

Performance & Operating Framework
2019-2020 Review of the Renal Services Directorate

Please limit your response to a total of four pages (the page limit does not include appendices)

1. Commentary on your Directorate's Performance against your 2019/2020 Targets.

Please use the template provided below.

Objective	2019-20 Target	2019-20 Year to date	Commentary
1. Number of research active staff	20	17	The number of PIs has reduced due to a number of long running studies closing, however these members of staff are still involved in projects which is reflected in the number of contributing staff increasing. In addition we continue to encourage our trainees to participate in research with two holding grants, and ten supporting studies as co-investigators. We also have seven studies where a STH Renal Consultant is the Chief Investigator.
2. Number of research publications	20	-	Data not collected at this point.
3a. Number of grants submitted	2	3	We have achieved our target for this objective.
3b. Number of grants awarded	0-1	0	Unfortunately we have not been successful with two applications we have submitted; however we are still awaiting the outcome for one. Dr James Fotheringham is a co-applicant for two grant applications led by Keele University and University Hospital Leicester and these have both been successful (STH20763 & STH21010), increasing our collaboration with national colleagues.
3c. Total value of successful grant applications	£50,000	£0	We are still awaiting the outcome for one application and therefore hope we will still achieve this target.

4. STH Research Income (Portfolio & non-Portfolio)	N/A	N/A	
5. No. of Active NIHR Portfolio Studies	40	49	We have exceeded our target for this objective; however our total number of projects is less than 2018-19. This can be attributed to a number of long running studies closing throughout 2019. Despite the number of studies closing, we have 11 that we hope to open over the coming months and are confident more will be available to participate in throughout 2020-21 to enable us to continue with a high number of projects.
6. NIHR Patient Accruals to Portfolio Studies	250	179	The directorate are aware we are behind in reaching our accrual target for 2019-20, however this has been discussed at our research executive meeting and recruitment has been made a priority for the directorate. Additionally, we applied for, and were successful in obtaining, Y&H CRN funding to increase the hours for our research administrator to support recruitment. We are confident following these solutions we will reach our target and potentially over recruit.
7. NIHR Recruitment to time and target (%)	80%	25%	Unfortunately the two studies that did not recruit to time and target were commercial studies where the recruitment period was closed early as they reached their overall study target before we could reach ours. Learning we can take from these studies includes pre-screening whilst we are setting the study up to ensure patients are identified as soon as we have sponsor green light.

2. Please provide a commentary of your directorate's research performance against your research income listed within Appendix 2.

We continue to generate significant funds for the Trust through our broad research portfolio. We would like to increase our commercial activity; however this is difficult as there are not many large recruiting studies in Renal nationally. This is reflected in the reduced number of expression of interests we are receiving from the NIHR. Unfortunately we have not been successful in our grant applications so far this year which has also had an impact on our income.

3. Commentary on your Directorate's Performance against your 2019/2020 Annual Plan (See Appendix 3 for your Directorate's Annual Plan)

We continue to manage our activity through the research executive that takes place every month. We identify barriers to recruitment and look at solutions. By highlighting the deficit in our recruitment for the reporting year we were able to identify studies that would make the biggest impact and focus on recruiting to these over the following months. The dip in our recruitment can be attributed to fewer high recruiting low intensity studies and a gap between our Clinical Trials Assistants (CTAs) leaving and starting. Ensuring the role of the research administrator is protected remains an on-going objective. The income from our studies suggests we can continue supporting this critical role and the team will work collaboratively with the SYRS Deputy Ops Director to ensure this objective is delivered. The Clinical Trials Assistant role has been secured for another 12 months and the team strongly believe the posts add significant value to the delivery of research within the directorate. Without the CTA post we would not be in a position to reach our recruitment target this year.

4. Please indicate how many research active 'non-medical' staff (Nurses, Midwives and Allied Health Professionals) you have within your directorate, and please describe how you plan to support these individuals with their academic research career(s) over the next 12 months.

Provide a full list of non-medical research active staff in appendix 5 of the review form, including the individual's Job Role.

We currently have 6 "non-medical" research active staff including AHPs, nurses, our SYRS Clinical Trials Assistants, and research administration staff. Additionally, our dialysis nurses are supporting research projects (STH19820 & STH20177) that are taking place on the dialysis wards. All relevant emails are forwarded onto these staff to ensure they have access to information to develop their academic career, and the wider renal research team provide support if staff wish to explore their options further.

5. Please provide a commentary of your directorate's Public Involvement activities over the last 12 months.

The directorate continues to be involved in a number of PPI activities including a number of events to promote World Kidney Day every year in March. Additionally, we are involved with the SONG Initiative and have organised and participated in focus groups to determine outcomes for various aspects of kidney disease. We have also organised a PPI event to discuss a grant application (STH21083). A patient representative attends the monthly Directorate Management Team meetings where research activities and requests are discussed and we have strong links with our charity partners, with a dedicated renal fundraiser for Sheffield Hospitals Charity, and an active local patient charity, SAKA.

6. Do you have any other comments you would like to add to your 2019-2020 Review of your POF performance?

The Renal directorate is committed to delivering research. We have a relatively small portfolio of studies, however we have a high level of clinical engagement and commitment with all of our consultants being involved in at least one NIHR Portfolio study. We continue to work collaboratively with the CRF, UoS and National and International partners.

Appendix 1- Directorate 2019-2020 POF table – *Attached. Please update as described in the guidance.*

Appendix 2 – Directorate 2019-2020 Financial Information up to Quarter 3 -

Data supplied by finance, please contact your allocated Directorate Research Accountant if you have any queries regarding this information.

