Invitation to Comment

This new draft strategy has been developed to ensure that the Forum continues to thrive, that we meet the needs of the community over the next five years, and that by acting together we make a difference to health and care.

Through a shared mission and objectives we will ensure that research managers, research management support staff, directors and leaders of R&D in and for health and care organisations, are enabled, connected, valued, confident and competent in their roles; striving for excellence in practice for quality research and evidence.

The Forum Executive Committee, together with members of the Forum Working Groups, have developed this first draft that is now open for your input and review.

We therefore warmly invite constructive comment in order to help build a sustainable professional network for all and a strategic plan that the community can share in.

Please respond openly via email to consultations@rdforum.org.uk but also please address the few structured questions provided via our survey monkey here:

https://www.surveymonkey.co.uk/r/Forum_strategy

Thank you, the Forum Executive Committee
Introduction

The NHS R&D Forum is a national community of practice and professional network for the health and care research management, support and leadership workforce. Forum business and activities are coordinated on behalf of the community by an Executive group and a non-profit organisation called Health Research and Development Ltd.

By working together we represent those who lead, promote, manage and support quality health research with and for NHS providers and commissioners of care; creating standards, supporting peers, and influencing national bodies as a critical friend to improve practice.

The R&D NHS Forum Executives

- Maria Palmer, University Hospitals Bristol NHS Trust
- Shona Haining, North of England Commissioning Support
- Christine McGrath, University Hospitals Southampton NHS Trust
- Virginia Minogue, NHS England
- Kate Greenwood, R&D Forum Management Team

www.rdforum.nhs.uk   @NHSRDForum
Who are the Forum Members?

Our ethos is to embrace job role rather than job title, to focus on what we do rather than who we are because research management support and leadership is varied and differs (often significantly) from institution to institution. While some members may be fully integrated into clinical research teams others are more centralised into corporate research functions or supported by external shared services, Universities and networks.

At present the only means of joining the NHS R&D Forum is through signing up to our newsletter and we welcome anyone who is interested in health and care research. All community members are encouraged to participate in activities and working groups and we want to continue as an open and collaborative organisation whilst being able to better measure engagement in the Forum. During the implementation of this strategy we shall consider how we can improve the value in our membership and how, and with whom, our partners can consult.

1 = From administrators to research nurses, from trials assistants to facilitators, from design and quality leads to service users, from pharmacists to laboratory leads, from knowledge transfer to innovation managers, from finance officers to contracts managers, from research managers to researchers, from heads of research to associate directors and directors. The list is broad and non-exclusive.
Adding Value to the NHS

Research managers, research support teams and research leaders in all guises; as change agents, strategic partners, quality experts and individual champions\(^2\), have organisational responsibility for enabling improvement and innovation through quality research. Our wheel of activities aims to show how Forum members add value to the NHS in their daily roles.

Every team is different but on a daily basis we support, drive and embed research, developing strategies for the involvement of patients and ensuring patient centred research takes place in the NHS. We play a critical role in facilitating the growth of research activity, capacity, skills and innovation both within our organisations and across the wider health system, and we have responsibility for the safe involvement of participants as well as the quality and integrity of research data.

We develop policies and procedures as Sponsor and as host; design, manage and support grant applications; grow income, reward and recognise staff, ensure the dissemination and translation of knowledge, and promote research as key to the improvement and evidence cycle. Operationally we manage the efficient running of research business, performance projects, finance and contracts, as well as the research workforce and infrastructure, and play a key facilitation and enabling role within the wider health economy.

The support and development of this professional group is therefore key to the research and improvement endeavour and by coming together as the Forum, we believe will be better able to act for the benefit of all.

\(^2\) From NIHR, NHS Trust and Ashridge Business School (2015) Faster, Easier Clinical Research: Developing a Thriving National Community of NHS R&D Directors and Managers
Our Values

Our values influence what we do and how we do it.

