

Developing the relationship with the University of Strathclyde

Background

For more than 200 years, Scotland has been at the forefront of medical and scientific discoveries, giving rise to a remarkable history in research and innovation.

Delivering care through collaboration, NHS Golden Jubilee (NHS GJ) is a unique institution, an NHS Board that serves all of Scotland with a proven track record in helping the NHS meet ever-growing demand and expectations. It is recognised as a world leading centre for specialist care, particularly in heart, lung, orthopaedics, cataracts, and diagnostic imaging procedures.

During the pandemic, NHS GJ supported Boards across Scotland with urgent cancer care, as well as opening an extra cardiac catheterisation lab and a state of the art eye centre. In addition, they have added another two aspects to their portfolio of services – NHS Scotland Academy and the national Centre for Sustainable Delivery. Both of these initiatives have the aim of using information, redesign, research, and innovation to support the future demands of the NHS in Scotland.

Similarly, the University of Strathclyde (UoS) has a long history and a vision as a leading international technological university that makes a positive difference to the world.

They have strengthened their basic research portfolio and created highly efficient models for knowledge exchange and collaborative research and innovation. The University has grown partnerships with business, industry and government to accelerate and amplify innovation and to boost societal advancement, economic success and inclusivity locally within Glasgow, nationally, and across the world.

Looking to the future, there are many things which can have an impact on how we deliver care. For example, new medicines and technologies are emerging all the time, radically changing the support available to people. This means that we now have people living longer, who deserve to live well, and often have complex needs and care requirements. It is our collective responsibility to ensure that they receive the right care, from the right people, at the right time.

Together, both NHS GJ and UoS, want to help make Scotland the best healthcare system in the world. To achieve this, the relationship will be primarily based on:

“innovation that drives sustainability and value, delivering a person-centred NHS”

Our partnership

To continue to meet patient expectations and provide quality care, we must constantly develop.

With this partnership, both organisations can provide mutually beneficial experience working together to help find solutions to 'Delivering Care Through Collaboration'.

Advances in medical technologies and treatments present us with unprecedented opportunities. Innovation and new ways of working must be at the heart of rising to this challenge. We aim to be at the cutting edge of healthcare redesign, helping our NHS stay at the forefront of research and delivery and ensuring that Scotland is leading the way in discovering new ways of working.

We believe that the foundations of our mutually beneficial partnership can be based on the following pillars.

Collaboration – We bring people together to help deliver an NHS that is fit for the future. It's active, dynamic and responsive as well as being open to new ideas and having a willingness to share our ideas and knowledge.

Innovation – We are focussed on discovering and applying knowledge with impact, and encouraging creative thinking and new ideas. We're not afraid to do things differently and push boundaries, whether through new ways of working or collaborations.

Excellence – We set and maintain high quality standards to be 'best in class'. It's about being creative, inspirational, avoiding duplication, and being ambitious.

Confidence – We are bold and challenging about what we do and support appropriate and managed risk in our decision making. We prove our skills and expertise and show integrity to ensure what we say matches with reality.

Person centred – we are committed to our staff, patients, students, providing opportunities and investment where it is most needed.

Potential Phase 1 collaborations

In line with the basis of this collaboration, our priority will always be patients and our focus is on sustainable ways to help our NHS recover and remobilise from the impact of COVID-19. The end product of this is better patient care. Every piece of new research, every new project, or every new strategy we undertake is to make a difference to the health and wellbeing of our population.

Following our joint Strategic Partnership and Framework Agreement, the following ideas are what we believe are deliverable and will have a direct, positive impact on healthcare services and our workforce. These ideas are for discussion purposes and do not rule out other potential projects – they simply provide a foundation base for our ongoing relationship.

Overall NHS Golden Jubilee Executive Lead:
Overall NHS Golden Jubilee Operational Lead:

Jann Gardner, Chief Executive
Sandie Scott, Director of Strategic Communications

University of Strathclyde Leads:

Tim Bedford and Roma Maguire

Project 1: Pharmacy related options

NHS Golden Jubilee would provide the equivalent of 10 days experiential learning for each student on the MSc in Clinical Pharmacy to meet learning outcomes including:

- demonstrating communication skills through counselling patients about a newly commenced 'high risk' medicine or one which requires monitoring;
- demonstrating the ability to perform medicines reconciliation in a patient with multiple co-morbidities;
- preparing pharmaceutical care plans with appropriate identification and resolution of care issues;
- demonstrating an understanding of quality improvement methodology by identifying a potential issue or topic for further study;
- identifying a non-standard treatment (not according to guidelines and appraise the rationale for this).

NHS Golden Jubilee would also facilitate one day of clinical skills teaching for all students in year 2 of the MPharm.

If an appointment is made at the NHS Golden Jubilee, the appointee would be a joint appointment with Strathclyde Institute of Pharmacy and Biomedical Sciences (SIPBS).

