#No going Back
Clinical Research Network - West Midlands Study Support Hybrid Team

Claire Callens and Hybrid Team
Study Support Manager
NIHR Clinical Research Network Study Support Hybrid Team

#ChangingForTheBest #NoGoingBack
Problem

Our customers liked the way we were managing the COVID research studies - one main person from start to finish.

COVID studies were being managed by one team, but capacity was being reached.

A separate team in the CRN had the same knowledge and skills = Two Silo Teams, similar roles and expertise.

In response to the COVID 19 Pandemic it was identified that two different staff groups needed to come together and merge expertise and experience in order to prioritise both Urgent Public Health Research, Vaccine Studies and to supporting the reopening of Research under RESTART.
Aim

- Reorganisation of two teams into one Hybrid team in order to enable flexibility and expertise of all staff to be able to respond to the research environment which has been changed due to the Pandemic. This will underpin the expectations of supporting UPH and Vaccines studies in response to the pandemic.

- This was implemented in June 2020

#ChangingForTheBest #NoGoingBack
Plan

After being informed of the plans for a proposed Hybrid Team, the two teams were bought together through meetings and Q&A sessions.

Weekly question and answer sessions were implemented to answer queries and concerns as well as highlighted area of work and quality improvement needs. Discussions were around:

• How to share and keep practice and processes
• How to avoid duplication of activities
• How to improve work information sharing between members of the team
• How would additional training needs be made
• Workshops around “Managing people through Change”
• Identification of Quality Improvement Projects
• How to measure capacity of team members and ensure equity of work load
• How to improve current working processes and procedures
• How to ensure good communication channels

#ChangingForTheBest #NoGoingBack
Benefits

- Individuals had opportunities to be involved in learning new skills through training and creation of a Buddy System
- Individuals had an equal opportunity to support Urgent Public Health studies which gave a sense of satisfaction of contributing positively to the pandemic
- Establishment of good communication channels through bi-weekly meetings, Q&A sessions and creation of a Hybrid Team Community
- Buddying system meant members of the previous different teams have to work together, this created new working relationships and less silo working

Quality Improvement projects were identified:

- Virtual Training provided by team members from one team to another
- Review of lean data capture data requirements for the team database (EDGE)
- Buddying System
- Central system for provision of information and documents in one central place

#ChangingForTheBest #NoGoingBack
Measurements will include:

Has access to information improved?

Have Training Requirements been met and do members of the team feel more skilled?

Do Team members feel that workloads are equitable?

Has there been an improvement in communication to the Hybrid team?

#ChangingForTheBest #NoGoingBack
Resources & team

The change had to be made in response to priorities in research due to the Pandemic.

The change was initiated by the CRN Senior Management Team but all Hybrid Team Members have been involved in taking this change forward by:

- Sharing best practice
- Buddying
- Provision of training
- Involvement in QI projects
- Weekly and Bi - Weekly Meeting

Identification of gaps in expertise in the Study Support Service has meant opportunities for further development for Staff members.

#ChangingForTheBest #NoGoingBack
Learning

- Change isn’t easy but communication is key
- Change when needed can be implemented quickly as long as there is stakeholder buy in and individuals understand the rationale behind the change - even in times of uncertainty such as a pandemic
- Good leadership will enable teams to mobilise and work together against a shared aim
- Uncertainty - Teams will feel uncertain how change will affect their role and job!

Communication and good Leadership is key!

#ChangingForTheBest #NoGoingBack
Questions

Claire Callens
Claire.callens@nihr.ac.uk

#ChangingForTheBest #NoGoingBack