

Annex 2 NIHR CRN Annual Performance Report 2014/15



**Delivering research to make patients,
and the NHS, better**

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1. PREFACE

Scope of this report

This report sets out the NIHR Clinical Research Network's (NIHR CRN) annual performance against its High Level Objectives for the period 1 April 2014 to 31 March 2015.

The High Level Objectives (HLOs) are the Network's national, overarching objectives for research delivery in the NHS. The HLOs form one element of the suite of performance indicators which are used to assess the Network's performance. Performance against the other elements of the Network's performance framework (Clinical Research Network Specialty Objectives, Host Performance Indicators and Operating Framework Compliance Indicators) will be reported on an annual basis to the Department of Health. They are not within the scope of this section of the annual report.

The information contained in the report represents the most complete information available at the time of publication. For the new HLOs for 2014/15 (3A, 6B, 6C and 7), historical performance data is provided for information where available (2010/11 to 2013/14) but has not been RAG rated as no target was in place for those years.

Dissemination

This report is produced by the CRN Coordinating Centre, which is responsible for collating and publishing performance data for the NIHR CRN as a whole.

It is the policy of the CRN Coordinating Centre to be open and transparent in its activities and its associated impact.

The data presented in this report may be quoted in presentations and papers. However, we ask that the title and issue date of the report are used, to avoid any confusion about the period to which the figures relate and the time at which the data were reported.

Further information

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2. KEY ACHIEVEMENTS AND CHALLENGES

The NIHR CRN High Level Objectives are our national, overarching objectives for research delivery for the period 2010-2015. Delivery against these objectives is core to ensuring sustained and improved performance of our priority activities. It is acknowledged that increasing opportunities for people to participate in research is essential, underpinned by continuous improvement in the set up and delivery of research and active NHS engagement.

In 2014/15, the NIHR CRN continued to make excellent progress in performance against our High Level Objectives. There have been some notable achievements specifically around time taken to gain NHS permission, growth of the commercial contract research portfolio, research activity in General Medical Practices and recruitment into Dementias and Neurodegeneration (DeNDRoN) studies. Other objectives continue to require focus to improve performance.

In addition, performance has improved during a period of major organisational change within the NIHR CRN. We have continued to embed the new Local Clinical Research Networks (LCRNs) in the NHS, in addition to combining the operations of the nine national Coordinating Centres to Divisional structures within a virtual single CRNCC, operational from 1 April 2014. Continued performance improvements in 2014/15 are attributed to all the staff, NHS organisations and researchers who have remained committed and engaged in delivering opportunities for patients through this transformational period for NIHR CRN.

Key achievements:

- Recruitment of participants into NIHR CRN Portfolio studies increased in 2014/15 compared to the previous year to 618,453 participants (HLO 1)
- Recruitment into commercial contract studies is at an all time high, with 34,885 participants in 2014/15; a 35% increase from 2013/14
- The number of new commercial contract studies entered onto the NIHR CRN Portfolio in 2014/15 is at an all time high, with a 17% increase compared to 2013/14 (HLO 3A)
- 17 global first patients and 10 European first patients were recruited into commercial contract studies in 2014/15.
- The percentage of commercial contract studies supported by the NIHR CRN, when compared to the total number of commercial MHRA CTA approvals for Phase II-IV studies, has been delivered above target for a third year (HLO 3B)
- The proportion of studies obtaining NHS Permission within 40 days in 2014/15 has never been higher. 83% of studies achieved NHS Permission within 40 calendar days at all study sites (HLO 4)
- 78% of NHS Trusts recruited to commercial contract studies in 2014/15, surpassing the annual target of 70% (HLO 6B)
- 41% of General Medical Practices in England recruited participants into NIHR CRN Portfolio studies in 2014/15, 16% above target (HLO 6B)
- Progress against the Dementia Challenge and recruitment of patients into DeNDRoN studies shows remarkable performance with 21,449 participants recruited into NIHR CRN Portfolio studies, surpassing the target of 13,500 (HLO 7)

Challenges:

- Recruitment to time and target will continue to remain a major focus for us in 2015/16, as we focus on improvements and predictability of performance across all Specialties and geographies (HLO 2)
- Recruitment of the first study participant in 30 days (HLO 5) remains a challenge for the NIHR CRN.

3. PERFORMANCE SUMMARY

Objective	Initial target		2010/11 performance	2011/12 performance	2012/13 performance	2013/14 performance	2014/15 Annual target	2014/15 performance				
	Initial Target	Target date						Q1	Q2	Q3	Q4	Annual performance
1	500,000	31 March 2014	564,698	595,540	637,974	604,216	650,000 [1]	166,943	143,792	143,650	164,068	618,453
2A	80%	31 March 2012	21%	45%	58%	73%	80%	66%	68%	60%	59%	63%
2B [2]	80%	31 March 2013	39%	41%	76%	78%	80%	79%	72%	77%	73%	76%
3A	New objective for 2014/15		324	388	455	533	600 [3]	140	166	160	157	623
3B	60%	31 March 2014	58%	73%	75%	82%	75%	74%	97%	67%	92%	82%
4	80%	31 March 2013	8%	24%	45%	77%	80%	85%	78%	85%	85%	83%
5A	80%	31 March 2012	52%	61%	59%	58%	80%	57%	65%	60%	77%	63%
5B [4]	80%	31 March 2013	36%	32%	36%	44%	80%	48%	50%	52%	49%	50%
6A	98%	31 March 2013	97%	99%	99%	100%	99%	98%	97%	97%	98%	98%
6B	New objective for 2014/15		61%	61%	62%	86%	70%	84%	82%	81%	78%	78%
6C	New objective for 2014/15		Not available	Not available	Not available	Not available	25%	23%	30%	37%	41%	41%
7	New objective for 2014/15		13,356	13,137	11,859	13,583	13,500 [5]	4,350	4,492	5,881	6,726	21,449

[1] A new target of 650,000 participants was agreed for 2014/15. 162,500 is the quarterly average needed to reach the annual target. RAG ratings shown in the quarterly data columns are against the quarterly target.

[2] HLO 2B now combines the previous HLOs 2B and 2C. HLO 5B combines the previous HLOs 5B and 5C. Performance data prior to 2013/14 has been recalculated to account for this.

[3] This is the sum of the quarterly targets (150 x 4)

[4] No interim targets were set in 2010/11 for HLO 5B as not all data points were available to measure the objective at the point when interim targets for 2010/11 were set

[5] This is the sum of the quarterly targets (3,375 x 4)

RAG ratings are against the annual performance target unless otherwise specified

Where objectives are new for 2014/15, and data is available (3A, 6B, 7), performance from 2010/11 to 2013/14 is provided for information but not RAG-rated as no target was in place for those years

Key:

RAG	Threshold for performance against annual performance target
Red	Less than 90% of annual performance target
Amber	90% or more of annual performance target, but less than 100% of annual performance target
Green	100% or more of annual performance target

The data presented is the final annual performance information and has been refreshed for all quarters in the current annual performance year.

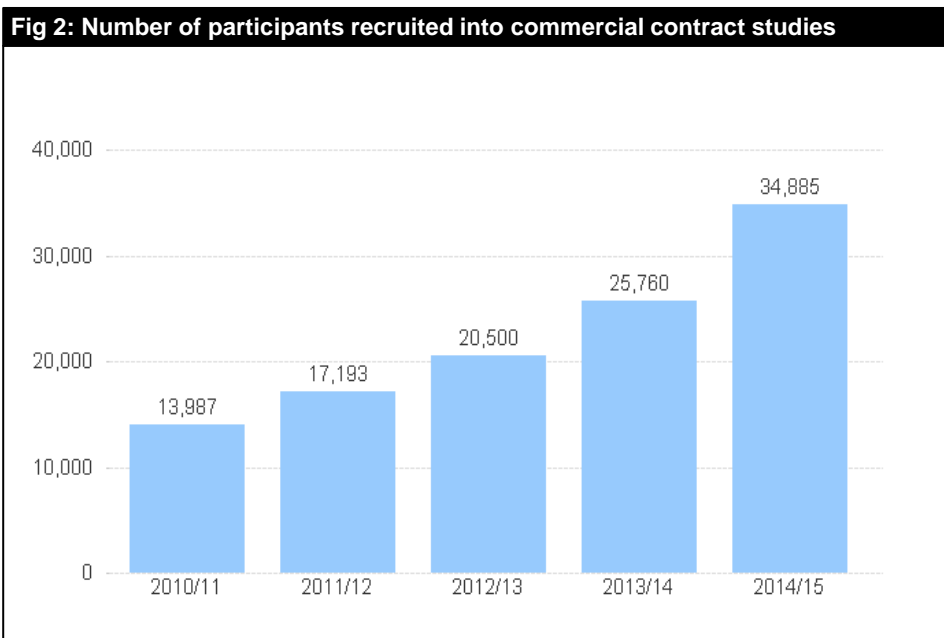
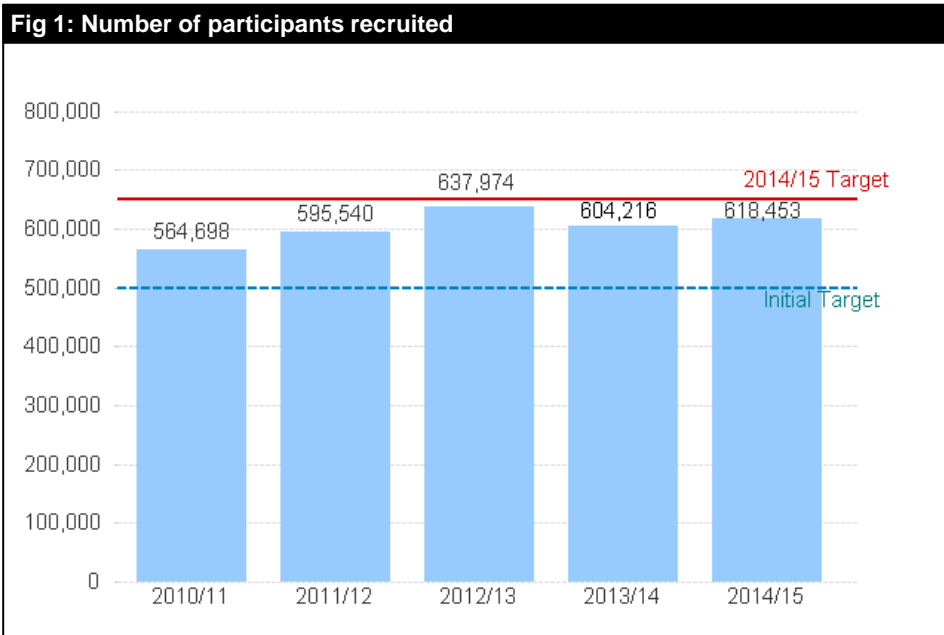
Please note that data presented for a particular quarter may differ to that presented for the same quarter in previous quarterly reports.

