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University Health Board



“View from the Bwlch, Rhondda” by Mal Durbin

CWM TAF MORGANNWG UNIVERSITY HEALTH BOARD RESEARCH & DEVELOPMENT STRATEGY

2025-2030

Photograph Acknowledgments

The landscape photographs included in this strategy were shortlisted as part of CTMUHB R&D's competition to commemorate the opening of the Clinical Research Centre in March 2021. The competition, in collaboration with Uprise Print, a digital printing company based in Llantrisant, invited staff and members of the public to submit images of "natural beauty" across the localities of Merthyr and Cynon, Rhondda and Taff Ely and Bridgend. Thanks go to all contributors for sharing their photography of the local landscapes across Cwm Taf Morgannwg University Health Board.



Mae'r ddogfen / ffurflen hon hefyd ar gael yn Gymraeg.

This document / form is also available in Welsh.



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The Cwm Taf Morgannwg University Health Board R&D Strategic Vision

“To embed research as a core function in all that we do and harness the potential of research to address the health challenges of our population and the development of our workforce, to transform future clinical service delivery.”

Foreword

Recent global events and increasing awareness of the dangers to population health have highlighted the importance of research in identifying cause and finding solutions to address these and reduce harm.

The NHS, through its access to the whole population and clinical and scientific expertise is central to generating, delivering and translating research to improve the health of the nation. Challenges such as increases in the older population will result in higher prevalence of age-related conditions and a subsequent increase in older people with care needs, estimated to be around 25%¹, requiring different approaches in health care delivery.

Change in health care delivery will require a robust evidence base to optimise new approaches, and implement new technologies and treatments, that are also aligned to value based health care principles. A focus on the prevention of ill health is also an important strategic aim of the NHS. Central to help gather and generate the evidence and implement change will be a workforce that has the skills to undertake research, deliver change and the opportunity to develop their research and health care careers. An ambitious research agenda will be essential in meeting these outcomes.

It is well established that wider health determinants contribute to and ultimately impact NHS service demand. Research plays a key role in removing the barriers and facilitating collaborative working with education, prison service and the environment. Research can help identify and address the inequalities recognised as contributory to the state of the populations' health and ensure inclusivity and access to all who can benefit from research. Factors already recognised in other national health strategies such as the *Public Health Wales: Working together for a Healthier Wales*.² This strategy outlines how Cwm Taf Morgannwg University Health Board, as a key contributor to clinical service delivery in Wales, will maximise research opportunities for its population and beyond.



Professor Greg Dix
Executive Lead for
Research &
Development



Professor John Geen
Assistant Director for
Research &
Development

Introduction

What is Research?

Research is defined as *“the mechanism to derive generalisable or transferable new knowledge to answer or refine relevant questions with scientifically sound methods”*³. This requires robust and ethical data acquisition and analysis to answer the research question under investigation. Research in the NHS improves the knowledge base of healthcare, health disorders, their prevention and their safe and effective treatment. Research is also inextricably linked to the provision of value and evidence-based health care.



Research is central to the development and delivery of the highest quality care, through the provision of a robust evidence base to inform change and improvement. There are numerous well-established benefits to being a research active organisation. It is recognised that research active organisations provide better care and have better patient outcomes in terms of morbidity and mortality, than NHS organisations that conduct less clinical research⁴. Research ensures that patients are provided with access to new therapies, treatments and technologies not yet routinely available. Research is also essential for delivering the Duty of Quality agenda across NHS Wales. Research participants can benefit from enhanced monitoring, learn more about their condition and overall health and feel a sense of pride in helping others by contributing to research^{5,6}. Organisational benefits include the recruitment and retention of high-quality staff, staff career development through research training and development and reduced level of burnout.

Furthermore, research builds partnerships between clinicians, academic partners, industry, third sector organisations and the public. Research, in conjunction with innovation and education, is a key pillar and essential criteria of maintaining university health board status.

Undertaking research provides financial benefits through the opportunity to recover costs and generate income to be re-invested in support of the research infra-structure, to further increase research capacity, in addition to the potential for cost avoidance / savings as a result of commercial companies providing medications for clinical trials. Research activity benefits the economy through the generation of jobs and



“Southerndown”
by Tamsyn Clark

gross value added (GVA)⁷. Research can contribute to prosperity and where there are more prosperous communities there will be healthier communities. It is important that all the benefits of research are visible and communicated to our workforce, our patients and the wider population.

CTMUHB is situated in the Southeast of Wales and encompasses three local authorities namely, Merthyr Tydfil, Rhondda Cynon Taf & Bridgend. CTMUHB provides physical and mental health services to a population of 450,000 across primary, secondary and community care, in addition to supporting the work of public health and the prevention agenda. It is essential that CTMUHB provides equitable access to research that is of a high quality, safe, co-produced, inclusive, impactful and relevant to the local, national and global health needs and challenges. This will enable health inequalities to be reduced and benefits to the population to be realised.

Cwm Taf Morgannwg University Health Board’s (CTMUHB) 5-year Research and Development Strategy 2025-2030, sets out how CTMUHB will

further develop its vision, infrastructure, research culture and impact, to embed research as a core function of the organisation. The strategic aims and objectives outlined in this strategy are set across primary care, secondary care, population health, community and social care and are applicable to all specialties and professions, both clinical and non-clinical.

