



Ymchwil Iechyd
a Gofal **Cymru**
Health and Care
Research **Wales**



Ariennir gan
Lywodraeth Cymru
Funded by
Welsh Government

Support & Delivery Service 2017-22

Strategic Framework

March 2017

1. Vision

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

2. Strategic Aims

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.

3. Mission

The **Support and Delivery Service's mission** is to facilitate health and social care research that will improve the health and well-being of people in Wales by providing an *effective and efficient joined-up centralised and local service*.

4. Purpose

Health and Care Research Wales is a national, multi-faceted virtual organisation comprising several distinct elements of infrastructure and funding schemes to support and build capacity in Research and Development. The **Support and Delivery Service** is funded to dovetail the other components (Research Centres and Units, Clinical Trials Units and infrastructure groups, School for Social Care Research, research funding programmes and HealthWise Wales) by providing a range of support functions for researchers and the public and ensuring an infrastructure is in place to deliver studies across Wales.

The purpose of this document is to provide an overview of the service and context for a new direction for undertaking national programmes of activity and projects that will create consistency across research support and delivery services in Wales. A Delivery Plan will be developed outlining national activities and development priorities.

5. Scope

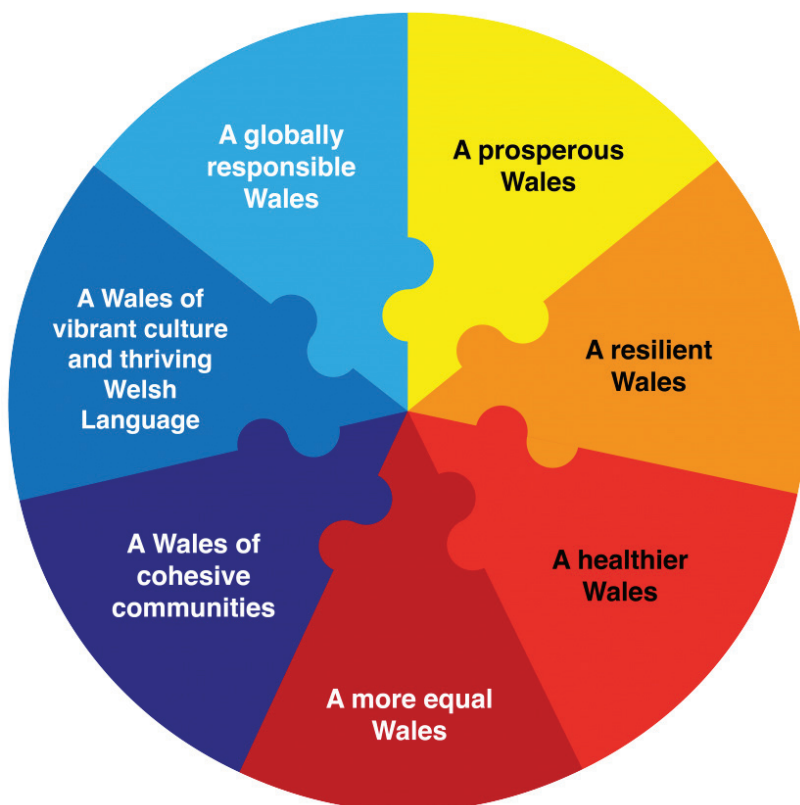
A **Support and Delivery infrastructure** was established in 2015 as part of a wider Welsh Government reconfiguration of research funding and structures, in order to achieve maximum efficiency and effectiveness and international competitiveness of the research environment in Wales. This included a **Support Centre** to provide centralised functions and services at a national level, and local R&D functions via **NHS R&D departments** at each organisation.

The **Support and Delivery Service** consists of a coordinated network of the local NHS R&D Departments and a central Support Centre. The scope of the service aligns to the research study pathway where functions and services provided centrally (at the Support Centre) and locally (at R&D Departments) include comprehensive support for feasibility design and assessment, set up including facilitating any regulatory approvals, public involvement and engagement, supporting study recruitment, follow-up and dissemination/promotion of research. The service is supported by a Wales-wide network of Health and Care Research Wales Specialty Leads and the Director for the School for Social Care Research who are key in achieving the service's strategic aims.

Within the overarching service, the **Support Centre** provides an additional set of national functions commissioned directly by Welsh Government, for instance a communications service on behalf of Health and Care Research Wales and provision of support and guidance for the research community (including those within the Support and Delivery Service) in relation to policy implementation. Support services for the social care community will be primarily provided by the Support Centre.

