

NHS Greater Glasgow and Clyde	Paper No. 25/112
Meeting:	NHSGGC Board Meeting
Meeting Date:	21 August 2025
Title:	Research and Innovation Strategy Update 2025
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1. Purpose

The purpose of the attached paper is to:

- Provide NHSGGC Board with an update on progress on objectives contained in the Research and Innovation Strategy 2024-2029.
- Provide NHSGGC Board with a summary of key operational plans to further our objectives in the following year

2. Executive Summary

The paper can be summarised as follows:

Research and Innovation is a key priority for NHS Greater Glasgow and Clyde and is reflected in the NHSGGC Corporate Objectives. The strategy describes five strategic objectives. These are summarised below.

Objective 1: Deliver

Goal: Efficiently deliver world-leading, quality, impactful research and innovation for patient-centred care.

Key Progress:

- National initiative such as the National Contract Value Review (NCVR) for research and Health Research Authority Quality Standards have been implemented with members of staff in NHS Greater Glasgow and Clyde actively contributing to national alignment efforts.
- Innovation grant alerts and performance tracking systems are now operational to help identify funding sources.

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- A Commercial Research Delivery Centre (CRDC) established at the Queen Elizabeth University Hospital site. A formal launch is planned for autumn 2025.
- Scoping work for infrastructure developments is underway at the Royal Alexandra Hospital and the Beatson Oncology Centre.
- Health care data and research registers (such as SHARE, the Scottish Health Research Register) are being used to support delivery of major University of Glasgow and NHS Greater Glasgow and Clyde led studies.
 - New dashboards and metrics have been developed to track activity.

Objective 2: Opportunity

Goal: Embed research within NHSGGC and ensure staff have the opportunity and support to undertake research and innovation.

Key Progress:

- Continued investment in researcher sessional time and fellowships; expansion into cardiac physiology and ophthalmology.
- New MSc programmes in Clinical Trials and MedTech Innovation have been co-developed with the University of Glasgow.
- A training needs survey of research active clinicians has been conducted.
- Enhanced cost recovery reinvestment mechanisms have been developed.
- A communications strategy is now in place with recent examples receiving media attention.

Objective 3: Inclusion

Goal: Promote patient and public engagement and inclusive participation in research and innovation.

Key Progress:

- Public involvement is now integrated our major research themes such as in the West of Scotland Innovation Hub and in our research networks.
- Equality Monitoring Tool is in development; national discussions ongoing.
- Accessibility and inclusivity in research is being actively promoted through townhalls and ethics committee training.
- Hub and spoke models of research delivery are being developed to ensure access to research in wider communities.
- SHARE awareness campaigns are active with plans to appoint a SHARE coordinator in NHS Greater Glasgow and Clyde to widen research access.

Objective 4: Optimise

Goal: Optimise the use of tissue, informatics and real-world data at scale through collaboration.

Key Progress:

- A West of Scotland dataset catalogue has been published for researchers to access.
- Data resources are being deployed for feasibility analysis for studies and for real-world studies.
- Strategic work is underway to enable safe use of health care data for machine learning research and for research involving artificial intelligence solutions.

- The trusted research environment, where researcher can use health care data in a secure environment to address important areas of need, is being developed to support the latest development in data science.
- Engagement is underway with primary care to resolve data-sharing barriers.
- Digital pathology projects are being developed to harness NHS Greater Glasgow and Clyde's world leading capabilities in digital pathology.

Objective 5: Innovate

Goal: Support innovation and early adoption or rejection of novel medicines, devices and technologies.

Key Progress:

- NHS Greater Glasgow and Clyde has led research into innovations that have progressed to the Accelerated National Innovation Pathway for potential adoption.
- New processes have been developed to speed up access to Phase I oncology trials of pioneering medicines.
- We have expanded our support for Advanced Therapies (such as CAR-T therapy and gene therapies) and are expanding this into new therapeutic areas such as cardiovascular and rheumatological diseases.
- We have active participation in UK-wide Advanced Therapy groups.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- Acknowledge the NHSGGC Research and Innovation Strategy 2024-2029 year 2 update as evidence of progress on strategy objectives.
- Acknowledge the R&I Strategy is a fluid document and current objectives will be aligned with the NHSGGC wider strategic transformation programme (Transforming Together) thus ensuring innovation is at the centre of service development and improvement.

