



**Humber Health
Partnership**



RESEARCH AND INNOVATION STRATEGY

2025 - 2028

Other Formats

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Strategy on a Page (2025 - 2030)

United by Compassion – Driving for Excellence

In five years...

we will be one of the leading hospital groups in the UK, delivering safe, sustainable and inclusive healthcare services

Guided by our values...

**Compassion | Honesty
Respect | Teamwork**

We will achieve this by focusing on our...

Patients

We will make sure our patients get the safe, quality care they need and have a good experience

People

We will put our people first, supporting our teams to be the best they can be and grow our future workforce

Population

We will focus our efforts on those with the greatest needs and help people in our communities to live well

To deliver our strategic goals...

Our Patients get the best care

CQC Outstanding
Top 25% performance

Our People feel proud to work here

75% recommend as a place to work and be treated

Our Population live more years in good health

Gap in access for people from deprived areas halved

We will strive to be...

Pioneers

We will embrace digital and tech, prioritise research and innovation and build skills for transformation

We push the boundaries

Partners

We will work well with others, build trust and develop ambitious partnerships for the future

We work in partnership

Guardians of the Public Purse

We will live within our means, deliver value-based care and reduce our impact on the planet

We use our resources well

Research and Innovation Strategy 2025/28

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Foreword

Research and innovation are at the heart of how we improve health and care for the people we serve. This strategy sets out our ambition to embed research and innovation in everything we do — not as an optional extra, but as a core part of high-quality, equitable care.

At NHS Humber Health Partnership, we are proud of the scale and scope of our research. With over 700 active projects across 27 specialties, we are a leading force in the region. But it is not just about numbers — it is about purpose. We focus on the challenges that matter most to our communities, including the deep-rooted health inequalities shaped by deprivation, environment, and limited access to services. Our strategy is shaped by these realities.

We are already working closely with academic institutions, regional networks, and commercial partners to ensure our research reaches further — influencing national priorities and contributing to global discovery. These partnerships allow us to bring cutting-edge treatments to patients earlier, and ensure that innovation is aligned with local health needs.

But we know we can go further. This strategy is a call to action — to integrate research and innovation more deeply into clinical care, to support staff to lead and participate in innovation, and to make research more inclusive and accessible to our communities. Whether it is rethinking how care is delivered, testing new technologies, or involving patients as co-creators of solutions, we want research and innovation to be a tool for change across our health system.

The next three years will be about delivery — building on what works, addressing what holds us back, and unlocking the full pioneering potential of our people, partnerships, and patients and population. By making research and innovation part of our daily practice, we can shape a future where care is not only more advanced, but more responsive, more equitable, and more connected to the people it serves.



Dr Kate Wood

**Group Chief Medical
Officer**

Who we are

Our Group is one of the largest in the NHS, with a budget of over £1.4billion, employing over 18,000 staff.

Made up of two Trusts - Hull University Teaching Hospitals NHS Trust (HUTH) and Northern Lincolnshire and Goole NHS Foundation Trust (NLaG) - we're committed to delivering world-class services for the 1.65 million people we serve.

Our five main hospital sites are Castle Hill Hospital, Diana, Princess of Wales Hospital, Goole and District Hospital, Hull Royal Infirmary, and Scunthorpe General Hospital. We deliver a wide range of community services across the Greater Lincolnshire area, including district nursing, physiotherapy, psychology, podiatry and specialist dental services.

We see well over a million patients every year with around 275,000 attendances at our emergency departments, 214,000 hospital admissions and more than a million outpatient appointments. We deliver around 8,700 babies each year and our community services provide vital healthcare to patients in their own homes.

Research and innovation are central to improving outcomes and tackling the major health challenges in our region. As teaching hospitals working with Hull York Medical School, we are proud to be nationally recognised for our leadership in clinical and biomedical research.

Our Research, Development and Innovation (RDI) team - led by a Director, Manager, and Matron - manages a wide portfolio including early-phase trials, medical devices, diagnostics, public health research, and observational studies.

Our research focuses on the conditions that most affect our population: obesity, diabetes, cardiovascular disease, cancer, respiratory disease, digestive conditions, kidney disease, and infectious diseases. These are high-impact areas where evidence-based innovation can make a real difference.

We work with academic and industry partners to ensure our research has real-world impact. As part of the Yorkshire and Humber Research Delivery Network, our work is nationally funded and performance-led.

Many projects are commercially funded through strong collaborations with pharma and med-tech sectors, including partners like Health Innovation Yorkshire and Humber, NHSA, and Medipex.

