verbal update on the development of a sustained communications process for the BRUs, possibly involving the use of FSF money (Minute 38/12/2 below also refers);              | <b>DRD/<br/>DCER</b> |

- (d) Minute 7/12 – the Chief Executive and the Director of Research and Development outlined their discussions with Professor B Morgan re: the NSCEM-EM, noting the recognised need for further consideration of clinical governance elements (on which UHL was likely to take the lead in light of links to CQC registration issues). The apportionment of financial risk between the parties involved also required further discussion. The Research and Development Committee would therefore continue to receive regular updates on the issue of the National Centre for Sport and Exercise Medicine: East Midlands, and
- (e) Minute 70/11/1 – the clinical libraries had been asked to check for any citations of UHL-led research, and the Chief Executive reiterated the benefits of being able to track such publications and thus be appropriately aware of such research activity.

DRD/  
CE

ADRD

**Resolved** – that the matters arising report and any associated actions above, be noted.

ALL

**32/12 ‘WHAT IS LEAN IN UHL’ – THE EXPERIENCE OF IMPLEMENTING “THE PRODUCTIVE WARD”**

Ms L Sitton-Kent (a PhD student at the University of Nottingham Business School) attended to present progress on her review of implementing the Productive Ward lean practices within UHL (paper C). Her study presented a micro-level assessment based on a translation theory approach, rather than the more traditional operationally-focused and macro-level approach. The study would also provide UHL with an external view of how “lean” was being implemented within the Trust and offer observations on the extent of strategic alignment, silo working, and transferability of skills. In terms of her initial thoughts to date, Ms L Sitton-Kent noted in particular:-

- (i) the extent to which an inherently empowering initiative (such as the Productive Ward) could become disempowering if other strategic change initiatives were introduced which cut across it;
- (ii) the need to explore ‘momentum’ issues further – eg the natural time during which a beneficial effect should be felt from such initiatives before they began to wither – this required further development beyond the translation basis;
- (iii) her intention to explore the capacity for, and legacy of, change, and
- (iv) her request to extend the approved data collection period beyond April 2012 (the Assistant Director of Research and Development would advise further on this process outside the meeting).

ADRD

In discussion on the presentation the Research and Development Committee:-

(a) noted a query from Professor D Wynford-Thomas, UHL Non-Executive Director and Dean of the University of Leicester Medical School, regarding the potential efficiency and CIP delivery benefits to UHL of truly embedding the Productive Ward;

(b) a comment from the Chief Pharmacist on the need for a more multi-professional and widespread approach to implementing lean initiatives, in order to reap the maximum benefit in a more integrated way. This was also linked to the recognised need for UHL cultural change in respect of service improvement;

(c) noted confirmation that the study was a longitudinal one, involving 9 months data collection out of a total 2-year timeframe. The Chief Executive advised potentially considering other ‘lenses’/starting points through which to interpret the data (eg beyond a translation theory approach), and agreed to discuss this further with Ms Sitton-Kent outside the meeting;

CE

(d) requested further information outside the meeting from Ms Sitton-Kent re: her observations of the UHL and University of Nottingham Ethics Committee approval processes, which she had found somewhat challenging, and

DS/  
LSK

(e) requested a further update on the study in March 2013.

