

1. JOB IDENTIFICATION

Job Title:	NRS Portfolio Performance Manager
Department(s):	Research & Development
Hours of work	37.5 hours per week
Location:	Aberdeen Royal Infirmary
Band:	Grade 7
Salary:	£37,570 - £44,668 per annum
Contract:	Temporary until 31 March 2021
Job reference:	CE004637

2. JOB PURPOSE

To oversee activity and proactively drive recruitment to time and target for research projects within NHS Research Scotland (NRS) Specialty Groups (SG), as part of a cohort of similar posts across Scotland.

To provide managerial support ensuring oversight of delivery to studies at a Scottish level within the SG(s); and to drive resolution of recruitment and study delivery issues at participating NRS Nodes.

To provide effective local oversight of study delivery, identifying slow or poorly recruiting studies, and proactively work with local research support infrastructure to ensure provision of necessary resources.

3. DIMENSIONS

Provision of specialist research support across Scotland is structured nationally around Specific disease areas themed in the following groups:

3 Research Champion Networks and 7 Topic Networks

Children	Cancer	Neuroprogressive and Dementia	Primary Care	Mental Health
Cardiovascular <u>NRS Champion Group</u>	Diabetes	Musculoskeletal <u>NRS Champion Group</u>	Reproductive Health & Childbirth <u>NRS Champion Group</u>	Stroke

17 Speciality Groups

Ageing	Ear Nose and Throat	Injuries & Emergencies	Ophthalmology	Oral & Dental
Critical Care & Anaesthesia	Gastroenterology	Metabolic & Endocrine	Pain	Infectious Diseases
Genetics	Hepatology	Non Malignant Haematology	Renal Disorders	Respiratory Disorders
Dermatology	Surgery			

Each Research Specialty Group is led by a part-time Clinical Lead, who are normally NHS consultants or equivalent, hosted by a Scottish Health Board who has a national responsibility along with the portfolio manager for managing the national research specialty group.

The role of the NRS Portfolio Performance Manager is to provide managerial support at a national level for those SG Clinical Leads across NHS Scotland.

The NRS Portfolio Performance Manager is also responsible for local oversight of the research taking place within their local NRS node.

NHS Health Boards are responsible for the local delivery of research projects through 4 regional '**nodes**'. Each "node" is made up of several Health Boards, aligned to the teaching hospitals in Aberdeen, Dundee, Edinburgh and Glasgow. Regional Nodes are :

- **East Node** : includes NHS Tayside, NHS Fife, & NHS Forth Valley
- **North Node** : includes NHS Grampian , NHS Highland, NHS Orkney, NHS Shetland & NHS Western Isles
- **South Node** : includes NHS Lothian & NHS Borders
- **West Node** : includes NHS Greater Glasgow & Clyde, NHS Ayrshire & Arran, NHS Dumfries & Galloway, NHS Lanarkshire, National Waiting Times

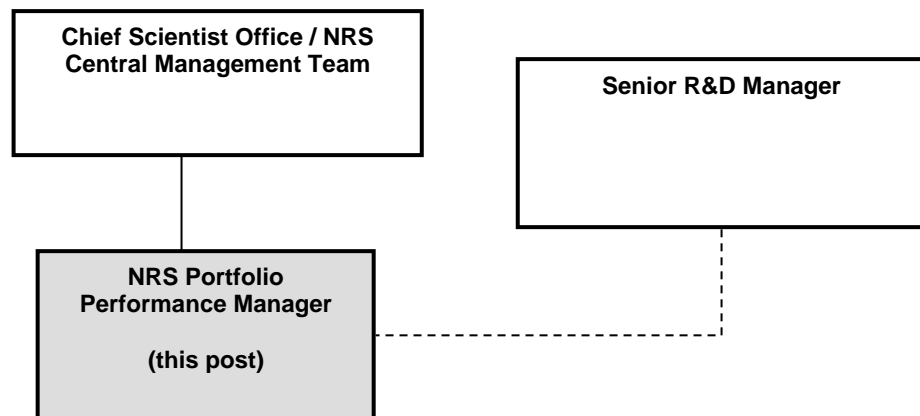
Each NRS Portfolio Performance Manager will be responsible for tracking the performance and delivery of research studies in their regional Node and National SG portfolios.