Through the Humber and North Yorkshire ICB Innovation Research and Improvement System (IRIS), we help shape regional research priorities and support staff and partners to develop digital tools, technologies, and medical devices that improve care.



Our research activity spans:

Clinical specialties

27

Core staff members

100

Concurrent projects

700+

**Annual recruited
Participants**

6,000

Where are we now (in numbers)

Our research activity spans 27 clinical specialties and is supported by over 100 core staff members. At any given time, we manage over 700 projects in various stages of development and recruit more than 6,000 participants annually.

As a research-active organisation, we are committed to delivering better, safer patient care by integrating research into clinical practice and continuously raising the standard of healthcare across our region.

Research within the Group is a self-sustaining, predominantly externally funded infrastructure, built on a foundation of passionate and highly skilled researchers and research teams.

We drive innovation and discovery through national and international collaborations with academic and industry partners. As sponsors of complex drug and device trials, as well as non-interventional research, we are recognised as a responsive and reliable commercial partner, attracting high-value collaborations that align with our local disease burden. This unique positioning allows us to bring novel treatments to our local population ahead of their availability across the NHS, ensuring cutting-edge therapies reach those who need them most.

Our exceptional success rate for NIHR grants has enabled us to strategically reinvest in early-career researchers, fostering the next generation of scientific leaders.

Our innovation activities have traditionally been reactive rather than proactive, largely due to the absence of a dedicated infrastructure to support them. Unlike research, which benefits from established external funding streams, innovation relies on highly competitive and high-risk funding opportunities, requiring significant investment from stakeholders. The lack of protected time for staff to focus on innovation and limited access to expert guidance further hinder progress. Additionally, without a robust infrastructure to support and manage innovation projects, we have historically struggled to generate commercially viable ideas that could drive meaningful advancements and revenue growth.





Where we are now (context)

Organisational and Operational Context

NHS Humber Health Partnership unites two Trusts to serve a large, diverse population—creating both opportunity and challenge. While we've funded core research roles for over 15 years, sustainable growth now needs further investment and cultural change to embed research into everyday care.

Support services like pharmacy, radiology, and labs are stretched. Many research leaders lack protected time, and workforce development is limited by difficulties with recruitment and shared roles.

Our infrastructure must also improve. We need to shift from analogue to digital systems, grow AI and data skills, and extend research into community and primary care settings.

Population Health and Research Priorities

Our region faces some of the UK's worst health inequalities, driven by deprivation, poor environments, and barriers in access to care. Chronic diseases, mental health issues, and early death are more common here, especially in Hull, Goole, and Northern Lincolnshire.

Obesity, smoking, alcohol use, and inactivity drive high rates of diabetes, heart and lung disease, cancer, and dementia. An ageing population and environmental risks, like pollution and flooding, add further pressure.

Rural areas face barriers due to longer distances to access services and poor transport. Better links between hospital and community care, more prevention, and wider research participation for those in more isolated communities are essential.

Improving engagement through mentoring, education, and awareness will increase participation and impact.

Humber Health Partnership is well-placed to lead—by embedding research into care, focusing on prevention, and strengthening collaboration, we can improve outcomes and reduce inequalities across the region.

Where we are trying to get to?

Clinical Research and Innovation Strategy: Ambitious, Inclusive, and Forward-Looking

Our goal is to embed research and innovation into everyday care, helping people in our region live longer, healthier lives. We want our work to reflect local needs, support staff, and improve outcomes across our services.

This strategy sets out our commitment to making research and innovation part of how we deliver care — practical, inclusive, and focused on real-world impact.

By 2028, we aim to:



- Be recognised nationally for research and innovation
- Achieve international recognition for research quality
- Increase annual research and innovation income
- Grow the number of people taking part in research each year.

This strategy offers a clear path for ongoing progress and better care across our communities.

Challenge-led Innovation

We want to build on what we do well and improve in areas where we face the greatest challenges. Right now, demand is outpacing our ability to deliver timely care, so we must rethink how we work — across hospitals, communities, and prevention.

Innovation and continuous improvement are essential. Our strategy supports a shift from analogue to digital, hospital to community, and treatment to prevention.

We will create a culture where staff are supported to test ideas, solve problems, and improve care. With the right tools, time, and backing, teams can turn ideas into action.

By giving staff more ownership and flexibility, we can respond to challenges faster and deliver practical, patient-focused solutions using new technologies and smarter ways of working.

