



Research and Development Forum

Adding Value to the NHS, Health and Care, through Research Management, Support & Leadership



NHS R&D Forum
Strategy

2017-2022

Foreword

Welcome to our Strategy, which has been developed in consultation 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 and together with our partners, we will ensure that research managers, research support staff, directors and all 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 next five years may see much change and so we aim to remain a constant source of support and influence. This document is only the beginning as we implement our objectives. Annual implementation plans will be produced and overseen by the Forum Executives, alongside a bi-annual review.

If you would like to discuss the Forum's work or our strategy further please contact info@rdforum.org.uk.

Thank you, the Forum Executives

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The Executives would like to acknowledge the contributions of all those who have taken time to feed into the consultation process including the Forum working groups, Forum training team, our partner organisations and the public. A list of contributors will be made available via the Forum website.

Particular thanks to Sally Humphreys, West Suffolk NHS Foundation Trust for designing this document.

Introduction

The NHS R&D Forum is a UK-wide 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 UK-wide bodies as a critical friend to improve practice.

Our work is undertaken by our members and by our working groups. Each working group represents a key area for the Forum. These are:

Primary Care and Commissioning

Research Management

Research Strategy and Leadership

Service User and Carer involvement

Training and Conference Programme

Task groups are also convened to take specific projects forward.

Priorities for action are identified through surveys and intelligence gained during our working group meetings and through our communication routes. Close collaboration with partners is essential to identifying those areas for input and implementation.

Examples of our progress and influence can be found on our Forum website.

www.rdforum.nhs.uk

 [@NHSRDForum](https://twitter.com/NHSRDForum)

The R&D NHS Forum Executives

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*“Embracing job role and
responsibility rather
than job title”*

Who are the Forum Members?

Our ethos is to embrace job role and responsibility rather than job title, to focus on what we do rather than who we are because research management support and leadership is varied¹ 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.

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 inclusive.*

Who are the Forum Members?

Community members are individuals working in, for and with providers and commissioners of health and care in research management, support and leadership roles. This includes service users and carers, individuals from partner organisations and non-traditional NHS settings.

During the implementation of this strategy a task group will be convened to look further at Forum membership and to suggest ways to improve the value in being an individual Forum member. This review will ensure we can better measure engagement in the Forum, bring clarity on whose voice is represented in responses and agree who can make decisions. The group will also look at whether there should be different types within the structure.

Partners are considered to be any organisation that has a role to play in health and care research.



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 champions², have organisational responsibility for enabling improvement and innovation through quality research.

Our R&D functions wheel (page 9) aims to show how members add value to the NHS in their daily roles and what teams can be doing to support research in a health and care setting.

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.

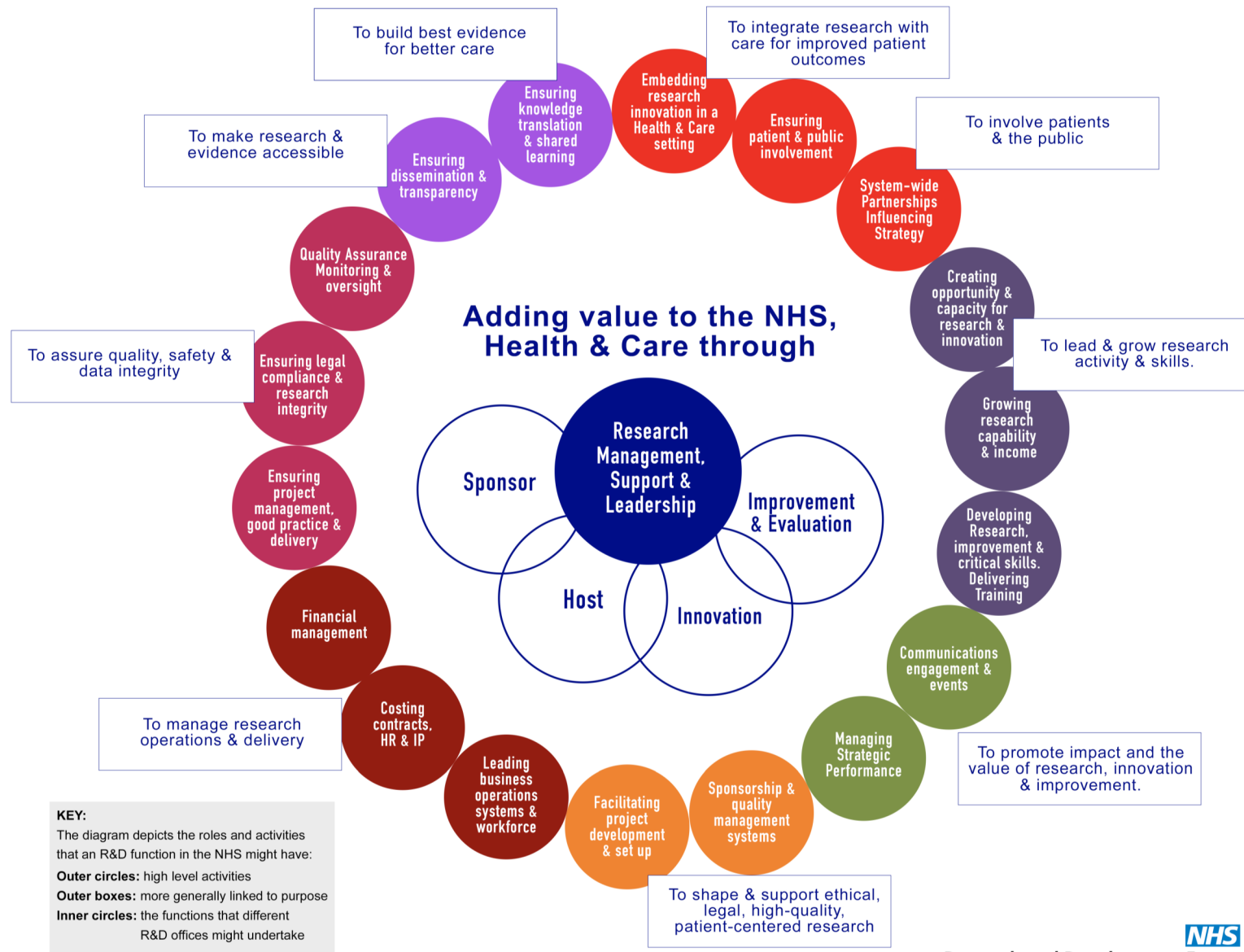
We play a critical role in facilitating the growth of research activity, capacity, skills and innovation both within our organisations and across the wider health system, and we have responsibility for the safe involvement of participants as well as the quality and integrity of research data.