Recruitment data is refreshed at year end. Therefore, the data published for previous quarters is liable to change reflecting the full activity for the year

4. PERFORMANCE ANALYSIS

High Level Objective 1

Double the number of participants recruited in a reporting quarter into NIHR CRN Portfolio studies



Annual performance commentary

- Recruitment of participants into NIHR CRN Portfolio studies increased in 2014/15 compared to the previous year
 - This is despite changes in the profile of the NIHR CRN Portfolio, which has an emergence of more complex studies (e.g. stratified medicine, adaptive trial designs) and associated smaller recruitment targets
 - This reflects the diversity of research funded and subsequently delivered by the NIHR CRN
- Recruitment into commercial contract studies has never been higher, with 34,885 participants in 2014/15; a 35% increase from 2013/14
- The number of new studies entered onto the NIHR CRN Portfolio in 2014/15 continues to increase in all categories; non-commercial studies – automatically eligible and adopted, plus commercial contract research

Actions to improve/ maintain performance

- The NIHR CRN Study Support Service programme is identifying best practice approaches and developing tools to support the management of study performance to time and target, in turn maximising participant recruitment
- A focus on commercial and non-commercial business development, working alongside our national Specialty Groups, should identify opportunities to grow the NIHR CRN Portfolio further in the longer term
- LCRN target setting for 2015/16 has been a more robust and data driven process. 2014/15 targets were set during a major period of LCRN transition and staff change, which impacted upon some LCRNs ability to accurately set targets.

Annual outcome against annual 2014/15 target

Total achieved	Target	Variance	RAG rating
618,453	650,000	31,547	

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
148,409	166,943	143,792	143,650	164,068	↑ 20,418

Annual comparison of total achieved

2010/11	2011/12	2012/13	2013/14	2014/15
564,698	↑ 595,540	↑ 637,974	↓ 604,216	↑ 618,453

High Level Objective 1: Supporting information

Fig 3: Number of participants recruited per LCRN in 2014/15

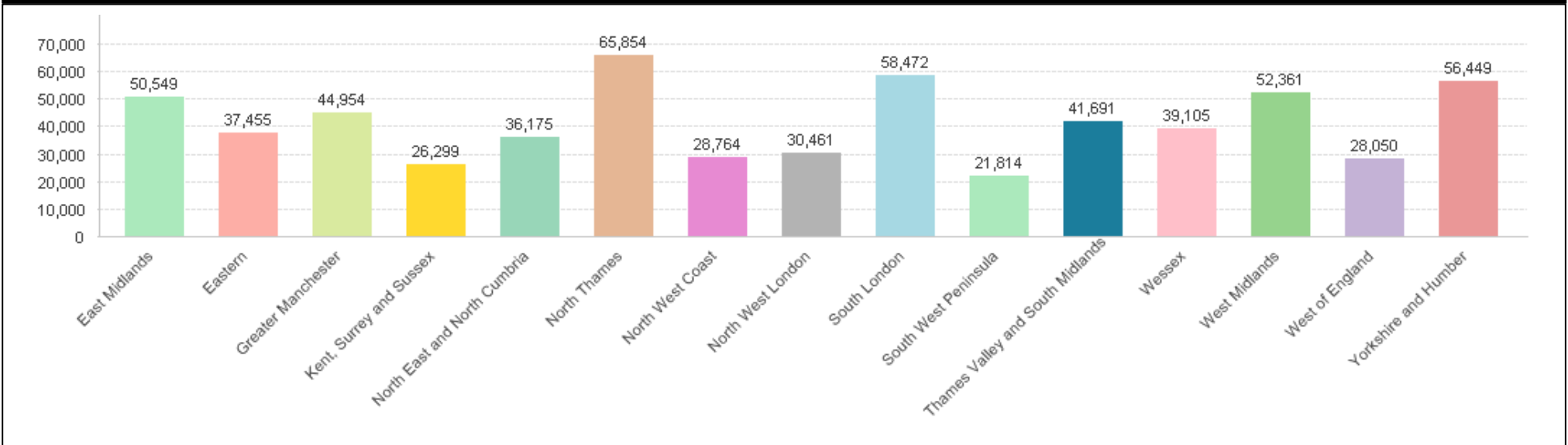
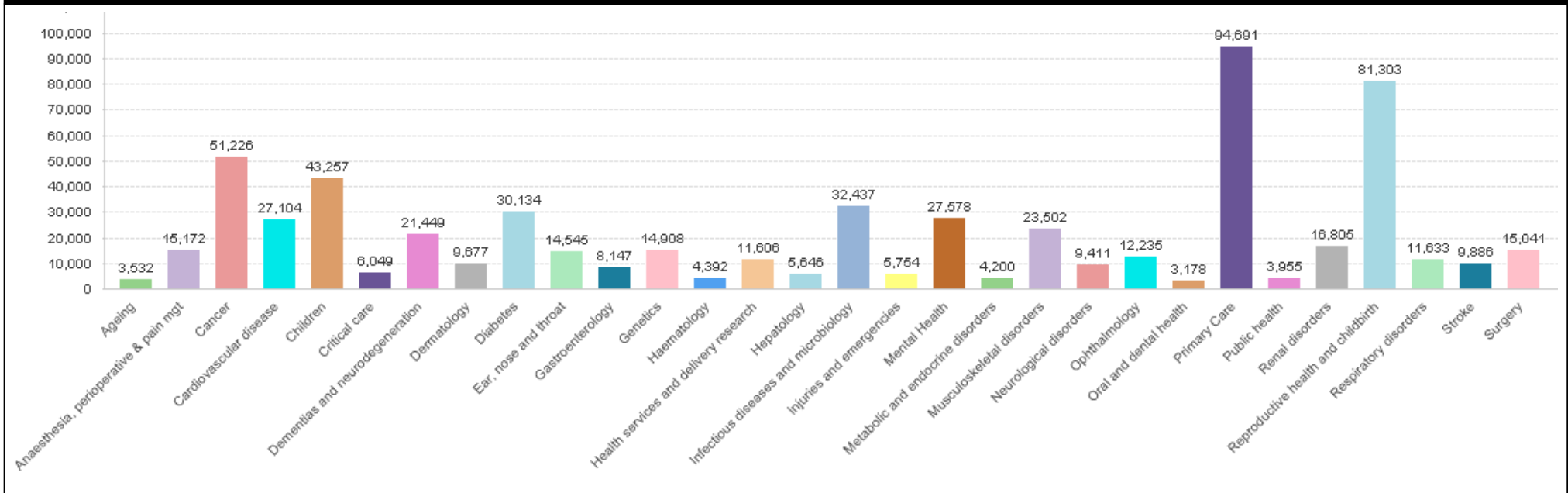


Fig 4: Number of participants recruited per Specialty in 2014/15



High Level Objective 1: Supporting information

Table 1: Data on LCRN 2014/15 recruitment and LCRN resident populations

LCRN	Population (ONS mid-2012 data)	2014/15 Recruitment	2014/15 Recruitment as % of population	2014/15 Target *	2014/15 Target as % of population	Difference between recruitment and Target	Proportion of 2014/15 target achieved
East Midlands	4,405,650	50,549	1.15%	47,065	1.07%	3,484	107.40%
Eastern	3,301,613	37,455	1.13%	39,918	1.21%	-2,463	93.83%
Greater Manchester	2,930,710	44,954	1.53%	45,978	1.57%	-1,024	97.77%
Kent, Surrey and Sussex	4,460,436	26,299	0.59%	24,957	0.56%	1,342	105.38%
North East and North Cumbria	3,260,898	36,175	1.11%	41,991	1.29%	-5,816	86.15%
North Thames	5,392,757	65,854	1.22%	57,936	1.07%	7,918	113.67%
North West Coast	3,687,678	28,764	0.78%	49,558	1.34%	-20,794	58.04%
North West London	1,998,154	30,461	1.52%	27,993	1.40%	2,468	108.82%
South London	3,119,765	58,472	1.87%	39,854	1.28%	18,618	146.72%
South West Peninsula	2,217,803	21,814	0.98%	22,484	1.01%	-670	97.02%
Thames Valley and South Midlands	2,720,525	41,691	1.53%	42,738	1.57%	-1,047	97.55%
Wessex	2,707,969	39,105	1.44%	38,207	1.41%	898	102.35%
West Midlands	5,642,569	52,361	0.93%	72,835	1.29%	-20,474	71.89%
West of England	2,376,817	28,050	1.18%	27,240	1.15%	810	102.97%
Yorkshire and Humber	5,270,385	56,449	1.07%	71,249	1.35%	-14,800	79.23%
All LCRNs	53,493,729	618,453	1.16%	650,000	1.22%	-31,547	95.15%

