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**Lancaster Health Hub**

Lancaster University places great importance on its responsibilities as a major academic leader for advancing Health and Medicine. As might be expected from a University which ranks globally in the top ten of Universities aged up to 60 years, Lancaster houses a wide range of internationally-renowned strengths in many relevant disciplines, located across the entire University. We are committed to harnessing our expertise in these subjects, not only to support the advancement of knowledge through fundamental research, but also to support the translation and application of knowledge using imaginative platforms for knowledge exchange, innovation and professional development.

Lancaster University also recognises the value and importance of contributing to the success of larger regional networks, and in playing a key role in helping to shape their agendas and activities in Health and Medicine. The Hub is enabling the University and its partners to play a leading role in networks which encompass not only the North West Coast, but also the whole of the North of England. Having already achieved a strong impact, both locally and regionally, the Hub is an increasingly important and valuable platform which the University intends to build upon with its partners in the future. I feel very confident that by working together we shall not only continue to enhance our collective success and profile, but also develop some exciting, novel and distinctive models for partnership working.

**Purpose, Shared Values and Vision**

**Our purpose**

The Hub is a formal NHS / University partnership, launched in 2010 to support the growth of locally-led, collaborative research and innovation. Building upon Lancaster University’s increasing focus on Health & Medicine, including the establishment of Lancaster Medical School, and the rapid growth in research activity within all local NHS Trusts since the introduction of the National Institute for Health Research, the Hub provides a strategic platform for advancing the infrastructure, the capacity, the funding and the delivery of collaborative projects and programmes.

Using a distinctive approach, the Hub partners work together not only to enhance their collective local profile and reputation for high-quality research and innovation, but also to engage successfully with other sectors, organisations and emerging networks nationally and globally.

**Our shared values**

- The value of excellent research, innovation and professional development as a fundamental requirement for advancing healthcare through high-quality, evaluative, evidence-based practice.
- The mutual benefits of working within strong partnerships, both to ensure that targets and deliverables are achieved, and to enable organisations to participate successfully in larger networks.
- The clinical, scientific, economic and moral imperatives to advance the profile and standing of Lancashire and Cumbria in this field, and to enable the population to benefit accordingly in terms of improved health and economic growth.

**The Vision**

The Hub drives, facilitates and supports partnerships between the University, NHS, Industry and other public and private sector organisations. It will have a key role not only in the planning, funding and delivery of collaborative programmes of research, innovation and professional development, but also in shaping local organisational strategy and policy in these fields. It will also enable partners to participate in, and as appropriate lead, initiatives within larger networks and consortia, both nationally and globally.

**Lancaster Health Hub Partners**

Blackpool Teaching Hospitals NHS Trust
Calderstones Partnership NHS Foundation Trust

Lancashire Teaching Hospitals NHS Foundation Trust
North Cumbria University Hospitals NHS Trust
University Hospitals of Morecambe Bay NHS Foundation Trust

**Professor Mark E. Smith**

Vice-Chancellor
Lancaster University
The Hub provides an excellent demonstration of Lancaster University’s strong commitment to working in partnership with the NHS and other organisations to advance research, education and professional development in Health and Medicine. The Hub’s success enables internationally-renowned staff in all Faculties of the University to work with NHS colleagues, and is increasingly opening up exciting new avenues for collaborative research and innovation, as well as providing a focus for local engagement with industry and other sectors. I look forward to seeing the scope, activity and impact of the Hub continue to grow over future years.

MARK E. SMITH
Vice Chancellor

GARY DOHERTY
Chief Executive
Blackpool Teaching Hospitals NHS Foundation Trust

MARK HINDE
Chief Executive
Calderstones Partnership NHS Foundation Trust

HEATHER TIERNEY-MOORE
Chief Executive
Lancashire Care NHS Foundation Trust

KAREN PARTINGTON
Chief Executive
Lancashire Teaching Hospitals NHS Foundation Trust

ANN FARRAR
Chief Executive
North Cumbria University Hospitals NHS Trust

JACKIE DANIEL
Chief Executive
University Hospitals of Morecambe Bay NHS Foundation Trust

PETER STRIKE
Vice Chancellor

The University of Cumbria is delighted to become a full member of the Lancaster Health Hub. As one of the largest providers of nursing, midwifery and allied professions training in the North West it is hugely important that we integrate our provision with that provided by others in the region. Membership will provide opportunities for our academic staff to engage with academic and clinical colleagues in other institutions, facilitate research collaboration and encourage the development of innovative approaches to teaching and to treatment. With the many changes occurring in both higher education and the NHS, it could not be more timely.