As a minimum each manager will track up to and occasionally upwards of 500 studies at any one time, although only a subset will require direct intervention.

The performance manager will have awareness of the budget for their allocated SGs which includes travel, development activity costs and administration costs for SG activity.

4. ORGANISATIONAL POSITION

The post holder will have functional line management through Central Management Team while their organisational management will be with their NHS Health Board. The post holder reports through the Network and Speciality Group manager within CMT and to both the Senior R&D Manager and local R&D Director.



5. ROLE OF DEPARTMENT

The role of the Research & Development department is to support and facilitate researchers in undertaking high quality clinical research, ensuring that local and national legal and regulatory frameworks for research governance and good clinical research practice (GCP) are adhered to, in order to protect the interests of participants, researchers and the NHS.

6. KEY RESULT AREAS

This post is responsible for having a nodal and SG national oversight and that recruitment information is gathered by the relevant staff and processes within R&D and across the UK in an accurate and timely fashion. The post holder will also be responsible for driving follow-up actions to target underperforming studies.

Management support to hosted Scottish SG Clinical Leads 25%

- Closely review national RAG standard reports to assess recruitment to target for studies within allocated SGs
- Identify any areas of inaccurate or absent information relating to standard RAG reports and follow up with fellow Portfolio managers in relevant node areas.
- Identify and liaise with key relevant R&D staff on poor recruitment as appropriate and with other Portfolio Performance Managers overseeing performance at participating Scottish NHS Boards.
- Address any recruitment issues on studies led from, and ensure good communication with, equivalent research specialty support structures in Wales (HCRW), NI (NICRN), and England (NIHR) for allocated SGs.
- Work with the SG Clinical Leads to broaden the participation of local researchers across Scotland within the specialty areas.
- Support the SG leads to develop medium term (up to ~ 3 years) plans for clinical research activity and required support within specialty areas.
- Nationally support the feasibility process by CMT and both non-commercial and commercial managers by providing timely and accurate feasibility information relevant.
- Provide assistance for SG Clinical Leads to enable development of networks of research active clinicians within clinical specialties.
- Produce and deliver presentations to promote the work of the research SGs nationally, regionally and locally.
- In the absence of a Clinical SG Lead collate and monitor SG portfolio research activity and recruitment highlighting any specific issues to relevant NHS R&D Senior Managers or CMT if required.
- Attend regular National Portfolio Manager meetings.
- Attend National NRS Network and Portfolio Managers meetings.
- Attend UK Portfolio meetings to delegate for SG Clinical Lead if required (these are normally outwith Scotland and will involve travel).

Nodal Portfolio Management 75%

- Review of local recruitment and delivery activity on a minimum of a weekly basis.
- Work with NHS R&D departments, R&D governance and Non Commercial and Commercial teams to ensure consistent, good quality data is provided to the Central Portfolio management System (CPMS) and Scottish Research Database Application (ReDA).
- Maintain an oversight of newly added SG studies and those which are locally sponsored to CPMS.