The benefits of this agreement would be:

- Experiential learning for students on the MSc in Clinical Pharmacy. This would enhance the reputation of the programme and potentially attract more students.
- Clinical skills teaching in the NHS Scotland Academy for MPharm students before they start their experiential learning. This would allow core skills to be developed in teaching environment allowing students to implement and further develop them during experiential learning.
- A closer link with the pharmacy department at the NHS Golden Jubilee to strengthen the strategic partnership.

Other pharmacy led collaborations to consider:

- Critical care module – develop a critical care module and scoping to see what needs to change for the future Postgraduate course.
- Future Health – process to prioritise areas of research for pharmacy or medical.
- Jointly identifying the need and development of new pharmacy courses.

NHS Golden Jubilee Executive Lead: Kevin Kelman, Director NHS Scotland Academy
NHS Golden Jubilee Operational Lead: Yvonne Semple, Director of Pharmacy
University of Strathclyde Leads: Anne Boyter and Amanda Kurdi

Project 2: Board development and contributions to University teaching

Creating an effective Board requires a deep understanding of the role and responsibilities of the Board and its committees, and of the parts played by individual Executive and Non-Executive Directors.

It is also recognised that a highly effective Board is one of the fundamental drivers of organisational performance, particularly in times of change.

Using the vast experience of the University of Strathclyde, together with NHS Golden Jubilee (and potentially NHS Education for Scotland) we have an ambition to create a best practice Board Development package.

As a pilot, this would be focused on NHS Golden Jubilee Board members and leadership in order to test the concept and outcome.

In addition, NHS Golden Jubilee Chief Executive, Jann Gardner, will support the University of Strathclyde Business School as a visiting professor.

Although scope and time commitments are under discussion, this relationship could provide executive education, lecturing, knowledge exchange, tutoring and mentorship opportunities.

Moving forward, NHS Golden Jubilee has a number of highly experienced and specialist members of staff who would have the ability to provide education, tutoring and mentorship to both undergraduates and postgraduates. This could also be expanded to apprenticeships, internships or work placements to increase student employability.

NHS Golden Jubilee Executive Lead: Jann Gardner, Chief Executive
NHS Golden Jubilee Operational Lead: Gerard Gardiner, Head of Corporate Governance
Donna Akhal, Head of Learning and Development
University of Strathclyde Leads: Phil Considine and Alec Morton

Project 3: Research and Innovation

NHS Golden Jubilee is ideally positioned to support research, training and collaboration on a national scale as we continue on work to improve patient care for the patients of Scotland and beyond.

Opportunities include:

- Development of pathfinder programmes
- Active exploration of opportunities in Artificial Intelligence (AI) and data science
- Both clinicians and academic partners to look into developing an infrastructure to support funding and partnerships
- UoS to be involved in NHS GJ Innovation Strategy development

Working together would provide an opportunity and expertise to look at a system wide approach to healthcare in Scotland. This could have many strands but focus on the patient progression path and how we can improve it by looking at the vetting processes prior to admission as well as the patient journey.

This could be taken further by examining how capacity is managed across the wider system, both in terms of patients and staff, and the possibility of developing ways of better utilising staff and resources across NHS Scotland when capacity in one NHS region is down.

It will also involve examining how digital health, artificial Intelligence and data can be better utilised to take into account and address the impact of health inequalities and social exclusion.

NHS Golden Jubilee Executive Leads: Gareth Adkins, Director of Quality, Innovation and People

Mark McGregor, Medical Director

Anne Marie Cavanagh, Nurse Director

NHS Golden Jubilee Operational Lead: Carole Anderson, Associate Director of Quality, Performance, Planning and Programme

University of Strathclyde Leads: Roma Maguire

Robert Van Der Meer

Feng Dong

Project 4: Robotics

The Golden Jubilee's orthopaedic team introduced the first NHS Scotland robot assisted surgery for arthroplasty in 2018. The team now have two Stryker Mako robots for hip and knee arthroplasty and a Zimmer Biomet ROSA robot for knee surgery. With a large volume arthroplasty service (n=3,320 in 2019) and a motion analysis laboratory, the potential for research into the effectiveness of orthopaedics robotics is being pursued.

Similarly, the Golden Jubilee's thoracic surgery team introduced the first NHS Scotland robot assisted surgery for thoracics in 2018 with an Intuitive DaVinci X robot, and have rapidly become one of the largest volume thoracic robotics centres in the UK. They have developed more advanced techniques and become active in robotics training. With an additional Da Vinci Xi robot acquired in 2021, our new general surgical team are currently establishing colorectal robotic surgery on our site.

These are some of the landmarks in the Golden Jubilee's progression to becoming a leading UK institution in robotic surgery, and we have an ambition to explore together next steps and advances in this arena.

NHS Golden Jubilee Executive Lead:	Mark MacGregor, Medical Director
NHS Golden Jubilee Operational Lead:	Thoracic: Alan Kirk
NHS Golden Jubilee Operational Lead:	Orthopaedics: Nick Ohly
NHS Golden Jubilee Operational Lead:	Colorectal Surgery: Mark Vella
University of Strathclyde Lead:	Phil Riches

Project 5: Biomedical Sciences opportunities

Consideration could be given on exploring opportunities for the University of Strathclyde biomedical sciences academic team to work in partnership with the healthcare science team at NHS Golden Jubilee.