Lancaster University
Blackpool Teaching Hospitals NHS Foundation Trust
Calderstones Partnership NHS Foundation Trust
Lancashire Care NHS Foundation Trust
Lancashire Teaching Hospitals NHS Foundation Trust
North Cumbria University Hospitals NHS Trust
University Hospitals of Morecambe Bay NHS Foundation Trust
University of Cumbria

The Story So Far......

The Hub brings together, for the first time, Lancaster University and six local NHS Trusts as a strategic partnership to support collaborative research and innovation. The University of Cumbria also recently joined the Partnership. The cross-sectoral collaboration has already achieved several “firsts”, including:

- Senior level engagement and support for the partnership across academic and NHS members
- Establishing an NHS / University Management and Advisory Group to inform strategic direction of the partnership
- Establishing “joined up” NHS / University / NIHR processes for costing, ethical approval and governance for collaborative research projects
- Attracting substantial funding for new areas of collaborative research
- Establishing a local “project pipeline” from which future studies can be developed
- Supporting NIHR clinical academic trainees and joint appointments
- Developing a PGCert and Masters in Clinical Research to support skills development
- Implementing a managed system of staff secondments across sectors to enhance organisational knowledge and awareness
- Delivering a programme of showcase events and meetings on NHS sites to enable links with University researchers from all faculties
- Producing twice-yearly newsletters, and organising and hosting away days, conferences, events and seminars
- Establishing a strategic interface with Industry through Bionow and other business organisations
- Establishing a strategic interface with a range of large networks and organisations, including the North West Research Design Service (NW RDS), the NIHR Clinical Research Network (NIHR CRN), the North West Coast Academic Health Science Network (NW AHSN), the North West Coast Collaboration for Leadership in Applied Health Research and Care (CLAHRC), the Northern Health Science Alliance (NHSA) and the N8 Research Partnership

Activities and Impact - Case Studies

The Hub actively drives collaborative research activity in a number of areas, ensuring measurable impact and sustainable growth for both academic and clinical communities

Funded Research Projects

The Hub has been instrumental in facilitating research funding in excess of £3 million to date, including:

NIHR Research for Patient Benefit funds ROLO trial: The RenOprotective benefits of LeukOdepletion in heart valve surgery.

£240k NIHR Research for Patient Benefit funding stream

The Hub coordinated this successful application to RfPB for a randomised controlled feasibility trial which aims to establish whether blood filtration during cardiopulmonary bypass will provide protection against consequent kidney damage. The research group is led by Mr Gus Tang (pictured) from the Lancashire Cardiac Centre at Blackpool Teaching Hospitals NHS Foundation Trust, and encompasses clinical expertise from Mr Espeed Khoshbin at University Hospitals of South Manchester NHS Foundation Trust, and academic expertise was provided by Dr Sally Spencer at Lancaster University, Dr Sarah Wordsworth at Oxford University and by the Bristol Clinical Trials Evaluation Unit led by Prof Barnaby Reeves and Dr Chris Rogers.

Study to explore a new marker for autism spectrum disorder in young children.

£79k from Action Medical Research

The Hub supported development of a biomedical physics study to investigate a new marker for autism spectrum disorder in children, based on the nonlinear analysis of complexity and synchronization in EEG waves. The team is led by Professors Aneta Stefanovska and Peter McClintock from Lancaster University’s Physics department in conjunction with Dr Megan Thomas, Consultant Paediatrician at Blackpool Teaching Hospitals NHS Foundation Trust.

*This funding success was the result of a year’s worth of coordinated effort and provides tangible evidence of the benefits to the Trust of our participation in the Hub* Michelle Stephens, R & D Manager, Blackpool Teaching Hospitals NHS Foundation Trust.
Funded Research Projects

**MRC ‘Noisy Knees’ study: Acoustic Emission as a non-invasive biomarker for quantitative dynamic assessment of knee joint repair in clinical trials and stratified medicine.**

*£560k MRC Developmental Pathway Funding Scheme*

Hub partners and colleagues in other organisations in the North West, led by Professor John Goodacre at Lancaster University, were awarded MRC funding to develop a medical device to identify osteoarthritis in the knee using sound waves. The work has been developed in collaboration with Professor Lik-Kwan Shark at UCLan, Professor Peter Diggle at Lancaster, and Professor John Waterton and Dr Mike Bowes at Manchester University, with Lancashire Care NHS Foundation Trust as the host NHS Trust.