* Please note all targets relate to the LCRN aspirational target

High Level Objective 1: Supporting information

Table 2: Data on Specialty recruitment split by commercial and non-commercial

Specialty	2010/11			2011/12			2012/13			2013/14			2014/15		
	2010/11 Commercial	2010/11 Non-Commercial	2010/11 Both	2011/12 Commercial	2011/12 Non-Commercial	2011/12 Both	2012/13 Commercial	2012/13 Non-Commercial	2012/13 Both	2013/14 Commercial	2013/14 Non-Commercial	2013/14 Both	2014/15 Commercial	2014/15 Non-Commercial	2014/15 Both
Ageing	-	4,815	4,815	15	1,540	1,555	-	2,499	2,499	14	5,487	5,501	-	3,532	3,532
Anaesthesia, perioperative medicine and pain management	29	1,280	1,309	77	1,893	1,970	87	4,813	4,900	252	2,358	2,610	283	14,889	15,172
Cancer	1,194	70,444	71,638	2,432	85,711	88,143	2,089	76,623	78,712	4,060	58,718	62,778	3,386	47,840	51,226
Cardiovascular disease	1,709	19,396	21,105	1,746	20,867	22,613	1,163	32,452	33,615	3,623	30,735	34,358	6,536	20,568	27,104
Children	992	13,860	14,852	1,775	17,414	19,189	937	27,667	28,604	598	26,501	27,099	579	42,678	43,257
Critical care	6	53,415	53,421	-	34,409	34,409	5	8,357	8,362	7	14,462	14,469	213	5,836	6,049
Dementias and neurodegeneration	760	12,596	13,356	874	12,263	13,137	268	11,591	11,859	337	13,246	13,583	740	20,709	21,449
Dermatology	35	3,915	3,950	87	5,059	5,146	221	8,528	8,749	198	14,391	14,589	1,031	8,646	9,677
Diabetes	1,115	33,470	34,585	1,483	32,471	33,954	2,270	29,705	31,975	2,217	46,515	48,732	2,820	27,314	30,134
Ear, nose and throat	-	9,743	9,743	47	10,629	10,676	8	5,229	5,237	159	11,997	12,156	349	14,196	14,545
Gastroenterology	82	8,677	8,759	497	8,640	9,137	1,014	8,797	9,811	520	9,104	9,624	948	7,199	8,147
Genetics	5	3,361	3,366	-	6,573	6,573	15	10,216	10,231	15	11,491	11,506	13	14,895	14,908
Haematology	5	1,385	1,390	37	2,140	2,177	127	1,664	1,791	165	1,995	2,160	76	4,316	4,392
Health services and delivery research	-	25,544	25,544	-	31,814	31,814	-	13,893	13,893	-	11,946	11,946	501	11,105	11,606
Hepatology	53	2,192	2,245	374	2,551	2,925	390	5,056	5,446	729	5,625	6,354	925	4,721	5,646
Infectious diseases and microbiology	2,988	20,946	23,934	78	29,040	29,118	190	16,784	16,974	501	24,243	24,744	619	31,818	32,437
Injuries and emergencies	36	5,557	5,593	524	5,447	5,971	146	8,947	9,093	122	5,942	6,064	68	5,686	5,754
Mental health	204	42,909	43,113	53	49,694	49,747	102	31,468	31,570	1,061	32,336	33,397	208	27,370	27,578
Metabolic and endocrine disorders	11	1,192	1,203	158	973	1,131	338	2,237	2,575	649	2,143	2,792	192	4,008	4,200
Musculoskeletal disorders	846	18,380	19,226	402	16,047	16,449	999	19,915	20,914	1,092	20,171	21,263	1,080	22,422	23,502
Neurological disorders	543	7,899	8,442	765	6,367	7,132	243	8,775	9,018	533	5,922	6,455	1,034	8,377	9,411
Ophthalmology	106	4,357	4,463	1,831	4,690	6,521	5,790	5,153	10,943	4,564	7,883	12,447	4,624	7,611	12,235
Oral and dental health	-	836	836	-	687	687	-	1,437	1,437	2	4,228	4,230	7	3,171	3,178
Primary care	2,798	60,736	63,534	743	128,301	129,044	1,322	153,594	154,916	1,055	115,751	116,806	2,354	92,337	94,691
Public health	-	68,348	68,348	19	4,392	4,411	-	39,762	39,762	-	3,074	3,074	-	3,955	3,955
Renal disorders	187	10,107	10,294	2,552	6,868	9,420	595	13,897	14,492	311	10,371	10,682	292	16,513	16,805
Reproductive health and childbirth	-	28,284	28,284	-	31,417	31,417	118	47,360	47,478	653	58,114	58,767	1,717	79,586	81,303
Respiratory disorders	265	5,777	6,042	543	7,060	7,603	1,828	7,627	9,455	1,821	11,541	13,362	3,816	7,817	11,633
Stroke	7	10,510	10,517	15	11,964	11,979	86	12,287	12,373	331	8,975	9,306	277	9,609	9,886
Surgery	11	780	791	66	1,426	1,492	149	1,141	1,290	171	3,191	3,362	197	14,844	15,041
Total	13,987	550,711	564,698	17,193	578,347	595,540	20,500	617,474	637,974	25,760	578,456	604,216	34,885	583,568	618,453

High Level Objective 1: Supporting information

Fig 5: Total recruitment by primary study design

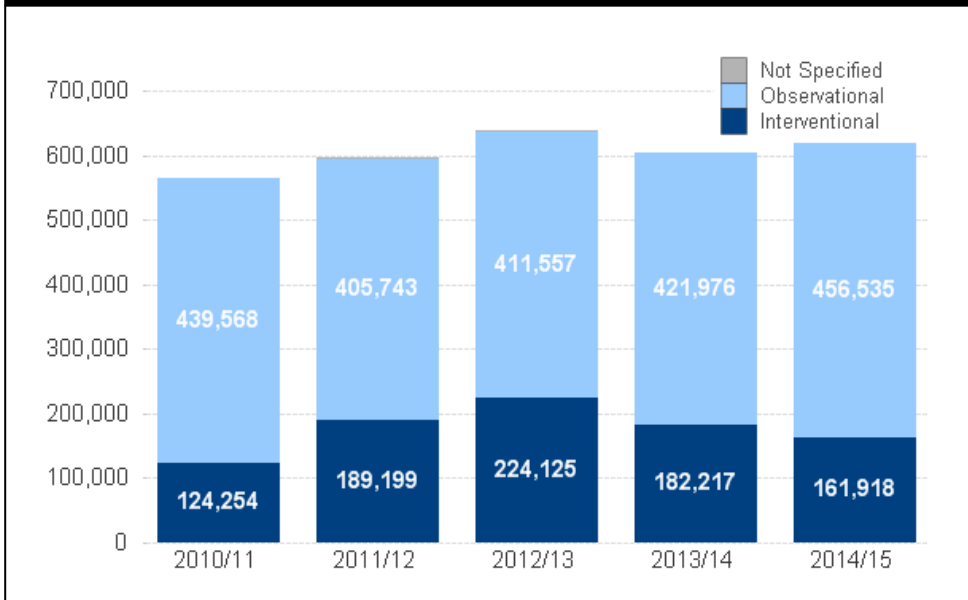


Fig 6: Number of new studies entered onto the NIHR CRN Portfolio by primary study design

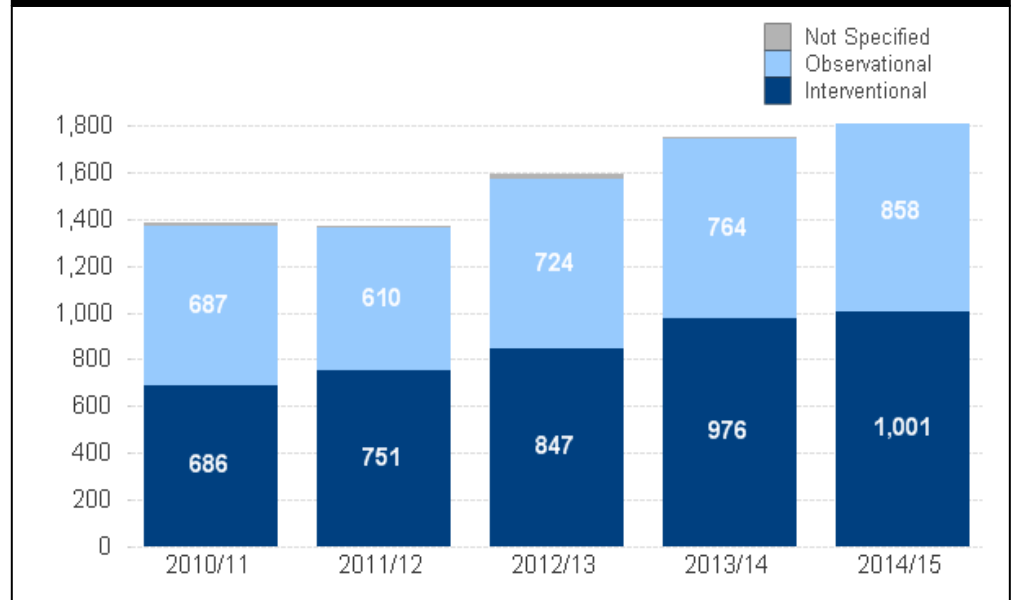
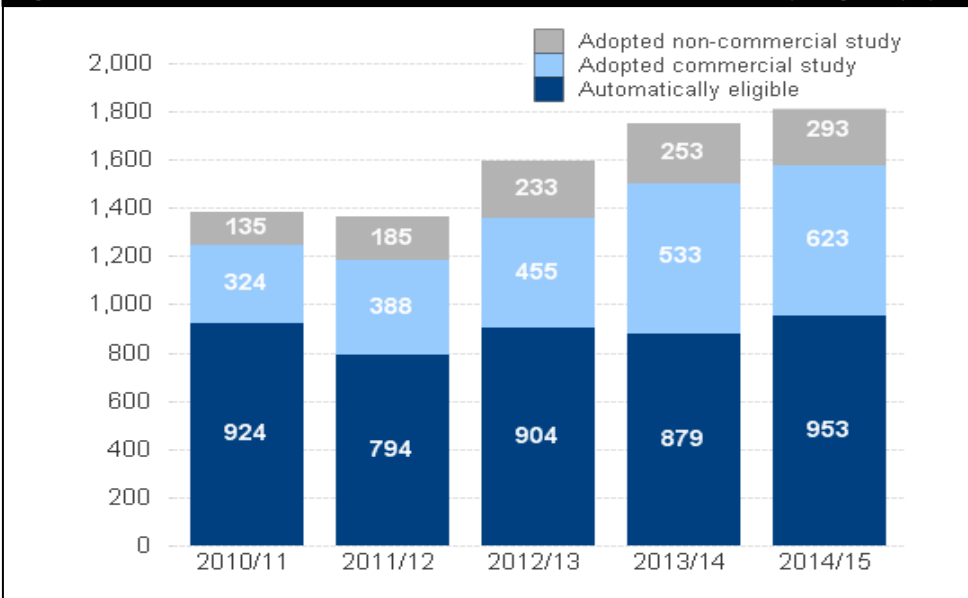


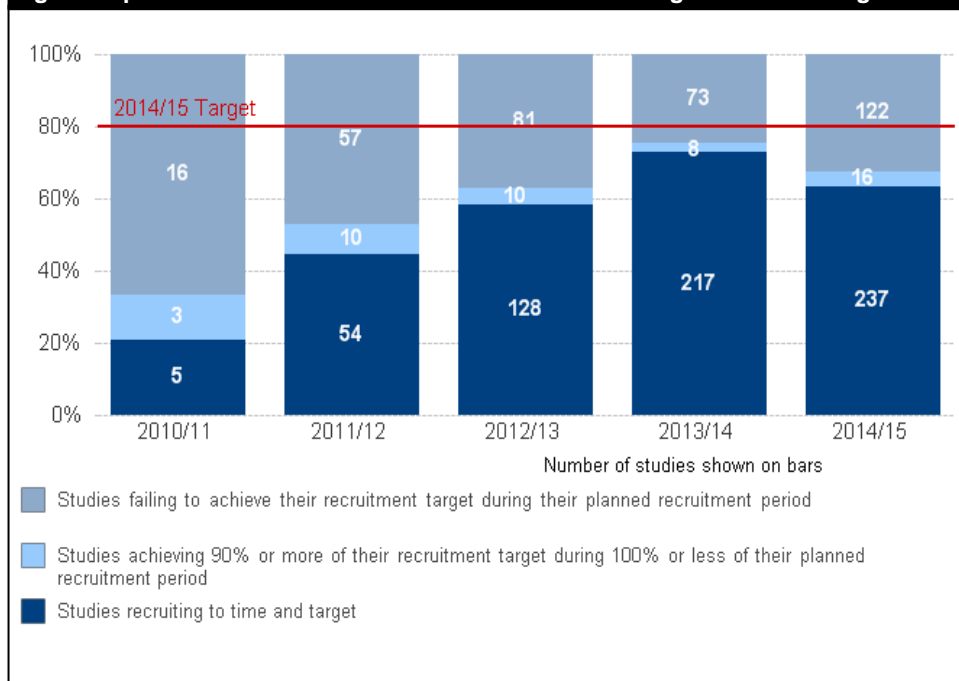
Fig 7: Number of new studies entered onto the NIHR CRN Portfolio by eligibility type



High Level Objective 2A

Proportion of commercial contract studies achieving or surpassing their recruitment target during their planned recruitment period, at confirmed Network sites

