**University Hospital Status for NHS Golden Jubilee**

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1. **Growing relationship with NHS Golden Jubilee and current arrangements**

Collaboration with NHS Golden Jubilee National Hospital (NHSGJ) has grown strongly since a Strategic Partnership Agreement (SPA) was signed in March 2021. NHSGJ is a national NHS Board with a specialist role in reducing waiting times for key elective specialities. It also includes the NHS Scotland Academy, the Centre for Sustainable Delivery (which aims to be a Global Centre of Excellence on innovation in healthcare delivery), a Research Institute, an Innovation Institute, and a Hotel and Conference Centre. The relationship and consequent opportunities with NHSGJ are therefore substantially different and complementary to those we have with NHS Lanarkshire (NHSL), as a regional board. In terms of governance arrangements however there is no difference between those for NHSL and those for NHSGJ. This paper therefore follows the same structure as that presented to ET in August 2020 to make the case for University Hospital status for NHSL.

The collaboration is managed by a Strategic Partnership Board, which has met twice already and which includes senior leadership from both institutions as well as clinical, management and academic leads for the collaborative projects. A Framework Agreement has been signed in March 2021, which provides a standardised format on which to establish new activities between Strathclyde and NHSGJ;. The CEO of NHSGJ, who is now also a Visiting Professor in SBS, has recently written to the Principal, on behalf of its Board, to request that University Status be agreed with the University (see Annex 1, the *Shared Interests* paper in Annex 2 and the *Developing the Relationship* paper in Annex 3 which were approved by the Board. Annex 4 sets out current collaborative work and Annex 5 provides a Risk Assessment adapted from the corresponding one from NHSL). University Status is a formal recognition by both parties of the strength and significance of the relationship between them. NHSGJ does not currently have University Status with any other University, though as a National Board it has important links with several. The agreement of University Status is a mutual recognition between both parties of the breadth and depth of collaboration, and is an important signal to external parties (Scottish Government and NHS, Research Councils, Medical Charities etc.) of that mutual commitment.

University status also opens up wider opportunities for the university in terms of the scale of the joint activities and the engagement of NHS staff in university activities such as teaching and joint appointments. Also, a jointly operated unit or department annex is less likely to evolve from a Strategic Partnership Agreement.

1. **Potential Advantages of University Status**

Both parties recognize mutual advantages of which the following are examples which have been agreed jointly.

NHS Golden Jubilee:

* Increased reputation through collaboration with a world renowned learning institution.
* Supporting national NHS remobilisation through workforce and development opportunities.
* Providing a foundation for NHS Golden Jubilee and national sustainable services through research and innovation.
* Provide an added academic dimension to healthcare solutions for the future.
* Attracting undergraduates and graduates to work for NHS Golden Jubilee and wider NHS.
* Supporting its existing workforce through learning and development opportunities.

University:

* Increased reputation with NHS, Scottish Government through contributions to National

initiatives.

* Funding of joint posts and doctoral research.
* Placements and internships for Strathclyde MSc and undergraduate students.
* Contributions to teaching courses by NHS staff, including clinical secondments.
* Access to clinical/health care environments for the University’s PhD students.
* Possibility of hospital based footprint for some of the University’s Departments/Institutes

(e.g. SIPBS).

* Access to funding routes for collaborative projects and better chances of success e.g.

with MRC and CSO.

* Attraction of Strathclyde to staff and students wishing to research and study

clinical/health care subjects.

We envisage that University Status will add value to the Health Tech Cluster, by providing opportunities to involve industrial partners with NHSGJ and through partnership with the NHSGJ innovation institute (which is in development and has benefited from advice from IIE and academic colleagues), and improve our research environment (including REF) with benefits for relevant UoAs.

1. **Process for award of University Status**

The process was initiated by Jann Gardner, CEO of NHSGJ, who proposed this to the Board of NHSGJ, and communicated the outcome to the Principal.

This paper asks for the support of Executive Team, after which Senate will be asked to recommend approval to Court. In the meantime, the NHSGJ – Strathclyde Strategic Partnership Board has met and supports University Status with Strathclyde. It is intended that the Strategic Partnership Board manages the relationship using the SPA and the Framework Agreement as tools to ensure effective governance by enabling us to fast-track any specific collaborative contract agreements required for each joint activity that is agreed. The list of recent activities is given in Annex 4.

1. **Post approval**

The NHSGJ Board will be informed of University agreement and asked to approve the management process for collaboration under University Status.