**£299k NIHR Cochrane Programme Grant**

This Cochrane Programme Grant will focus on asthma monitoring and management. The grant is led by Dr Christopher Cates, Coordinating Editor of the Cochrane Airways Group, based at St Georges, University of London, in collaboration with Dr Sally Spencer, an Editor for the Airways Group based at Lancaster University. The collaboration will bring together strengths in both Centres to deliver 19 new reviews and 5 updates over a 3 year period, coordinated by the Cochrane Airways Group. Hub partners will author a number of the reviews.

**Hub collaborates with Cochrane Collaboration Airways Group to develop a series of systematic reviews on adults and children with asthma.**

**£1.7million NIHR Health Technology Assessment funding stream**

FroST is a multi-centre randomised controlled trial comparing the effectiveness of physiotherapy and two forms of surgery (manipulation under anaesthesia and arthroscopic capsular release) for the treatment of persistent frozen shoulder. The study was funded by the National Institute for Health Research (NIHR) Health Technology Assessment (HTA) Programme, managed by the National Institute for Health Research Service Delivery and Organisation (SDO) Programme, and led by Professor Amer Rangan of South Tees Hospitals Foundation Trust, including the Hub’s Dr Sally Spencer from Lancaster University and Mr Charalambos Charalambous (pictured) from Blackpool Teaching Hospitals NHS Foundation Trust.

**Hub researchers are co-applicants on FroST trial of frozen shoulder.**

**Events and Meetings**

The Hub has organised, hosted and attended a range of seminars and events to facilitate cross-sectoral knowledge exchange and research collaboration.

**Collaborative Partnerships in Health, Medicine and Social Care Conference**

The Conference involved senior level representation from all relevant sectors, partner organisations and other key stakeholders. It provided an opportunity for the University to showcase its activities, achievements and future plans for working with partners nationally and globally in Health, Medicine and Social Care. The Conference was attended by over 100 delegates, drawn mainly from the higher education, NHS and business sectors. Keynote speakers included Dr Louise Wood (Head of Innovation and Industry, Department of Health), Dr John Stageman OBE (Chair of BioNoW Ltd), Dr Susan Davidson (Research Advisor, Knowledge Management, Age UK), and Professor David Croisdale-Appleby (Chairman, Skills For Care).

**Healthcare Innovation Expo 2014**

The Hub hosted a stand at the 2014 Healthcare Innovation Expo. The stand offered partners an opportunity to showcase collaborative research achievements and to raise awareness of the network with a wide healthcare audience. The stand was manned by representatives from the Hub partners (pictured) who joined the core team during the Expo. The stand attracted a broad range of attendees, leading to several new avenues for collaboration.
Events and Meetings

North West Coast Academic Health Science Centre launch
The Hub attended the launch of the North West Coast Academic Health Science Network in March, where it held a stand as part of the event exhibition.

Themed research seminars
These seminars bring the University and NHS partners together to explore common research themes. For example, a seminar hosted by the University’s Centre for Ageing Research (pictured) involved clinicians from Lancashire Teaching Hospitals NHS Foundation Trust and Blackpool Teaching Hospitals NHS Foundation Trust. The Hub also hosted a seminar at Lancaster University entitled ‘Working with Primary Care’ where regional GP research champions outlined their research interests. The seminar provided an excellent opportunity to forge research relationships with the evolving primary care networks and to explore engagement with research across the healthcare pathway.

Invited speakers have included:
- Professor Peter Selby - Professor of Cancer Medicine at Leeds University and Director of the Cancer Research UK Clinical Centre in Leeds;
- Professor Tom Walley CBE - Director of the NHS HTA Programme and Director NHS Evaluations Trials and Studies;
- Professor Michael Beresford – Professor in Child Health and Honorary Consultant Paediatric Rheumatologist, Chair Medicines for Children Research Network Arthritis Research UK Paediatric Rheumatology Clinical Studies Group.

Lancaster University Pathways to Health and Wealth conference
The Hub supported organisation and delivery of this landmark cross-faculty University event which brought together partners from Industry, the NHS and other sectors to showcase the University’s work in life sciences and health technologies. Keynote speakers (pictured) included Professor Mark E. Smith (Vice Chancellor, Lancaster University), Dr Mark Treherne (CEO, UKTI Life Science Investment Organisation) and Dr Liz Mear (Chief Executive, North West Coast Academic Health Science Network). The event included a number of ‘meet the experts’ sessions covering topics such as engaging with the NHS, engaging with Lancaster University, accessing funding, and accessing wider networks.

