



Oxford Joint Research Office

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GLOSSARY

OU Oxford University

OH Oxford Health NHS Foundation Trust

NIHR National Institute of Health and Care Research

OBU Oxford Brookes University

OUH Oxford University Hospitals NHS Foundation Trust

BRC Biomedical Research Centre
CRF Clinical Research Facility

Acknowledgement: John Cairns, University of Oxford photograph p 3

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The JRO is a partnership which brings together the teams in Oxford's two Universities and two NHS Trusts responsible for supporting clinical and other healthcare-related research. Originally established in 2011 as a partnership between the University of Oxford (OU) and Oxford University Hospitals NHS Foundation Trust (OUH), the JRO expanded in 2022 to include Oxford Health NHS Foundation Trust (OH) and Oxford Brookes University (OBU).

The world-leading clinical and healthcare-related research conducted by these four organisations combines clinical and academic expertise with state-of-the-art facilities and is dependent on the provision of effective support services to translate discovery into patient benefit. The main aim of the JRO is to facilitate the delivery of the partners' research by promoting and facilitating greater collaborative working across and between the partner organisations, for the benefit of the people they serve.

Many of the JRO partner organisations' research studies involve at least one of the other partner organisations, so there are significant opportunities to add value by ensuring efficient and aligned processes. Similarly, participants may be involved in studies led by any or all of the four organisations and so consistent processes may lead to improved engagement. The JRO provides a forum and a structure to bring together representatives of the partners' research support teams to realise these benefits for mutual advantage. Additional benefits of the JRO include economies of scale for training of staff and having a single voice to represent the collective views of all four partners to national bodies and as part of national consultations.

The JRO's specialist teams provide expert research support across a broad spectrum of areas throughout the study life cycle. These include grant applications and pre-set up activities (including sponsorship), through to contract and commercialisation expertise, communications and study closure. The combined efforts of the JRO's teams have underpinned the successes of the NIHR Oxford Biomedical Research Centre (BRC) for over a decade, and now play a similar role with the NIHR Oxford Health BRC, the NIHR Oxford Cognitive Health CRF and the newly established NIHR Oxford CRF. This booklet provides a brief introduction to each of the JRO teams.

The development of the Oxford JRO has been backed at the highest level in each organisation and by the Board of the Oxford Academic Health Partners (OAHP), of which all four organisations are founding members. The JRO is accountable to and supported by the Joint Research and Development Committee (JRDC). The JRDC is a formally constituted committee within the OU/OUH Joint Working Agreement, executed in 2011, whose members now include representatives from OH and OBU.

The JRO Co-Leads (one for each of the partner organisation – see below) chair bi-monthly JRO Heads of Teams strategic meetings to oversee the identification and development of specific joint activities; to share intelligence about external developments which may impact on the JRO; and to consider any issues or proposals relating to joint working between the JRO teams.

The JRO teams work in a hybrid model, with each having an office base in one of several locations in Oxford; at Boundary Brook House on the Old Road Campus, 5 Worcester Street in central Oxford, the John Radcliffe Hospital, the Warneford Hospital and Oxford Brookes University's main campus (all in Headington), as well as OUH Cowley in Unipart House. Most JRO business is therefore conducted virtually, but opportunities exist for staff to work across sites.

JRO Co-Leads:

For OU:

Carly Banner

Assistant Director (Research Funding and Contracts)

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For OBU:

Foteini Mavrommati and Zoe Davey

Interim Co-Leads

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For OH:

Martin Batty

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For OUH:

Chris Bray

Head of Research & Development Operations

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Research Funding & Contracts



The Research Services Research Funding & Contracts Team (RF&C) provides comprehensive support to researchers in the OU's academic departments relating to research funding and contracts activities across our four sub-teams. The Team is based in 5 Worcester Street in the centre of Oxford.

The **Research Funding Team** provides expert specialist support for research grant application preparation, submission, acceptance, and for some sponsors, post award activity. The team provides guidance and insight to members of OU at research funding application stage; liaises with external funders; reviews and approves research grant applications; manages offers of research grant funding; and facilitates and manages elements of post award sponsor requirements including for grant amendments. The team also supports some of the key underpinning systems used to manage and report on research activities across OU.