Fig 9: Proportion of commercial contract studies recruiting to time and target



Annual performance commentary

- While the number of participants recruited to commercial contract studies has increased by 35%, the percentage of commercial contract studies recruited to time and target has decreased to 63%
- Performance in most Specialties has remained strong, however five specialties have delivered less than 50% of their studies to time and target (Dementias and Neurodegeneration, Diabetes, Musculoskeletal Disorders, Primary Care and Renal Disorders). This has impacted on the overall performance of the commercial contract portfolio as they account for 23% of the closed studies.
- 26% more studies closed in 2014/15 compared to 2013/14

Actions to improve/ maintain performance

- The CRNCC Research Delivery Directorate and LCRNs have been asked to focus on the underperforming Specialties in 2015/16 to better understand and address local root causes of underperformance. Adoption of best practice approaches across the Specialties, will help reduce the reoccurrence of pockets of underperformance.
- The introduction of a formal, national approach for study set-up (including robust recruitment plans) and performance review of studies to time and target through the NIHR CRN Study Support Service, will highlight underperforming studies earlier and prompt corrective actions to be implemented

Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
63%	80%	17%	

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
74%	66%	68%	60%	59%	↓ 1%

Annual comparison of percentage achieved

2010/11	2011/12	2012/13	2013/14	2014/15
21%	↓ 45%	↑ 58%	↑ 73%	↓ 63%

High Level Objective 2B

Proportion of non-commercial studies achieving or surpassing their recruitment target during their planned recruitment period

Fig 10: Proportion of non-commercial studies recruiting to time and target



Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
76%	80%	4%	

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
78%	79%	72%	77%	73%	↓ 4%

Annual comparison of percentage achieved

2010/11	2011/12	2012/13	2013/14	2014/15
39%	↓ 41%	↑ 76%	↑ 78%	↓ 76%

Annual performance commentary

- 76% of non-commercial studies recruited to time and target. This has remained relatively static over the last three years, however performance was 41% in 2011/12.
- The majority of those studies failing to meet this objective appear to recruit to planned timelines but not the associated target. For many non-commercial observational studies, a formal sample size is not pre-determined and it may be that an appropriate number of participants has been reached without the original sample size being achieved.

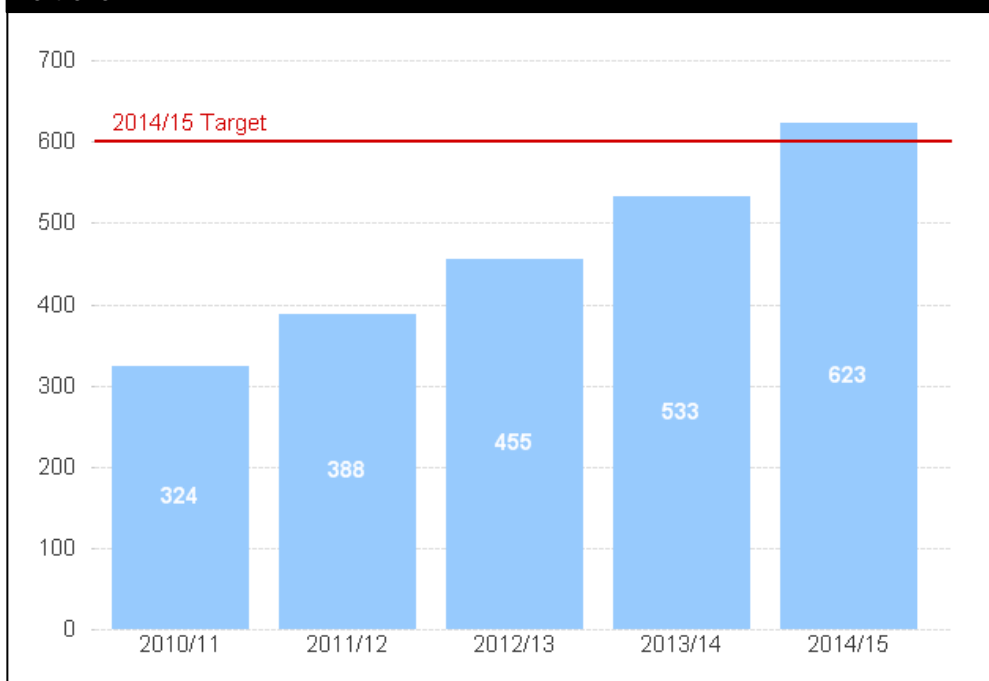
Actions to improve/ maintain performance

- Several elements of the NIHR CRN Study Support Service are aimed at improving performance of this objective
- Integral to the new approach to performance management is a national assessment of study delivery. This will identify those automatically eligible studies that are expected to present the most challenges in terms of set-up and delivery and will enable the NIHR CRN to take a more proactive approach in supporting study teams to address these challenges at the earliest opportunity.
- In addition to this there will be a new more proactive and targeted approach to performance managing NIHR CRN Portfolio studies
- The implementation of a new more consistent and proactive approach to study record management will support continued effort on data quality, facilitated by implementation of Local Portfolio Management Systems.
- The development of 'feasibility services' for non-commercial researchers will further support improved performance. These 'non-commercial feasibility services' will mirror the service offerings for commercial contract research and will enable more accurate target setting for studies and sites.
- We continue to work with non-commercial funders to encourage active engagement with the NIHR CRN, to explore the mutual benefits of setting up and delivering studies more effectively; including the importance of accurate feasibility

High Level Objective 3A

Number of new commercial contract studies entering the NIHR CRN Portfolio

Fig 11: Number of new commercial contract studies entered onto the NIHR CRN Portfolio



Annual outcome against annual 2014/15 target

Total achieved	Target	Variance	RAG rating
623	600	23	Green

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
142	140	166	160	157	↓ 3

Annual comparison of total achieved

2010/11	2011/12	2012/13	2013/14	2014/15
324	388	455	533	623

Annual performance commentary

- The number of commercial contract studies entered onto the NIHR CRN Portfolio in 2014/15 is at an all time high, with a 17% increase compared to 2013/14
- This percentage annual increase has been consistently delivered for the last five years, with twice as many new studies supported this year compared to 2010/11 (623 compared to 324)
- Improvements in delivery of commercial contract research, supported by the NIHR CRN, has led to increased repeat business with newer customers

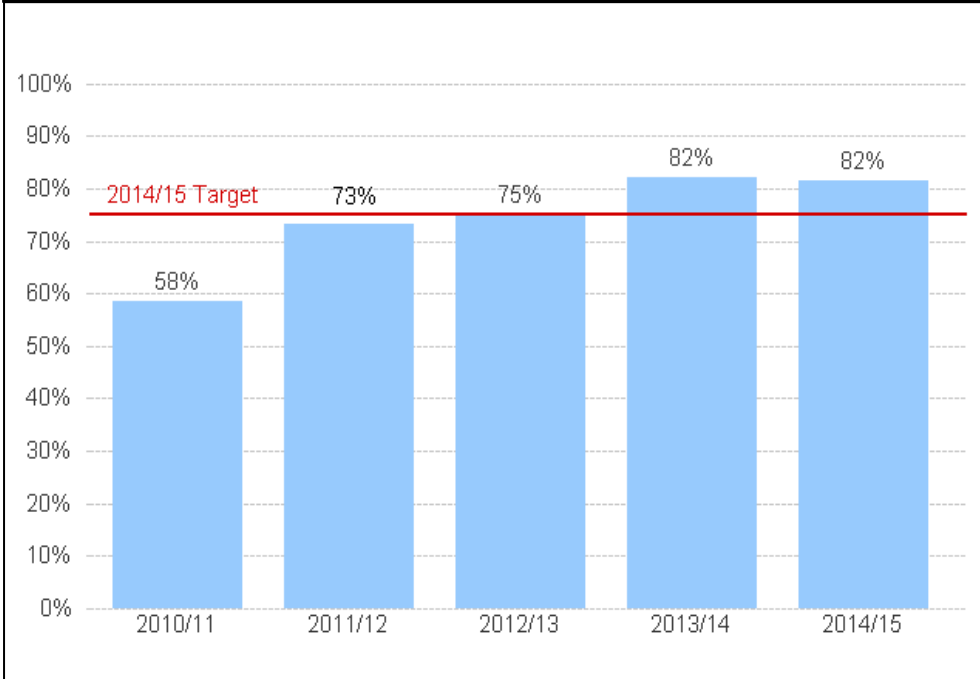
Actions to improve/ maintain performance

- There has been and will continue to be promotion of the NIHR CRN offering to the global life sciences industry, particularly to senior management and company headquarters to support top-down engagement with the NIHR CRN
- Implementation of the NIHR CRN Working with the Life Sciences Industry Strategy will focus on continued delivery and evolution of current service offerings to encourage further engagement with the NIHR CRN, especially with less engaged sectors
- The development and refinement of services to provide value added services for other industry sectors (e.g. diagnostics, biotechnology and small and medium sized enterprises) will be essential
- Implementation of the NIHR CRN Business Development Strategy will further support opportunities for engaging with new customers

High Level Objective 3B

Number of new commercial contract studies entering the NIHR CRN Portfolio as a percentage of the total commercial MHRA CTA approvals for Phase II-IV studies

Fig 12: Proportion of new NIHR CRN commercial contract studies entering the CRN Portfolio as a percentage of MHRA CTA approvals for Phase II-IV studies



Annual performance commentary

- The percentage of commercial contract studies supported by the NIHR CRN, when compared to the total number of commercial MHRA CTA approvals for Phase II-IV studies, has been delivered above target for a third year
- This demonstrates that the NIHR CRN is supporting delivery of the majority of commercial contract research delivered in the NHS
- Over 200 different companies engaged with feasibility services in 2014/15, with 951 unique studies and 1,819 individual services requests
- There has been an increase in the use of the site identification service with 29% of total requests seeking support to identify additional sites. This highlights the early engagement of companies with the NIHR CRN and added value of the service.