We value:

1. New knowledge and quality research for the benefit of people, patients; their improved healthcare and health outcomes
2. Leadership and engagement in research for research growth and improvement
3. Research management, support and leadership as an enabler of quality research, innovation and improvement
4. Effective and pragmatic quality research management systems
5. Patient and public involvement for better quality research
6. Patient centred research
7. Sharing, peer learning, and support
8. Organisational differences, and learning and sharing across boundaries
9. Community, collaboration and partnership wherever possible
Our Vision, Mission & Goals

We are a growing national community of practice and professional network of connected individuals who work in, for and with providers and commissioners of NHS health and care services. We are a non-profit organisation.

Our Vision is excellence in research management, support and leadership for the NHS, and for improved health and care.

Our Mission is

a) To act together as a national leader, influencer and professional voice, resource centre and facilitator of best practice to better lead, shape, promote and manage quality health research.

b) To add value to the NHS as enablers of quality research, innovation and improvement.

Our Goals

The success of our strategy and our mission will be evidenced through the achievement of our 4 strategic goals. We aim to achieve these by 2022.

GOAL 1

Community members are engaged with our aims and value being part of the Forum

We will have

- Improved member satisfaction year on year evidenced through an annual survey and evaluation
- Increased numbers of members participating in Forum activities year on year
GOAL 2

Partner organisations, stakeholders, national bodies and policy makers value the Forum voice, our role and our contribution to their work

We will have

- Improved stakeholder and wider community satisfaction year on year, evidenced through an annual survey and evaluation
- Year on year increase in requests by partners and stakeholders for Forum representation in meetings and collaborative projects
- Year on year increase in partners and stakeholders accepting an invitation to participate in Forum activities

GOAL 3

We will have made a difference and can demonstrate a positive impact through our collective endeavour

We will have

- Evidence of how our initiatives and outputs have a positive impact on research management, support and leadership practice
- Evidence of how our initiatives and outputs have made a positive impact on national policy
Our Aims & What We Will Do

As a professional network of connected individuals we aim to meet our mission and achieve our goals through the delivery of the following 5 strategic aims:

1. To be a national leader
2. To influence policy and be a professional voice
3. To enable our community to be effective and efficient in their roles
4. To be a connected, open, UK-wide community of practice
5. To be sustainable, fit for purpose, and a constant through change

We continue to be financially sustainable

We will have

- A sustainable infrastructure and programme of activities

A detailed plan for how we will improve what we do, who will do it, and how this will be evidenced will be developed following this consultation period.
1) To be a National Leader

We will lead initiatives and solutions to national problems, develop research strategy capabilities in health and care organisations, maintain a ‘strategy-watch’ and respond and advise on national change. We will create good practice, connect and engage senior leaders and agree strategic priorities for Forum initiatives. We will enable R&D teams to respond strategically to changes in the NHS landscape and support all members to be effective leaders.

By 2022 we will have

- Improved engagement with leaders of our community and with our stakeholders
- Increased the number of our improvement initiatives that are of collective priority and where the Forum has taken the lead
- Improved initiatives to develop the research strategy and leadership capabilities of all our members

We will achieve our goals through improving our leadership capabilities as a national body
2) To Influence Policy and be a Professional Voice

We will develop professional standards and solutions to problems through collective endeavour. We will represent the NHS, health and care research management, support and leadership community as one professional voice. We will be an expert resource and critical friend to our stakeholders and partner organisations, helping them to shape the emerging landscape. We will review and influence policy development, to support its implementation into practice and in areas of priority for our membership.

By 2022 we will have

- Increased Forum activity that can demonstrate an impact on policy and stakeholder work streams to show we are making a difference
- Increased collaborative Forum activity that can demonstrate participation in stakeholder initiatives, meetings and outputs
- Measured improvement in our engagement as evaluated by members and stakeholders

We will achieve our goals through improving the impact of our influencing activities, the professional visibility of our community, and our ability to act as one voice
3) To Enable Our Community to be Effective & Efficient in their Roles

We will develop our community of practice by enabling a vibrant exchange of resources, solutions, challenges, innovations, advice, mentorship and peer support.

We will provide training and peer learning and development opportunities to enable the community to be competent and feel confident in their daily roles and the succession of new members. Ensuring a vibrant exchange of practice and creating an online and social media space for shared resources, advice, mentorship, collaboration and peer support.