6. Context

The vision for **Health and Care Research Wales** is to be *internationally recognised for its excellent health and social care research that has a positive impact on the health, wellbeing and prosperity of the people in Wales.*



The Support and Delivery Service's role is critical in achieving this goal. In line with the **Well-being of Future Generations (Wales) Act 2015**, as a public sector service, it is committed in placing long-term sustainability at the forefront of its thinking so that decisions made will impact on the future population of Wales. This joined-up approach to delivering high quality research services will be achieved through working collaboratively across a range of health and care sectors (including industry and third sectors) and with involvement from the public.

Health and Care Research Wales has set a strategic aim to develop ways of working that ensure excellence in delivery and that maximise the use of resources. Increasing participation and retention in high-quality research studies, offering equitable access to research for people in Wales wherever they live, and delivering health and social care research to time and target, are significant priorities over the next 5 years. As a result, greater emphasis has been placed on ensuring funding is focused on supporting research delivery and that the services are cohesive

and streamlined to both researchers (working in the health, social care and/or integrated health and social care space), and the public at national and local levels.

Developments during 2016

During 2016 the Support and Delivery Service was reconfigured to take on a 'hub and spoke approach' to delivering coordinated services nationally and locally. The integration of research delivery staff through funding the NHS via one rather than two funding models is now in place - with all research delivery staff previously employed through a nationally funded research workforce embedded into local NHS organisations. This provides NHS R&D Directors with oversight of delivery resources, enabling improvements to co-ordination of these resources at local level.

Social Care Research

Demand on social care research support and delivery resources has been much lower to date than for health and clinical research but there is a growing need to build capacity, working in partnership with **Social Care Wales**. Key social care research aims are to focus on capacity building and high quality academic research that impacts on practice, and to broaden and improve the interface with practice. The Health and Care Research Wales **School for Social Care Research** working in tandem with Social Care Wales will play a central role in achieving these aims. A Social Care Research Strategy for Wales 2017-2022 reinforces how the Support and Delivery Service will play a critical role in facilitating social care research pan-Wales through its service offerings.

7. Support and Delivery Service Structures

There are significant advantages of bringing a consistent offering together. It provides new opportunities to develop projects collaboratively, and the alignment and streamlining of plans. Through integrated systems and processes, vested interests and efforts of parties can be channelled collectively. Joined-up strategies need to be implemented for deploying the right resources at the right times, to ensure there is equity of access to studies, regardless of where the specialty expertise lies and geographical location. There is work to do to refine the services to achieve our ambitions but the ultimate aim will be for Wales to have a seamless service for researchers (local, UK, international) and for industry who wish to place studies here in Wales.

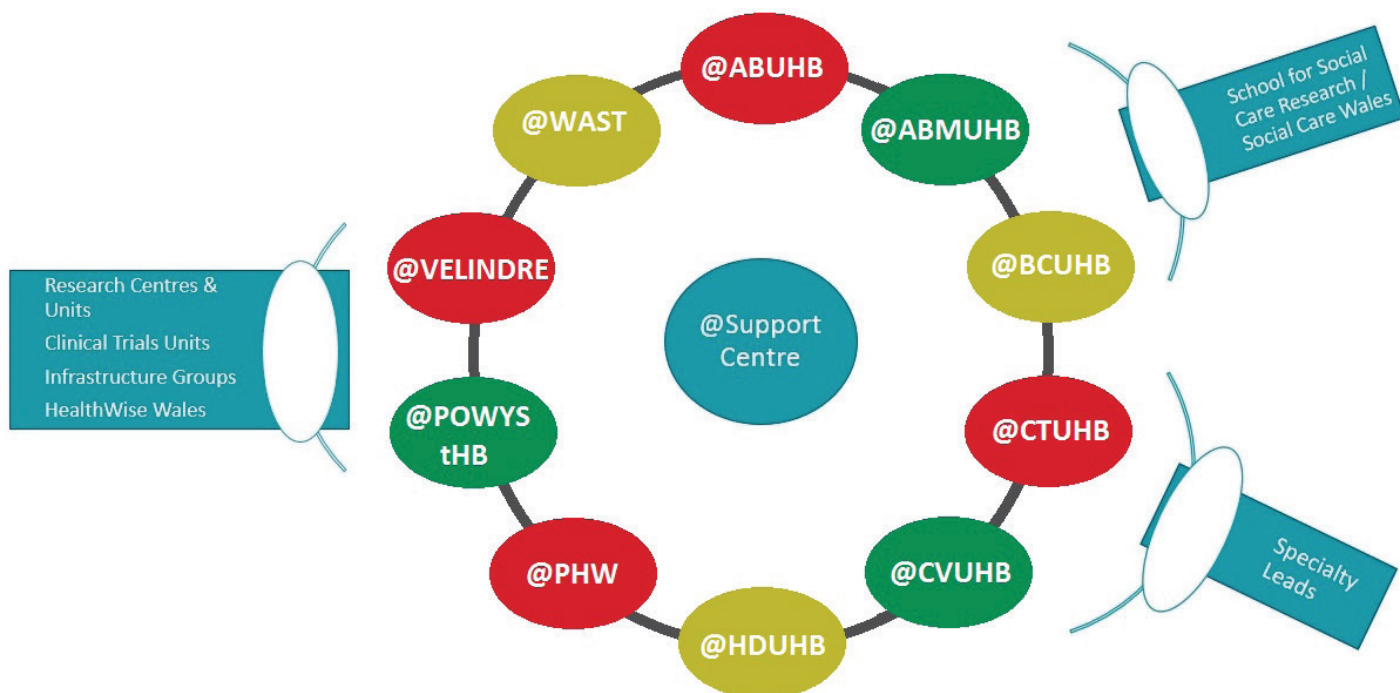
The service is co-ordinated by the **Director of Support and Delivery** whose key role is to provide a cohesive, coordinated and visible service offering through a range of providers to health and social care researchers, and other users including industry, the public and research funders. The Director will be responsible for: coordinating national Support and Delivery strategies and projects; has oversight of implementation initiatives to clarify roles and responsibilities; and, ensuring arrangements that connect service providers are robust in order to strengthen the unified approach to delivery.