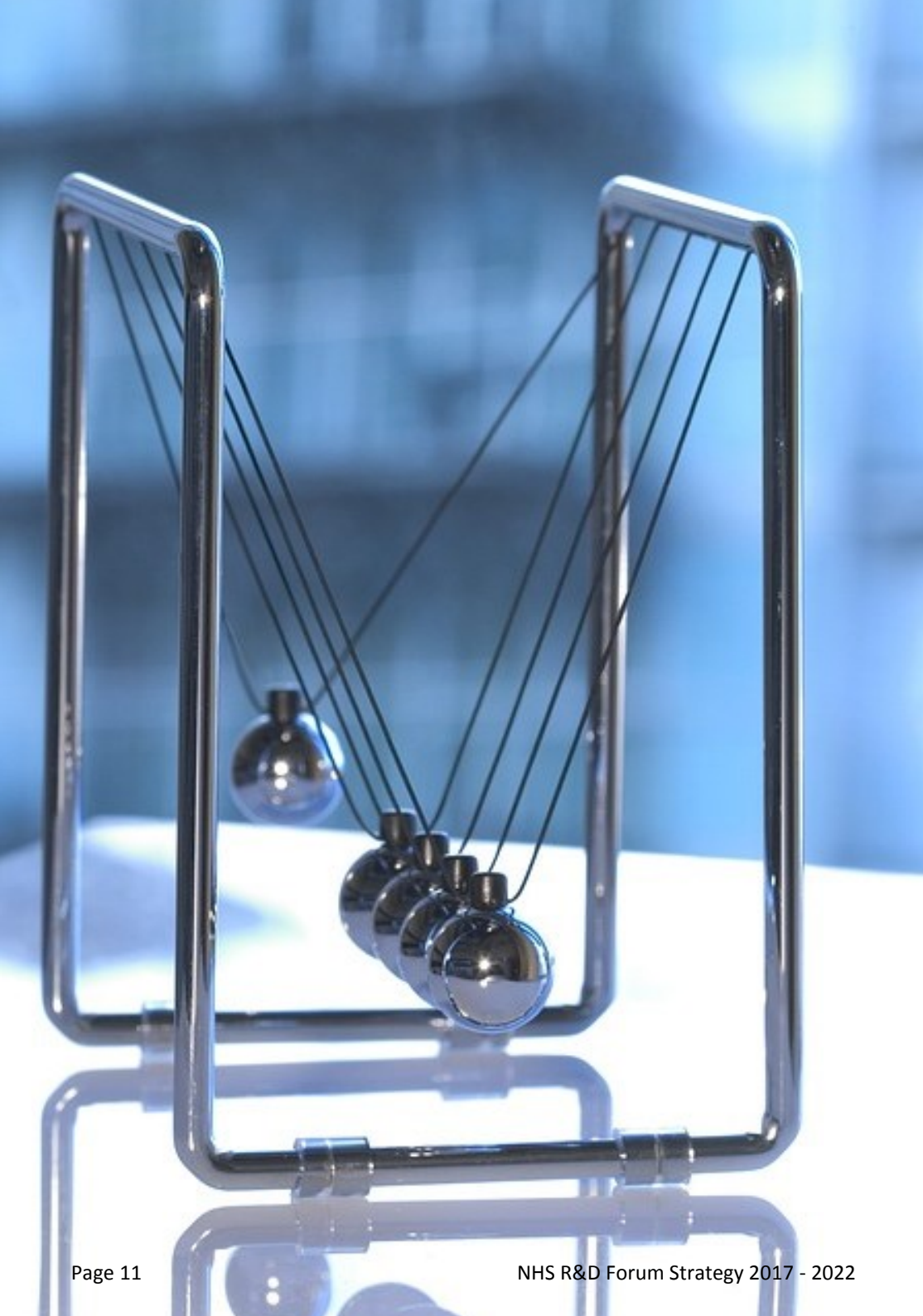
²= *From* NIHR, NHS Trust and Ashridge Business School (2015) *Faster, Easier Clinical Research: Developing a Thriving National Community of NHS R&D Directors and Managers*