- Be a source of nodal information for other PMs who maybe identifying site recruitment targets and timelines for their SG studies.
- Where required identify and highlight to local R&D the absence of information of site recruitment and timelines for local studies with ReDA or CPMS.
- Review the time and accuracy of recruitment uploaded for sponsored studies to ReDA and CPMS.
- Report failings of accurate/timely uploads to R&D.
- Provide assistance and training to NHS Research Consultants or research staff if needed on managing recruitment database systems (such as ReDA or CPMS).
- Where appropriate, work with local research teams to develop recruitment plans for individual studies at setup.
- Identify recruiting studies not recruiting to time and target, either through national RAG performance reports or local information from other NRS Portfolio Performance Managers based in other Boards
- Work with R&D and local research teams where required to develop recruitment plans for individual commercial and non-commercial studies at setup.
- Identify locally poorly recruiting studies, either through local information, or from other Portfolio Performance Managers based in other Boards working within their national remit
- Work with local research infrastructure, (including Clinical Research Facilities (CRFs), CSO funded generic infrastructure, NHS R&D or other local research support resource) to resolve identified recruitment problems.
- Review RAG internal performance reports for NHS R&D on activity and recruitment to Board site timelines and recruitment targets. Highlight at specific R&D meetings.
- Responsible for overseeing studies in set-up from NRS PCC on behalf of SG leads. Provide support and input from both this post and/or clinical lead as appropriate.

7a. EQUIPMENT AND MACHINERY

Standard office equipment – PC-based work, light physical effort.

7b. SYSTEMS

- Standard Microsoft Office packages, particularly Excel
- UK-level web-based data systems (CPMS, Open Data Platform (ODP), EDGE, CRF Manager).
- Scottish Research Database (ReDA).

8. ASSIGNMENT AND REVIEW OF WORK

The post holder will be functionally line managed by CMT based at the Golden Jubilee Hospital in Clydebank, Glasgow. Their work activity and direction will be reviewed by CMT.

NHS Grampian will have organisational line management for the post holder in terms of employment, annual leave etc.

The post holder will proactively anticipate and resolve problems, with occasional referral to the Senior R&D Manager or R&D Director to address policy or funding issues.

9. DECISIONS AND JUDGEMENTS

- Review for overseeing studies in set up and determining where additional support is required through liaising with the clinical lead.
- Call on the expertise of SG leads where necessary for specific clinical knowledge
- Review SG research portfolios to ensure studies reflect National Scottish speciality categorisation as per NRS policy.
- Manage own work load including the tracking and performance management of studies within own SG portfolios
- In collaboration with R&D teams locally and regionally within the node ensure the nodal portfolios are circulated to R&D teams including R&D Director to highlight delivery performance ratings on all non-commercial eligible and extended review studies.
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10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- Maintaining oversight of recruitment activity in a large and diverse portfolio of clinical research projects
- Manage time flexibly and adapt to pressures of unscheduled requests for meetings and reports.

- Implement with support of R&D Director national policy within the local NHS Board, and may lead on local policy development where this impacts on performance role.
- Identifying specific problems with recruitment that may be dependent on technical or clinical differences in complex study protocols
- Discussing failing research projects with NHS consultants or Clinical Professors who have not met recruitment targets.

11. COMMUNICATIONS AND RELATIONSHIPS

- External/national
 - Meet with SG leads at least every two months to review Scotland-wide research activity.
 - Attend Scottish (CSO) or UK (NIHR) meetings (2-3/year) to report on activity within allocated SGs, and provide reports or summary information as needed.
 - Ensure good communication with NRS Topic Networks and Champion Managers to ensure support and delivery for studies falling within the remit of more than one Topic or Specialty Group.
 - Liaise with other R&D offices across nodes in Scotland for information for research data or recruitment queries.
 - Liaise frequently with portfolio managers across Scotland sharing performance reports and information.
 - Liaise with NRS CMT and support administration team as required.
 - Liaise with CSO senior research management team as required.