DS

	<b>Resolved</b> – that further discussion on the current translational approach to this study (including potential alternative ‘lenses’/starting points) take place outside the meeting;	CE
	<b>(B) observations re: the UHL and Nottingham University processes for obtaining ethics approval be provided to the Trust Chairman outside the meeting;</b>	LSK/ DS
	<b>(C) the process for seeking approval to extend the data collection period beyond April 2012 (as now supported by the Research and Development Committee), be advised to Ms L Sitton-Kent outside the meeting, and</b>	ADRD
	<b>(D) an update on the PhD study re: experience of implementing The Productive Ward within UHL, be provided to the March 2013 Research and Development Committee.</b>	DS
33/12	<b>REPORT FROM THE PROFESSOR OF NEONATAL MEDICINE</b>	
	<b>Resolved</b> – that this item be classed as confidential and taken in private accordingly.	
34/12	<b>REPORT FROM THE READER AND CONSULTANT IN MEDICAL ONCOLOGY</b>	
	<b>Resolved</b> – that this item be classed as confidential and taken in private accordingly.	
35/12	<b>PROPOSED FINANCIAL REPORTING SYSTEM FOR RESEARCH &amp; DEVELOPMENT</b>	
	Further to Minute 10/12 of 9 January 2012, the R&D Finance Lead outlined progress in developing a new R&D financial reporting system. He noted progress in securing additional funded project support via FSF monies (subject to Recruitment Panel approval) and commented on his discussions with peer Trusts (including Newcastle and Sheffield) regarding their R&D financial reporting systems. He also confirmed that a new system would be implemented within UHL as of 1 April 2012 to ensure that all commercial trial income was logged and recovered.	
	The Research and Development Committee would continue to receive regular updates on this issue, supported by a detailed PRINCE-based project plan and establishment of an appropriate project team. The Committee welcomed this update, and requested that a written briefing be circulated outside the meeting confirming the verbal information provided.	R&DFL
	<b>Resolved</b> – that <b>(A) a written position statement outlining the verbal update provided on this issue be circulated to Research and Development Committee members for information, and</b>	R&DFL
	<b>(B) regular updates be provided on the establishment of a financial reporting system for R&amp;D.</b>	R&DFL /DRD
36/12	<b>NATIONAL CENTRE FOR SPORT AND EXERCISE MEDICINE: EAST MIDLANDS</b>	
	<b>Resolved</b> – that this item had been covered in Minute 31/12(d) above.	
37/12	<b>ONCOLOGY CLINICAL TRIALS FACILITY – UPDATE</b>	
	The Reader and Consultant in Medical Oncology updated members on progress, noting feedback from the construction team re: likely 5-week slippage on the project. In light of the reasons for this delay (as now outlined to the Committee) it was agreed to discuss this issue further with the Director of Strategy outside the meeting.	RCMO/ DS
	<b>Resolved</b> – that details of the potential slippage to the Oncology clinical trials facility building programme be discussed outside the meeting.	RCMO/ DS

**38/12 MINUTES FOR INFORMATION****38/12/1 Joint UHL/UoL Partnership Committee**

**Resolved – it be noted that the first meeting of the above revised Joint Committee would be held in 2 weeks.**

**38/12/2 Biomedical Research Unit Board**

A very positive BRU Board meeting had been held on 2 March 2012, as now outlined by the Director of Research and Development. In response to comments from Professor C Brightling, Professor of Respiratory Medicine, re: continued pressures on the Glenfield Hospital wetlabs base, the Chief Executive suggested holding further discussions with Pathology services regarding potential use of space.

The Director of Strategy noted ongoing progress to draw up development plans for each site (to provide a more coherent and strategic approach), and advised that once finalised the R&D implications of these plans would be presented to the Research and Development Committee accordingly. **DS**

In response to a query from the Research and Development Committee Chair, the Chief Executive advised that the current focus was on establishing and embedding the BRUs, prior to exploring steps towards a Biomedical Research Centre. Professor D Wynford-Thomas, UHL Non-Executive Director and Dean of the University of Leicester Medical School advised that UHL and UoL should jointly develop appropriate promotional literature highlighting how the 3 BRUs interlinked and demonstrating their achievements – such literature could be regularly updated and circulated to other relevant organisations to raise the BRUs' profile. The Research and Development Committee Chair welcomed this suggestion and reiterated the benefits of discussing BRU communication plans with the Trust's Director of Communications and External Relations accordingly (Minute 31/12 above also refers).

**Resolved – that the R&D implications of the site usage development plans be discussed at a future Research and Development Committee (once available).** **DS**

**38/12/3 LNR CLAHRC Management Board**

**Resolved – that the LNR CLAHRC Management Board meeting scheduled for 23 March 2012 be reported to the 2 April 2012 Research and Development Committee.** **CPD**

**39/12 ANY OTHER BUSINESS**

There were no items of any other business.

**40/12 IDENTIFICATION OF KEY ISSUES THAT THE COMMITTEE WISHES TO DRAW TO THE ATTENTION OF THE TRUST BOARD**

None identified.

**41/12 DATE OF NEXT MEETING**

**Resolved – that the next meeting of the Research and Development Committee be held on Monday 2 April 2012 from 2.30pm – 4.30pm in the Board Room, Victoria Building, Leicester Royal Infirmary.**