The **Support and Delivery Service** reports directly to the **R&D Division**, Welsh Government, with direction and strategic advice provided through four Welsh Government-led Research Boards - the overarching **Health and Care Research Wales Board**, **Public and Patient Involvement R&D Delivery Board**, **NHS R&D Delivery Board** and **Social Care R&D Delivery Board**. Significant implementation activities which impact on strategy and policy will be channelled through the relevant Delivery Board to either seek endorsement and/ or consult on feasibility.

Using the national brand of **Health and Care Research Wales**, cohesion of the services' providers is represented as **Health and Care Research Wales @ Support Centre** and **Health and Care**

Research Wales @ relevant NHS organisation, e.g. Health and Care Research Wales @ BCUHB. This is more than a social media brand, and will be used in communication activities with a range of stakeholders to describe the One Wales approach.

Support and Delivery Service



Health and Care Research Wales @ NHS R&D services are based at each NHS organisation in Wales, led by an NHS R&D Director or Head of R&D, who is responsible for strategic planning of funding received from Welsh Government's R&D Division to contribute to the investment in NHS based infrastructure, and to build local capacity and capability to support high quality research to maximise impact. R&D Directors are held to account through spending plans, Key Performance Indicators and the research component of NHS organisations' Integrated Medium Term Plans.

The local services are delivered by NHS R&D Departments who employ R&D managers/co-ordinators to facilitate the sponsoring and/or hosting of studies. In addition, 3 Heads of Research Delivery employed by NHS R&D departments have all-Wales and regional responsibilities to facilitate spread of studies through supporting Specialty Leads, providing oversight of delivery resources and supporting NHS R&D Directors at a local level. NHS R&D departments may engage in services outside research, e.g. audit, innovation and service improvement activities that are not research related, due to pragmatism in coordinating resources at a local level (these activities will be funded from budget streams outside Health and Care Research Wales).

Health and Care Research Wales @Support Centre is a Wales-wide service hosted by Powys teaching Health Board and provides centralised support functions across Health and Care Research Wales and also on behalf of @NHS R&D services to avoid duplication in activities - based on the principle of doing it 'Once for Wales'. @Support Centre provides the coordinated support for a suite of delivery programmes and projects. Performance managed by Welsh Government, the Support Centre is required to submit spending plans and demonstrate impact through annual reports on key activities.

Support and Delivery Service partners (shaded blue in the diagram above)

Health and Care Research Wales Specialty Leads champion and support research development and delivery across specific topic and disease areas. 30 appointed leads are responsible for facilitating the Support and Delivery Service at a national level to promote and increase studies led and/or hosted in Wales. The Director for the School for Social Care Research will provide this facilitation role for social care research.

Health and Care Research Wales School for Social Care Research and **Social Care Wales** working closely with the Support Centre are responsible for developing a framework to provide a visibly co-ordinated social care research support and delivery service to researchers, building on existing service offerings to social care researchers. Further development work is underway to understand the best mechanisms for local service provisions aligned to the vision in the Social Care Research Strategy for Wales 2017-2022. Social Care Wales has a key role in leading the process through providing a bridge between the social care sector and the research community. In particular, the Regional Partnerships established through the Social Services and Well-being (Wales) Act 2014 bring together social care and health bodies and resources on a statutory basis and provides a unique opportunity to align the research and improvement agendas at a national, regional and local levels.