This R&D strategy is aligned to the CTMUHB’s core values, described in the *CTM 2030: Building Healthier Communities Together Strategy*⁸, with research and development strongly linked to each of the four strategic goals across the five key life stages, with prevention of ill health as a key objective. Furthermore, one of six quality ambitions outlined in *CTMUHB’s Quality Strategy 2022-25*⁹ is for people to receive “effective care” that is appropriate and based on evidence obtained from high quality research. *Cwm Taf Morgannwg Regional Partnership Board’s Population Needs Assessment 2022-2027*¹⁰ identified the needs and demands of the CTMUHB population. Mental health (including CAMHS), population health and workforce support are already areas of focus for CTMUHB’s research portfolio. Other priority areas for research identified include dementia, obesity, domestic violence, substance misuse, sensory loss, economic well-being, and safety and security. The recent success of the NHIR award for the Health Research Determinants Collaboration will foster and develop a partnership with the Rhondda-Cynon-Taf Local Authority to aid in the development of research at the interface of health and social care.

Figure 1: UK, Wales and UHB Strategic documents

The CTMUHB R&D strategy 2025-2030 has been developed aligned to key UK and Welsh Government policy and research focussed strategic documents to include the *Well-being of Future Generations (Wales) Act 2015*¹¹ and *A Healthier Wales: our Plan for Health and Social Care (2018)*¹² and *A Healthier Wales Actions Refresh 2024*¹³.

In 2022, Health and Care Research Wales published *Research matters; our plan for improving health and care research in Wales 2022-25*¹⁴ to be delivered in collaboration with the NHS, social care, higher education institutions, industry and funders. Four key aims are outlined in the plan: setting the agenda for health and social care research; funding and organising research; building capacity and capability in health and social care research; and using research to improve health and social care.



Other key strategies that have informed the CTMUHB R&D strategy include *the Cancer Research Strategy for Wales*¹⁵ which aims to develop a collaborative, efficient, supported research community, to increase research grant income to improve prevention, diagnosis and treatment of cancer through delivery of six priority research themes. It is recognised that cancer patients in Wales miss out on opportunities to access new and novel cancer treatments or have to travel to England to access them. The **“Tackling Cancer Through Research”**¹⁶ initiative sets out a plan to provide increased and inclusive access for Wales cancer patients to participate in commercial clinical studies.

The UK Governments *Life Sciences Vision 2021*¹⁷ states, “The collective ambition of the Government and the Life Sciences sector is for the UK to build on the scientific successes and ways of working adopted during Covid-19 and tackle future disease challenges – the silent pandemics – including cancer, obesity, dementia, ageing; securing jobs, investment and become the leading global hub for Life Sciences.” The ABPI 10 Year Strategy states,

“We want the UK to best place in the world to research, develop and use the medicines and vaccines of the future”¹⁸.



Saving and improving Lives: Future of Research Delivery UK¹⁹, developed by the UK Government and devolved nations sets out a 10-year vision “to create a world-leading UK clinical research environment which is more efficient, more effective and more resilient, with “**research delivery embedded across the NHS**”. A study commissioned by Cancer Research UK, **Creating Time for Research**²⁰, examined the barriers to undertaking research and confirmed the importance of developing the capacity of healthcare staff to conduct research. The critical importance of research was demonstrated through the rapid development of treatments and vaccines undertaken during the Covid-19 pandemic. Despite this significant rise in the profile of research, participant enrolment onto commercial clinical trials has decreased in recent years.²¹ *The Lord O’Shaughnessy review* into commercial trials in the UK²² outlined regulatory, funding and policy recommendations to resolve key challenges in conducting commercial clinical trials in the UK. The UK Clinical Research Delivery programme is a UK wide programme of work has been established to create a more accessible and efficient clinical research delivery system, with a key

priority being to streamline and reform the set up and delivery of clinical trials.

Delivering these strategies will ensure CTMUHB continues to make a significant contribution to the national and international research eco-system to improve patient and wider population health outcomes.

*The Health and Care Research Wales NHS R&D Framework*²³ has been co-produced by Health and Care Research Wales and NHS R&D Directors, with contributions from the academic sector and patient and public involvement. Published in July 2023, the framework details ten pillars outlining “what research excellence looks like within NHS Organisations in Wales and where research is embraced, integrated into clinical service, and is a core part of the organisation’s culture”. In delivering the NHS R&D framework, it is important to note that research is one of the four pillars of advanced clinical practice and as such embedding research is a key action outlined in multiple professional frameworks and research strategies; emphasising the importance of providing support and time to enable the workforce to undertake research and drive forward improvements in service delivery and support career development.

CTMUHB has a very active and varied commercial and non-commercial research portfolio supported by a dedicated research service, to include Clinical Trials Pharmacists and technical support, Pathology (Research Clinical Scientist), Radiology, Public Health and Therapy professionals all integral to the R&D team. CTMUHB researchers are represented across all professions, clinical and non-clinical specialties.