How we will get there

This strategy is built around three key missions and nine objectives, all aimed at driving research and innovation across our organisation. We will achieve this by creating world-class facilities, empowering staff to lead inclusive research, prioritising local health needs through strong partnerships, and inspiring creativity by building skills and involving communities in better care.



1

Mission 1: We will build the infrastructure we need to deliver excellent clinical research and innovation

The first mission of our strategy focuses on building the facilities, systems, and partnerships needed to support high-quality research and drive innovation.

Objective 1:

We will support all clinicians, including early career researchers, to make the most of opportunities to contribute to research and innovation.

Staff will have protected time to engage in research, recognising its role in improving care.

We'll foster a culture of curiosity and safe experimentation, where ideas can be tested and refined.

Training, mentorship, and support will help staff build skills and connect with research networks.

Research will be embedded in clinical training, with leadership opportunities to grow workforce capacity.

In line with our Medical Workforce Strategy, we will offer flexible opportunities for staff to develop research interests and improve services.

1

Mission 1: We will build the infrastructure we need to deliver excellent clinical research and innovation

Objective 2:

We will support NMAHPs to undertake research by providing time and resources to increase research participation.

Nurses, midwives, and allied health professionals are key to research and innovation. They are well placed to lead patient-focused studies and apply evidence in practice.

We will support their development through training, mentorship, and leadership opportunities, building a culture of research-informed care.

Dual clinical-research roles and protected time will allow NMAHPs to stay in practice while driving innovation.

We will secure long-term funding to ensure this work is sustainable and impactful.

Objective 3:

We will build patient confidence and health literacy to support informed participation in research, making it more inclusive and improving population health.

Patient involvement makes research more relevant and inclusive. By embedding patients in design and delivery, we improve quality and trust.

We'll simplify materials, offer translations, and use digital tools to reach diverse communities, including those in rural and coastal areas.

Working with community groups and training staff in inclusive practice, we'll build trust and widen participation — especially among underserved populations.

Research will focus on addressing real barriers to care, including transport, income, and access, to improve outcomes where they're needed most.

Objective 4:

We will work with academic and industry partners to develop the facilities, data, and digital infrastructure needed for high-quality research and innovation.

We will create innovation hubs where start-ups, researchers, and industry can develop real-world healthcare solutions.

Long-term partnerships will support access to expertise and tools for technologies like remote monitoring and virtual care.

Hackathons and workshops will tackle clinical challenges in AI, wearables, and personalised medicine — speeding up adoption of new ideas.

Building on our Digital Strategy, we will expand data-sharing to accelerate diagnostics, redesign pathways, and lead in AI-driven innovation.

2

Mission 2: We will align our research efforts to the big challenges facing our population

Our second mission focuses on tackling the complex health needs of our population. High rates of cancer, cardiovascular disease, diabetes, and digestive conditions, along with obesity, smoking, alcohol harm, and an ageing population, demand new ways of working. We will use our expertise and partnerships to drive innovation in prevention, diagnosis, and treatment.

Objective 5:

We will use our scientific expertise to tackle the major challenges facing our population and workforce.

We will bring together expertise from science, healthcare, and industry to develop and test new treatments and technologies that improve care and access for all.

As health needs grow and resources tighten, our workforce must adapt. New skills, smarter tools, and strong partnerships will help us meet these demands safely and efficiently.

Working across clinical, academic, and industry sectors, we'll fast-track discoveries from lab to clinic, focusing on what matters most to patients.

We'll use data, AI, and machine learning to personalise care, predict health risks, and support earlier, preventive interventions.

Equity will be at the heart of our work, ensuring research addresses health inequalities and improves access for everyone.

By engaging with policymakers and health leaders, we'll turn insight into action — strengthening services and building a more resilient workforce.

Objective 6:

We will work with industry to lead research in sustainable healthcare and support economic growth in the Humber region.

We can't tackle healthcare challenges alone. By partnering with experts, researchers, and industry, we'll bring in the skills and tools needed to solve problems faster and smarter.

Working with leading institutions, we'll co-design research that reflects local needs and global science. These partnerships will boost credibility, funding, and access to innovation.

We'll also invest in joint training and mentoring to grow our research workforce.

Sustainability will be a core focus. Climate change is already impacting our communities, and healthcare must cut its carbon footprint.

We'll lead research and innovation into greener care — reducing waste, using sustainable materials, and testing eco-friendly solutions with partners.

Our aim is to deliver better health and reduce environmental harm, backed by clear measures of impact and accountability.

