Health and Care Research Wales Support & Delivery Plan 2020/21

Support & Delivery Strategic Framework

Our vision is to realise a 'One Wales Seamless Service' for supporting and delivering high quality health and social care research.

Strategic Aim 1: **Public**: We will increase opportunities for patients and the public to participate in, and benefit from safe ethical research, regardless of geographical locations.

Strategic Aim 2: **Research Community:** We will enable Industry and Chief Investigators to set-up studies in multiple sites across Wales in a single access, streamlined and efficient way.

Strategic Aim 3: **Staff:** We will attract and deploy appropriately skilled, qualified and experienced staff in a consistent way across Health and Care Research Wales, embedding shared values and behaviours.

ACCOUNTABILITY

- Welsh Government hold the NHS Chief Executive Officer (CEO) to account through the Integrated Medium Term Plan (IMTP) and the NHS Delivery Framework (NHS Facing document) and the NHS Outcomes Framework (public facing document). The CEO of each NHS organisation in Wales is accountable for the delivery of relevant functions within this Support & Delivery plan as part of the Delivery Framework for the Performance Management of NHS R&D. The CEO formally delegates the accountability for delivery of research within each organisation to the NHS R&D Director. Welsh Government review performance through the Delivery Framework for the Performance Management of NHS R&D and the Support & Delivery plan will be reflected within this overarching framework.
- The Support & Delivery plan describes how the Support & Delivery service (the Support & Delivery Centre and the local Support & Delivery service within the NHS) support the delivery of research in Wales.
- Welsh Government will, through contract review meetings of NHS organisations and of the Support & Delivery Centre, hold all parts of the Support & Delivery service to account for their role in the partnership and delivery of specific activities.

RESOLVING ISSUES AND ESCALATION TRIGGERS

- Regular contact between each part of the Support & Delivery service will aim to resolve any questions, queries, issues or blocks in the set up and delivery of research in the first instance.
- Where not easily or quickly resolved, issues will be escalated to the National Director of Support & Delivery to facilitate discussion.
- Where ongoing or specific risks, complex or common issues, or those involving multiple NHS Organisation issues arise these will be escalated to the relevant Group/Board for discussion (i.e. S&D collaboration meetings, Research Delivery Operational Group (RDOG)).
- Where issues require a change to Health and Care Research Wales policy or highlight ongoing or major risks these will be escalated to Welsh Government.

REVIEW

- The Support & Delivery Plan will be amended following any change to the way in which services are provided and as such may be reissued as a result.
- It will be formally reviewed in full on an annual basis.

AIM 1: Public: We will increase opportunities for patients and the public to participate in, and benefit from safe ethical research, regardless of geographical locations.

	Service Objective	Activities	Enabling strategies/ policies/guidance	National Planned Service Improvements
A.	**Public promotion** of opportunities to participate in research	1.1. Deliver the Health and Care Research Wales Communications Plan - promoting research through social media, local press, clinical areas 1.2. Promote HealthWise Wales 1.3. Provide and maintain a searchable Research Directory of all research 1.4. Support dissemination of research - Encourage/promote publications and output/impact	• Health and Care Research Wales Communications Plan • Health and Care Research Wales Research Directory policy • HealthWise Wales plan	• Public facing Research Directory
B.	Facilitate and extend **opportunities for participation** in research	1.5. Provide and maintain systems to ensure clinicians share information on patient suitability for other studies 1.6. Review of studies in set-up for potential to extend to other sites/locations 1.7. Coordinate site identification and Expressions of Interest (EOI) 1.8. Facilitate identification of new PIs, including those from non-medical backgrounds 1.9. Specialty Leads	• Primary Care S&D plan • Industry S&D plan • One Wales site identification and feasibility process	
C.	Facilitate the **involvement and engagement of members of the public** in research	1.10. Promote and support involvement opportunities 1.11. (TBC subject to revised PPI/E Strategy)	• PPI/E Strategy	

