

Adding value in Research (AVIR) through research management, support, and leadership.

Translating the NIHR AVIR framework & practical steps for R&D Depts., in health and care.

1. Summary & outcomes of a multi-stakeholder workshop

Executive Summary

- Enabling high value research is clearly embedded in the vision and mission of the NHS R&D Forum strategy ⁽¹⁾
- An NHS R&D department aims to ensure that research is enabled in their organisation such that its undertaking brings benefit to patients and to the health and care of the public.
- It is therefore a key objective for R&D management teams through their functional roles ⁽²⁾ not only to support quality research and its integrity, but to also help ensure it is worthwhile; to build capacity for value and to strategically develop impactful research.
- The NIHR, with others, has developed an Adding Value in Research (AViR) Framework and a set of principles ⁽³⁾ (fig 2) for how non-commercial funding bodies might practically add value to research.
- The NHS R&D Forum was offered the opportunity to contribute to the NIHR AViR model from a research management, research support and research leadership perspective.
- A multi-stakeholder working group was convened on 6th March 2018 to take this forward. *A delegate list and presentation slide set from the workshop are available on the Forum website*
- The outcomes of the workshop and new revised model from an organisational perspective were presented at the NHS R&D Forum conference in May 2018. **Six pillars of value are recommended** and next steps presented here to support R&D departments who are in a good position to influence in and beyond their organisational setting.

2. Purpose

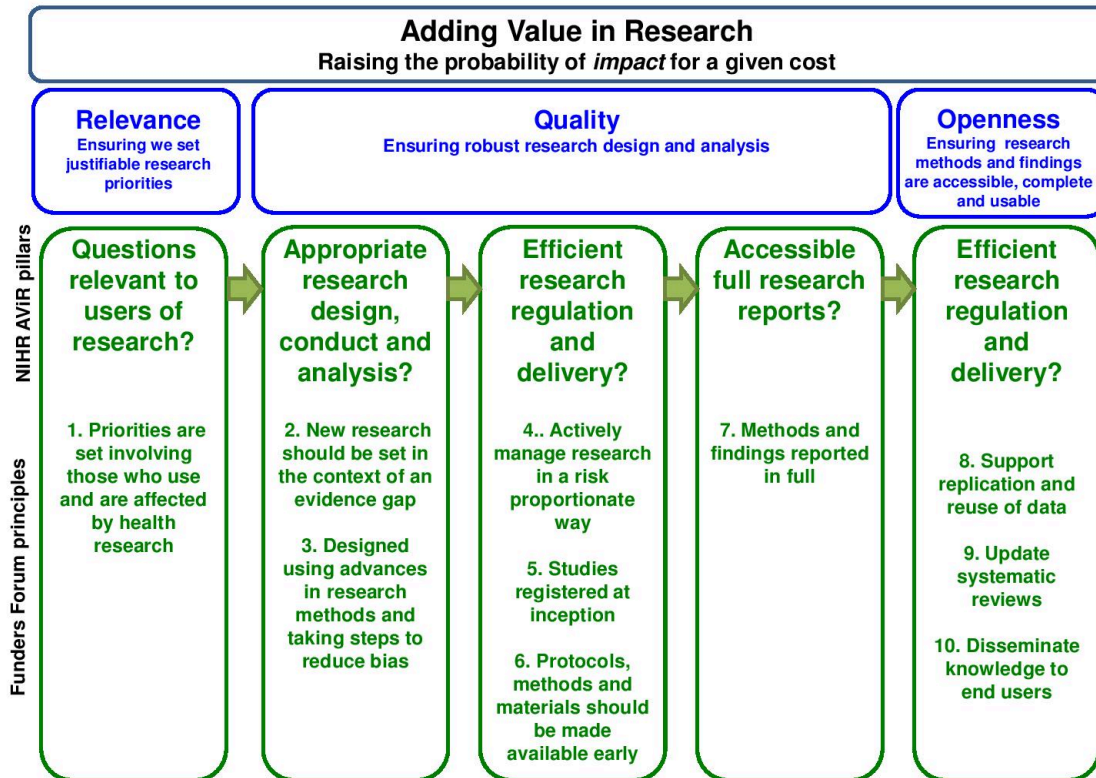
- The purpose of this paper is to communicate the outcomes from a multi-stakeholder workshop (6th March 2018) plus subsequent conference presentation (16th May 2018), and to describe next steps in line with the Forum strategic aims to lead, shape, help, connect and thrive as a Professional network and community of practice.
- The purpose of the workshop was as follows:

Fig 1: Agreed workshop objectives

By the end of the workshop delegates will:

1. Have made a **contribution** to the NIHR Adding Value in Research (AVIR) framework for research
2. Have set out the first outline of **some practical steps**/principles by which research management, research support and research leadership teams can develop their practice to improve the value in research.
3. Have **increased their own awareness** about what high value research and adding value to research means and have identified ways to (a) collect more examples of good practice (b) share these with the wider community.
4. Have an output. (i.e. more information to share in a **write-up** of the day and at the **conference session** in May 2018. This will include how our actions for adding value can help us to develop as a profession)

Fig 2: NIHR Adding Value in Research Framework



3. Value in research

- The value of being a research-active healthcare organisation continues to be described and evidenced ⁽³⁻⁹⁾ such that it is now recognized by the CQC as an essential part of being 'well-led' ⁽¹⁰⁾.
- Whilst this recognition is great progress, the positive benefit from research and its translation into impact cannot be guaranteed. Research activity is not *always* of high value to health and care and undertaking 'low value' or wasteful research can reduce our ability to improve ⁽¹¹⁾
- This is because progress in health and care does not necessarily follow from the generation of research knowledge; research may not deliver its potential, and where improvement is realised it may be at a very high a cost relative to the benefit seen.