3

Mission 3: We will equip our people to innovate and transform

Our third mission focuses on developing home-grown researchers who understand local needs, embedding research skills into training and fostering a culture of innovation across our workforce.

Objective 7:

We will work with training providers to embed research skills into training, helping staff lead innovation and improve services.

Embedding research and innovation into training will help staff stay curious, question current practice, and improve care through new ideas and insights.

We will strengthen partnerships with universities and training providers to co-design research-focused curricula covering methodology, data, ethics, and evidence-based practice.

We'll advocate for protected time so staff can take part in research without affecting clinical duties.

Research roles will be linked to career development, with discussions included in appraisals.

We'll expand access to training, fellowships, and mentoring, giving staff the skills and support to lead research and innovation confidently.

Objective 8:

We will foster creativity by giving teams more freedom to deliver goals within a clear framework.

We will build a culture of challenge-led innovation, where staff are encouraged to spot problems and propose solutions.

Through greater autonomy, supported by leadership and clear goals, teams will be empowered to drive change.

A Virtual Innovation Hub and Innovation Portal will give staff space to collaborate, share ideas, and access support.

By linking quality improvement and innovation, we'll create a joined-up approach to continuous improvement across the organisation.

Objective 9:

We will involve communities in research and innovation, giving them a voice in shaping solutions.

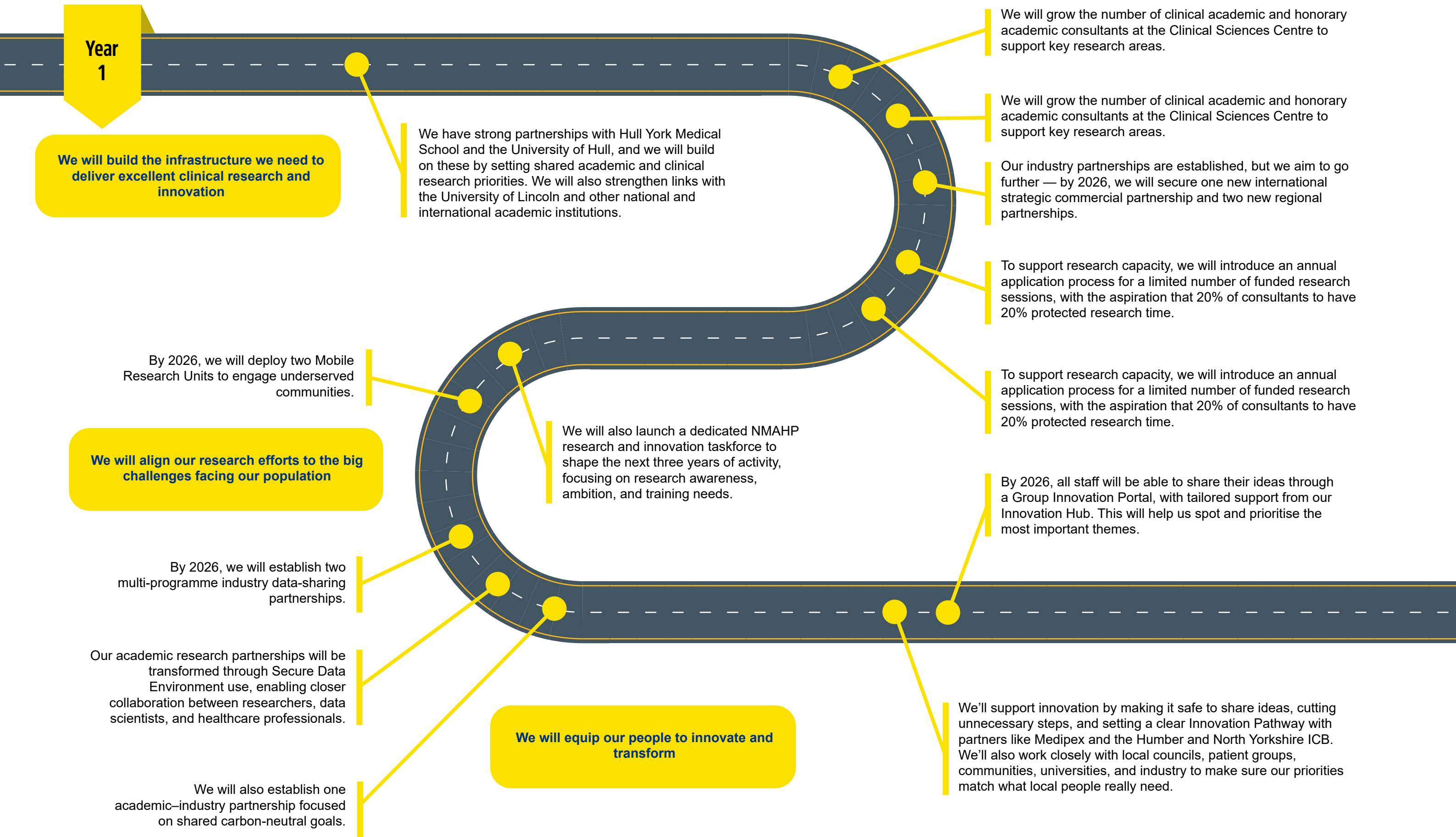
We put people first and build trust through genuine community involvement. Our goal is to make communities active partners in research and innovation—not just participants, but co-creators.