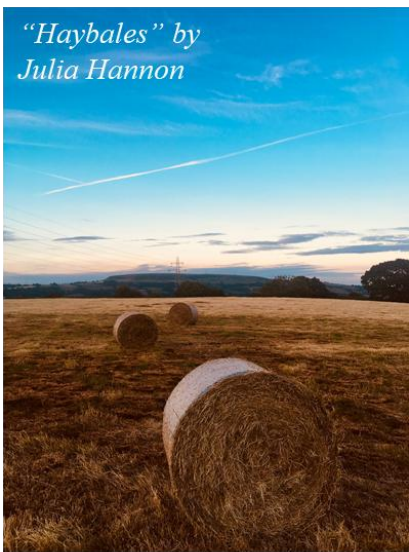
Key research strengths include Cardio-vascular (heart failure, Stroke, Pacing), Anaesthetics / Intensive Care Medicine, Public Health, CAMHS, Rheumatology, Gastroenterology, Biomarkers, Cancer, Obstetrics and Gynaecology, Maternity, Surgery, Endocrinology, Respiratory, Medical Devices, Dermatology, Physiotherapy, Sports Medicine, Podiatry, Dietetics and Workforce and Peoples Services.

As a research active organisation CTMUHB are in a unique position of collaborating and sharing resources with several academic partners to include Cardiff, Swansea, Cardiff Metropolitan, Trinity St Davids, the Open Universities and the University of South Wales.

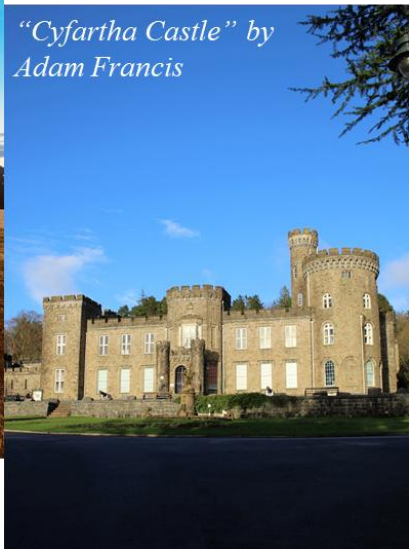
With a dedicated and fully equipped Clinical Research Centre at the Royal Glamorgan Hospital and access to patients across 3 acute sites, multiple community hospitals and 50 GP practices to include Keir Hardie Health Park, the opportunities for recruiting research participants are extensive. This is further enhanced by the opportunity to support research in care homes (ENRICH Cymru), prisons and other under-represented populations. The proposed development of the Llantrisant Health Park provides an exciting opportunity to ensure research is incorporated into the daily work of this centre.

The CTMUHB R&D strategy looks to build on previous collaborative research and development successes at CTMUHB and outlines the next steps CTMUHB will take to demonstrate the organisations commitment to driving forward the research agenda, ensuring that all available opportunities to increase the development and delivery of high-quality research are maximised. Through ratification of this strategy, CTMUHB will support the R&D department with the delivery of the strategic action plan (see page 16) and the implementation of the 10 pillars of the Welsh Government NHS R&D Framework.

CTMUHB will work with our partners in Welsh Government, Health and Care Research Wales, NHS organisations, academia, industry, third sector, local authority and the population to develop and increase the UHB’s commercial and non-commercial research activity deliver the objectives detailed in this strategy.



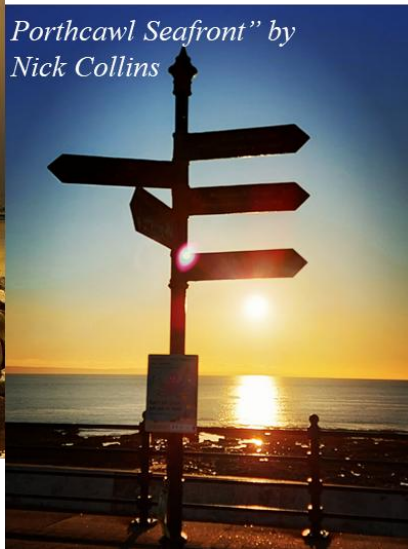
*“Haybales” by
Julia Hannon*



*“Cyfartha Castle” by
Adam Francis*



*“Stoney Beach” by
Jeff Barnes*

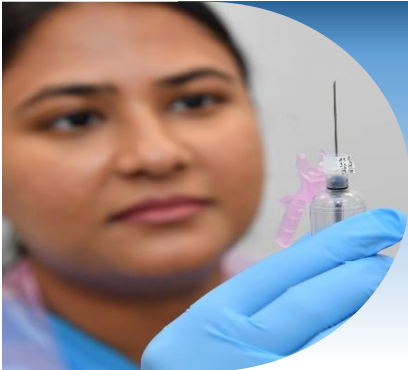


*Porthcawl Seafront” by
Nick Collins*

Setting the Strategic Objectives for CTMUHB R&D:

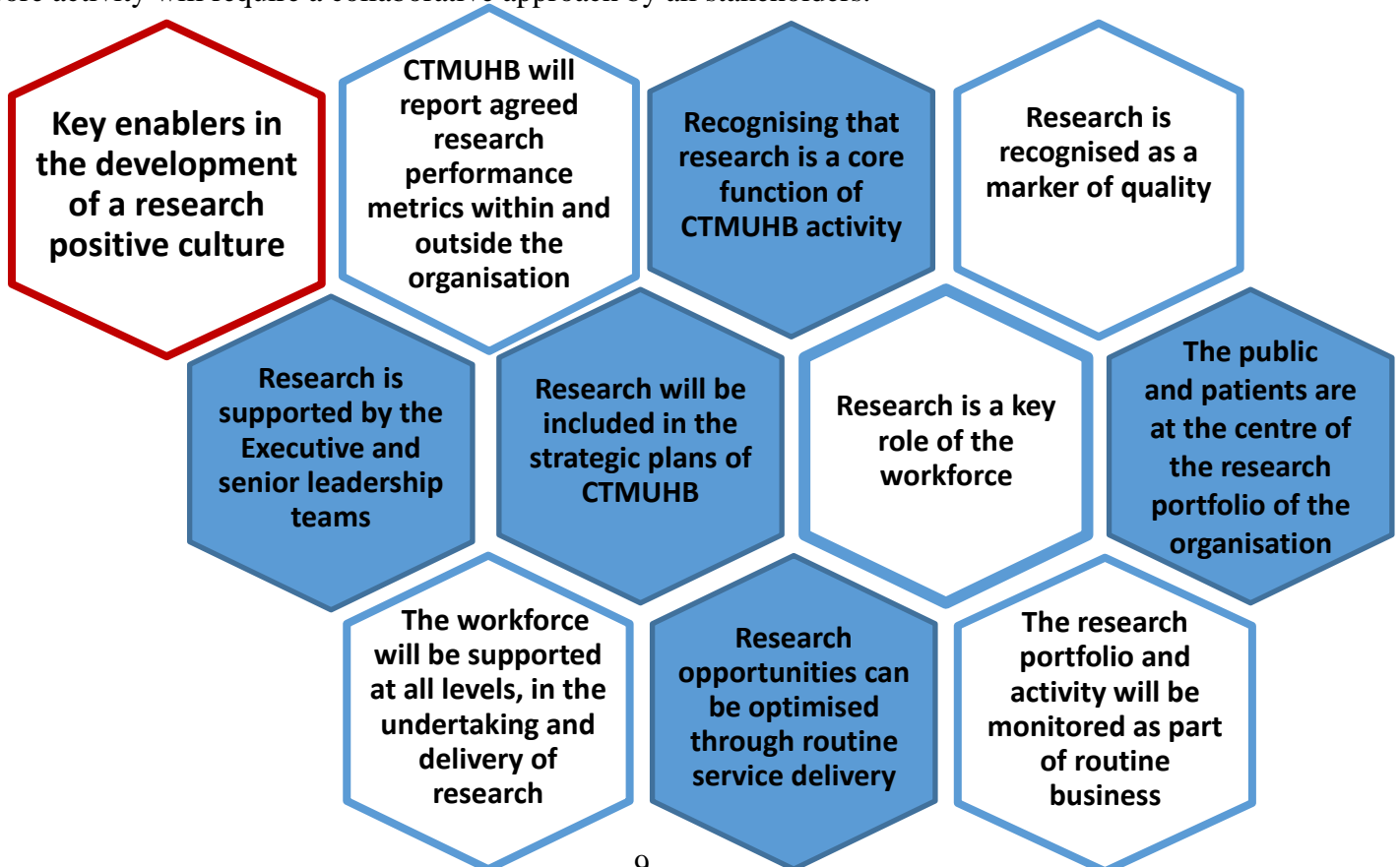
CTMUHB's R&D strategic objectives have been set being cognisant of the UK, Welsh Government and CTMUHB's strategic objectives for research and healthcare service delivery:

Action plans will outline the programme of work that needs to be undertaken across CTMUHB at departmental and strategic level to meet the strategic objectives and will aid in monitoring the delivery of this strategy.



The Health Board will continue to develop a culture where research is recognised as a core aspect of its purpose and essential for clinical effectiveness, service redesign and improvement.

Key to a pro-active research culture is the provision of an agreed strategy and shared ambition. This strategy sets the direction that will help support a positive research culture necessary to continue to develop the UHB's research portfolio. CTMUHB is committed to developing, promoting, supporting and facilitating an active, innovative, inclusive, ambitious and supportive research culture, to help deliver evidence-based patient care. One key objective is to embed research in the CTMUHB's service delivery, with the ultimate goal that all clinical and non-clinical services, ensure service delivery and research work hand in hand across the organisation. ***Every patient contact is an opportunity for research.*** The R&D department as a specialist service, has the skills, expertise and experience to support the strategic objectives and contribute to an active research culture. Promoting a culture where research is recognised as a core activity will require a collaborative approach by all stakeholders.





The Health Board will provide and support the required infrastructure for the sustainable delivery of high-quality research activity and workforce development.

The R&D Department provides a range of expert services enabling equitable access and support for research activity and workforce across the organisation. Continued R&D departmental workforce review ensures optimal research support for the organisation, providing career development opportunities and lifelong learning.