- Therefore a high value project or research culture is one that has the potential to realise a positive impact for a given cost. Adding value to research may also reduce waste¹ and, through its nature, go some way to improving reproducibility, quality, integrity and transparency also.
- An R&D function is well placed in its role to create ways to improve value in research and research management, support and leadership teams have a critical development part to play in improving this value in and beyond their organisations⁽¹⁵⁾

4. Outcomes from the workshop

Influencing the NIHR AVIR Framework: (objective 1)

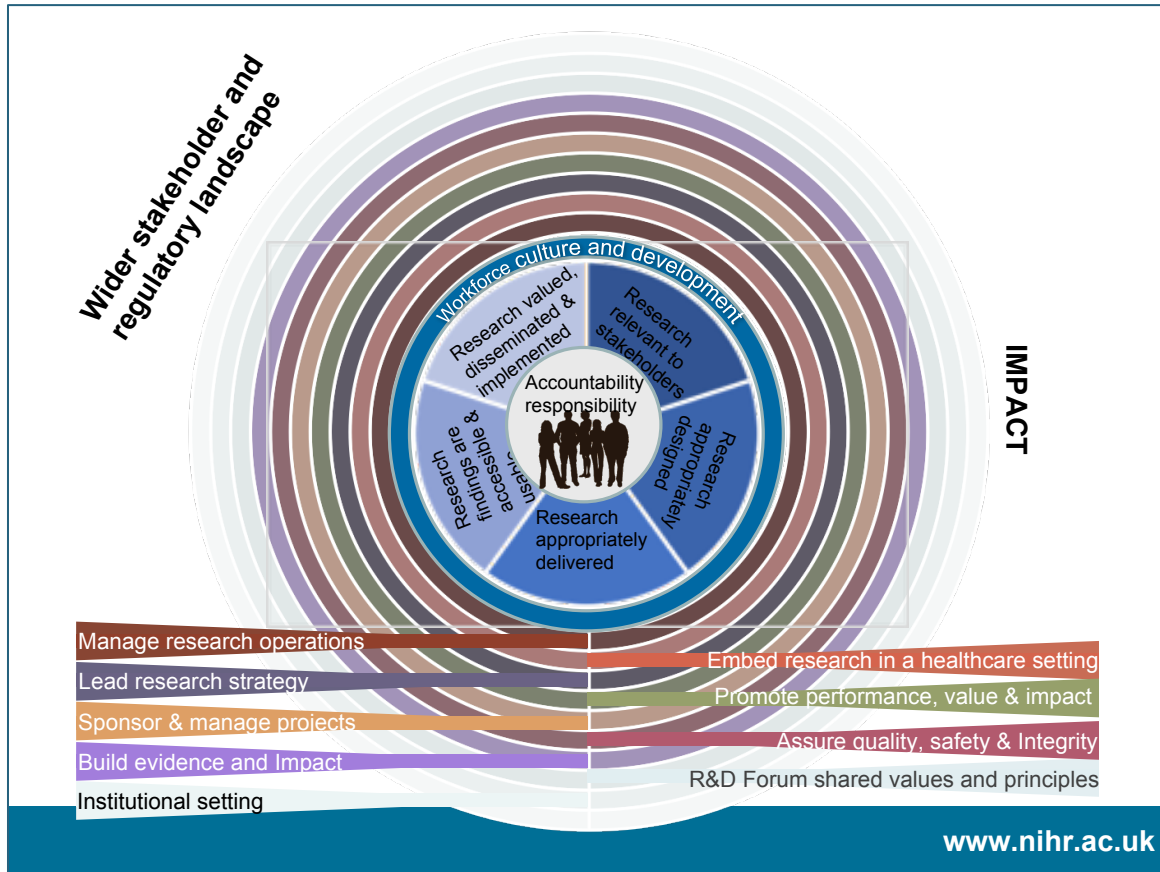
- The NIHR logic model (fig 2) shows how we might add value to research projects undertaken, to increase the probability of positive impact on health and care, for a given cost.
- The model has been created by experts in the field and is now broadened into a set of principles for research funding bodies to use. For more information, you can follow this [link](#)⁽⁴⁾
- The NHS R&D Forum was asked to consider this model and how it might be taken forward for the research management workforce. Prior to the workshop suggestions were made to add ‘*why*’ statements to each stage, explaining the reasoning behind some of the principles and why they are important for value in research. These statements were incorporated prior to the event.
- The workshop resulted in suggested amendments to the framework, as delegates felt it could be re-positioned to improve relevance to those working in and across an Organisational setting.
- Attendees felt the comprehensive model represented the research **project journey** well and was particularly useful to funders, however they suggested it might be re-drawn through an NHS lens in order to better reflect the non-linearity of real world research endeavour and that of a high value research culture.

