

## Name of Board/Committee

### Item 3.2

**Subject:** Scoping of the LHCH Institute  
**Date of Meeting:** 28<sup>th</sup> November 2022  
**Presented by:** Jonathan Develing, Director of Strategic Partnerships  
**Purpose of Report:** To Note

BAF Reference	Impact on BAF
BAF 8 AND 9	There is no direct impact on the BAF but this is a strategic objective that would be an enabler in support of the BAF 8 and 9, Research and Innovation strategies

Level of assurance (please tick one) To be used when the content of the report provides evidence of assurance					
<input type="checkbox"/>	<b>Acceptable assurance</b> Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	<b>Partial assurance</b> Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	<b>Low assurance</b> Evidence indicates poor effectiveness of controls

### 1. Executive Summary

This report provides an update on the current thinking / scoping for the development of the LHCH Institute.

### 2. Background

The Trust has for several years, identified an intent to develop a facility that places itself at the forefront of research, education, innovation, and improvement and as a centre of excellence for pathway and systems redesign.

Whilst not by design, this project has become known as the 'LHC Institute' an overarching term which has enabled the socialisation and discussion of the scope for such a project.

### 3. Scope

Whilst a strategic intent, the development of the scope for the institute halted during the pandemic. Post pandemic changes in provider capital flexibilities have been introduced changed with the development of Integrated System control limits and new NHS priorities focussed on elective recovery.

This has made the engagement and development of an exact scope challenging. Furthermore, new risks and capital priorities have come to the fore.

There is little doubt that developing a facility that promotes excellence, both internally (within Cheshire & Merseyside) and externally (International) would enhance further the profile of the Trust and has the potential for new partnerships and new opportunities for income.

As such the `thinking` of such a facility has evolved to consider new ways of working particularly with the introduction of digital technologies seen during Covid.

### **In scope**

- Development of the institute would provide a catalyst in support of research and innovation strategies
- Research facility – with the potential to consolidate and expand
- Innovation Hub – protected space for design thinking and coproduction of new products and techniques.
- Education – This would bring together heart and lung researchers as well as having the capacity and capability to educate within a state-of-the-art modern environment and broadcast education and training across the world. In respect of the latter the international market is now recovering from covid, and new opportunities are observed.
- Intelligence- new opportunities such as virtual wards, remote monitoring, analytics in support of health inequalities, targeted access initiatives, follow up care and population health management of CVD conditions.
- Maximising digital opportunities.
- Support the organisation in becoming a recognised Anchor Institute – facilities could support the local community in and out of hours and offer new employment opportunities Exploration of accommodation to resolve other historic pressures on space.
- Health and wellbeing centre for staff
- Catering facilities for conferences held within the centre and potential for out of hours provision.

## **4. Additional Background**

Whilst developing an outline business case has not been possible the Trust continues to explore other such facilities internationally and nationally to better understand the market and development opportunities.

### **Two such areas are of interest**

Boston scientific a key LHCH collaborator has nine centres of excellence around the world for advancing science. None of which are in the UK. These are Multidisciplinary in nature and offer:

- Hands on training, education, research & innovation.
- Tailor-made educational programmes to the needs of staff.
- Facilities equipped with the latest technologies to provide highest level of education and hands on experience.
- Virtual reality simulators, innovative imaging and diagnostic tools and facilities to create real life clinical situations.

Papworth Hospital has developed a new institute, “The Heart, and Lung Research Institute” (HLRI). This is a collaboration between the hospital charity, UK Research partnership investment fund, University of Cambridge, the Wolfson Foundation, British Heart Foundation, and the Cystic Fibrosis Trust. This facility provides:

- Clinical Research and Innovation Hub
- Education and teaching
- Development of new drugs and devices to improve outcomes
- State of the art laboratories in genomics
- Population health science
- 10 bedded unit where the first-in-patient studies of new treatments can be conducted and has spaces for education and training.
- The near-400 researchers, scientists and clinicians based inside HLRI will focus on prevention, early diagnosis, and treatment of cardiovascular and lung disease, by creating, testing, and delivering new treatments to tackle the biggest causes of premature death in the world all on one site.

## **Landscape**

At the time of this report there are currently no institute type facilities that align to our thinking in the Northwest.

There are existing programmes and several new building developments including

- Liverpool Cardiovascular Science Centre
- Universities
- The Spine Liverpool
- Royal College of General Practice
- Royal College of Physicians
- Clinical Research Network etc

In this respect an `institute` would be of added value to the Northwest and indeed the North of the country and has the potential to attract other investors including some of those who have contributed to the Papworth development.

International markets are now recovering from Covid, and the Trust is working closely with the Department for Industry and Trade on opportunities that may align to the Trust strategy.

The Director of Strategic Partnerships is now a Board member of the United Kingdom International Healthcare Management Association (UKIHMA) which seeks to secure new markets and opportunities across the healthcare sector. UKIHMA is a national membership trade organisation established to provide expert, integrated healthcare solutions to international clients.

## **4. Conclusion**

Whilst an outline business case has not been developed there has been development and design thinking to inform the scope and potential size, opportunities of such as project.

Capital and revenue restraints have the potential to stall our long-term ambition although observing the Papworth development this has been achieved through several partnerships that have brought new income to the fore.

Despite constraints it remains an intention to develop an outline case for the institute which would be available to take forward into a full business case at an appropriate time

## **5. Recommendations**

The Board are asked to note the current position.