

RESEARCH STRATEGY for UoA 3

 2020-2025

**SUMMARY**

The Faculty of Health and Life Sciences UoA 3 (Allied Health Professions, Dentistry, Nursing and Pharmacy) strategy will be delivered through the Oxford Institute of Nursing, Midwifery and Allied Health Research (**OxINMAHR**) which is a faculty-wide centre of excellence for a wide range of health researchers.

The Institute currently comprises three Research Centres and a total of 11 Research groups. It is strategically placed in the “Headington Health Triangle” and draws on collaboration with our partners in the Oxford Academic Health Sciences Centre *(change to Oxford Health Partners)* which includes Oxford University Hospitals NHS Foundation Trust, Oxford Health Foundation Trust, Oxford University and Oxford Brookes University. OxINMAHR also has a substantial range of national and international health service and HEI partnerships.

The **strategic goal** of OxINMAHR is to be a national centre of excellence for Nursing, Midwifery and Allied Health Research. To do this we will:

1. Produce world-class translational research which:
* aligns with national and international health and social care priorities
* aims to change clinical practice, influence service delivery and improve patient outcomes
1. Build a community of interdisciplinary research groups to:
* increase capacity and quality of research in our fields of expertise
* provide quality researchers to contribute to the local, national and international nursing, midwifery and allied health research workforce
1. Develop sustainable research collaborations with regional, national and international partners.

In order to achieve our **strategic goal** we will focus on:

1. Strengthening our areas of expertise and opportunity
2. Developing our internal and external funding portfolio
3. Building on our partnerships
4. Appointing, supporting and developing researchers at all levels of seniority.

**IMPLEMENTATION STRATEGY**

Our implementation strategy will have 6 strategic pillars:

**Pillar 1: Leadership and Management Strategy:** a core group, a management group and an external advisory group

**Pillar 2: Evaluation and Review Strategy:** Research Centre, Research Group and Individual Researcher review and evaluation

**Pillar 3: People Development Strategy:** appointments, mentorship and career planning, training and development, post-graduate programmes

**Pillar 4: Partnership Building Strategy:** Oxford research ecosystem, NHS and UK HEI institutions, and international collaborators.

**Pillar 5: Funding and Publication Strategy:** external funding, internal investment, and publications

**Pillar 6: Dissemination and Impact Strategy:** seminars, conferences, website, and promotional activities.

Each pillar has a number of specific goals that are also reflected at research centre and research group level

**Pillar 1: Leadership and Management Strategy**

**Key Performance Indicators:**

* The Core Group provides an effective forum to meet Terms of Reference (TOR)
* The Management Group provides an effective forum to meet TOR
* The External Advisory Group provides an effective forum to meet TOR
* All TORs (and membership) are reviewed on an annual basis.

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| **Core Group (finance implementation)** |
| 1. Define TOR and operationalise Core Group
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| 1. Establish UoA3 prioritisation strategy for funding allocations (e.g. areas of strength, potential strength, partnership opportunities, horizon scanning)
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| 1. Development of central (faculty-wide) resources where appropriate

(e.g methodology support, research design services) |  |
| 1. Develop financial strategy (e.g. QR allocations) to support prioritisation strategy
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| 1. Liaise with Faculty Executive Team and University via Director and provide feedback as required.
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| **Management Group** |
| 1. Review TOR and membership
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| 1. Promote and support a collaborative research culture across research centres and groups with respect to resources, grant applications and activities
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| 1. Report on the activities of relevant other committees: e.g. AHSC, BRCs etc.
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| 1. Organise theme specific and whole-of-institute seminars, workshops, training and conferences.
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| 1. Advocate for appropriate research resources for OxINMAHR activities (including central (not departmental) resources)
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| **External Advisory Group** |
| 1. Receive and discuss the Institute’s current/pending research activities.
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| 1. Receive and discuss OUHT, OH, BRC OCC and AHSC relevant research developments and opportunities.
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| 1. Develop mechanisms to facilitate relevant research partnerships and opportunities.
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**Pillar 2: Evaluation and Review Strategy.**

**Key Performance Indicators:**

* All UoA3 researchers engaged in an equitable and SMART PDR process
* Established clear criterion of expectation for all academic roles
* All research centres and research groups are engaged in a (biennial?) review process (with external review as appropriate)

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| **Review Processes** |
| 1. Review PDR documentation and process (including linkage between PDR and Research Leads)
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| 1. Review Research Lead training and support needs
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| 1. Provide mentorship to help maximise individual researcher goals and achievements in line with Group/Centre/Institute/University
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| 1. Ensure SMART performance objectives lead towards specific promotional criteria (if relevant)
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| **Metrics and criterion** |
| 1. Establish performance criterion to help maximise individual researcher goals and achievements.