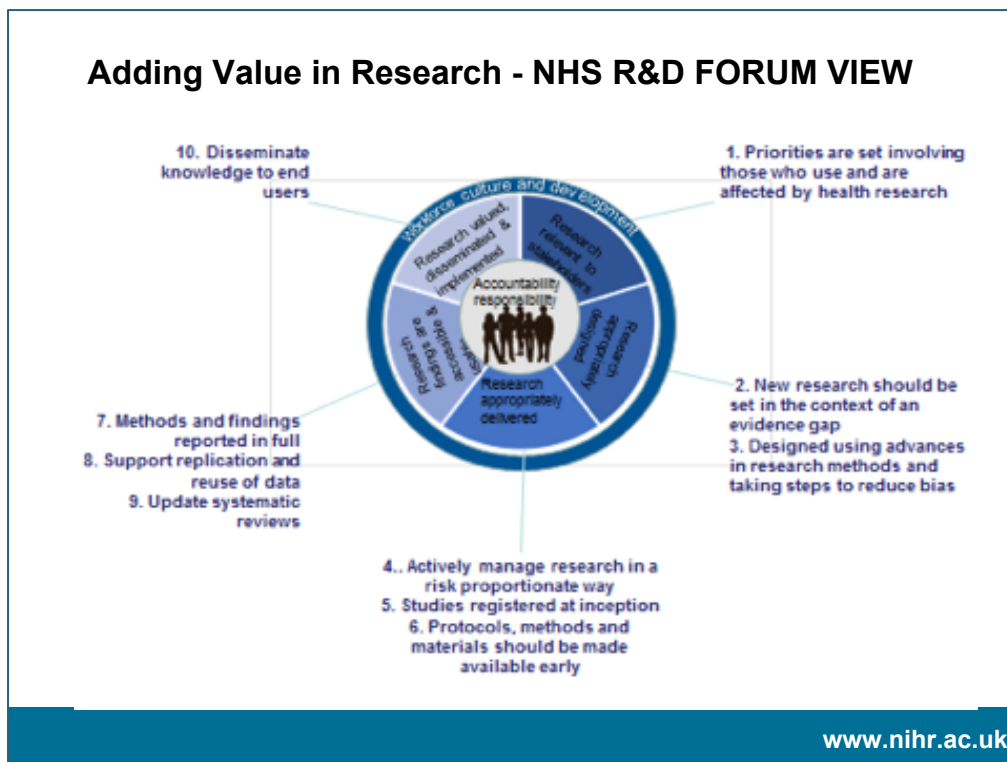
- It was advised that the framework should further reflect the value in research itself as a pillar, broaden the ‘users’ from just patients to public, commissioners, policy makers and more; and to remove regulation to become a cross-cutting enabler. Delegates were clear that impact for benefit should be depicted.
- Any new model should be embraced by all partners UK-wide and therefore adopted across the four nations.

Proposed new framework for improving value in research in a health care setting:

- A new framework was proposed and a model re-designed, which was presented by the NIHR team at the NHS annual Forum conference in May 2018. The slides are [here](#):
- The revised model (fig 3) was well received by conference delegates as a reflection of where individual and organisational action could be taken, with further scope for community-wide/stakeholder responsibilities to meet gaps.
- The model presents **6 Pillars to enable high value research in a health and care setting**:
 - 1: Relevant research**
 - 2: Appropriate design**
 - 3: Appropriate and efficient delivery**
 - 4: Accessible & useable**
 - 5: Valued**
 - 6. Enabled workforce culture & development**

Fig 3: New AVIR framework for an organisational setting, proposed at the NHS R&D Forum conference in May 2018.





Practical steps, improved awareness & write up (Objectives 2-4)

- During the workshop a number of practical examples and experiences were identified. These examples have been recorded and will now be developed into practical steps that R&D management teams might undertake to deliver the model and improve value in research. The framework will be explained further.
- R&D management teams are encouraged to have the conversation with their organisations around research value.
- Feedback from the workshop demonstrated that it was well received and awareness amongst attendees improved. Conference delegates were further supportive of developing the model to ensure it can be of use in an organisational setting.

5. Next Steps: developing the framework further

- An outline structure and proposal for further work has been developed for sharing with the original workshop delegates and interested members of the community.
- Members will be asked to further expand on the practical steps under each pillar, to enable a full draft for consultation/sharing amongst the community.
- A draft of the framework will be shared widely through the Forum and partner organisations and suggestions for improvement considered.
- A final framework will be produced and published.
- Links were made during the Forum conference to the emerging Forum professional learning and development programme and research value will be included.
- If you are interested in supporting this work further please contact info@rdforum.org.uk

6. References

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