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 are responsible for the capacity and capability assessment, set up and compliance of studies. 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 and care system.

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.





Our Values

Our values influence what we do and how we do it. Our values are to be:

- ◆ Inclusive
- ◆ Open
- ◆ Constructive
- ◆ Respectful

We will share, contribute and put patients and people first.

As a Community we value and strive for:

1. New knowledge and high value quality research for the benefit of people, patients; their improved healthcare and health outcomes
2. Opportunity and improved capacity for research and innovation in and for the NHS
3. Leadership and engagement in research for research growth and improvement
4. Patient, public and staff involvement for better quality research
5. Patient centred research
6. Research management and support as an enabler of quality research, innovation and improvement
7. Effective and pragmatic quality research management systems



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.

Our Vision, Mission & Goals

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

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

Our Mission is

- a) To add value to the NHS as enablers of quality research, innovation and improvement.
- b) To act together as a UK-wide leader, influencer and professional voice, resource centre and facilitator of best practice to better lead, shape, promote and manage quality health research.



GOAL 1

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 enabling high value, quality health and care research.
- Evidence of a positive impact on good research management, support and leadership practice.
- Evidence of how we have positively influenced our partners and policy which has the potential to impact on research in a health and care setting.



GOAL 2

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 contributing and participating in Forum activities year on year.



GOAL 3

Partner³ organisations, UK-wide bodies and policy makers value the Forum voice, our role and our contribution to their work

We will have

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

³ = Partners are any organisation that has a role to play in health & care research



GOAL 4

We continue to be financially sustainable

We will have

- A sustainable infrastructure and programme of activities.
- Growth in income to support opportunities for the R&D community.



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 UK-wide 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

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 the launch of our strategy.

1) To be a UK-wide Leader



We will achieve our goals through improving our leadership capabilities as a UK-wide body

We will lead initiatives and solutions to UK-wide problems, develop research strategy capabilities in health and care organisations, maintain a 'strategy-watch' and respond and advise on 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 partner with organisations who will help us to support all our members to be effective research leaders.

Priorities for our workstreams will be identified through Forum surveys, our working groups, communication routes and close relationships with partner organisations.

By 2022 we will have

- Increased the number of improvement projects that are of collective priority and where the Forum has taken the lead.
- Improved engagement with leaders of our community and with our partners, patients and the public.
- Initiatives to develop the research strategy and research leadership capabilities of all our members including partners and the public.

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 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

- Growth in Forum activity that can demonstrate an impact on policy and the workstreams of our partners showing that we are making a difference.
- Increased collaborative Forum activity that can demonstrate participation in initiatives, meetings and outputs.
- Measured improvement in our engagement as evaluated by members.



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 achieve our goals by working with expert partners and Forum members to improve our quality learning and development programme

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

By 2022 we will have

- Created more good practice solutions, quality resources, events, learning and development, and mentoring opportunities in areas where there are gaps.
- All Forum courses and events with a mean delegate evaluation score of 80%.
- Identified accreditation opportunities for our learning and development programme.
- Increased numbers of members who attend Forum meetings and events.