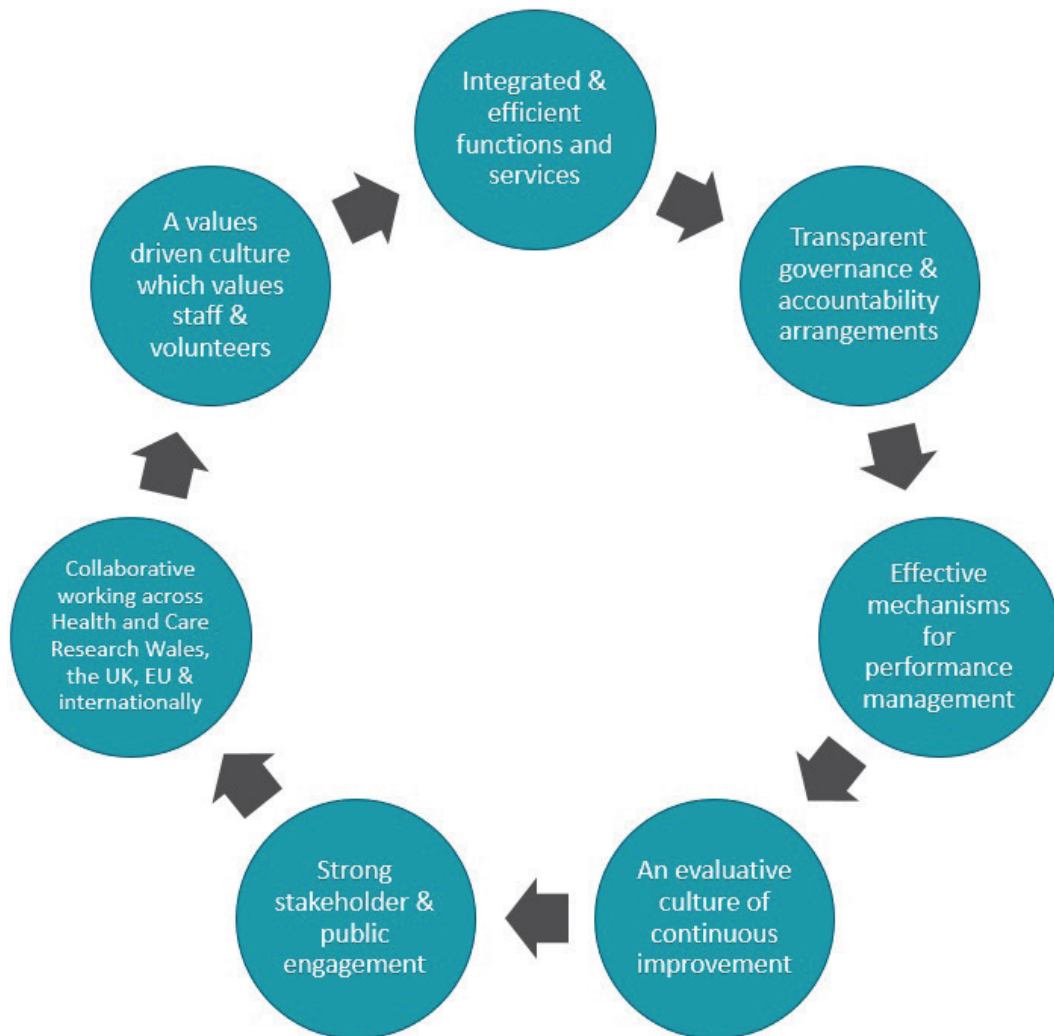
Health and Care Research Wales research infrastructure through investment in Research Centres and Units, Clinical Trials Units and other specialist infrastructure groups includes a range of stakeholders, e.g. researchers, statisticians, health economists, methodologists and informaticians who play a key role in developing research ideas into winning grant awards and overseeing the delivery of these grant funded projects. Success of effective study set-up and delivery can only be achieved by dovetailing with the Support and Delivery Service, whether it be through discussing study feasibility, accessing advice on costs out with the research grant or using Support and Delivery funded staff and resources to successfully complete the study cycle.

The **Support and Delivery Service** will ensure services facilitate the ambition of the national **HealthWise Wales** initiative to raise public awareness of research and create a 'HealthWise Wales cohort'.

8. Support & Delivery Service Principles and Values

The Support and Delivery Service works to seven guiding principles which were developed as part of early stakeholder engagement activities during the development of the Support Centre in 2015. Engagement with stakeholders included NHS R&D departments, as well as colleagues across Health and Care Research Wales.