Strategy Away Day
The Hub hosted a strategy development event involving all partners to reinforce network relationships and identify opportunities for future growth. The Collaborative Partnerships initiative, including the Lancaster Health Hub core team and members of the Centre for Training and Development (CETAD), joined staff from the NHS Partner Trusts and industry colleagues from Bionow. The day was productive, enjoyable and provided an informal context for networking opportunities.
Developing Capability

Hub launches Postgraduate Certificate, Diploma and MSc in Clinical Research

The Hub enables development of research capability through postgraduate clinical research training. The suite of programmes offers healthcare professionals the opportunity to acquire, develop and apply research knowledge and skills in the context of their own professional practice. The Postgraduate Certificate and MSc in Clinical Research were developed following consultation with the Hub’s Partner NHS Trusts and are designed to support career development for a variety of professionals. The teaching programme encompasses a range of topics including epidemiology, research design, qualitative and quantitative analysis, and translation of research into practice.

“The course was perfectly designed covering many interesting and relevant topics and, along with other students, I was able to relate much of the learning to my own field of research. The course offered excellent opportunities for discussion in the teaching sessions, where I learned much and gained invaluable support from my fellow students who each came from a different healthcare background. I was delighted to share the award of Best Overall Performance with my fellow student Dr Cliff Shelton. I have been eager to continue with my studies and have progressed to the MSc in Clinical Research” Sharon Lewis (pictured above), student on MSc Clinical Research

Hub hosts NIHR Academic Clinical Fellowships

The Hub enables the Faculty of Health and Medicine to host two NIHR Academic Clinical Fellowships each year, in the clinical specialties of anaesthesia, rheumatology and neurology. The Fellowships enable integrated academic training for doctors who wish to pursue careers in research whilst continuing clinical training within their chosen specialty.

One of our ACFs, Dr Cliff Shelton (pictured above) is a Specialty Registrar in Anaesthesia. Cliff is undertaking an observational research project examining the use of ultrasound in the guidance of medical procedures, supervised by Lancaster University’s Professor Maggie Mort and Professor Andrew Smith, Head of the Patient Safety Research Unit at University Hospitals of Morecambe Bay NHS Foundation Trust. As part of the ACF training provision he is attending the MSc in Clinical Research at Lancaster University where he is completing his second year of study.

Hub hosts NIHR Clinical Lectureship

The Hub hosts an NIHR Clinical Lecturer, Dr Jane Martinde (pictured above), whose work focuses on identification of clinical needs and priorities of people with ankylosing spondylitis. Jane was awarded a prize for her poster presentation at the recent 5th Annual NIHR Trainees Conference in Leeds. The poster described a study on inter- and intra-observer reliability of a consensus based approach to measurement in ankylosing spondylitis (AS). The study was facilitated by the ASSiOnv group, a research network of physiotherapists within the North West who have a special interest in AS, which Jane jointly coordinates.

Hub facilitates Honorary and joint NHS/University Appointments

The Hub partnership facilitates and coordinates applications for honorary NHS clinical academic research appointments at Lancaster University. Mr Augustine (Gus) Tang (pictured above), a Consultant Cardiothoracic Surgeon from Blackpool Teaching Hospitals NHS Foundation Trust, was formally appointed to the post of Honorary Clinical Senior Lecturer in 2013. Appointments to Lancaster University and the Hub’s NHS partner organisations will be invited on an annual basis.

The Hub has been instrumental in initiating discussions between Lancaster University and NHS Partner Trusts to enable development of joint clinical academic posts. This initiative aims to establish a cohort of clinical academics to lead collaborative research activity within their respective institutions.

NHS/University staff secondments and student placements

The Hub has organised a series of secondments with the aim of streamlining governance systems and facilitating smooth working across the Hub partnership.

Secondments from R&D departments within partner NHS Trusts to the University have provided an opportunity for sharing knowledge of diverse governance practices, enhanced communication and specification of infrastructural requirements between Partners. A secondment between the Hub and the University Research Support office involved Laura Kornas (pictured above) working with Hub Partners to further develop collective understanding of research funding support and governance practices across the different sectors. This has helped to develop harmonised systems for research costing and other financial aspects of cross-sectoral collaboration.