There is an opportunity to work smarter and optimise the support given by the R&D Department by utilising the available expertise and access to patients' healthcare professionals can provide, increasing the available research capacity and workforce development opportunities. A well-resourced infrastructure will also help maximise participant recruitment and retention.



Figure 2: Clinical Research Centre at Royal Glamorgan Hospital

Key enablers for a sustainable research infrastructure and workforce

- R&D department and research support services have the workforce capacity and capability to set up and deliver research to optimise recruitment and retention of study participants.
- Joint clinical and research roles, notably in services critical for research delivery, to include Pharmacy, Pathology, Allied Health Professions, Healthcare Scientists, Nursing and Midwifery, Public Health, Imaging and Medicine.
- Time and resources for workforce development of research skills and knowledge.
- Access to research training and mentorship opportunities e.g. to include working with academia, industry, centres, units, networks and Health and Care Research Wales Faculty.
- Inclusion of research time and responsibilities in the organisation's workforce plans, job descriptions and job plans.
- Appropriately equipped research facilities and infrastructure to deliver all types of studies.
- Designated space at all key secondary care sites and primary care to host research governance and delivery workforce to provide a comfortable environment for research participants to attend appointments, at their convenience, and attracts research partners involved in high quality commercial and non-commercial research.
- Chief Investigators, Principal Investigators and profession / departmental research champions to include support for the National Institute of Health Research (NIHR) Associate Principal Investigator scheme.
- Success with personal awards and grant funding in support of staff time and backfill.
- Horizon scanning new clinical developments to include research capacity and opportunity (Llantrisant Health Park).



The Health Board, with R&D departmental support, will maximise research related income and investment.

All Health Boards and NHS Trusts receive some of their funding for research delivery from Welsh Government, through Health and Care Research Wales Research Delivery funding. In addition to the core financial resources, there are a number of mechanisms by which other research funding streams can be secured in support of a sustainable research service, to include grant funding, commercial research cost recovery and capacity building income, charitable organisations and direct investment by the CTMUHB.





Promote and optimise all opportunities for collaborative working with research partners and public involvement.

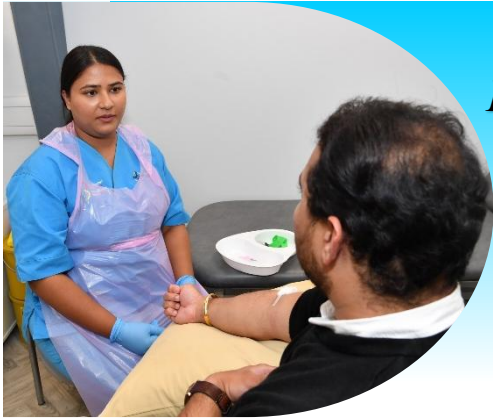
Key enablers to optimize all opportunities for collaborative working

- Shared organisational strategic aims, priorities, strengths, resources and expertise.
- Secure membership of research partners and the public on the Health Board's R&D Group.
- Clinical academic roles (all professions with academic partners, with clinical, education and research portfolios).
- Students and trainee access to NHS R&D as part of their educational qualification, vocational experience and clinical placements.
- Engagement events providing opportunities to facilitate research **partnerships**.
- Embedded advisory and leadership roles across partners.
- Equitable access to research for all participants which reflects the diverse population and ensures full inclusivity to include ethnicity, homelessness, rurality, rare diseases.
- Equitable support for all researchers and research partners.
- One Wales approach and "Once for Wales" to facilitate rapid study set up.

CTMUHB's promotes and supports multi-disciplinary, multi-professional and multi-agency working across the health board. The R&D department facilitates and encourages collaborative projects with academic, industry and third sector partners. It is essential for these relationships to continuously develop the CTMUHB research portfolio.