The **Research Contracts Team** is responsible for the review, drafting, negotiation and signature of research related agreements in support of OU's research activities. This includes working with other Universities, NHS trusts, government agencies, business partners (including providing specific support to OU's Business Partnerships team), charities, NGOs and other external parties worldwide to facilitate research and ensure agreements are appropriate and consistent with OU's policies and academic mission. The team's work covers all research related agreements (from CDAs through to clinical trial agreements) working closely with our researchers, departments and colleagues across Research Services and the JRO.

The **Strategic Research Development Team** (SRD) plays an important role in identifying opportunities and brokering collaborations in OU and beyond. This role centres around large-scale research initiatives, providing dedicated support for the development, submission and set up of strategic research proposals for external funders (public, corporate, and charitable). Crucially, the SRD Team also supports the development of strong internal investment propositions to the Oxford University Strategic Research Fund.

The RF&C team also includes an **Assurance and Trusted Research Team**, working closely with our Finance Division, OU departments and researchers to support both University and Funder requirements around due diligence, and providing expert support relating to Export Control, Trusted Research and compliance with NSI and other key legislation.

RF&C is part of Research Services, which serves the whole of the University of Oxford and is based in Oxford city centre. The RF&C team has a close working relationship with other departments in the JRO to ensure responsible conduct of research and compliance with regulatory and sponsor specific requirements.

Team Contact:

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Research Governance, Ethics and Assurance



The OU Research Governance, Ethics & Assurance (RGEA) team is based in Boundary Brook House in Headington. The various sub-groups within RGEA and their functions are described below.

The **Human Tissue Governance group** is tasked with overseeing the governance arrangements in place, primarily for the Medical Sciences Division, to ensure compliance with the Human Tissue Act (2004) and HTA standards.

The **Operations and Training group** handles RGEA'S operational requirements in addition to providing administrative support to the team, supporting the JRO's training activities, working closely with Research Services' Administration & Finance Team, and being the first point of contact for researchers to support them in fulfilling requirements for sponsorship.

The **Risk and Insurance group** ensures that all OU's research activity has the required insurance policies in place to cover both the participants and the University in the event of a claim. Work covers studies both in the UK and abroad for both new studies and amendments to existing studies.

The **Regulatory and Quality Assurance group** has two functions: the regulatory support part of the group handles the review activity for studies requesting sponsorship by OU that require regulatory submission to the MHRA including CTIMPs and medical device investigations under the UK regulations, and any amendments to trials of these two types. This group also provides a monitoring service to a subset of trials sponsored by the University. The QA part of the group is responsible for sponsorship oversight of regulatory trials, conducting audits and maintaining the quality management system for RGEA.

The **Sponsorship and Ethics group** has two functions: the sponsorship part of the group handles all OU's sponsorship review and oversight activity for clinical research that is not subject to the UK clinical or medical device trials regulations but still requires NHS Research Ethics Committee and/or HRA approval. The ethics part of the group supports three university research ethics committees, reviewing research projects involving human participants, human tissue and/or personal data that do not require submission to an NHS REC.

Team Contact:

Heather House

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Intellectual Property (IP) and Research Contracts

The OUH's IP and Research Contracts Team provides dedicated support to draft, review, negotiate and finalise research and intellectual property related contracts on behalf of OUH in accordance with OUH policies. It also provides support for the submission of research grants. The team oversees the protection and exploitation of intellectual property arising within or involving the OUH. It assists in commercialisation, creating spinouts, and negotiating royalty, revenue and assignment agreements. The team also advises on the contractual elements of data sharing.

The team works in conjunction with OUH Investigators, research teams, the OUH Research and Development (R&D) Governance team, R&D Finance Team, Business Partnerships Office, Information Governance and Legal Services. The team works closely with the OU's Funding and Contracts Team and Oxford University Innovation Ltd. The team also assists OH.

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Research and Development (R&D) Finance

The R&D Finance team provides pre and post award financial support to researchers undertaking or applying to undertake research activity within the OUH. The team manages more than £55m of R&D funding annually for OUH.

R&D Finance includes three main areas.

Pre award. The Costing team is responsible for the accurate and timely costing of research grants and studies (both commercial and non-commercial), ensuring that the costs to the NHS are identified and funded appropriately. The NHS finances contained in applications to external funding bodies are approved before submission, and letters of support are provided as appropriate. The team liaise with research teams across the OUH and OU and negotiate funding for commercial studies across all clinical areas of OUH.