By combining community insight with academic expertise, we'll design solutions that reflect real-life needs and improve outcomes for all.

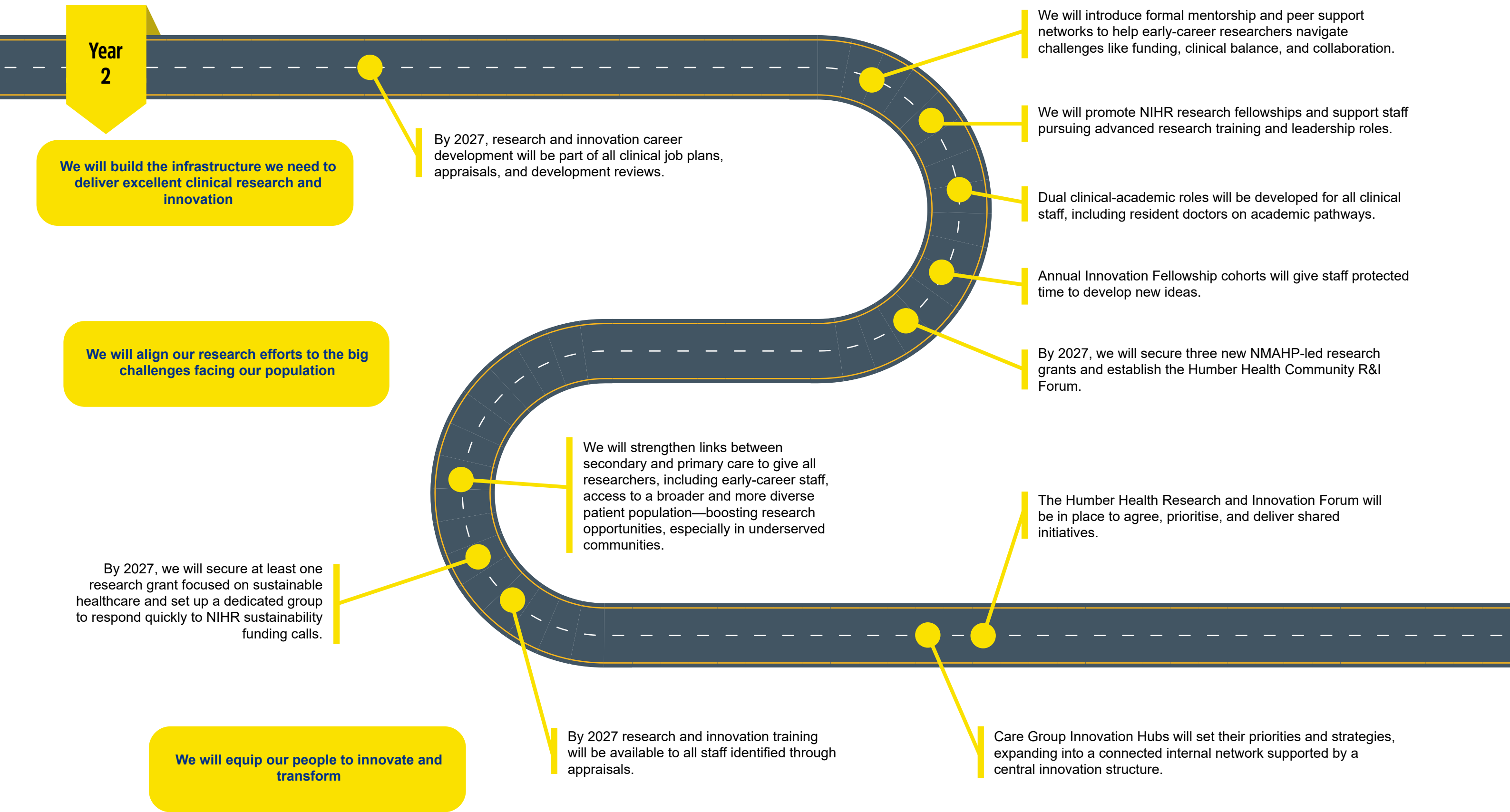
We'll create community-led forums and build capacity for meaningful participation, focusing on inclusion and breaking down health inequalities.