The Hub is currently exploring student placements and projects within the NHS Partner Trusts.
Working with Industry

The Hub provides a key regional platform for enabling engagement between Hub partners and Industry. It brings together innovators from academia, the NHS and commercial sectors to develop and deliver solutions for improved healthcare.

- Liaising with the NHS Clinical Research Network for clinical trial guidance and support in evidence-based product testing
- Developing strategic partnerships with local organisations and networks to support joint planning of future initiatives

 cbdh

The Hub's NHS partners continue to excel in efficient delivery of commercial clinical trials, supported by the NIHR Clinical Research Network.

The Hub maintains strong strategic and operational relationships with the North West Coast Academic Health Science Network (NW AHSN), Clinical Research Network NW, NWC CLAHRC, LETB, Lancashire Area Team, N8 Universities, Network NWC, NWC CLAHRC, LETB, Lancashire Area Team, N8 Universities, Northern Health Science Alliance, Local Enterprise Partnerships and other key regional and national networks, providing important links for industry engagement across the product development pipeline. Taken together, these initiatives provide a platform for Industry to engage strategically with a range of local partners. For the first time, working in Lancashire and Cumbria now offers Industry the unique prospect of:

- Linking with the NHS for clinical and operational relationships with the North West Coast Academic Health Science Network (NW AHSN), Clinical Research Network NW, NWC CLAHRC, LETB, Lancashire Area Team, N8 Universities, Northern Health Science Alliance, Local Enterprise Partnerships and other key regional and national networks, providing important links for industry engagement across the product development pipeline. Taken together, these initiatives provide a platform for Industry to engage strategically with a range of local partners. For the first time, working in Lancashire and Cumbria now offers Industry the unique prospect of:

- Liaising with the NHS Clinical Research Network for clinical trial guidance and support in evidence-based product testing
- Developing strategic partnerships with local organisations and networks to support joint planning of future initiatives

The Hub has established a range of successful research partnerships with Industry, for example:

- uMotif
  - Funder - Regional Innovation Fund (RIF)
  - This project is co-ordinated by the North West Coast AHSN and involves collaboration between uMotif Digital Health Limited, Liverpool Heart and Chest Hospital NHS Foundation Trust, Lancashire Teaching Hospitals NHS Foundation Trust, and Lancaster University. The project aims to tailor and develop a mobile and web software application to help patients improve post-operative adherence to treatments, reduce re-admissions and empower patients on their care pathway. The project will deploy apps in chronic heart failure and ENT oncology care pathways.

- Mapmyhealth
  - Funder - Regional Innovation Fund (RIF)
  - A collaboration between MapMyHealth Limited, an SME that develops eHealth solutions, and Lancashire and Cumbria universities and hospitals, this project aims to improve the delivery of healthcare through the use of mobile and web-based applications. The project will focus on developing apps for chronic heart failure and ENT oncology care pathways.

- Biome Restoration
  - The Hub arranged product development space for Biome Restoration in Lancaster University’s Faculty of Health and Medicine laboratories during exploration of commercial viability for products related to chronic inflammatory conditions.

The following teams are developing topics for Cochrane Systematic Reviews:


We shall continue to build upon the University’s strong track record of working with SMEs, whilst at the same time recognising the increasing interest of large global companies in working with us in areas such as digital health, personalised care and treatment, and biopharmaceuticals. We shall also continue to work with regional and national networks to participate in larger funding initiatives, including Horizon 2020, to enable involvement of Hub partners in major funding programmes across the EU.

The Hub supports implementation of evidence-based practice as a cornerstone of skill and capability development across the network.

Leading and Supporting Evidence-Based Practice - Cochrane Collaboration systematic reviews

We have developed a programme of Cochrane Collaboration systematic reviews of interventions to inform the evidence base for research and prioritisation strategies that form the basis for future project development. For example, the ROLO case study was first evaluated through a Cochrane review and the recommendations for research ultimately led to a successful NIHR funding bid.