Post award. The Study Finance team provides comprehensive post award financial management support to researchers to manage all income and payments relating to research projects in line with contract agreements.

The **Management Accounts** team provides ongoing financial support in the management of funding streams from NIHR including the NIHR funding awarded to the NIHR Oxford Biomedical Research Centre, the NIHR Oxford CRF, and the Local Clinical Research Network. The team ensures that the funds awarded are managed effectively in line with the original award, and that all reporting requirements are met over the lifetime of the award.

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Research and Development (R&D) Governance

The R&D Governance team's role is to ensure that research, which is using OUH resources, including NHS patients and staff, is compliant with the relevant regulations (e.g. Data Protection Act); Clinical Research Principles (e.g. Good Clinical Practice (GCP) and UK Policy Framework for Health and Social Care Research) and that relevant approvals are in place (e.g. Research Ethics Committee Approval, Medicines and Healthcare products Regulatory Authority and Health Research Authority).

The R&D Governance team provides support throughout the research journey from acting as Sponsor on behalf of OUH; providing pharmacovigilance function for sponsored and hosted studies; providing confirmation of capability and capacity/local Trust Management Approval and providing GCP and other training.

Ongoing oversight is maintained through collection of recruitment figures, progress reports and safety data, and through monitoring and audit activities. The R&D Governance Team has a particularly close and longstanding working relationship with OU's Research Governance, Ethics and Assurance (RGEA) team.

Team Contact:

Shahista Hussain

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Research and Development (R&D) Information Systems

The Information Systems team is responsible for the development and support of the Studyline project and portfolio management system.

Studyline manages the project setup and approval processes and is used by Sponsors, University Research Services teams, NHS sites, R&D teams, funders and review bodies. It connects with Siteline which is used by study teams to manage participant recruitment and ongoing study visits. Siteline and Studyline can be deployed separately, but acting together, they can form an NIHR Clinical Research Network's Local Portfolio System (LPMS) which interfaces with the NIHR's Central Portfolio Management System (CPMS).

The Information Systems team works with the JRO partner organisations to ensure that Studyline is developed continuously to meet their needs and remains important software for managing the JRO workload.

Using the data captured in Studyline and its connected systems, we provide a data management service to support JRO management and performance reporting.

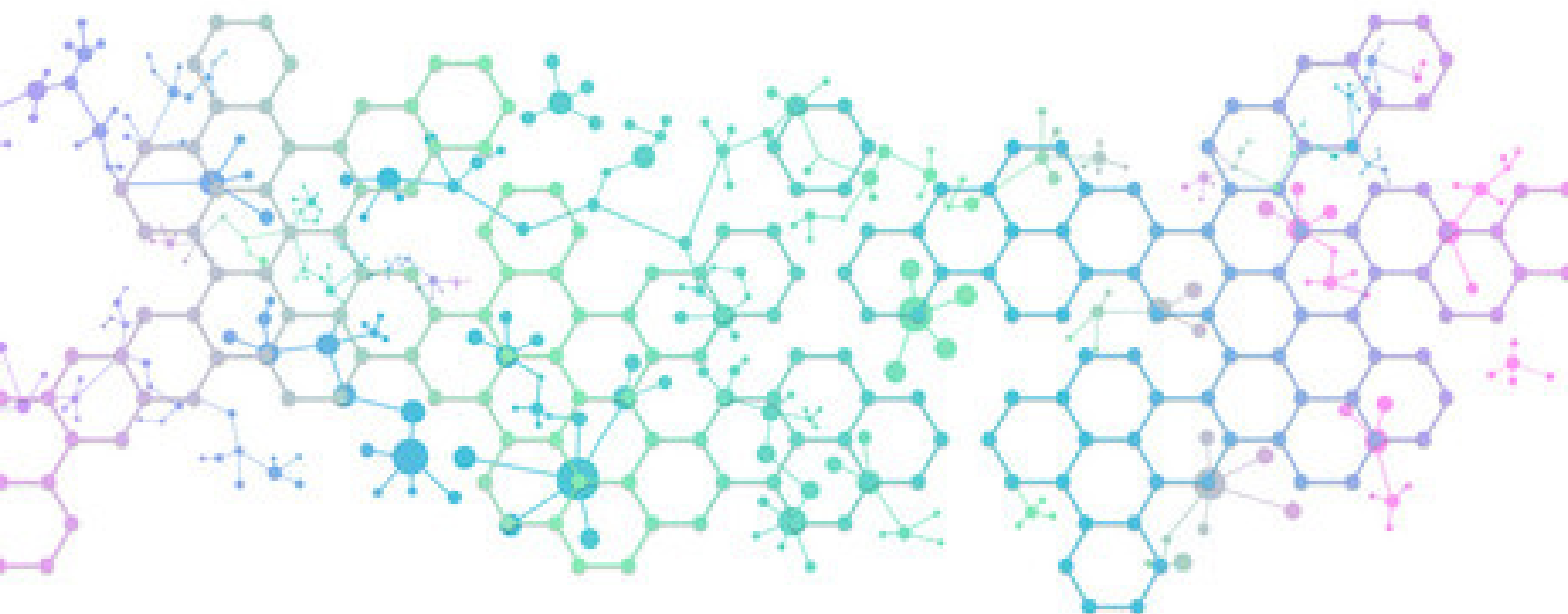
We support Studyline as an LPMS at our partner NHS Trusts across the NIHR Thames Valley and South Midlands Local Clinical Research Network. Further afield, we work with OU's Overseas Clinical Trials Units so that they can use Studyline to help manage their research operations.