All activities falling under University Status will be managed by the Strategic Partnership Board, which is empowered, on behalf of NHSGJ and the University, to agree the assessment criteria to be used to assess proposed activities for University Status, to approve proposals for University Status, and to monitor progress of these activities. Review and renewal of University Status will take place at the same time as that of the SPA, or when either of the two institutions Governing Bodies decides to withdraw from the agreement.

Contractual arrangements required for such activities will fall under the Framework Agreement agreed between NHSGJ and the University.

A University Status Subgroup of the Strategic Partnership Board, consisting of senior representatives of each organisation will prepare proposals for University Status and ensure that such proposals have the backing of each organisation (each following its own institutional process – at Strathclyde this would be an ET decision, and GJ has its own governance process). The initial Strathclyde members of this University Status Subgroup will be Prof Roma Maguire, Prof David Littlejohn and Prof Tim Bedford.

The University logo and name will be added as appropriate to signage of the NHS Golden Jubilee National University Hospital, and communications teams from both sides will agree a comms plan to highlight the new relationship. This will include prominence given to the NHSGJ relationship on Strathclyde’s own webpages and where appropriate on signage.

**5. Intended criteria used by NHSGJ and Strathclyde to decide if a proposed activity falls under University Status**

The following criteria have been discussed with CEO Jann Gardner.

The Strategic Partnership Board is responsible for managing the use of University Status within the broader partnership. The criteria to be used will be developed and updated from time to time. However, it is envisaged that University Status may be applied to service related activities associated with Departments, Centres within NHSGJ, or special initiatives in cross-cutting or underpinning technologies and/or delivery models, where a strong and long lasting partnership is created/exists between groups of colleagues at Strathclyde and NHSGJ. This would be demonstrated by criteria such as the following, which will be refined in discussions with NHSGJ to establish a joint assessment and approvals process for both types of activity:

**Core**

* Leadership responsibility: Each entity or activity gaining University Status must be led by or responsible to an appropriately senior member of staff on each side.
* Service:
  + Appropriate NHSGJ staff should have honorary university academic status.
  + Development of new health and social care models of care and evolving professional roles within the existing NHS and/or Social Care workforce.
  + Evidence of committed and evidenced specialist, cutting-edge, evidence-based care resulting in patients receiving the best clinical outcomes.
* Education:
  + Demonstrate involvement in the undergraduate and post graduate education development/delivery.
  + Provide high quality placements for learners evidenced through feedback/ quantitative and qualitative data.
* Research and Innovation:
  + Staff within the service act as Principal Investigators as/when appropriate in the conduct of NHS Ethics-approved healthcare or other research studies.
  + Demonstrate operational commitment within the service to provide support for the delivery of research studies.
  + Demonstrate collaboration with University colleagues, or have a commitment to do so, in developing, winning funding for, and conducting high-quality, NHS Ethics-approved translational research studies that focus on joint NHS and University priorities.

**Additional (Desirable):**

* Service:
  + University academic staff (employed and/or visiting) working in NHSGJ providing clinical/non-clinical input to improving care.
  + Appropriate NHSGJ staff involved in influencing university practice (ie Programme Boards, curriculum development groups, University Quality assurance panels).
* Education:
  + Provide postgraduate student placements and actively seek to host PhD students.
  + Work collaboratively in the development and delivery of under- and post-graduate programmes of education.
* Research and Innovation:
  + Staff within the service have a track record of success in attracting research grant funding in competitive funding-calls.
  + Evidence of pre-existing collaboration with the University in conducting NHS Ethics-approved or other research studies.
  + Collaboration with the University in research studies that have published results in peer-reviewed journals or that have been translated into clinical practice or that have influenced health policy or guidance.

**Use of the University’s name under University Status**

When University Health Board status has been established, it is anticipated that with the University’s agreement, Strathclyde logo would be placed prominently on main hospital signage, to celebrate and promote the partnership.  Appropriate staff in Communications at Strathclyde and NHSGJ would work together to publicise the University Status relationship.

Thereafter, as relevant NHSGJ entities are able to fulfil the agreed criteria, we would then additionally rebadge and jointly promote all such relevant departments and projects. The *Shared Interests* document in Annex 2 sets out potential areas where this could occur.

**Financial commitments and risk**

There are no direct financial commitments arising from the recommendations of this paper. Specific projects taking place will be costed individually and agreed within the overall Framework Agreement between Strathclyde and NHSL.

A high level risk assessment has been carried out on the issue of University Status, and this can be found in Annex 5. The risks are considered manageable, and are in keeping with university risk appetite.

**Recommendation**

ET is asked to recommend that Court agree the request of the NHSGJ Board by approving University Status for NHSGJ, subject to any comments given by Senate Business Group on behalf of Senate, with the arrangements for managing University Status as described above.