4. Response Required

This paper is presented for assurance.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

• Better Health	<u>Positive</u> impact
• Better Care	<u>Positive</u> impact
• Better Value	<u>Positive</u> impact
• Better Workplace	<u>Positive</u> impact
• Equality & Diversity	<u>Positive</u> impact
• Environment	<u>Positive</u> impact

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

- This strategy has been guided by engagement with a wide range of stakeholders including patients, public, staff, academia and the Chief Scientist Office who fund key research and innovation infrastructure in NHSGGC and across Scotland.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

- Finance, Performance and Planning Committee – 7 August 2025
- Corporate Management Team- 7 August 2025
- Board Clinical Governance Forum – 18 August 2025

8. Date Prepared & Issued

Prepared on: 7 August 2025
Date issued: 13 August 2025

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Objective 1 Deliver

Efficiently deliver world leading, quality, impactful research and innovation for patient centred care

Priorities

- Simplify & streamline processes to reduce time to research approvals
- Drive further expansion in locally led studies
- Strengthen the infrastructure supporting feasibility, study set up and delivery to time and target

Action

Progress

1.1	Adopt national best practice for study set up, contracting and costing processes and update governance and sponsor processes in line with new UK clinical trial legislation	<ul style="list-style-type: none"> ▪ National Contract Value Review (NCVR) rolled out UK-wide. NHSGGC NCVR Champion identified. Experimental Cancer Medicine Centre workshops to cover complex early phase/ATIMP studies. ▪ HRA Quality Standards for Ethics now rolled out ▪ SLWG for Study Wide Review alignment has NHSGGC representation. Process for NHSGGC being developed with target implementation of April 2026 ▪ HRA Pharmacy Single Technical Review updated via GGC representation for Scotland at 4 Nations Group
1.2	Increase awareness of up and coming grant funding opportunities	<ul style="list-style-type: none"> ▪ Processes now in place for innovation grants alerts via teams channels and dissemination via the University of Glasgow Centre for Excellence in Trails Collaboration.
1.3	Implement a comprehensive performance management framework for locally led	<ul style="list-style-type: none"> ▪ NIHR Sponsor Engagement Tool in place.

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	studies linked to contracts, key research and innovation timelines, and underpinned with a clear reporting and governance structure	<ul style="list-style-type: none"> Local delivery tracking in place through Operational Group review (RAG status to time and target) Job description for Commercial Research Delivery Manager being developed. Individual will oversee commercial trials portfolio
1.4	Undertake a review of document management systems for locally led studies to ensure continued safe and effective use of records in NHSGGC	<ul style="list-style-type: none"> For further review and discussion
1.5	Continue to develop facilities for clinical research across NHSGGC (e.g. a clinical research facility (CRF) at RAH) and identify any other priority areas for development	<ul style="list-style-type: none"> SBAR for RAH CRF presented to Clyde Capital planning & Acute Services. Application for funding for feasibility work made. Discussions ongoing regarding new CRF facility at the Beatson. Funding source required for ventilation work in the desired setting.
1.6	Further develop the hub and spoke research model in NHSGGC	<ul style="list-style-type: none"> NHSGGC representation on SLWGs for non-commercial and commercial studies. Discussions have begun with NHS Lanarkshire about collaborative hub and spoke working Cancer Vaccine Launchpad implementation is in progress. Letter of intent finalised and to be signed by NHSGGC on behalf of Scotland.
1.7	Establish a Commercial Research Delivery Centre (CRDC) in NHSGGC	<ul style="list-style-type: none"> Opened in the Teaching and Learning Centre at QEUH. Formal opening event planned for autumn 2025. Additional nursing and clinical staff in post / soon to be in post NHSGGC part of successful bid to host the UK CRDC network. Co-Director for devolved nations Chloe Cowan, lead of 2 themes Jesse Dawson.

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| <p>1.8 Improve transparency of commercial activity across NHSGGC and nationally</p> | <ul style="list-style-type: none"> ▪ All commercial trial recruitment data now transferring to CPMS ▪ Agreed metrics and reporting has been agreed nationally (UK wide). Power BI data tool been developed by NRS to monitor activity. |
| <p>1.9 Help promote/increase the use of the Safe Haven and SHARE to streamline feasibility assessments and patient recruitment for research</p> | <ul style="list-style-type: none"> ▪ Use of SHARE for the Moderna Vaccine Study – NOVA-301 ▪ SafeHaven is support patient identification for the large PHOENIX study and the NIHR funded CLASP trial. ▪ Job advert for SHARE co-ordinator in NHSGGC released |

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Objective 2

Opportunity

Embed research within NHSGGC and ensure staff have the opportunity and support to undertake research and innovation

Priorities

- Continue to build a culture of research and innovation cross all professions to broaden the number and range of staff engaging with research and innovation
- Support, train and incentivise staff undertaking research and innovation
- Promote measures to build the future research and innovation workforce