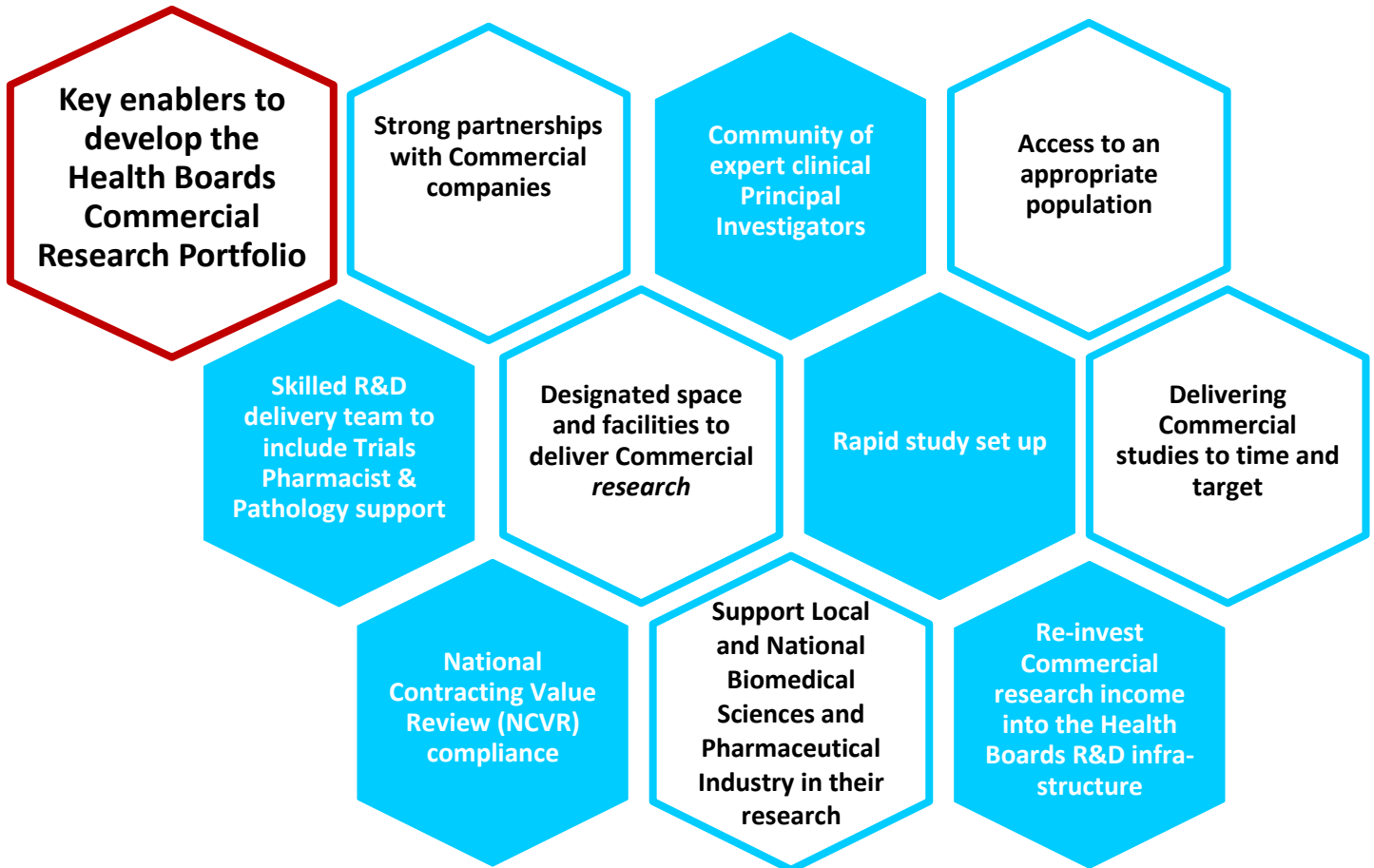
Building partnerships and strong connections through engagement with the public is also a key strategic aim. Establishing research priorities, contributing to study design, promoting research and dissemination of findings with shared recognition of their contribution are key areas where public involvement can support research across the organisation. Developing strategies to ensure the inclusion of the underserved communities and groups will also be important, to include digital literacy and access to digital technologies.

The Health and Care Research Wales "Discover Your Role in Health and Social Care Research Public Involvement Action Plan"²⁴ and "Inclusivity Action Plan 2025-2028"²⁵ will help provide guidance to progress the approach.



Develop the Commercial Research Portfolio of the Health Board and support the Local and National Life Sciences and Pharmaceutical Industry

Commercial research can provide the population with access to new and innovative medications, therapies and technologies, unavailable through routine care. In addition, Commercial research can provide an additional source of income that can be re-invested into the Health Boards research infra-structure and help with the provision of a sustainable research active organisation. Undertaking Commercial research is a key national objective to help improve patient care and maximise the benefits of a flourishing Pharmaceutical and life sciences industry across the UK. All of which can help support the organisation in delivering its corporate responsibilities over and above those solely related to health.





Effective dissemination of research opportunities, findings, benefits and impact.

Key enablers for the effective dissemination of research opportunities, findings, benefits and impact.

- **Patient, Public, Workforce and research partner awareness that CTMUHB is a research active organisation (through research specific or clinical interface communication opportunities).**
- **Communication strategy to share all research related information through multiple medias.**
- **Well established multiple routes and portals for sharing research information, outcomes and impact.**
- **Annual showcase to share the research undertaken its impact and successes, by the organisation's workforce and research partners.**

“Research is something that everyone can do, and everyone ought to do. It is simply collecting information and thinking systematically about it”

**Prof Konrad Lorenz (Biologist)
Nobel Laureate**

Knowledge mobilisation and translation of research findings into clinical practice is critical to the provision of evidence-based, high-quality care. It is vital therefore that mechanisms are in place to ensure that all research undertaken is disseminated in a timely manner to maximise research impact, patient outcomes, patient experience and share changes in evidence-based practice.

Dissemination of research findings also demonstrate the organisation's ability to set up and complete research studies, meeting the required recruitment target in the timeframe agreed under expert clinical oversight and study leadership. It is also an opportunity to recognise the researchers and the high-quality research they are undertaking.

Patient storytelling and case studies can also help highlight the impact research has on the patient and population from their perspective. It also provides an opportunity to recognise the essential role patients, and the population play in all stages of the research process.

Support and close working partnerships with CTMUHB and HCRW communications teams will be critical in developing an effective communications plan.