D. Maintain and deliver a **research strategy and culture**	1.12. Each NHS organisation to maintain an up to date research strategy, ensuring it is aligned to the wider Health and Care Research Wales strategy and S&D Strategic Framework (and other national operational strategies) 1.13. Each NHS organisation to input into the development of their organisation's Integrated Medium Term Plan (IMTP) 1.14. Provide a performance management information/business intelligence service, and ensure that KPIs are reported to the organisation's Board 1.15. Contribute to national strategy development and to HEI /other key partners' strategies (as appropriate) 1.16. Promote staff participation in and use of high quality research 1.17. Raise awareness across Wales (and within each NHS organisation) of the benefits of research and the support available 1.18. Identify sources of evidence to support service reform/redesign work including liaising with service innovation leads, quality improvement team 1.19. Disseminate research case studies, research news across the NHS organisation and Wales	• Health and Care Research Wales Strategic Plan • Primary Care S&D Plan • Industry S&D Plan • Communications Plan • IMTP planning guidance • Local S&D Performance Management Framework • HCRW Communications Plan	

AIM 2: Research Community: We will enable Industry and Chief Investigators to set-up studies in multiple sites across Wales in a single access, streamlined and efficient way

	Service Objective	Activities	Enabling strategies/ policies/guidance	Planned Service Improvements
A.	Provide a comprehensive **grant application support service**	2.1. Facilitate all aspects of the development of grant applications by CIs within HB/Trust 2.2. Undertake scientific review (may be carried out jointly with University) 2.3. Refer CI to a CTU or other support in developing protocol (e.g. for statistics support, randomisation) 2.4. Provide a costing and attribution service to support applications 2.5. Provide a patient and public engagement/involvement service 2.6. Assessing feasibility of protocol (operational feasibility including equipment and staff required to deliver) 2.7. Provide and monitor use of Local Support & Delivery funding to support pathway to portfolio (P2P) projects that support the development of new CIs and that increase return on investment	• Non-commercial costing tool (UK)	Review of development funding and associated support
B.	Provide a comprehensive and coordinated **service to industry**	2.8. Deliver a single-point of contact coordination of EOIs/feasibility service 2.9. Deliver a single contract review and costing service 2.10. Maintain and nurture industry preferred partner relationships 2.11. Provide a partnering service 2.12. Represent HCRW at national and international events and feedback contacts	• Health and Care Research Wales Industry Strategy • 4 Nations EOI process (UK) • Single contract review and costing service (UK)	• Refresh of Health and Care Research Wales Industry Strategy

C. Deliver an **approvals service** as part of a UK system	2.13. Work as part of the HRA/HCRW Assessment and Approval service to: validate applications (for REC and study-wide review and technical assurance); undertake study wide reviews (applications and amendments); liaising with applicants; and communicating outcomes 2.14. Work as part of the UK Research Ethics Service to maintain NHS Research Ethics Committees in Wales, servicing the committees and their members	• GAfREC (UK) • HRA/HCRW Study Wide Review Standards • 4 Nations Compatibility Programme (UK) • Technical Note H (+annex)	• Review of REC workload/structures in discussion with HRA • Review of Technical Note H
D. Provide a proactive and efficient **study set-up service**	2.15. Assess, arrange and confirm capacity and capability to deliver research at NHS sites 2.16. Ensure feasibility of each study is accurately assessed and recruitment targets are realistic 2.17. Assessing feasibility of protocol (operational feasibility including equipment and staff required to deliver) 2.18. Ensure an early assessment is undertaken to identify operational risks to the delivery of each study and to the organisation, and ensuring there are proportionate systems in place to manage those risks through to completion 2.19. Coordinate the flexible deployment of research delivery staff, overseeing their workload and priorities	• Research in the NHS – HR Good Practice Resource Pack (NIHR) • 4 Nations principles on recruitment target setting (UK)	• Development of the One Wales study set up service • Update HR Good Practice pack (UK) • Review of measures/metrics (linked to UK project)
E. Oversee **study delivery**	2.1. Ensure that each study is delivered "to time and to target" 2.2. Facilitate initiation of study 2.3. Facilitate recruitment of first patient first visit within agreed timescale 2.4. Oversight of study delivery and close out 2.5. Provide systems and any relevant software to enable monitoring of recruitment	• All-Wales Research Delivery Operational Group (RDOG)	• Review of measures/metrics (linked to UK project)