Actions to improve/ maintain performance

- A 'gap analysis' of the studies and companies not included on the NIHR CRN Portfolio may highlight areas for engagement in NIHR CRN services
- A continuous improvement approach to review of services, will ensure the services and processes remain fit-for-purpose and add real value when delivering clinical research through the NIHR CRN
- The continued focus on quality of feasibility responses to commercial companies and timelines for delivering these services will remain a priority for LCRN Industry Operation Managers in order to support the consistent delivery of this national service and prompt repeat use by our commercial customers

Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
82%	75%	7%	Green

Quarterly comparison

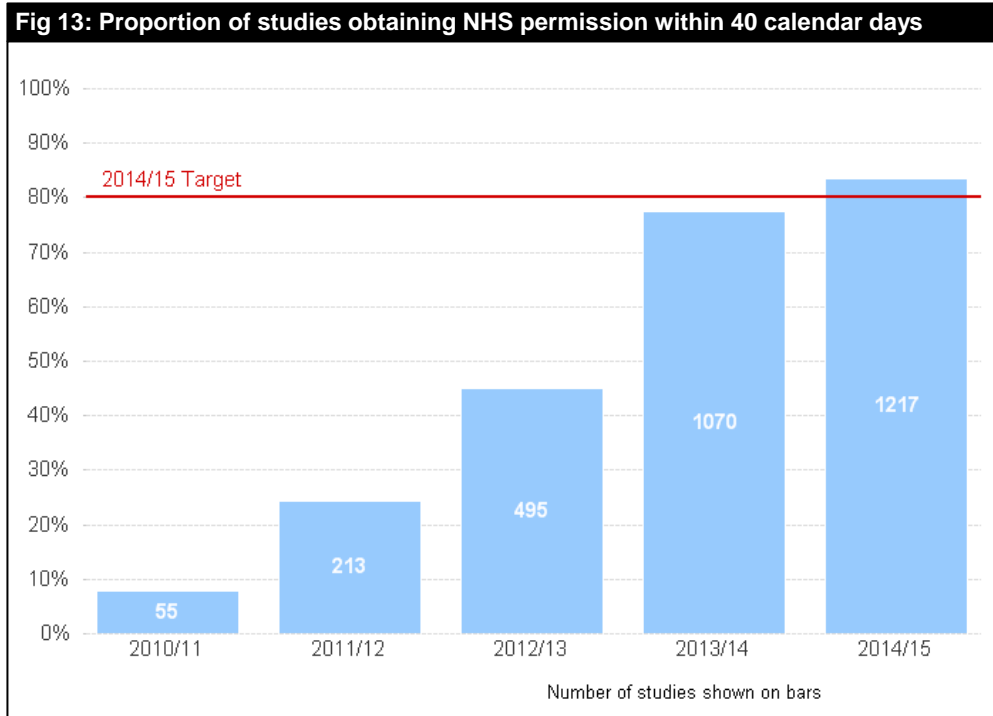
Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
87%	74%	97%	67%	92%	↑ 25%

Annual comparison of percentage achieved

2010/11	2011/12	2012/13	2013/14	2014/15
58%	↑ 73%	↑ 75%	↑ 82%	→ 82%

High Level Objective 4

Proportion of eligible studies obtaining all NHS permissions within 40 calendar days (from receipt of a valid complete application by NIHR CRN)



Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
83%	80%	3%	Green

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
79%	85%	78%	85%	85%	→ 0%

Annual comparison of percentage achieved

2010/11	2011/12	2012/13	2013/14	2014/15
8%	↑ 24%	↑ 45%	↑ 77%	↑ 83%

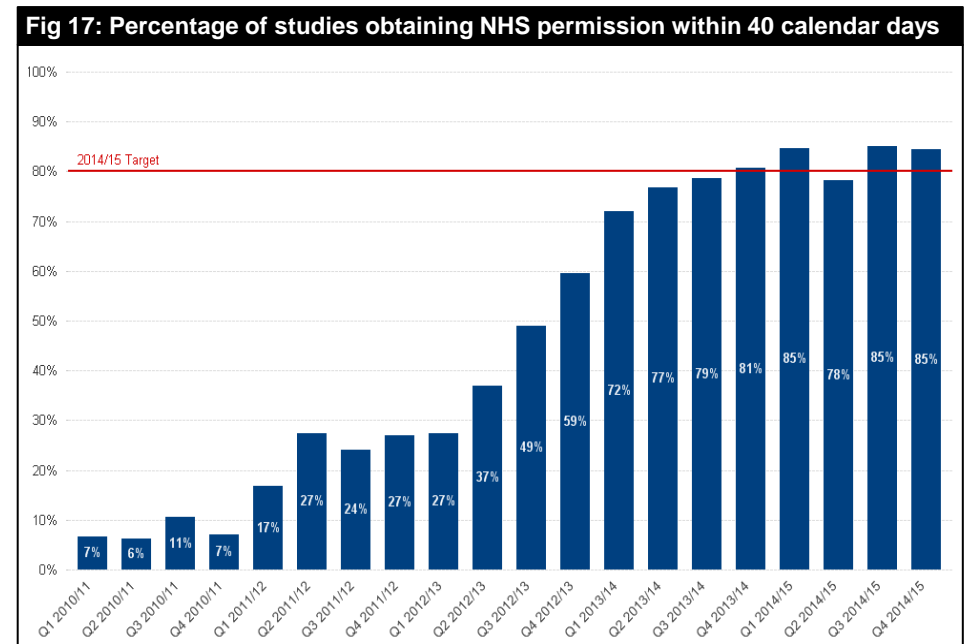
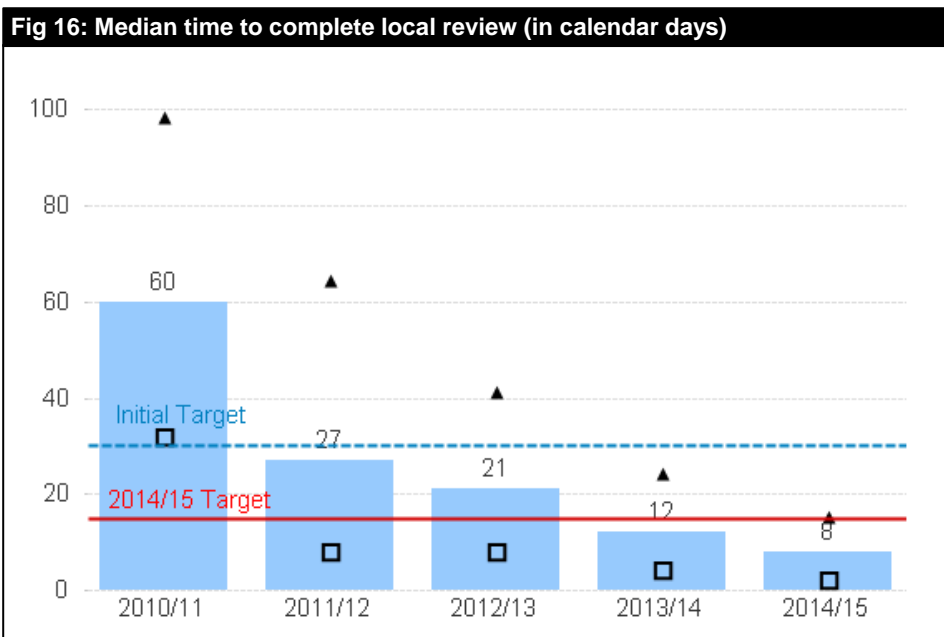
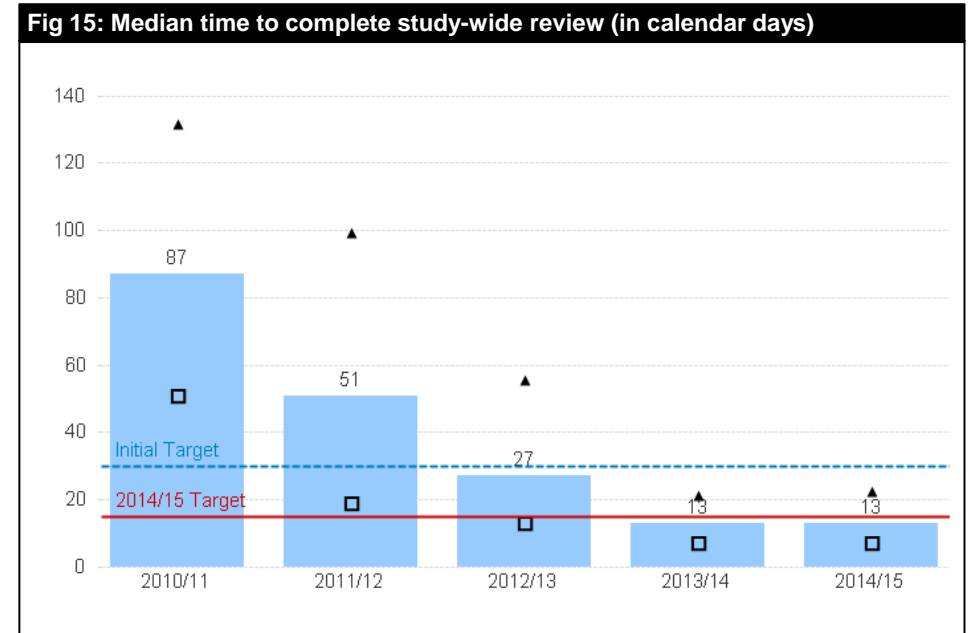
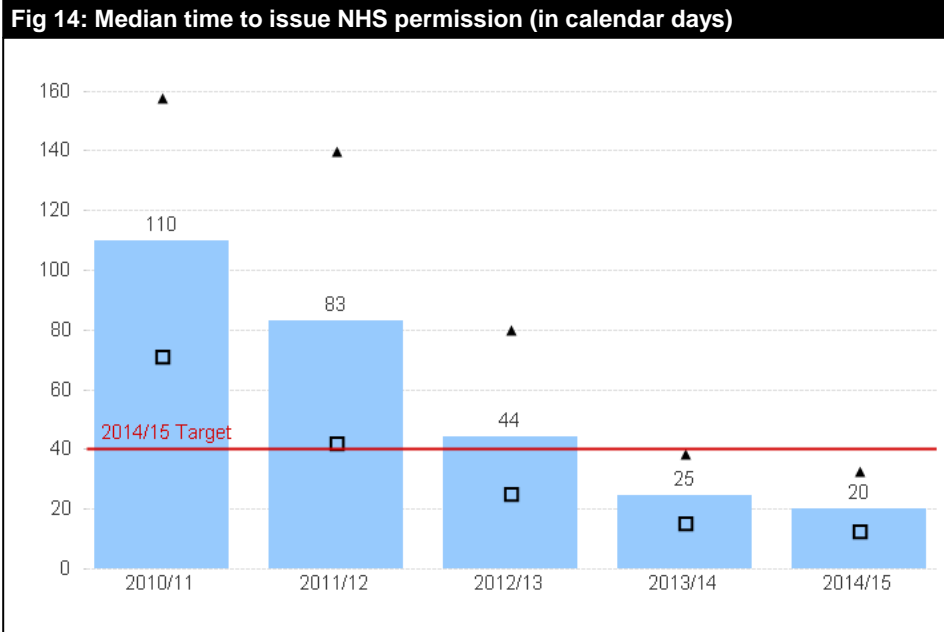
Annual performance commentary

- The proportion of studies obtaining NHS Permission within 40 days in 2014/15 has never been higher. 83% of studies achieved NHS Permission within 40 calendar days at all study sites.
- The improvement in performance (83%) is especially marked when compared to 8% of studies obtaining NHS Permission within 40 days in 2010/11
- Commercial contract studies obtained NHS Permission within a median of 19 days, whilst for non-commercial studies the median for NHS Permission is 20 days
- The variation between the time for all participating study sites (local review) to obtain NHS Permission has further decreased and demonstrates greater predictability for sponsors in the time taken to set up studies in the NHS
- 10,088 local permissions were granted in 2014/15 through CSP, compared to 9,099 last year
- Dedication to the improvement of study set up times, proactive NHS organisation engagement and performance management of issues by LCRNs has driven these significant improvements in study set-up timelines