Grant and Commercial Income Received to STH				Other Funding Sources Supporting Delivery							Grand Total
Grant Income	Commercial Income	Other Research Income	Total	LCRN Infrastructure Support	Research Lead	CRF & CCTC LCRN Infrastructure Support	NIHR Experimental Medicine Support	LCRN Service Support	RCF	Total Other Funding	
£90,561	£43,334	£0	£133,895	£25,235	£7,881	£53,797	£0	£32,017	£13,241	£132,171	£266,066

Appendix 3 - Directorate 2019-2020 Annual plan (current year)

Objective	Actions Required	Resources required	Evidence of success	Lead & Completion date
1. Management of current research activity	<p>Full engagement from all team members</p> <p>Studies are discussed at monthly executive meetings</p> <p>Failing studies (e.g. recruitment, data completeness) are identified and plans are discussed and implemented to support the delivery of these projects</p>	<ul style="list-style-type: none"> Clinical time to support research projects CRF nursing and data co-ordinator time to manage the projects 	Recruitment to studies is on target	<p>All research active staff</p> <p>CRF</p> <p>Ongoing</p>
2. Role of the renal research administrator is protected	Funding is secured to support the role	<ul style="list-style-type: none"> Permanent funding source 	Research administrator post becomes permanent	<p>LD</p> <p>August 2019</p>
3. Role of the Clinical Trials Assistant is protected	Funding is secured to support the role following its initial 12 month term	<ul style="list-style-type: none"> Permanent funding source 	Clinical Trials Assistant post becomes permanent	<p>LD</p> <p>February 2020</p>
4. Continue to increase the number of participants recruited into renal studies	<p>Ensure studies are approved in a timely manner to allow for the maximum recruitment period</p> <p>Potential recruitment barriers are identified quickly and solutions are implemented</p>	<ul style="list-style-type: none"> Sufficient clinical time Sufficient space available to meet with participants i.e. clinic rooms SYRS CTA post is continued 	Recruitment figures increase in 2019/20	<p>All research active staff</p> <p>LD</p> <p>March 2020</p>

Appendix 4 - Directorate 2020-2021 Annual plan for Research and Innovation.

Please provide annual plans for both Research and Innovation for 2020-21 using the template provide below.

1) Research

a) Research annual Plan - Over the next 12 months we will:

Objective	Actions Required	Resources required	Evidence of success	Lead & Completion date
1. Continue to manage the research activity, increasing the number of participants recruited in Renal studies compared to 19/10	<p>Full engagement from all team members</p> <p>Studies are discussed monthly at our executive meetings</p> <p>Failing studies are identified and plans are discussed and implemented to support the delivery of these projects</p>	<p>Clinical time is protected to support research projects</p> <p>CRF nursing and data co-ordinator time to manage studies running through the CRF</p>	Recruitment to studies is on target	<p>All research active staff</p> <p>CRF</p> <p>On-going</p>
2. The role of the renal research administrator and clinical trials assistant is protected	Co-ordinator liaises with SYRS Deputy Ops Director to provide financial and empirical evidence to support the posts, together with ongoing review of role requirements	Sufficient expected funding is identified to support essential roles identified	Posts become permanent roles	<p>Co-ordinator, research lead & SYRS Deputy Ops Director</p> <p>July 2020</p>

3. Encourage non-clinical staff to become research active	Ensure all staff receive information regarding research opportunities available	Funding to release staff time to engage in research activities	Engagement from non-clinical staff in research activities Grants submitted	All staff On-going
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2) Innovation

a) Provide a statement of the challenges that you have encountered developing Innovation within the directorate over the last twelve months

The current challenging clinical environment makes it difficult for clinical staff to have intellectual space for innovative ideas. There is still a lack of clarity around the difference between innovation and service improvement with some staff.

b) Innovation Annual Plan - Over the next 12 months we will:

Objective	Actions Required	Resources required	Evidence of success	Lead & Completion date
1. Maintain importance of innovation within the directorate	Innovation will continue to be discussed at the research executive meetings	Time for staff to explore innovative ideas	Innovative projects are run through the directorate	All renal staff On-going
2. Educational programme includes innovative talks	Encouragement of innovative talks from external collaborators	Staff time to attend the educational talks	New collaborations are built	Educational programme lead On-going
3. Continue to collaborate with existing commercial and non-commercial partners to develop novel projects	Staff to liaise with partners to develop projects	Staff time to work with partners and develop projects	Projects recruit renal participants	All research active staff On-going

- c) Provide a statement outlining the infrastructure that you have in place within the directorate to support staff, and please describe how you currently identify innovation opportunities and unmet needs.

There is a clear pathway to follow to develop innovation ideas. Those who have specific ideas around innovation are encouraged to discuss their ideas at the research executive meeting to develop further and then liaise with the Research and Innovation of Office for further support. Talks are given to the directorate to encourage innovative thinking and there is a clear pathway to follow to develop innovation ideas. Trust information regarding innovation is distributed to all relevant members of staff.

Appendix 5 – List of non-medical Research Active Staff

Please provide a full list of non-medical research active staff, including the individual's Job Role.

Name	Job role/title
Katie James	Dietician
Christopher Blackwell	Clinical Trials Assistant
Lubna Sheazadi	Clinical Trials Assistant
Gwyn Somers	Specialist Nurse
Debbie Douglas	Specialist Nurse
Janet McCormick	Specialist Nurse