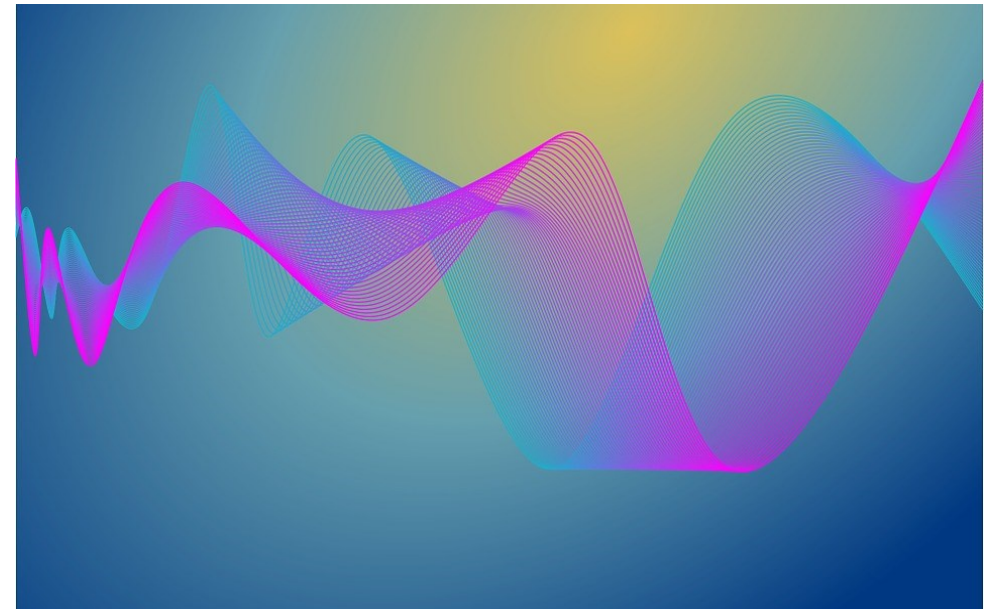
4) To be a Connected, Open, UK-wide Community of Practice

We will collaborate with our partners and those in the community who share our aims, working across UK-wide borders, to develop networking and opportunities for members at all levels to access peer support.

We will enable members to meet outside of traditional groupings and use innovative solutions to facilitate sharing across boundaries and borders.

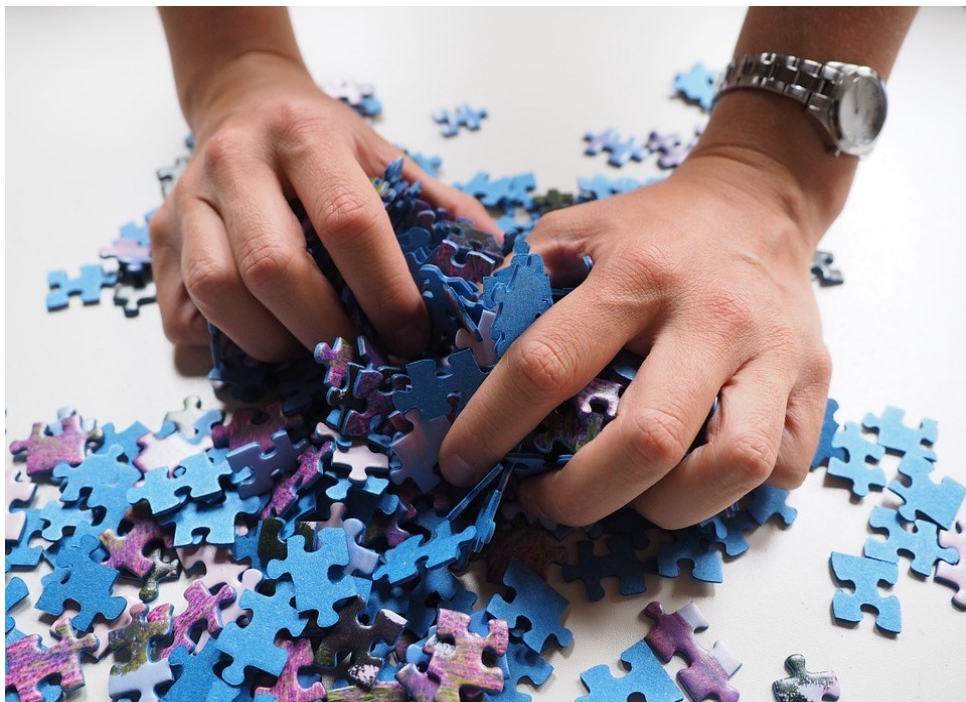
By 2022 we will have

- Improved activities with and for the devolved nations to facilitate a unified UK-wide, streamlined approach to research management practice.
- 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 achieve our goals by harnessing the existing talent and passion within our community

We will maintain a constant presence through times of 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.
- Worked with partners to secure funding for shared initiatives.
- Engaged more members of the community to support Forum work.

*Leading, promoting,
shaping & influencing
quality health research*



Our Contact Details



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www.rdforum.nhs.uk

Thank you to all those who support and contribute
to the NHS R&D Forum.