The following articles have recently been published by Hub partners on the Highly internationally rated Impact Factor 5.4 Cochrane Library:


The following articles have recently been published by Hub partners on the Highly internationally rated Impact Factor 5.4 Cochrane Library:


For further details on the above reviews please see the Cochrane Library - www.thecochranelibrary.com
Lancaster Health Hub Infrastructure

Operational Team

The Hub operational team works closely with R&D Directors and R&D Managers in each partner organisation to plan and deliver joint activities. Formal governance mechanisms include:

- **Annual Review Meetings.** The Hub’s strategy and working practices are reviewed formally on an annual basis by senior staff from the University and each partner, including the CEO and the R&D Leads.
- **Management and Advisory (MAG) Group.** R&D Directors of all Hub partners are represented on the Management and Advisory Group which meets quarterly to discuss and review strategy and performance. The MAG group also includes representatives from **NIHR CRN NWC**, Lancashire Local Enterprise Partnership, **Lancaster Health Hub** and **LU Research Support Office (RSO) Research & Enterprise Services (RES)**.
- **Management meetings.** The core team hold monthly meetings with each partner to maintain and review progress.
- **Hub Website:** www.lancaster.ac.uk/fhm/work/health-hub
- **Hub Newsletters:** The Hub produces a newsletter twice annually.
- **Hub funding alert:** This alert is circulated to all partners monthly.
- **Co-ordinated Research Support Facility:** A formal operational framework designed to facilitate smooth management and governance of cross-sectoral research projects. The Hub co-ordinates these functions by ensuring efficient cross-sectoral communication.

Lancaster Health Hub Activities

**Research and Innovation**
- Horizon scanning
- Team building
- NHS, HEI, Industry collaborations
- Project scoping
- Bid development
- Liaison with funders
- Engagement with large networks nationally and internationally

**Capability building**
- PG Cert, Dip, MSc programmes
- NIHR Academic Trainees
- Student placements
- Staff secondments
- Honorary research appointments
- Joint clinical academic appointments
- Bespoke workshops

**Infrastructure**
- Coordinated Research Support Facility
- Strategic development
- Cross-faculty liaison and engagement
- Website
- Newsletter
- Seminars and events
- Funding Alerts
- Project Database
Lancaster Health Hub Performance

Activity: Since its inception in 2010 the Hub has supported development of 125 potential projects encompassing a wide range of clinical specialities and interdisciplinary strengths across the Hub network (Fig 1). These projects reflect strategic alignment of academic and clinical strengths.

Income: Total annual income generation since the Hub’s inception in October 2010 is shown in Figure 3 and represents an overall return from the Hub Partnership of £3.1 million to date. Income resulting from collaborative research has shown a steady increase over the past 3 years with uplift of 26% in 2012 and 45% in 2013 compared to the previous year for Lancashire and Cumbria alone.

The Hub aims to strategically align its activity with key regional networks, particularly the NWC Clinical Research Network, the NWC, AHSN and the NWC CLAHRC. The Hub supports a coordinated and integrated approach to the development, translation and implementation of research and innovation across the region. Figure 2 illustrates Hub project alignment with the NWC, AHSN clinical and digital health themes.

The year on year increase in level of income over the past three years has resulted in an increased return on investment arising from Hub Partnership activity (Figure 4). The overall ROI for regional income is £2.29 for every pound invested, rising to £5.42 for income including inter-regional projects.

Building on Success...The Next Steps

By focusing on engagement, consensus and collaboration, and by tailoring its approaches to the interests, strengths and capability housed within local organisations, the Hub has delivered a substantial profile of activity since 2010, and has already achieved significant impact.

It provides a compelling example of how an NHS / University partnership can be established and developed successfully within an area of the UK which is rapidly developing its national profile and reputation in Health and Medicine. It also demonstrates how this approach can enable a range of clinical and scientific disciplines to be harnessed, opening the way for exciting new areas of investigation and collaboration.

Over the next four years the Hub partners will build upon the foundations which have been laid by continuing to work together to attract resource and to deliver high-quality projects whilst at the same time continuing to build local infrastructure and capability. As part of this, initiatives will be put in place to support the identification and development of local leaders to ensure growth and future sustainability of the Hub.

A range of new honorary and joint appointments will be made to increase both the scope and scale of the Hub’s activities. Furthermore, the University of Cumbria’s recent decision to join the Hub opens up important opportunities to extend the scope of the Hub’s work and capability through involving more health disciplines. Similarly, opportunities for partnerships with other organisations and sectors, including Industry, will continue to be explored.

As the Hub matures it will play an increasingly important role not only as a distinctive partnership for enabling locally-led research and innovation, but also for shaping and supporting other major strategic initiatives in Health and Medicine across Lancashire and Cumbria. Despite the challenging economic environment, the Hub offers a strong platform and a proven approach for all partners to continue to advance their activity, impact and reputation in this field over the future years.