Adopt novel research design, methodologies, digital technologies and advanced therapies to inform future clinical service delivery.

Recent years have seen significant developments in research design and new technologies for use in the development and delivery of research. It will be important for CTMUHB to work with its partners to take full advantage of these emerging innovations in research design, data and technologies. This addresses the strategic objectives of the Delivery Plan for Advanced Therapies in Wales 2025-2029²⁶ and the Research Matters: A Genomics Research Strategy for Wales²⁷.

The Covid pandemic introduced innovative research design to manage the barriers to research delivery, implementing e-consent and virtual research visits, enabling the participant to stay in their own environment and reducing the need for hospital visits. The Covid vaccine registry also enabled research sites to approach a pool of patients that had already expressed an interest in participating in vaccine trials to enable an efficient screening and recruitment pathway, which CTMUHB utilised as part of the delivery of a Moderna vaccine trial.

Upcoming changes to the Good Clinical Practice (GCP) Regulations, UK Clinical Trials Regulations and the Declaration of Helsinki reflect these changes in practice and innovations in recent years. Updates to these regulations and policy statements account for technological innovations, introduce proportionality and a risk-based approach to governance and set-up, and reinforce the importance of principles such as research transparency, sustainability and patient and public involvement in research.

It will be important for CTMUHB to continue to embrace these new approaches, recommendations and pathways and explore and consider other mechanisms that can streamline the participant recruitment process, facilitate participant retention, utilise population health datasets, new technologies and diagnostics.



In alignment with the Health and Care Research Wales Data for Research programme, CTMUHB will also embrace the available data repositories for large scale data analysis studies

through collaboration with SAIL and the Wales National Data repository currently under development.



Undertaking large population-based studies employing central databases and health data repositories

Environmentally sustainable paperless research governance and archiving

Access to research opportunities and submission of expressions of interest.

Adopting digital solutions

Key enablers for ensuring research can support future clinical service delivery

Routine clinical / patient data, in full compliance with the statutory regulations, to support research recruitment and participation

Undertaking research in the field of machine learning and Artificial Intelligence

Precision Medicine

New Technologies (Virtual Reality, medical devices)

Advanced Therapies

Participation in developing fields of research to include

Biomarkers

Imaging

Genomics and Bioinformatics



CTMUHB R&D Strategic Action Plan 2025-30

The Health Board will continue to develop a culture where research is recognised as a core aspect of its purpose and essential for clinical effectiveness, service redesign and improvement.

	Action	Timescale for delivery	Key partner(s) to facilitate delivery
a	Inclusion of research as a regular agenda item at Health Board Executive level meetings within and outside the Health Board.	April 2025	Corporate services
b	Inclusion of research in all strategic documentation developed across CTMUHB to include the organisation's annual report.	March 2027	Strategic Planning, Corporate team, Care Group, Directorate and Senior Leaders
c	Development and reporting of R&D metrics at internal and external meetings (e.g. Executive - Care Group performance meetings) to include number of open studies, number of research participants, active researchers by profession, number of research active staff (e.g. Principal / Chief Investigators / Associate PI's), Number of sessions awarded for Research (SPA/ other HCP sessions) (not exhaustive).	October 2025	Executives, Care Group, Directorate and Senior Leaders
d	Inclusion of research plans in the IMTP for each Department and Care Group.	March 2026	Strategic Planning, Corporate team, Care Group, Directorate and Senior Leaders

The Health Board will provide and support the required infrastructure for the sustainable delivery of high-quality research activity and workforce development.

	Action	Timescale for delivery	Key partner(s) to facilitate delivery
a	Secure additional clinical and administrative space for research activities at Prince Charles and Princess of Wales Hospitals.	March 2027	Executive Directors, Strategic Planning, Senior Leaders, Facilities

b	Continue to review the R&D infrastructure to further develop research capacity and capability.	March 2026	Care Group, Directorate and Departmental Directors and Senior Leaders
c	Include R&D activity when assessing capacity required for service delivery when undertaking workforce planning.	March 2027	Workforce & OD, Care Group, Directorate, Departmental Directors and Senior Leaders
d	The R&D Department will facilitate an increase in the number of CTMUHB Chief Investigators, with the aim of having 10 Chief Investigators by March 2027 and 15 Chief Investigators per year by 2030.	March 2027 and March 2030	Clinical Researchers
e	Provide dedicated research time for medical staff through the provision of SPA for research. The UHB will have a target of 10% of SPA sessions providing support for research activity by 2026 and 15% by 2030. Research activity (e.g. Studies opened and supported) will be reviewed annually through the Job planning process.	March 2026 and March 2030	Workforce & OD, Medical Directors, Clinical Directors, Care Group Managers, Researchers
f	All Job Descriptions at Band 7 (and above) for Advanced Practice roles to include research with associated designated sessions. Research activity (e.g. Studies opened and supported and outputs) will be reviewed annually through the PDR process.	March 2027	Workforce & OD, Clinical Directors, Departmental, Directorate & Care Group Managers
g	Continue to develop joint clinical and research roles in services critical for research delivery include Pharmacy, Pathology, Allied Health Professions, Healthcare Scientists, Nursing and Midwifery, Public Health, Imaging and Medicine.	March 2027	Workforce & OD, Clinical Directors, Departmental, Directorate and Care Group Managers, Assistant Director for R&D

The Health Board, with R&D departmental support, will maximise research related income and investment.

