



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 number of research groups. It is strategically placed in the “Headington Health Triangle” and draws on collaboration within the Oxford Academic Health Partnership which includes Oxford University Hospital 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 and influence service delivery

- (2) Build a community of interdisciplinary researchers 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

- (3) Develop sustainable research collaborations with regional, national and international partners.

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

- (a) Strengthening our areas of expertise and opportunity
- (b) Developing our internal and external funding portfolio
- (c) Building on our partnerships
- (d) 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, 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 TOR
- The Management Group provides an effective forum to meet TOR
- The External Advisory Group provides an effective forum to meet TOR

| Core Group (finance and strategy) | |
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| 1. Define (TOR) and operationalise Core Group | |
| 2. Establish UoA3 prioritisation strategy (ie areas of strength, potential strength, partnership opportunities, horizon scanning) | |
| 3. Development of central (faculty-wide) resources where appropriate | |
| 4. (e.g methodology support, research design services) | |
| 5. Develop financial strategy (e.g. QR allocations) to support prioritisation strategy | |
| 6. Liaise with Faculty Executive and University via Director and provide feedback as required. | |

| Management Group | |
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| 7. Review TOR and membership | |
| 8. Promote and support a collaborative research culture across research centres and groups with respect to resources, grant applications and activities | |
| 9. Report on the activities of relevant other committees: e.g. AHSC, BRCs etc. | |
| 10. Organise theme specific and whole-of-institute seminars, workshops, training and conferences. | |
| 11. Advocate for appropriate research resources for OxINMAHR activities (including central (not departmental) resources | |

| External Advisory Group | |
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| 13. Receive and discuss the Institute's current/pending research activities. | |
| 14. Receive and discuss OUHT, OH, BRC OCC and AHSC relevant research developments and opportunities. | |
| 15. Develop mechanisms to facilitate relevant research partnerships and opportunities. | |

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 levels
- All research centres and research groups are engaged in a biennial review process (with external review as appropriate)

| Review Processes | |
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| 1. Review PDR documentation and process (inc linkage between PDR and Research Leads) | |
| 2. Review Research Lead training and support needs | |
| 3. Provide mentorship to help maximise individual researcher goals and achievements in line with Group/Centre/Institute/University | |
| 4. Ensure SMART performance objectives lead towards specific promotional criteria (if relevant) | |

| Metrics and criterion | |
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| 5. Establish performance criterion to help maximise individual researcher goals and achievements. (Matrix of expectations) | |
| 6. Agree performance metrics to enable evidence-based evaluation and discussion. | |

| Research Group and Research Centre reviews | |
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| 7. Devise process and metrics for group and centre review | |

Pillar 3: People Development Strategy

Key Performance Indicators:

- Double internationally excellent/world class researchers by 2025
- 25% increase in REF-returnable staff by 2025
- Graduate 35 PhD students (including Prof Doc) in next 5 years
- Nationally excellent DTP programme
- 5 Pre and Post-Doctoral NIHR Fellowships by 2025

| Appointments | |
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| 1. Develop process for Research Leads to be involved with Departmental appointments (essential criteria, areas of research need/expertise, ability to supervise PG students) | |
| 2. Develop a strategy for joint-funded (NHS Trust and OBU posts) | |
| 3. Develop/lead Oxford NAHP Clinical Academic Pathway initiative | |

| Mentorship and career planning | |
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| 4. All research staff incorporated in a research group context | |
| 5. Develop an ECR strategy in conjunction with Research Leads and HoDs. (identification, expectations and timelines) | |
| 6. Develop strategy re NIHR fellowship opportunities (identification, application/support) | |

| Training and Development | |
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| 7. Support attendance at internal CPD events as agreed with line manager and as agreed in PDR | |
| 8. Support attendance at national and international conferences where appropriate and as agreed in PDR | |
| 9. Develop process for prioritising and approving conference attendance as above | |

| Post-Graduate Programmes | |
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| 10. Review DTP programme – consider MRC/HEI collaborations | |
| 11. Ensure all PhD studentships align with priorities of the research centres and research groups | |
| 12. Seek multi-disciplinary supervisory teams where appropriate | |
| 13. Build supervisory capacity | |
| 14. Develop a strategy to maximise post-graduate NIHR fellowship opportunities | |

