

Clinical Research Network

Update on the Transition of the NIHR Clinical Research Network

nihrcrn.transitionprogramme@nihr.ac.uk



Why Change? The benefits



Clinical Research Network

1	Equality of access to research for patients
2	Embedding of research into the new health and social care structures
3	Enhanced engagement within the NHS and the life-sciences sector
4	Increased efficiency through reduced transaction costs and increased productivity
5	Transparent, consistent governance and clear accountability
6	Improved flexibility and responsive research delivery
7	Improved staff retention and career development

What's changing?



Clinical Research Network

	Where are we now?	Where are we moving to?
Hosting	9 NIHR CRN Network Coordinating Centres with 7 individual hosting agreements	NIHR National Coordinating Centre (incorporating clinical thematic leadership)
	102 NIHR CRN local research networks Across 70 NHS organisations	15 Local Clinical Research Networks each hosted by a single NHS organisation
Geographical coverage	Inconsistent national coverage for clinical research into key therapy areas	Full national coverage for clinical research into all key specialties
	Complex geographical configuration	Simplified geographical configuration
Resource coordination	Dispersed model of workforce coordination	Single model of workforce coordination, responsive to local need
	Dispersed and fragmented oversight of deployment of resources	Strategic oversight for the deployment of resources at national / local partner level
	Inconsistent models of funding allocation/use	Consistent models of funding allocation/use
Organisational	Complex organisational structure	Streamlined organisational structure
structures	Inconsistent models of clinical leadership across networks	Consistent model of clinical leadership across networks
	Partner organisations receiving multiple and confusing funding streams	Partner organisations receiving single coordinated funding stream



STRUCTURE FROM APRIL 2014: NIHR CRN specialties, themes and research delivery divisions

NIHR CRN THEME DIRECTORS Clinical Research Network rimary care Dementias and naesthesia/peri ENT, infectious Genetics ageing, health Diabetes Stroke and eurodegeneratio Dermatology op/pain, critical diseases and metabolic services and Gastroenterology Cancer cardiovascular Children (DeNDRoN) Mental health nusculoskeleta care, injuries/ microbiology, endocrine and pro health and elivery, research and hepatology disease and neurological disorders emergencies, ophthalmology, renal disorders childbrith oral and dentistry disorders respiratory surgery public health RESEARCH DELIVERY DIRECTORS - IN DIVISIONS Primary care, ageing, health Anaesthesia/peri-operative medicine and Diabetes, stroke. Children. Dementias and services and delivery research, pain management, critical care, injuries/ cardiovascular disease genetics, haematology, neurodegeneration Cancer oral health and dentistry, public emergencies, surgery, ENT, infectious diseases/ (DeNDRoN), mental health, metabolic and endocrine reproductive health and nealth, musculoskeletal disorders, microbiology, opthalmology, respiratory disorders, disorders, renal disorders childbirth neurological disorders dematology gastroenterology, hepatology NIHR CRN NATIONAL SPECIALTY LEADS Anaesthesia, Dementias and Ear nose and Musculoskeletal Mental health peri-operative Gastroenterology Cancer Diabetes Stroke Children Genetics neurodegeneration (DeNDRoN) Primary care disorders throat medicine & pain management Metabolic and Cardiovascular Neurological Dermatology Haematology Ageing Infectious endocrine disease Hepatology disorders Critical care diseases and disorders microbiology Health services Reproductive and delivery health and Renal disorders Injuries and research Ophthalmology childbirth emergencies Oral and dental health Respiratory Surgery disorders Public health LOCAL CLINICAL RESEARCH NETWORK Host Trust Board Executive LCRN LCRN RESEARCH DELIVERY MANAGERS - IN DIVISIONS Chief Operating Officer DIVISION 3 DIVISION 5 DIVISION 6 DIVISION 1 DIVISION 2 DIVISION 4 Anaesthesia/peri-operative medicine and Primary care, ageing, pain management, critical care, injuries/ Diabetes, stroke, Children. Dementias and health services and delivery emergencies, surgery, ENT, infectious cardiovascular disease genetics, haematology, neurodegeneration research, oral health and Cancer diseases/microbiology, opthalmology, reproductive health and dentistry, public health, metabolic and endocrine (DeNDRoN), mental health, respiratory disorders, gastroenterology, disorders, renal disorders childbirth neurological disorders musculoskeletal disorders, hepatology dermatology LOCAL SPECIALTY GROUPS RESEARCH DELIVERY WORKFORCE

The way we are working...



Clinical Research Network

Governance

- The Host organisation Board is accountable
- Robust, transparent and accountable LCRN governance
- Effective and supportive LCRN hosting arrangements
- Effective and proportionate contracts with Partners and other organisations in receipt of LCRN funding or resources
- A structure that ensures effective local performance management,
 Partner participation and engagement, research delivery and value for money

The way we are working...