Actions to improve/ maintain performance

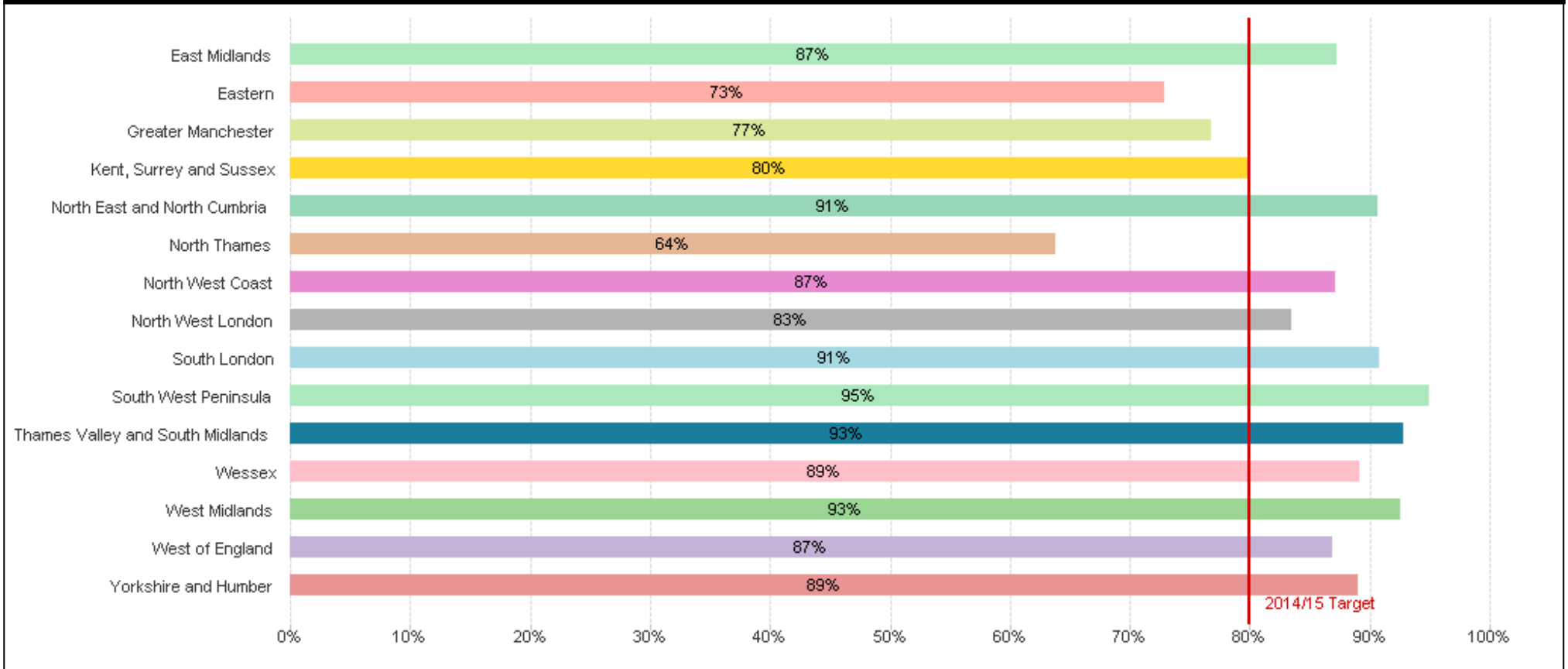
- Continued close working with the Health Research Authority (HRA) will be required, as HRA Approval is phased in throughout 2015. Building upon local relationships to support new ways of working will be essential to transition to the new process, while maintaining performance for studies progressing through CSP.
- The continuation of regular dialogue with LCRN RM&G Leads to maintain oversight of performance and pre-empt areas of local difficulty will be important

High Level Objective 4: Supporting information



High Level Objective 4: Supporting information

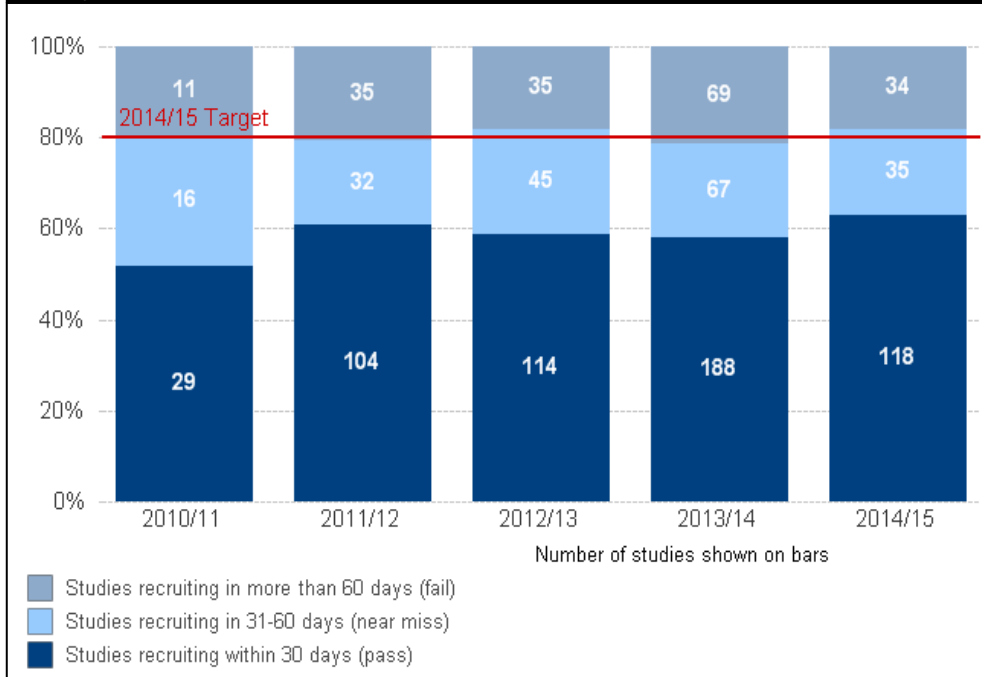
Fig 18: Percentage of studies obtaining NHS Permission within 40 calendar days by Lead LCRN in 2014/15



High Level Objective 5A

Proportion of commercial contract studies achieving first participant recruited within 30 calendar days of NHS permission being issued or First Network Site Initiation Visit, at confirmed Network sites

Fig 19: Proportion of commercial contract studies recruiting first participant within 30 days



Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
63%	80%	17%	Red

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
51%	57%	65%	60%	77%	↑ 17%

Annual comparison of percentage achieved

2010/11	2011/12	2012/13	2013/14	2014/15
52%	↑ 61%	↓ 59%	↓ 58%	↑ 63%

Annual performance commentary

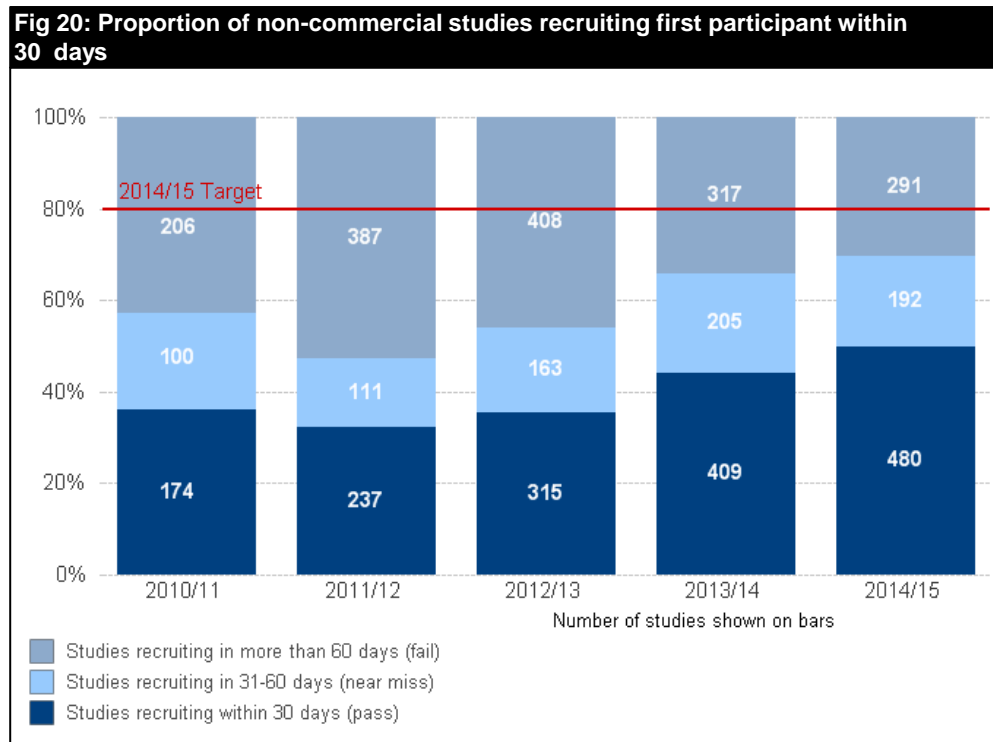
- There has been a performance improvement against this objective for 2014/15 (to 63%), although annual performance has remained static over the last five years
- This data provides further evidence that the ability to recruit the first participant within 30 days does not appear to be an early indicator of overall recruitment performance, as originally thought
- The median number of days it takes to achieve first participant recruited is now 20 days
- In a comparative measure, the NIHR CRN supported the recruitment of 17 Global first patients and 10 European first patients in 2014/15, which provides a clear demonstration of the ability of the NIHR CRN to deliver rapid study set-up
- The expansion of the NIHR 70 day benchmark to all NHS Partner organisations has reinforced the importance of timely study set up and participant recruitment

Actions to improve/ maintain performance

- Access and use of various tools provided via the NIHR CRN resource centre to facilitate site set up plus the implementation of the NIHR CRN Study Support Service will support more efficient patient recruitment across all Specialty areas and LCRN regions

High Level Objective 5B

Proportion of non-commercial studies achieving first participant recruited within 30 calendar days of NHS permission being issued



Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
50%	80%	30%	Red

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
47%	48%	50%	52%	49%	↓ 3%

Annual comparison of percentage achieved

2010/11	2011/12	2012/13	2013/14	2014/15
36%	↓ 32%	↓ 36%	↑ 44%	↑ 50%

Annual performance commentary

- There has been a performance improvement against this objective for 2014/15 (to 50%), although annual performance has remained relatively static over the last five years
- This data provides further evidence that the ability to recruit the first participant within 30 days does not appear to be an early indicator of overall recruitment performance, as originally thought
- The median number of days it takes to achieve first participant recruited is now 31 days