Involving underrepresented groups will make our work more relevant, responsive, and equitable—driving long-term engagement and shared ownership of innovation.

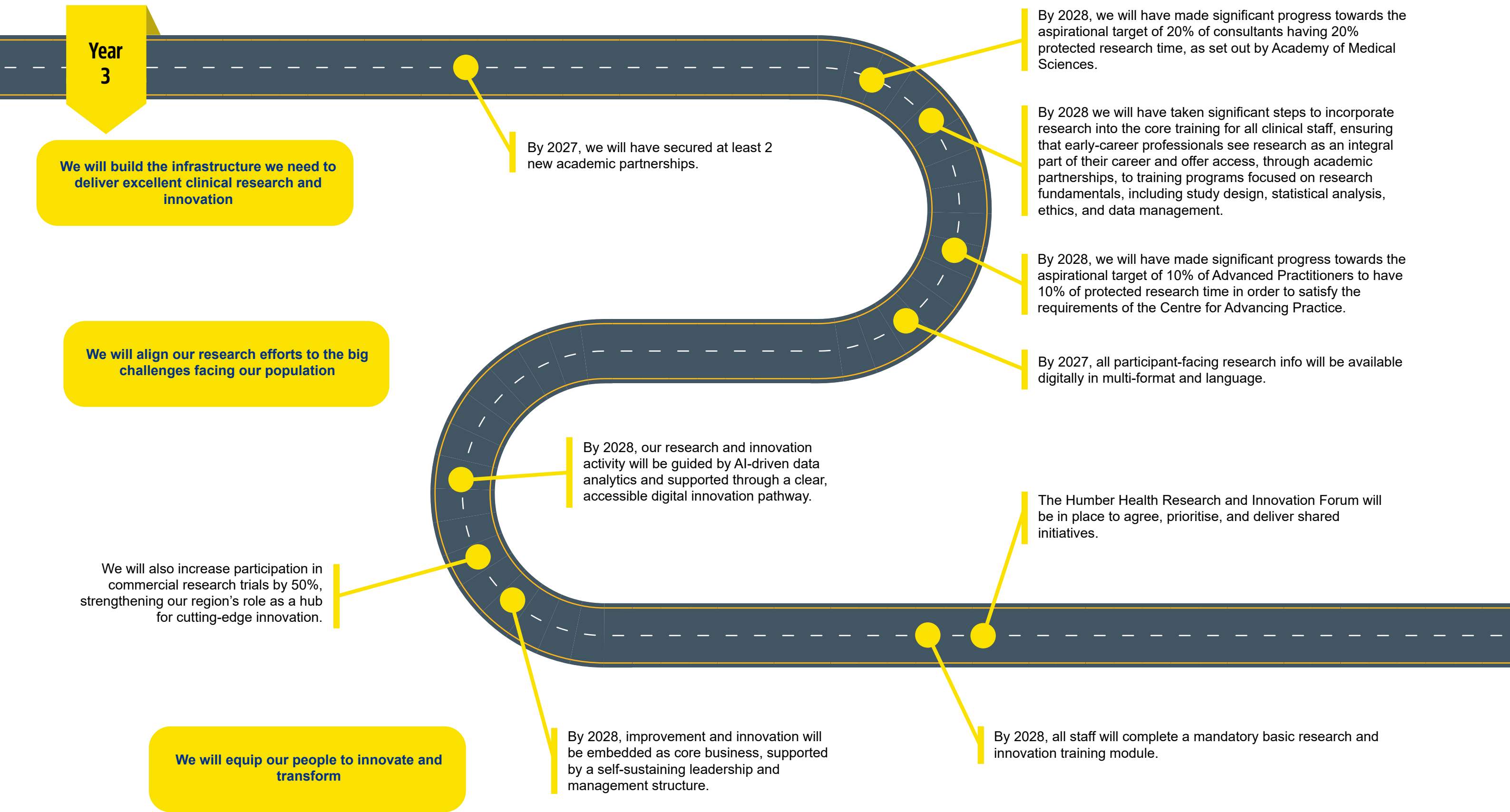
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