	Action	Timescale for delivery	Key partner(s) to facilitate delivery
a	Continue to work with Health and Care Research Wales to maximise opportunities to secure additional NHS R&D funding.	Commencing May 2025	Health and Care Research Wales

b	Increase the number of grant applications submitted by CTMUHB researchers to 10 per year by 2030.	Commencing May 2025	Academic, Industry, Third Sector & Local Authority Partners, Researchers
c	Secure additional research funding from all non-commercial sources to £1 million to include cost recovery, excess treatment costs, grant funding, government funding schemes and third sector by 2028.	March 2028	Academic, Industry, Third Sector & Local Authority Partners

Promote and optimise all opportunities for collaborative working with research partners and public involvement.

	Action	Timescale for delivery	Key partner(s) to facilitate delivery
a	Increase the number of joint multi-professional and multi-disciplinary projects by 5% year on year with our academic, industry, third sector and local authority partners, signposting our partners to potential Chief Investigator and Principal Investigators.	May 2025	Academic, Industry, Third Sector & Local Authority Partners
b	CTMUHB will continue to provide financial support, through the R&D Department, to continue to run an annual research collaboration funding call to facilitate NHS-Academic partnership working.	May 2025	Finance team
c	CTMUHB will support the development of research partnerships with local businesses.	March 2026	Local Businesses
d	Develop training and work experience opportunities for all Health care professions seeking experience of research as part of their education and development.	May 2025	Academic and Educational Institutions and Organisations
e	The Health Board will work with Academic Partners to explore the development of Clinical Academic roles with a clinical, education and research portfolios.	March 2030	Academic and Educational Institutions and CTM Clinical Education Department
f	Work with Patient and Public Involvement (PPI) networks to ensure the representation, involvement and engagement of patients and the public in the establishment of research priorities and the design, delivery and dissemination of research. This will include the involvement and recruitment of underserved populations.	May 2026	CTMUHB's Research Active Professionals Patient Experience Team, Patients, Health and Care Research Wales
g	Continue to work with Health and Care Research Wales towards a Once for Wales and One Site Wales approach, where appropriate.	Commencing May 2025	Health and Care Research Wales, NHS Organisations

Develop the Commercial Research Portfolio of the Health Board and support the Local and National Life Sciences and Pharmaceutical Industry

	Action	Timescale for delivery	Key partner(s) to facilitate delivery
a	Support the implementation of the UK wide commercial Site ID system, to include the development of a marketing profile to promote CTMUHB and maximise commercial research opportunities.	July 2025	Health and Care Research Wales, CTMUHB Communications, CTMUHB ICT Service
b	Increase the number of Commercial research studies to 15 per year by 2030.	April 2030	Industry, Health and Care Research Wales, Clinical Researchers, Academic Partners
c	Increase the number of participants recruited to commercial research studies to 100 per year by 2030.	April 2030	Industry, Health and Care Research Wales, Clinical Researchers, Academic Partners
d	Increase the UHB's generation of commercial research income by 50% by 2030.	April 2030	Industry, Health and Care Research Wales, Clinical Researchers, Academic Partners

Effective dissemination of research opportunities, findings, benefits and impact.

	Action	Timescale for delivery	Key partner(s) to facilitate delivery
a	The R&D Department will work with all services to raise patient and population awareness of research activity across the Health Board and utilise their stories and experiences of research participation.	March 2026	Clinical Services, Medical appointments, Communications / ICT Patient Experience team and Patients
b	The R&D Department will develop a publicly accessible internet page to promote, support and disseminate the scope of research being undertaken across CTMUHB and the resultant outputs and impact to the NHS.	July 2025	CTMUHB Communications, CTMUHB ICT Service
c	The R&D Department will further develop its communications plan and work with the communications teams from CTMUHB and Health and Care Research Wales to promote research and research studies across the UHB and partners.	January 2026	Health and Care Research Wales & CTMUHB Communications

d	Develop mechanisms for recording, documenting and sharing the impact of research.	April 2026	CTMUHB Communications
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Adopt novel research design, methodologies, digital technologies and advanced therapies to inform future clinical service delivery.

	Action	Timescale for delivery	Key partner(s) to facilitate delivery
a	Embrace emerging design and technologies for use in the efficient delivery of research (e.g. research registries, recruitment applications and QR codes, virtual research visits, electronic site file platforms, research registries), in accordance with relevant data protection requirements.	May 2025	ICT Service
b	Support the development and delivery of research involving the use of routine health data and facilitate access to internal data sources and external repositories e.g. SAIL.	March 2026	Information / Analyst Team
c	Support the development and delivery of research evaluating the use of applications, digital tools, Artificial Intelligence (AI), Genomics and Advanced Therapies, maximising access to innovative treatments, personalised medicine and care pathways for CTMUHB's population.	May 2025	Clinical Researchers, Research Partners

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