- Internal/local
 - Meet with local commercial and non-commercial managers as needed to progress individual study recruitment plans, with a review meetings of industry-led trials as required.
 - Meet regularly (2-3 months) with research active local consultants, CRF leads, and other local research active personnel to help provide mechanisms for ensuring recruitment to trials
 - Participate in local R&D department meetings where relevant to progress performance management of studies.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

- Concentration required for reviewing study information and generating reports.
- Will be required to deploy tact, diplomacy and negotiation techniques when dealing with difficult situations.
- Occasional pressure to negotiate improvement when recruitment targets have not been met.
- Frequent travel required across Scotland to attend meetings – this may incur early starts and late finishes.
- Occasional discomfort if recruitment targets have not been met.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

The postholder will:

- Have a highly developed understanding and knowledge of clinical research delivery, acquired through training and experience to either; Masters level in life sciences, a health related subject or nursing; or Degree level in life sciences, a health related subject or nursing plus significant experience of working in a healthcare research setting, or equivalent;

- have a significant working knowledge of clinical research delivery within the NHS, and be able to demonstrate experience of driving recruitment to clinical research studies;
- have an understanding of a range of research methodologies and a working knowledge of relevant legislation and policy;
- be able to demonstrate the ability to communicate effectively and to balance potentially conflicting interests across NHS research, NHS service and University partners, ensuring projects are delivered to agreed timescales.
- demonstrate the interpersonal skills necessary to work with clinical and management colleagues at all levels across a range of organisations.
- be IT literate
- Be proactive and self-motivated with the ability to motivate and influence others, demonstrating the negotiation skills, diplomacy and good judgement needed to develop and maintain effective collaborative working relationships.
- have proven experience of working in a leadership role within a healthcare research setting

PERSON SPECIFICATION

POST/GRADE: NRS PORTFOLIO PERFORMANCE MANAGER / BAND 7

LOCATION: ABERDEEN ROYAL INFIRMARY

The Person Specification should meet the demands of the job and comply with current legislation. Setting unnecessary standards may, for example, unfairly discriminate against one sex, the disabled or minority racial groups. Applicants should be assessed in relation to their ability to meet the real requirements of the job as laid down in the job description. With the exceptions relating to displaced and disabled candidates noted in Sections 5.3 and 5.4 of this policy, shortlisted candidates must possess all the essential components as detailed below.

ATTRIBUTES	<u>ESSENTIAL</u>	<u>DESIRABLE</u>
KNOWLEDGE & EXPERIENCE	<ul style="list-style-type: none"> ▪ IT literate including Microsoft Office, in particular Excel and the manipulation of data ▪ Familiar with standard office software and equipment ▪ Experience of working within a clinical research environment 	<ul style="list-style-type: none"> ▪ Familiar with Central Portfolio Management System ▪ Familiar with Open Data Platform ▪ Familiar with the R&D database - ReDA ▪ Direct experience of driving recruitment to a clinical research study ▪ Understanding of a range of research methodologies
QUALIFICATIONS	<ul style="list-style-type: none"> ▪ Masters level in life sciences, a health related subject or nursing; ▪ <u>Or:</u> Degree level in life sciences, a health related subject or nursing plus previous experience of working in a healthcare research setting, ▪ <u>Or:</u> equivalent experience in a similar setting 	

<p>APTITUDE & ABILITIES</p>	<ul style="list-style-type: none"> ▪ Good verbal communication / language skills ▪ Excellent organisational skills ▪ Able to demonstrate leadership in key discussions with senior clinicians and health board personnel ▪ Confident in developing and presenting key information in conference and meeting settings ▪ Able to solely co-ordinate and organise multiple national meetings and conference events for individual research days ▪ Able to work independently and as a part of a national team 	<ul style="list-style-type: none"> ▪ Ability to communicate effectively and to balance potentially conflicting interests
<p>DISPOSITION / ATTITUDE / MOTIVATION</p>	<ul style="list-style-type: none"> ▪ Willingness to adopt a proactive approach to identifying and resolving problems ▪ Flexibility and willingness to effect change ▪ Self-motivated with ability to motivate others 	<ul style="list-style-type: none"> ▪ Ability to work with clinical and management colleagues at all levels across a range of organisations.
<p>OTHER FACTORS</p>	<ul style="list-style-type: none"> ▪ Willingness to travel off site across Scotland for meetings ▪ Able to attend NIHR national meetings in England as appropriate 	