Action

Progress

2.1	Identify and use resources and investment from a wide range of sources to build capacity in the NHSGGC workforce and for future research and innovation	<ul style="list-style-type: none"> ▪ Researcher support sessional time been reviewed and continued ▪ Further round of NRS Researcher Career fellowship and academic fellowships completed ▪ Infrastructure sessional time extended to cardiac physiology and ophthalmology ▪ Targeted expansion to focus on areas of industry priority and maximise commercial trial enrolment – 8 additional consultant PI sessions awarded ▪ Ongoing transition of cancer imaging to NHSGGC Clinical Research Imaging Facility from Ross Hall
2.2	Increase the knowledge, experience and skills in research and innovation across the NHSGGC workforce, promoting a 'research for all' approach	<ul style="list-style-type: none"> ▪ GCRF courses advertised including bite-size training to support the API scheme, inductions, GCP, PI responsibilities

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		<ul style="list-style-type: none"> ▪ New MSc Course for Clinical Trials being co-developed with UoG and MSc in MedTech Innovation. Funded place being offered to a member of staff
2.3	Use the Glasgow Biomedicine model to maximise reinvestment in building capacity for research and innovation within NHSGGC	<ul style="list-style-type: none"> ▪ Enhanced use of the EDGE Research Database for recording all chargeable activity in real-time ▪ R&I Finance Committee oversees the reinvestment of cost recovery within the R&I team and informs vacancy management. ▪ R&I Lead Pharmacist oversees reinvestment of cost recovery within the Pharmacy Services clinical trials and wider teams and informs vacancy management.
2.4	Develop and implement a comprehensive communication strategy to support research and innovation within NHSGGC	<ul style="list-style-type: none"> ▪ West of Scotland Innovation Hub communications plan in place. ▪ Annual plan being developed with NHSGGC communications team to highlight key successes. Recent example, opening of Pheonix study.
2.5	Continue to support delivery of the UK Rare Diseases Framework	<ul style="list-style-type: none"> ▪ SLWG report shared with NRS Operational Group and actions will link with Hub and Spoke outputs ▪ Discussions have begun regarding NHSGGC becoming a site for rare diseases research with the LifeArc Translational Centres for Rare Diseases
2.6	Support the development of innovative practices in research within NHSGGC for example the newly established charity HI: Children's Healthcare Innovation	<ul style="list-style-type: none"> ▪ New projects scoped for grant awards and being progressed post award including cardiac remote home monitoring, non-invasive thermal imaging for respiratory monitoring in NICU.

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Objective 3 Inclusion

Promote patient and public engagement and inclusive participation in research and innovation

Priorities

- Create opportunities to broaden the number of patients/public involved in research and innovation
- Improve access to research and innovation in underserved groups
- Ensure research and innovation is important and impactful for patients

Action

Progress

3.1	Continue our commitment to actively supporting patient and public involvement in the design and delivery of research and innovation studies	<ul style="list-style-type: none"> ▪ Patient and public impact report submitted to CSO. ▪ Public involvement now integrated into the Centre for Excellence in Trials Collaboration and Experimental Cancer Medicine Centre ▪ Hosted 7 work experience students to improve access and awareness of use of Innovation in healthcare
3.2	Provide an appropriate range of training opportunities for patients, public and staff in order to support more patients being involved in locally led studies	<ul style="list-style-type: none"> ▪ Survey conducted of training needs for staff via Centre for Excellence in Trials Collaboration.
3.3	Further develop the range of approaches taken to make more patients aware of the	<ul style="list-style-type: none"> ▪ Use of Primary Care Pharmacy Network to enhance advertisingQuality improvement group established in GCRF, currently looking at development of patient feedback questionnaire

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opportunities to take part in research studies		
3.4	Make collection and reporting of protected characteristics a requirement for all locally-led studies, both patients participating and those declining to participate	<ul style="list-style-type: none"> ▪ Equality Monitoring Tool in design for use in the CRF/CRIF with the support of the Equality team. Will be piloted ▪ National level discussions about collecting these data
3.5	Identify and remove/reduce barriers to participation in research and innovation studies, in particular for underserved groups	<ul style="list-style-type: none"> ▪ R&I Townhall presentation by the Research midwifery team focussing on accessibility ▪ REC training day on mental health inclusivity ▪ Supporting UofG primary care team in NIHR application for a community based multiple long term conditions (mental and physical) IH with GSA input to improve participation
3.6	Develop the 'spoke' model of delivery in communities across NHSGGC to help align research with existing patient pathways where possible	<ul style="list-style-type: none"> ▪ To be actioned as part of phase 2 of VPAG steered by Hub and Spoke SLWG. Will include local and regional approaches to hub and spoke working ▪ Already established for COPD remote monitoring via Innovation hub
3.7	Help promote/increase awareness of SHARE with staff, patients and the general public to increase participation	<ul style="list-style-type: none"> ▪ Advertisement through social media, operational groups and trial design groups ▪ Job advertised for SHARE co-ordinator in NHSGGC

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Objective 4 Optimise

Optimise the use of tissue, informatics and real-world data at scale through collaboration

Priorities

- Promote and increase the safe and effective use of patient data
- Drive further improvements in local capability and efficiency to deliver quick access to data and tissue
- Maximise the use of technology and continue to address barriers to safe and effective sharing