By 2022 we will have

- Improved the number and range of quality resources, events, training and learning and development opportunities that are available through the Forum
- All Forum courses and events with a mean delegate evaluation score of 80%
- Identified accreditation opportunities for our learning and development programme
- Improved numbers of members who attend Forum meetings and events

We will achieve our goals by working with expert partners and Forum members to improve our quality learning and development programme
4) To be a Connected, Open, UK-wide Community of Practice

We will be a constant through change, collaborate with partners, and we will work across UK borders. Creating UK-wide networking opportunities and opportunities for members at all levels to access peer support. Collaborating with our partners and those in the community who share our aims. Enabling members and stakeholders to meet outside of traditional groupings and using innovative solutions to facilitate sharing across boundaries and borders.

By 2022 we will have

- Increased our activities with and for the devolved nations
- Improved initiatives that connect members with each other, creating structures and secure spaces that have engaged members across all levels of seniority and location
- Increased our membership, our partnership, our following and our collaborations with organisations

We will achieve our goals by improving our networking capabilities and our open-access online presence, connecting individuals to ensure that the Forum is the first port of call and ‘go to’ place for all members and stakeholders
5) To be Sustainable, Fit for Purpose & a Constant through Change

We will increase our income generating activities and strengthen our management and governance structures.

Ensuring financial viability and transparency we will remain independent and non-profit, supporting Forum activities with our income generation. We will strengthen our organisational accountability structures and decision-making function to fund and manage Forum work on behalf of the community and the membership. We will innovate and find solutions from within our community, harnessing their expertise, talent and passion to resolve challenges, and through this endeavour remain a constant presence through change.

By 2022 we will have

- A robust, sustainable organisational structure
- An increased number of funded initiatives led and delivered by Forum members

We will achieve our goals by harnessing the existing talent and passion within our community
Our Consultation

This new draft strategy has been developed to ensure that the Forum continues to thrive, that we meet the needs of the community over the next five years and that by acting together we make a difference to health and care.

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Thank you, the Forum Executive Committee
Our Consultation  https://www.surveymonkey.co.uk/r/Forum_strategy

1) Do you support this strategy?
   - [ ] Yes very much
   - [ ] Yes but could be improved*
   - [ ] Yes it is good enough
   - [ ] No it is not good enough*
   *Please give reasons ____________________________

2) Do you agree with the vision?
   - [ ] Yes
   - [ ] No

   Comments: ____________________________________

   Does it fully capture what you believe the Forum should aspire to achieve?
   - [ ] Yes
   - [ ] No

   Comments: ____________________________________

3) Do you agree with the mission?
   - [ ] Yes
   - [ ] No

   Comments: ____________________________________

   Does it fully capture what you believe the Forum should do?
   - [ ] Yes
   - [ ] No

   Comments: ____________________________________

4) Do you agree with the goals?
   - [ ] Yes
   - [ ] No
   Comments: ____________________________________

   Do the goals reflect what success should look like in 5 years time?
   - [ ] Yes
   - [ ] No

   Comments: ____________________________________

5) Do you agree with the values?
   - [ ] Yes
   - [ ] No

   Comments: ____________________________________

6) Do you agree with the aims?
   - [ ] Yes
   - [ ] No

   Comments: ____________________________________

7) Do you agree with what we aspire to be?
   - [ ] Yes
   - [ ] No

   Comments: ____________________________________
8) Do you agree that by achieving our aims we should deliver on our mission? *ie have we identified all the capabilities that we require to be successful?*

☐ Yes ☐ No

Comments: ____________________________________________

_____

9) Do you agree with our description of the Forum community membership? *ie who we represent as a professional voice?*

☐ Yes ☐ No

Comments: ____________________________________________

_____

10) Do you agree with our description and depiction of how Forum community members currently add value to the NHS, acknowledging that organisations and R&D teams have differing capabilities and needs?

☐ Yes ☐ No

Comments: ____________________________________________

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Thank you for your contribution