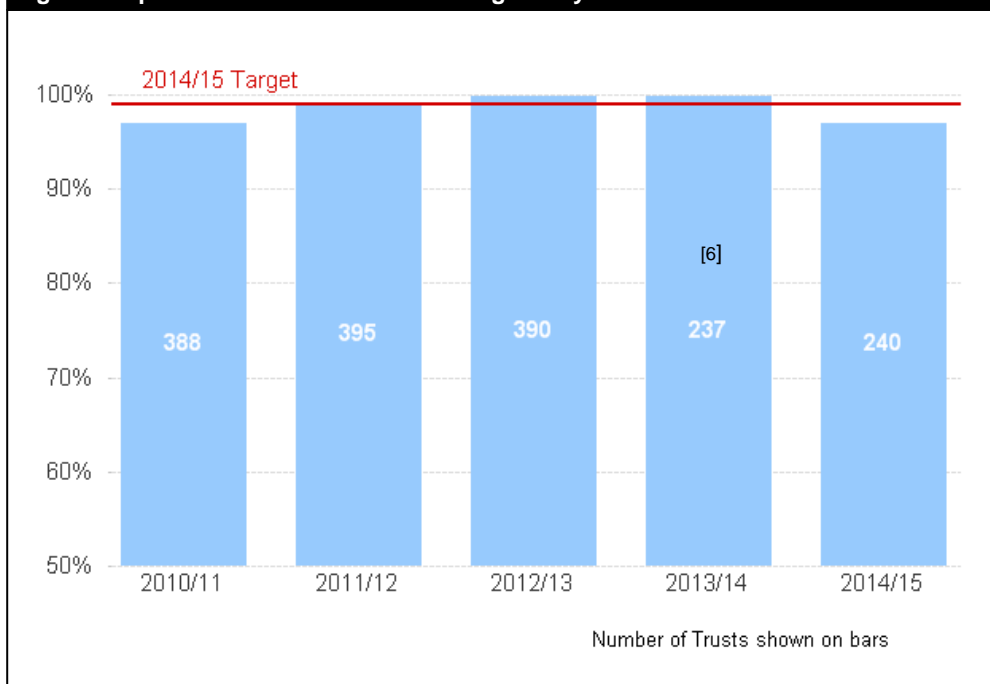
Actions to improve/ maintain performance

- LCRNs are being encouraged and supported to pursue earlier interaction with Clinical Trials Units, study teams and local investigators during the development of study protocols and grant applications, in order to mitigate risks to effective study set-up. This will be further supported by the National Study Assessment as part of the NIHR CRN Study Support Service.
- The approach to study start up being proposed through the NIHR CRN Study Support Service should also support improvements in this objective. We have identified best practice approaches by high performing LCRNs and sharing this across the networks.
- Network intelligence suggests that study teams have prioritised study delivery to time and target over this particular objective. Reinforcement of the importance of delivery to this objective and active performance management will continue in 2015/16.

High Level Objective 6A

Proportion of NHS Trusts recruiting each year into NIHR CRN Portfolio studies

Fig 21: Proportion of NHS Trusts recruiting each year into NIHR CRN Portfolio studies



Annual Performance Commentary

- 98% of NHS Trusts recruited into NIHR CRN Portfolio studies during the course of 2014/15
- All of the 11 non-recruiting NHS Trusts were either Community Care or Ambulance Trusts, which have traditionally lower levels of activity and research opportunities available in which to participate
- This continued high level of engagement in research by NHS Trusts reflects the success of the LCRNs working collaboratively with Partner organisations and supporting those that have been traditionally less research active

Actions to improve/ maintain performance

- The NIHR CRN's national Specialty Objectives have been refreshed for 2015/16. The new objectives include a clear focus on increasing the breadth of research engagement in the NHS, to support the delivery of HLO 6. All 15 LCRNs have submitted plans for their 2015/16 contribution to the national Specialty Objectives.
- LCRNs, through their Partnership Group, are continuing to work collaboratively to ensure inclusivity of all NHS organisations within their region in research
- LCRN focus continues on the NHS Trusts which have not recruited in 2014/15, to support and promote opportunities for engagement in research in these organisations

Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
98%	99%	1%	Amber

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
100%	98%	97%	97%	98%	↑ 1%

Annual comparison of percentage achieved

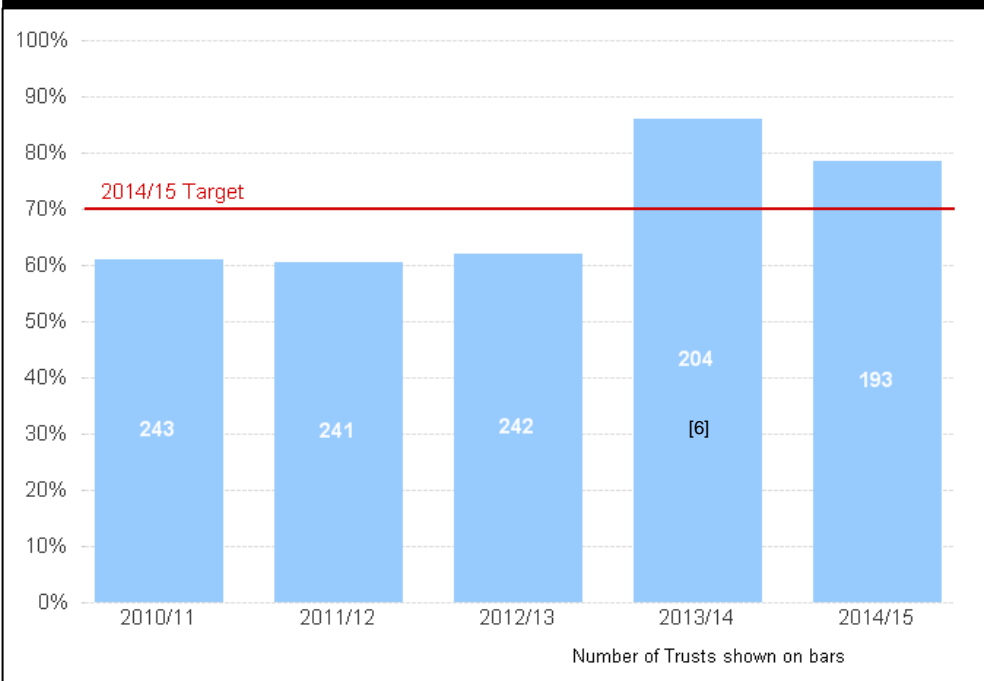
2010/11	2011/12	2012/13	2013/14	2014/15
97%	↑ 99%	→ 99%	↑ 100%	↓ 98%

[6] As of Quarter 4 2013/14, NHS Primary Care Trusts were not included in this metric

High Level Objective 6B

Proportion of NHS Trusts recruiting each year into NIHR CRN Portfolio commercial contract studies

Fig 22: Proportion of NHS Trusts recruiting each year into NIHR CRN Portfolio commercial contract studies



Annual performance commentary

- 78% of NHS Trusts recruited to commercial contract studies in 2014/15
- While the data shows a slight reduction in the number of NHS Trusts involved in commercial research in 2014/15, there has been an increase in the number of new studies supported by the NIHR CRN. Although through the site intelligence service we can see that companies are establishing relationships with NHS Trusts through the NIHR CRN feasibility services and returning to these NHS providers with future studies, based on previous successful delivery and positive working relationships. Commercial sponsors and CROs are continuing to demonstrate an increased willingness to place studies at NHS Trust sites that were previously unknown to them or naïve to commercial contract research, evidenced by increases in site identification requests.

Actions to improve/ maintain performance

- Feedback received from LCRNs highlights difficulties with maintaining research team/PI engagement in NIHR CRN site identification services in the absence of feedback from Sponsors on non-selection of sites. Work is ongoing to reiterate the importance of Customer feedback to sites.
- The NIHR CRN site identification service supports both companies and NHS Trusts by providing a concise way of presenting a large number of interested investigators and NHS sites to Industry. This promotes the use of new sites and increases NHS participation in commercial contract research.
- Work is ongoing with the Research & Development Forum as a key stakeholder group to support regional promotion and awareness of commercial research

Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
78%	70%	8%	

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
86%	84%	82%	81%	78%	↓ 3%

Annual comparison of percentage achieved

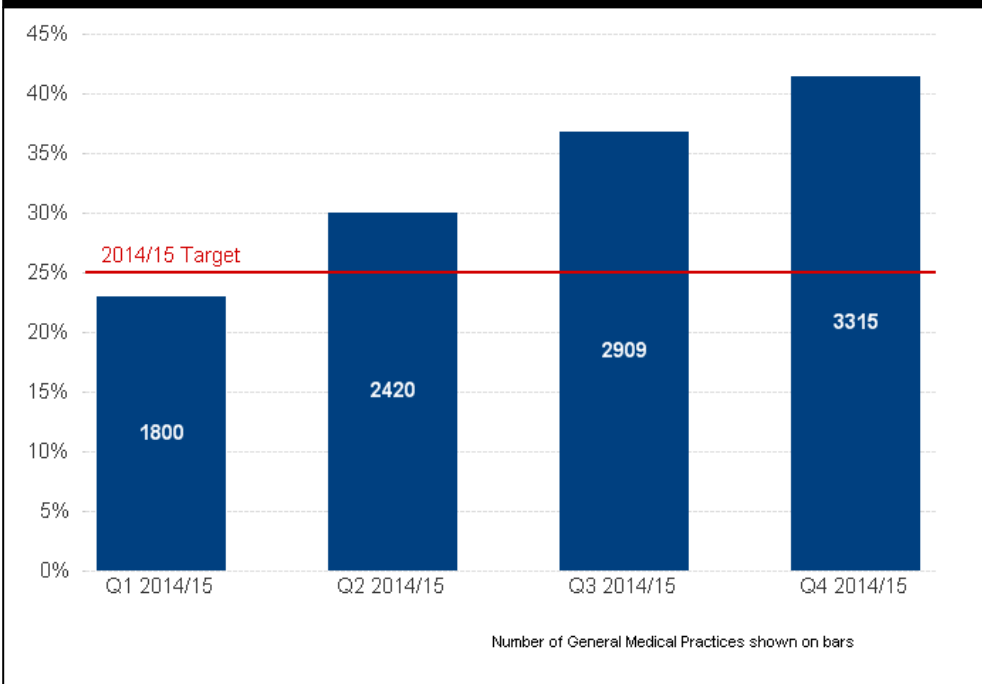
2010/11	2011/12	2012/13	2013/14	2014/15
61%	61%	62%	86%	78%

[6] As of Quarter 4 2013/14, NHS Primary Care Trusts were not included in this metric

High Level Objective 6C

Proportion of General Medical Practices recruiting each year into NIHR CRN Portfolio studies

Fig 23: Proportion of General Medical Practices recruiting each year into NIHR CRN Portfolio studies



Annual outcome against 2014/15 target

Total achieved	Target	Variance	RAG rating
41%	25%	16%	Green

Quarterly comparison

Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
23%	30%	37%	41%	↑ 4%

Annual comparison of percentage achieved

2014/15
41%

Annual performance commentary

- Performance against HLO 6C has significantly exceeded the target, with 41% of all General Medical Practices in England recruiting participants into NIHR CRN Portfolio studies in 2014/15 (annual target of 25%)
- 2.4% (193 practices) recruited participants into commercial contract studies, demonstrating the significant opportunity for the life sciences industry to conduct research in a primary care setting
- The figure underestimates the overall contribution of research activity by General Medical Practices as it does not include those sites which identify patients for referral into studies being delivered elsewhere, nor does it reflect the number of sites supporting studies providing follow-up activities