By accessing and sharing expertise in the design of undergraduate/postgraduate biomedical sciences' programmes, we will support employability opportunities for students, whilst responding to some of the workforce pressures within NHS Scotland.

There may also be opportunities for dedicated research in this area.

NHS Golden Jubilee Executive Lead:	Kevin Kelman, Director of NHS Scotland Academy
NHS Golden Jubilee Operational Lead:	Jackie Wales, Head of Laboratories
University of Strathclyde Leads:	Catherine Lawrence and Marie Boyd, SIBPS

Project 6: Joint posts

Two parts of the NHS Golden Jubilee portfolio will have a significant impact on the future of health, social care and our workforce.

The national Centre for Sustainable Delivery will play a vital role in supporting Scotland's national efforts to remobilise, recover and redesign towards a better health care system. NHS Golden Jubilee is also leading on the soon to be launched NHS Scotland Academy - an exciting new concept to offer accelerated training for a wide range of health and social care roles and professions.

The benefits of academia being involved in the NHS is widely known - improved clinical outcomes, increased treatment options, increased evidence-based care, effective utilisation of resources, increased reputation, income generation and increased engagement with staff.

Due to the national significance and close links between these two component parts of NHS Golden Jubilee, an academic link that has input to both areas would have a direct impact in helping to transform healthcare within planned care, unscheduled care, cancer, future workforce and other key priorities.

Across NHS GJ and UoS, there may also be scope for additional clinical academic roles and joint positions including clinical research fellows.

NHS Golden Jubilee Executive Lead: Mark MacGregor, Medical Director
Catherine Calderwood, Clinical Director,
Centre for Sustainable Delivery

NHS Golden Jubilee Operational Leads: Jessica Henderson, National Associate
Director, Centre for Sustainable Delivery
Jeanette Stevenson

University of Strathclyde Leads: Alec Morton, Mandy McLean, Jens Sutter

Project 7: Legal implications in information and data governance

Often innovation attempt falls foul on presumed law, and perceived rules and regulations. Therefore, a future collaboration looking into the use and feasibility of a compact module on data and information governance could potentially give any profession involved in NHS innovation firm foundations and a head start.

Together with Strathclyde Law School, partnering with the Digital Health and Care Innovation Centre (DHI), the Information Governance Forum for NHS Scotland and NHS Lanarkshire Information Governance, we are looking to develop a more general understanding of the possibilities in digitally driven innovation.

NHS Golden Jubilee Executive Leads: Mark McGregor, Medical Director
Colin Neil, Finance Director

NHS Golden Jubilee Operational Leads: Jessica Henderson, National Associate
Director, Centre for Sustainable Delivery
Gerard Gardiner, Head of Corporate
Governance

University of Strathclyde Leads: Jens Sutter plus representative from
Strathclyde law school

Communications plans

A communication plan will be developed and agreed by both partners. It will be updated on a regular basis in line with the overall project plan.

It is designed to ensure the key milestones and project work streams are effectively and consistently marketed and communicated to the identified key audiences and stakeholders.

Communications objectives

The overall objectives can be divided into 2 phases:

Phase 1: Establishing the concept

- Raise awareness about the partnership between University of Strathclyde and NHS Golden Jubilee.
- Demonstrate the value the partnership will bring to NHS staff, patients and services.
- Demonstrate the value of the partnership to University staff, students and alumni.
- Differentiate between this and other partnerships/Academic relationships.
- Articulate clearly to internal audiences of the University of Strathclyde and NHS Golden Jubilee the benefits and opportunities and how they can engage with it.

Phase 2: Project specific

- Create and build up communication and marketing plans based on individual project plans.
- Work with teams to source tangible case studies and confident spokespeople to support project key messages.
- Establish mechanisms to create cross channel communications/marketing to support shared aims.

Core narrative/themes

It is vitally important that there are clear and consistent messages about the partnership that are in line with both NHS and University aims and objectives.

The partnership:

- Will help support the recovery of NHS Scotland.
- Will help support NHS remobilisation in a sustained way.
- Is socially progressive and makes a positive difference to the lives of people across Scotland and beyond.
- Will support both institutions as 'places of useful learning' – our responsibility to research, teach and be of benefit to society, providing best in class, accredited education which complements and supports all aspects of healthcare.
- Will make best use of the combination of specialised academic and healthcare experience to explore exciting and beneficial reform to patient care and workforce roles.
- Will deliver genuine world-leading innovative solutions to healthcare and staff delivery models.

Next steps

1. NHS Golden Jubilee confirms Procurement Framework following Framework Agreement.
2. Agree Phase 1 partnership focus areas.
3. Provide a governance structure for relationship and projects.
4. Commence joint Phase 1 communication plans.

Sandie Scott
Director of Strategic Communications
NHS Golden Jubilee
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