	2.6. Monitor recruitment, identify blocks and employ proactive measures to resolve 2.7. Review and implement amendments, including impact on support departments 2.8. Ensure appropriate procedures and space to archive study documentation in line with regulatory requirements		
F. Provide **NHS Sponsor services**	2.9. Ensure that an appropriate Sponsor is identified for every study 2.10. Ensure that the NHS organisation meets its sponsorship responsibilities to initiate, finance and appropriately manage each study throughout its lifecycle from funding to dissemination of findings. These responsibilities will be different for Clinical Trials of Investigational Medicinal Products (CTIMPs) and non CTIMPs but will include supporting submissions to regulatory bodies	• UK Policy Framework (Sponsor Responsibilities)	• Development of a Health and Care Research Wales Sponsorship policy (linked to UK project) • Guidance on sponsorship of student studies (UK)
G. Ensure robust systems for **financial management/ oversight** of all research-related funding (Local S&D funding, commercial funding, centralised budgets, other non-commercial funding)	2.11. Prepare and submit annual spending plans and quarterly financial returns 2.12. Ensure compliance with the All-Wales NHS Research Finance Policy 2.13. Provide efficient access to responsive centralised service support costs and excess treatment costs budgets 2.14. Ensure a system is in place so that study recruitment or other milestones trigger invoices as per the study agreement	• All-Wales NHS Research Finance Policy and associated R&D finance guidance	• Complete implementation of new all-Wales research delivery funding model
H. Build, maintain and manage research **capacity and capability**	2.15. Maintaining a balanced portfolio to create capacity and opportunities for development and reinvestment 2.16. Building relationships with the broader Health and Care Research Wales research infrastructure, e.g. Biomedical	• S&D web pages	• Refresh of local R&D pages • Peer review to increase organisational learning

		Research Centres, Biomedical Research Units, Clinical Research Facilities, Clinical Trial Units, etc 2.17. Maintain a S&D Website (including content on local S&D pages)		
I.	Development and delivery of **Quality Management System (QMS)**	2.18. Create and maintain suite of All-Wales SOPs 2.19. Ensure local SOPs are maintained and aligned with all-Wales SOPs and other guidance as/when updated		• Development of All-Wales S&D QMS • Continued development of suite of All-Wales SOPs
J.	Preparing for, hosting, co-ordinating and responding to **regulatory inspections**	2.20. Provide pre-inspection support – ensuring files are in order and maintained, advising others on appropriate site file management 2.21. Coordinate the arrangements and host any regulatory inspections, reporting on outcomes to support cross-organisational learning		
K.	Maintain **accurate records** of all research undertaken in Wales	2.22. Maintain accurate and up to date study records into the Local Portfolio Management System (LPMS), including recruitment, minimum data set and tracking information 2.23. Maintain the Health and Care Research Wales Research Directory 2.24. Provide business intelligence to support development of plans, strategy and policy		

AIM 3: Research Staff: We will attract and deploy appropriately skilled, qualified and experienced staff in a consistent way across Health and Care Research Wales, embedding shared values and behaviours

	Service Objective	Activities	Enabling strategies/ policies/guidance	Planned Service Improvements
L.	Ensure **research delivery staff** are in post with clear objectives and lines of accountability; this includes research nurses, data managers, and pharmacy, laboratory and radiology etc	3.1. Develop and maintain a research delivery workforce plan for each NHS organisation 3.2. Ensure delivery staff are in place to deliver and support research 3.3. Ensure consistency of job descriptions between those doing similar roles 3.4. Ensuring that clinicians with funded research sessions have those sessions recognised in their job plans 3.5. Ensure research delivery staff are easily identifiable, including those funded by CRUK 3.6. Increase number of non-medical PIs 3.7. Ensure clear career pathways for S&D staff	• 'How to' guide on creating a research staff bank • S&D Shadowing scheme • S&D Induction pack • All-Wales Health and Care Research Wales uniform policy • All-Wales job descriptions for research delivery staff	• Additional roles added to suite of standardised job descriptions for research delivery staff • Develop a competency framework for each group of roles (UK) • Review and modernise roles and career pathways (UK)
M.	Ensuring staff have access to appropriate **training and development** to support their research activities.	3.8. Coordinate a national training programme including planning, advertising and arranging to provide a range of training short courses i.e. Health and Care Research Wales training programme and bespoke local training as needed 3.9. Fund/release delivery staff to attend training 3.10. Provide a S&D Learning and Develop fund to support access to undergraduate/postgraduate level modules/programmes 3.11. Undertake training needs analysis to inform programme	• Health and Care Research Wales Training Programme • S&D Learning and Development Fund guidance	