(Matrix of expectations) |  |
| 1. Agree performance metrics to enable evidence-based evaluation and discussion.
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| **Research Group and Research Centre reviews** |
| 1. Devise process and metrics for research group and research centre review
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**Pillar 3: People Development Strategy**

**Key Performance Indicators:**

* Double number of researchers with 4\* outputs by 2025
* 25% increase in staff with a significant responsibility for research by 2025
* Graduate 45 PhD students (including Prof Doc) in next 5 years
* Nationally excellent Doctoral Training Programme
* N= 5 Pre and Post-Doctoral NIHR Fellowships by 2025
* 25% increase in number of researchers with nationally recognised case impact

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| **Appointments** |
| 1. Develop process for Research Leads to be involved with Departmental appointments (essential criteria, areas of research need/expertise, ability to supervise PG students) where appropriate.
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| 1. Develop a strategy for joint-funded (NHS Trust and OBU posts)
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| 1. Lead Oxford NAHP Clinical Academic Pathway initiative
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| **Mentorship and career planning** |
| 1. All research staff aligned with a research group
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| 1. Develop an ECR strategy in conjunction with Research Leads and HoDs. (identification, expectations and timelines)
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| 1. Develop strategy re NIHR fellowship opportunities (identification, application/support)
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| **Training and Development** |
| 1. Support attendance at internal CPD events as agreed with line manager and research lead and as agreed in PDR
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| 1. Support attendance at national and international conferences where appropriate and as agreed in PDR
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| 1. Develop process for prioritising and approving conference attendance as above
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| **Post-Graduate Programmes** |
| 1. Review DTP programme – consider BRC/ESRC/HEI collaborations
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| 1. Ensure all PhD studentships align with priorities of the research centres and research groups
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| 1. Seek multi-disciplinary supervisory teams where appropriate
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| 1. Build supervisory capacity (e.g. appointment of 2nd supervisors)
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| 1. Develop a strategy to maximise pre-doctoral and post-doctoral NIHR fellowship opportunities
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**Pillar 4: Partnership Building Strategy**

**Key Performance Indicators:**

* Senior representation at all Oxford BRC/ARC/AHSN/AHSC forums
* MOUs with main Oxford partners
* 25% of grant awards with UK partners by 2025
* 25% of grant awards with international (inc European) partners by 2025

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| Oxford research ecosystem |
| 1. Maintain senior representation at Oxford BRC/ARC/AHSN/AHSC forums and provide clear and timely feedback to OxINMAHR management team
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| 1. Maximise research opportunities to “value-add” and formalise areas of activity with Oxford Partners
2. (e.g. ARC collaborations, Ox Academic Partners initiatives)
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| 1. Support OXCATTS to build sustainable research collaborations where appropriate
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| 1. Secure MOUs with main partners
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| NHS and UK HEI institutions |
| 1. Build and maintain a cohesive community of Research Fellows from other UK institutions
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| 1. Document purpose and expectation of each individual Research Fellow
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| 1. Support OXCATTS to build sustainable research collaborations where appropriate
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| 1. Secure MOUs or contracts with key partners (outside of Oxford) where multiple projects/collaborations exist.
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| International collaborators. |
| 1. Establish a mutually beneficial set of international visiting research fellows.
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| 1. Determine purpose and expectation of each individual RFs
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| 1. Seek MOUs with key international partners where multiple projects/collaborations exist.
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**Pillar 5: Funding and Publication Strategy**

**Key Performance Indicators:**

* 25% increase in number of FEC applications by 2025
* 10% success rate for FEC applications by 2025
* 10% success rate for non-FEC applications by 2025
* 10 funded inter-disciplinary (across UoAs) projects by 2025
* Devise impact indicators in line with DORA principles
* 50% of publications to be of national excellence (of those submitted for audit) by 2025

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| **External Funding** |
| 1. Prioritise FEC funders for major/senior projects where possible
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| 1. Support limited pursuit of non-FEC funding for developing areas of research activity.
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| 1. Encourage small grant (£25k-£75k) applications for developing areas of activity and for junior staff to be PI.
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| 1. Build partnerships with other academic and industry organisations who are engaged in world-class research (also see Pillar 4)
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| 1. Ensure adequate RBDO support and resources for above
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| **Internal investment** |
| 1. Develop staff development strategy to attend conferences
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| 1. Develop Open Access payment strategy
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| **Publications** |
| 1. Define publication goals for individuals and research groups (e.g to have 10% of publications of 3\* and 4\* quality)
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| 1. Develop appropriate publication impact metrics (with Library)
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| 1. Incorporate impact data in PDR documentation and evaluation of performance
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**Pillar 6: Dissemination and Impact Strategy.**

**Key Performance Indicators:**

* **Impact strategy as an integral part of appropriate projects**
* Established and well-supported seminar and events programme
* Professional and well-maintained website (including individual profiles)
* Portfolio of promotional activities and resources
* Strong national and international (including Europe) profile

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| **Seminars and Conferences** |
| 1. Organise a programme of lunchtime seminars and evening events
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| 1. Align a budget to support the events
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| 1. Contribute to FHLS/OBU conference activities
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| **Website and promotional resources** |
| 1. Support external events to promote OxINMAHR activities
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| 1. Ensure OxINMAHR website is up to date and fit for purpose
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| 1. Produce Annual report
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| 1. Budget for appropriate promotional materials
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| **National Profile** |
| To pursue active involvement in national initiatives such as:* NIHR Academy (advocate programme)
* NIHR programmes
* Council for Allied Health Professionals in Research
* Health Education England
* UK Research and Innovation
* Council of Deans of Health
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**Appendices**

**Department of Sports, Health Sciences and Social Work Research Strategy.**

**Oxford School of Nursing and Midwifery Research Strategy.**

**Para medicine, Health and Professional Development Research Strategy**

**Psychology Department Research Strategy.**