Clinical Research Network

Governance structures

- The Accountable Officer
- Nominated Executive Director
- Scheme of delegation and Host Board controls and assurances
- Assurance framework and risk system
- Escalation process
- The Partnership Group

The way we are working...



Clinical Research Network

Patient, Carer and Public Involvement and Engagement

NHS patients, carers and the public are the key stakeholder in NIHR CRN research and are to be included in LCRN governance arrangements.

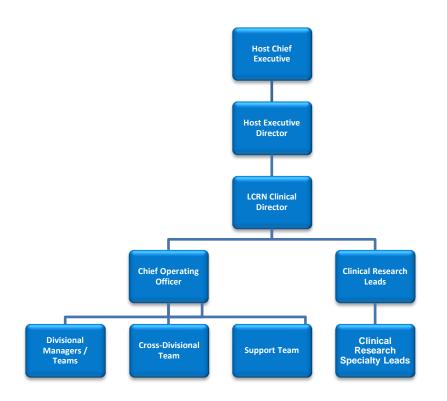
One Network

These LCRN Governance Arrangements should be formally signed off by the Host organisation Board and by the national CRN Coordinating Centre.

LCRN core roles and groups



Clinical Research Network



Partnership Group

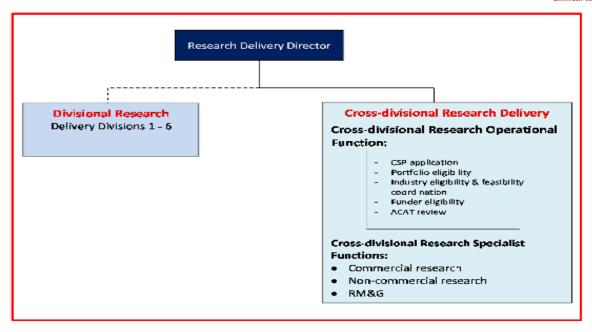
- Reviewing and agreeing, LCRN business plans and reports, Annual financial and business plans, Development plans, Annual Report
- Informed by financial and activity data
- Active oversight and constructive mutual challenge of LCRN activity and performance
- Monitoring of any compliances required of Partner organisations.





Research Delivery Directorate 2014/15

Clinical Research Network







Clinical Research Network

General

- Providing a common and effective interface with external stakeholders, especially Industry, Royal Colleges, funders and study teams to promote one network
- Interface with organisations who do portfolio development
- Developing strategy/awareness of new priorities and initiatives
- Horizon scanning for changes in clinical and research delivery
- Ensuring specialty delivery regardless of complexity and numbers
- National context to local portfolio
- Maximising the impact of the network on patient access and care
- · Preventing duplication and promoting efficient ways of working

Community

- Providing a forum for national organisational learning/knowledge sharing
- Promotion of national specialty collaboration to priorities/new initiatives
- Maintaining and sustaining an energy for research in specialty areas
- Creating the space to support specialist communities to work together
- National support for LCRNs to enable benchmarked comparisons

National coordination of specialties



Clinical Research Network

Portfolio delivery

- Coordinated set-up of multi-centre studies including EOIs
- National oversight/perspective on feasibility and study performance with LCRNs
- Study level contingency planning
- Sharing good practice around research delivery
- Feedback on recruitment issues
- Championing strengths and opportunities within LCRNs
- Central point of contact/conduit and single escalation point for Industry
- National Costing, Portfolio RM&G and CSP policy and advice
- Portfolio eligibility to access NHS support costs
- Management of study data for multi-centre studies

National coordination of specialties



Clinical Research Network

Patient Carer and Public Involvement

- National coordination and support
- Sharing good practice around patients and carer involvement
- Aiding local groups to undertake national work
- Understanding the specialty specific elements of PCPIE
- Interface with specialty specific national patient groups

Workforce development

- Understanding and supporting the specialty specific needs for the workforce
- Responding to national trends in workforce
- Looking for economies of scale in commissioning and delivering specialist training

National divisional working with LCRNs



Clinical Research Network

Divisional/theme/specialty focus

- Engage RDMs from divisional perspective not Theme
- Each RDM to take a national lead for specific specialties
- Overall divisional performance by Divisional Research Delivery Directors and Clinical Theme Directors

Clinical leadership

- LCRN Clinical Research Specialty Leads:
- escalation point for failing studies
- review and impact on portfolio performance
- RDMs meet with LCRN Clinical Research Specialty Leads locally
- Monthly specialty portfolio performance data available for local discussions

National performance management and LCRN performance management



Clinical Research Network

National

- Whole portfolio oversight for specialties within a Division
- Management of study wide contingency plans for priority/failing studies

LCRN

- Local performance management of all study sites
- All study management/interventions delivered locally

Collaboration

- Invaluable
- Key to delivery of a national portfolio
- One Network