Pillar 4: Partnership Building Strategy

Key Performance Indicators:

- Senior representation at all Oxford BRC/ARC/AHSN/AHSC forums
- MOUs with main Oxford partners
- 5 formalised areas of new activity with Oxford partners
- MOUs with 5 key UK HEI partners

| Oxford research ecosystem | |
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| 1. Maintain senior representation at Oxford BRC/ARC/AHSN/AHSC forums and provide clear and timely feedback to OxINMAHR management team | |
| 2. Maximise research opportunities to “value-add” and formalise areas of activity with Oxford Partners | |
| 3. (e.g. ARC collaborations, Ox Academic Partners initiatives) | |
| 4. Support OXCATTS to build sustainable research collaborations where appropriate | |
| 5. Secure MOUs with main partners | |

| NHS and UK HEI institutions | |
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| 6. Build and maintain a cohesive community of Research Fellows from other UK institutions | |
| 7. Document purpose and expectation of each individual Research Fellow | |
| 8. Support OXCATTS to build sustainable research collaborations where appropriate | |
| 9. Secure MOUs with key partners (outside of Oxford) where multiple projects/collaborations exist. | |

| International collaborators. | |
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| 10. Establish a mutually beneficial set of international visiting research fellows. | |
| 11. Determine purpose and expectation of each individual RF | |
| 12. Seek MOUs with key international partners where multiple projects/collaborations exist. | |

Pillar 5: Funding and Publication Strategy

Key Performance Indicators:

- 10% success rate for FEC applications by 2025
- 10% success rate for non-FEC applications by 2025
- 10 funded multidisciplinary OBU projects by 2025
- 10% of publications at 3* or 4* quality
- Devise impact indicators in line with DORA principles

| External Funding | |
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| 1. Prioritise FEC funders for major/senior projects where possible | |
| 2. Support pursuit of non-FEC funding for developing areas of research activity. | |
| 3. Encourage small grant (£25k-£75k) applications for developing areas of activity and for junior staff to be PI. | |
| 4. Build partnerships with other academic and industry organisations who are engaged in world-class research (also see Pillar 4) | |
| 5. Ensure adequate RBDO support and resources for above | |

| Internal investment | |
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| 6. Develop staff development strategy to attend conferences | |
| 7. Develop Open Access payment strategy | |

| Publications | |
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| 8. Define publication goals for individuals and research groups (i.e. to have 10% of publications of 3* and 4* quality) | |
| 9. Develop appropriate publication impact metrics (with Library) | |
| 10. Incorporate impact data in PDR documentation and evaluation of performance | |

Pillar 6: Dissemination and Impact Strategy.

Key Performance Indicators:

- An established and well-supported seminar and events programme
- A professional and well-maintained website
- A portfolio of promotional activities and resources
- Enhanced national profile

| Seminars and Conferences | |
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| 1. Organise a programme of lunchtime seminars and evening events | |
| 2. Align a budget to support the events | |
| 3. Contribute to FHLS/OBU conference activities | |

| Website and promotional resources | |
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| 4. Support external events to promote OxINMAHR activities | |
| 5. Ensure OxINMAHR website is up to date and fit for purpose | |
| 6. Produce Annual report | |
| 7. Budget for appropriate promotional materials | |

| National Profile | |
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| To pursue active involvement in national initiatives such as: | |
| <ul style="list-style-type: none"> • NIHR Deanery (advocate programme) • NIHR Policy programme • Council for Allied Health Professionals in Research • Health Education England • UK Research and Innovation • Council of Deans of Health | |

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.