Health and Care Research Wales Support and Delivery service principles



The Support and Delivery Service has a values driven culture which values both staff and volunteers. This is critical to the success of a high performing service and helps build resilience across service providers. A key project in the delivery plan will be to engage all Support & Delivery Service staff in contributing to the development of Support and Delivery Service shared values which will build on the Welsh Public Service values and leadership behaviours developed by Academi Wales. This will support further development of a shared collective vision, common purpose and consolidate partnership working – enabling the service to achieve the aim to provide an equitable offering to the people of Wales.

Leadership in all roles will be a key criterion of success.

The public service values are:

- Working for the Long Term
- Always Growing and Improving
- Working Together
- Treating Everyone with Respect
- Putting Citizens First

Through the implementation of the values and behaviour frameworks, the Support and Delivery Service will be a great place to work, making a real difference for staff, volunteers and stakeholders, including patients and the public.

9. Support & Delivery Service functions

The Support and Delivery Service will undertake a wide range of functions in order to achieve its aims. This service is offered to all researchers working across health (secondary, primary and community), social care, and spans both commercial and non-commercial sponsored research. At the highest level, these are summarised below and details on how the functions are delivered across health and social care will be outlined in the delivery plan. The range of services provided through these functions can be provided along the whole research pathway.

- Implementing R&D funding policies to provide Wales-wide consistency
- Managing a research directory to maintain an accurate and comprehensive portfolio of the research being undertaken
- Providing an information service to stakeholders through the management of research activity data and research information systems to provide business intelligence to drive service improvements
- Performance managing and monitoring research studies to ensure delivery is on track
- Ensuring NHS/Social Care organisations have the capability and capacity to deliver research and this is reviewed and confirmed for every study
- Providing research ethics approvals to ensure ethical assurances are considered
- Delivering research (non-commercial and commercial) through effectively deploying staff and non-staff resources
- Supporting involvement of patients, carers and service users in research and implementing public involvement and engagement activities as part of HealthWise Wales to enhance the research environment and research quality
- Providing training to research community and members of the public to raise the quality standards of research development and delivery
- Providing a communications service to support the promotion of research and provide clarity on accessing services, using a range of methods
- Disseminating research findings to promote outputs and demonstrate impact
- Supporting effective engagement with researchers working within the commercial sector, primary care and social care.

Programmes of activities and projects to develop, improve or change services will be undertaken by the Support and Delivery Service Operational Group and other function level groups. These groups will be led by the Support Centre as the national co-ordination arm of the overarching service.

10. Support & Delivery Service Funding

The Support and Delivery Service is funded as part of the Health and Care Research Wales infrastructure and funding programmes.

National Support and Delivery Funding includes funding provided for national co-ordinated and centralised services. This is funding for **@Support Centre**, and funding allocated via national Health and Care Research Wales competitive schemes or initiatives managed by Welsh Government, e.g. Clinical Research Time Awards, Specialty Leads and HealthWise Wales support.

Local Support and Delivery Funding is funding provided directly to each **@NHS R&D Service** via an activity based funding formula to support the provision of local services and infrastructure to support research. Whilst there are 2 distinct streams – national and local – funding agreed via national competitions and initiatives will be allocated locally – providing additional cohesion

and complementarity across the service. Small amounts of research development funding are allocated to each @ NHS R&D service to stimulate local capacity building and develop research ideas.



Further information on the schemes and permitted use of the funding by various service providers can be found on the website www.healthandcareresearch.gov.wales/nhs-rannd-funding-policy/

11. Delivery plan and partnership working

A delivery plan relating to the three strategic aims will be developed in collaboration with all elements of the Support and Delivery Service and relevant stakeholders by December 2017. A refreshed partnership statement outlining responsibilities of each service provider will also be published.

The delivery plan will acknowledge that service provision pathways may differ for different customers/audiences, e.g. industry.

A review of existing Key Performance Indicators will be undertaken to ensure they reflect the new joined up approach to service delivery. Success and impact of the service will be outlined in an annual statement produced by the Director for Support and Delivery. Key indicators and outputs will be monitored by the Support & Delivery Operational Group and relevant Delivery Boards.

Service quality will be measured through the Support and Delivery feedback mechanisms including the customer satisfaction measure launched in October 2016.

12. References

1. Welsh Government (2015) Well-being of Future Generations (Wales) Act 2015
2. Health and Care Research Wales Strategic Plan 2015-2020
3. Social Care Research Strategy for Wales 2017-2022 (forthcoming)
4. One Welsh Public Service and leadership behaviours - Academi Wales

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