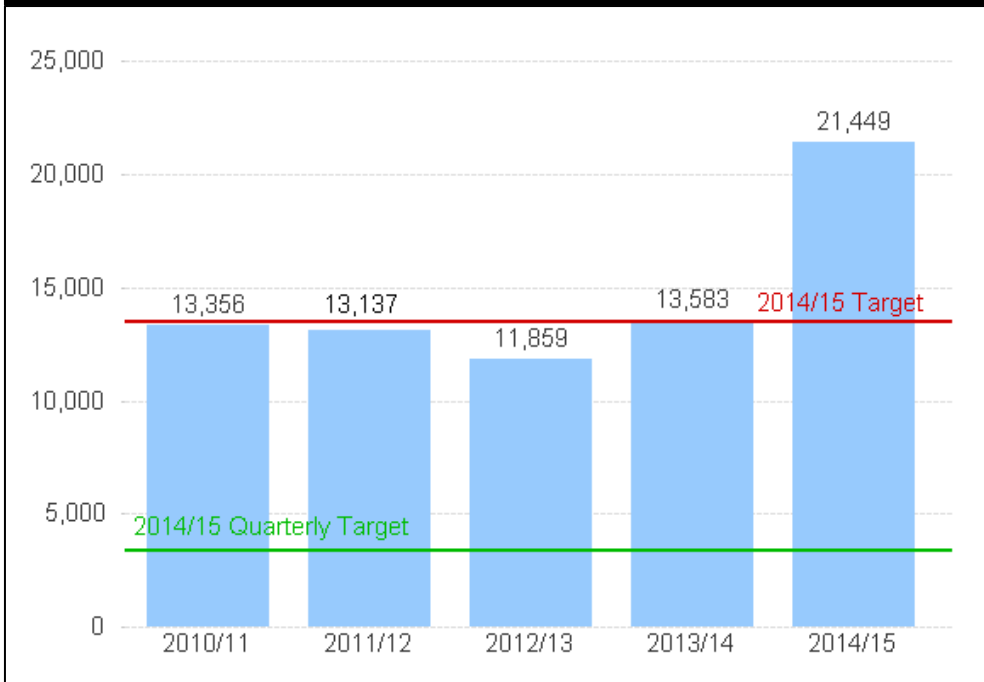
Actions to improve/ maintain performance

- New developments in General Medical Practice organisation offer potential to structure research delivery in simplified ways. Models of working with Federations and integrated care arrangements are being developed.
- NIHR CRN has the unique capability to invite General Medical Practices across England to participate in such studies and thus increase opportunities and the number of patients who can access research studies

High Level Objective 7

Number of participants recruited into Dementias and Neurodegeneration (DeNDRoN) studies on the NIHR CRN Portfolio

Fig 24: Number of participants recruited into DeNDRoN studies on the NIHR CRN Portfolio



Annual outcome against annual 2014/15 target

Total achieved	Target	Variance	RAG rating
21,449	13,500	7,949	Green

Quarterly comparison

Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Variance from last quarter
3,746	4,350	4,492	5,881	6,726	↑ 845

Annual comparison of total achieved

2010/11	2011/12	2012/13	2013/14	2014/15
13,356	13,137	11,859	13,583	21,449

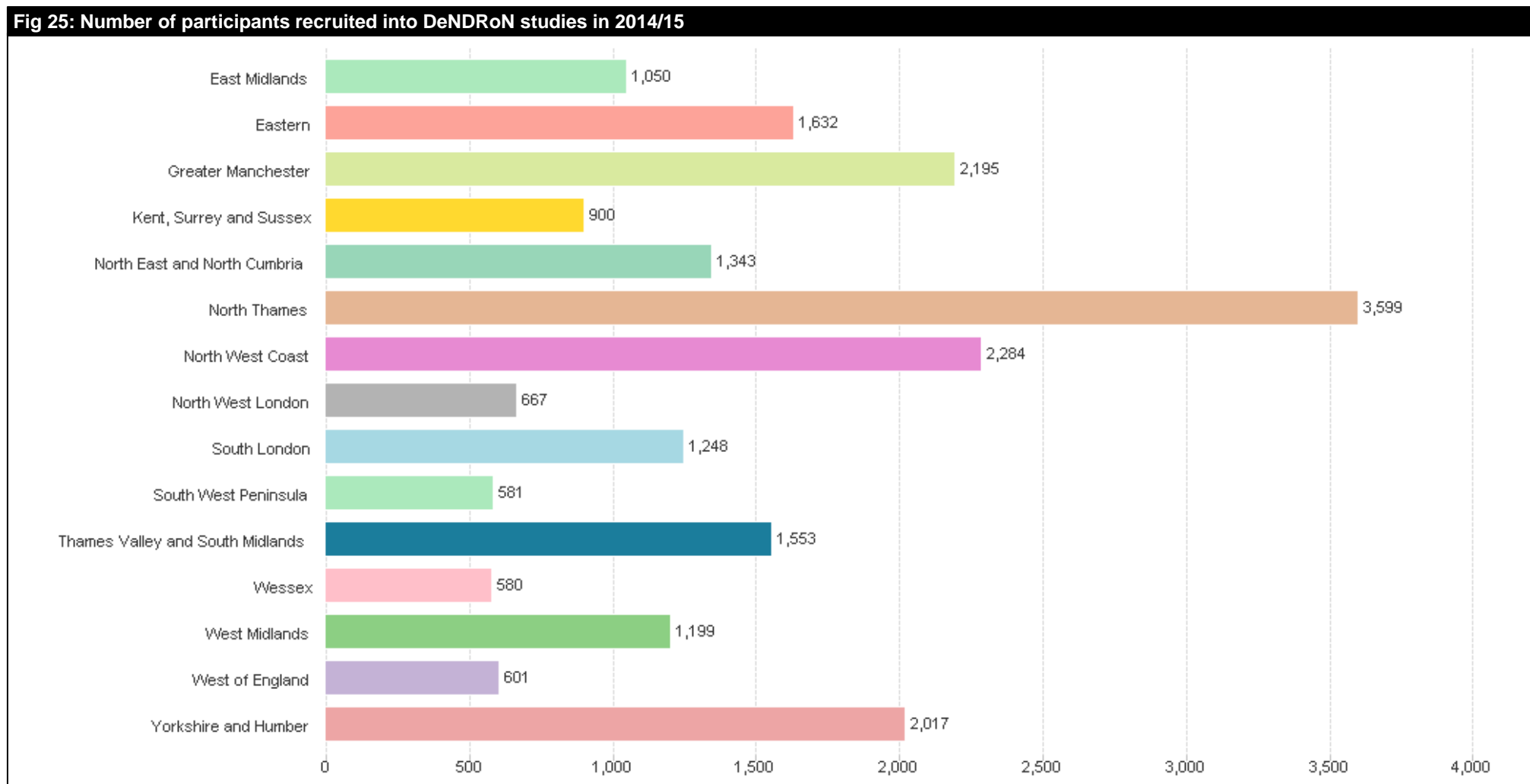
Annual performance commentary

- Research opportunities and associated performance in Dementias and Neurodegeneration were marked this year
 - 21,449 participants were recruited into DeNDRoN studies; a 58% increase in recruitment compared to 2013/14
 - 202 studies were open to recruitment in 2014/15 compared to 182 studies in 2013/14, an 11% increase
- In addition, 3,171 participants were recruited during 2014/15 to studies co-supported by the DeNDRoN Specialty. This means a study may be recruiting participants with Dementias and Neurodegeneration but is principally managed by another Specialty.

Actions to improve/ maintain performance

- Join Dementia Research (JDR) was launched in 2014/15. At the end of the 2014/15 year 33 studies on the NIHR CRN Portfolio were available for recruitment via JDR and 5,604 volunteers had signed up to JDR. All LCRNs have studies open on JDR for recruitment.
- Continued focus on active performance management of the DeNDRoN Portfolio

High Level Objective 7: Supporting information



5. APPENDIX

Table 3 – NIHR CRN High Level Objectives

Objective		Measure	2014/15 Target
1	Increase the number of participants recruited into NIHR CRN Portfolio studies	Number of participants recruited in a reporting year into NIHR CRN Portfolio studies	650,000
2	Increase the proportion of studies in the NIHR CRN Portfolio delivering to recruitment target and time	A: Proportion of commercial contract studies achieving or surpassing their recruitment target during their planned recruitment period, at confirmed Network sites	80%
		B: Proportion of non-commercial studies achieving or surpassing their recruitment target during their planned recruitment period	80%
3	Increase the number of commercial contract studies delivered through the NIHR CRN	A: Number of new commercial contract studies entering the NIHR CRN Portfolio	600
		B: Number of new commercial contract studies entering the NIHR CRN Portfolio as a percentage of the total commercial MHRA CTA approvals for Phase II–IV studies	75%
4	Reduce the time taken for eligible studies to achieve NHS Permission through CSP	Proportion of eligible studies obtaining all NHS Permissions within 40 calendar days (from receipt of a valid complete application by NIHR CRN)	80%
5	Reduce the time taken to recruit first participant into NIHR CRN Portfolio studies	A: Proportion of commercial contract studies achieving first participant recruited within 30 calendar days of NHS Permission being issued or First Network Site Initiation Visit, at confirmed Network sites	80%
		B: Proportion of non-commercial studies achieving first participant recruited within 30 calendar days of NHS Permission being issued	80%
6	Increase NHS participation in NIHR CRN Portfolio Studies	A: Proportion of NHS Trusts recruiting each year into NIHR CRN Portfolio studies	99%
		B: Proportion of NHS Trusts recruiting each year into NIHR CRN Portfolio commercial contract studies	70%
		C: Proportion of General Medical Practices recruiting each year into NIHR CRN Portfolio studies	25%
7	Increase the number of participants recruited into Dementias and Neurodegeneration (DeNDRoN) studies on the NIHR CRN Portfolio	Number of participants recruited into Dementias and Neurodegeneration (DeNDRoN) studies on the NIHR CRN Portfolio	13,500

Key to performance indicators

The following performance indicators have been used in this report:

Red/Amber/Green (RAG) ratings

The RAG thresholds used throughout the report are:

Red: less than 90% of the annual performance target

Amber: 90% or more of the annual performance target but less than 100% of the annual performance target

Green: 100% or more of the annual performance target

Direction of travel arrows

Arrows are used in the report to illustrate trends in performance across quarters and years. The arrows used are:

↑ there is a positive trend in performance

↓ there is a negative trend in performance

→ performance from the previous period has been maintained at the same level

A RAG colour is also applied to the arrows. This is based on performance against the annual performance target. For instance, a red upward arrow (↑) illustrates that there is a positive trend in performance since the previous period, but that performance is less than 90% of the annual performance target.

Table 4: NIHR CRN Database Cut Schedule

NIHR CRN Database Cut Schedule	
Data Period	Database Cut
2009/10 – Year data finalised	30 June 2010
2010/11 – Year data finalised	30 June 2011
2011/12 – Year data finalised	30 June 2012
2012/13 – Year data finalised	26 April 2013
2013/14 – Year data finalised	25 April 2014
Q1 2014/15	25 July 2014
Q2 2014/15	24 October 2014
Q3 2014/15	23 January 2015
Q4 2014/15	24 April 2015
Full year 2014/15 – year data finalised	24 April 2015