Action

Progress

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| 4.1 | Improve and expand the awareness of researchers about data sets and opportunities provided through the WoS Safe Haven | <ul style="list-style-type: none"> • Published : West of Scotland Full Dataset Catalogue - NHSGGC |
| 4.2 | Continue to promote access to electronic records for feasibility studies and use of data with appropriate governance for patient recruitment (e.g. Safe Haven) | <ul style="list-style-type: none"> ▪ Deployment of TriNetX and use by the R&I commercial coordinators for informing commercial feasibilities. ▪ Engage with VPAG SLWG for data when convened ▪ Safe Haven offered as validation cohorts for WoSIH AI projects prior to deployment of new technologies into clinical pathways |
| 4.3 | Streamline the appropriate, safe, secure access to anonymised data for Real-world data driven studies | <ul style="list-style-type: none"> ▪ Deployment of TriNetX for enabling real world studies with regular data refresh. ▪ Commercial real world data studies underway |

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		<ul style="list-style-type: none"> Working with partners on strategic approach to making unstructured data safely available for LLM/NLP
4.4	With a range of partners, continue to develop and invest in digital technology infrastructure for research and innovation	<ul style="list-style-type: none"> PIN for Data hosting environment underway with procurement Scoping new TRE provisions to support Innovation with eH colleagues
4.5	Overcome technical barriers to sharing data for research between primary and secondary care in NHSGGC	<ul style="list-style-type: none"> Several meetings with primary care leads in NHSGGC to progress. Support and engagement from Director and Deputy Director. Operational details being worked through.
4.6	Build capacity and capability to deliver expanded use of digital pathology in research	<ul style="list-style-type: none"> Pipeline projects under review including TileBio (foundation model of AI for pathology triage), Artea AI (prostate pathology AI tool), Optellum (lung nodule AI tool for pathology). Pilot of a new trusted research environment within NHSGGC to handle large volumes of digital and other data.

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Objective 5 Innovate

Support innovation and early adoption or rejection of novel medicines, devices and innovative technologies

Priorities

- Ensure research and innovation studies align with NHSGGC and patient priorities
- Continue to build collaborations and partnerships with academia, industries and charities
- Ensure early transparency of the impact for NHSGGC of any potential change to service delivery at scale

Action

Progress

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| 5.1 | Use NHSGGC governance structures to raise awareness of potential research impact at an early stage in order that implications (e.g. future resources and/or service redesign) can be identified and considered across all services in a timely manner | <ul style="list-style-type: none"> ▪ RADICAL CXR AI project in follow up, working with SG on national CXR AI deployment model with ANIA ▪ Presentation to NHSGGC ASPMG regarding horizon scanning for ATMPs and potential impacts/barriers to adoption/implementation prior to licences being granted for novel products that we have participated in trials for. |
| 5.2 | Actively engage with the Scottish government to collaborate and influence innovation programmes emerging nationally and use robust internal processes to highlight any potential implications across NHSGGC at an early stage e.g. ANIA pathway programme, CfSD etc. | <ul style="list-style-type: none"> ▪ Supported value case preparation for neonatal gentamicin POCT, CYP-19 lab testing in stroke pathway, RedStar FLS solution for fragility fractures and remote ECG patches for IDA review and ANIA pathway. ▪ Central role in development of case for remote ECG patches. |

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5.3	Review and revise processes to accelerate set up of Phase I trials	<ul style="list-style-type: none"> ▪ New process been proposed for accelerated set up of phase 1 oncology trials.
5.4	Further develop capacity across NHSGGC to respond in an adaptable and agile manner to opportunities to engage in studies involving Advanced Therapies	<ul style="list-style-type: none"> ▪ Researcher support has been increased for transplant team ▪ New funding through ATTC for senior nurse resource ▪ New funding for research nurse in Dementia to support these studies ▪ ATIMP operational group re-convened and active ▪ New CAR-T ATIMP for Vasculitis in set-up; various gene therapy trials in set-up; various mRNA trials in set-up; other cellular therapy trials in set-up. ▪ NHS GGC representation at various UK Pan ATTC groups.
5.5	Continue working with partners to identify areas where expansion of infrastructure may be indicated to enable evaluation of novel devices and technologies (including AI) and ensure opportunities are appropriately considered in line with NHSGGC priorities	<ul style="list-style-type: none"> ▪ Two radiology AI projects : ACCEPT and RADICAL. RAIN – RADICAL in normal – beingscoped and supporting national CXR AI deployment SC. ▪ Radiogenomics & Cygnus underway through Living Lab programme. ▪ New projects under review for scoping with Digital pathology (TileBio, Artera AI) and radiology (Optellum). ▪ Support and advice regarding potential establishment of phage therapy services given

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