Team Contact:

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Business Partnerships Office

The principal role of the Business Partnerships Office is to promote joint working between businesses and OU and the BRC partnerships between the OU and OH and the OUH. We facilitate collaborations via a variety of models: from clinical trials to fundamental research and with a range of partners, from multi-national pharmaceutical companies to smaller biotech and medical device industries. As well as working to identify and promote new opportunities, we can offer ongoing alliance management, to support our larger strategic alliances. We work closely with the other JRO teams to be able to offer industrial partners a single point of contact to identify, execute and manage collaborative partnerships.

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Translational Research Office

The Translational Research Office (TRO) provides practical support to researchers navigating the often complex pathway towards translation of their basic research, overcoming hurdles and barriers to facilitate therapeutic benefit. The Translational Research Managers liaise with investigators to support translational pathway planning; development of project strategies and applications that are attractive to translational funders; engagement with internal and external stakeholders to support the project's progression and research project management before and after funding has been secured. The TRO works closely with the other JRO teams and Oxford University Innovation Ltd to build and secure productive partnerships with internal and external partners to further advance translational projects.

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Research Contracts

The provision of legal interpretation and advice on research related contracts is outsourced to OUH but managed by the Research Governance and Support Manager.

Team Contact:

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Research Governance and Support

The Governance and Support team provides covers a comprehensive range of areas including the management and coordination of studies via the study R&D assessment process (Capacity and Capability assessment); the reporting of validated Trust performance in terms of studies running and participants recruited including national returns, Objective Key Results (OKR) and R&D internal reporting; the provision of governance advice; the review of requests for research sponsorship and providing advice on sponsorship applications before they are submitted to HRA; the granting letters of access and honorary research contracts for research purposes; the review of amendments, linking with appropriate teams: PI, study delivery, finance, pharmacy, research informatics and issuing approvals for them to be implemented within the Trust; management of the Pipeline meetings and the study set-up prioritisation meetings; contract registration and signature facilitation and the management of the data via the Studyline and Sitaline databases.

Team Contact:

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Quality Assurance (QA)

Quality assurance processes are embedded throughout the R&D department. These processes are essential to ensure that research is conducted to the highest standards, and that practice is compliant with local and national policy, regulatory requirements, and sponsor specific needs.

The Quality Assurance Manager works across the department to provide leadership in process and workforce development. This work incorporates the development, implementation, and evaluation of processes and covers all stages of the research process from early development and set up, through to study delivery and close out. The aim is to improve quality by enhancing continuity, consistency, compliance, efficiency, and safety of practice across the service.

Roles includes supporting the development and review of local policies, processes, and Standard Operating Procedures, monitoring and managing risk and practice deviations, supporting internal auditing, and working to maintain a culture of continual learning and improvement.

Working closely with the Head of R&D and team leaders across R&D, the Quality Assurance Manager also collaborates with a wide range of stakeholders, including research teams, clinicians, OU, OUH, OBU and local NIHR Infrastructure including the Clinical Research Facility, Biomedical Research Centre, and the Local Clinical Research Network.

Team Contact:

Rowena Johns

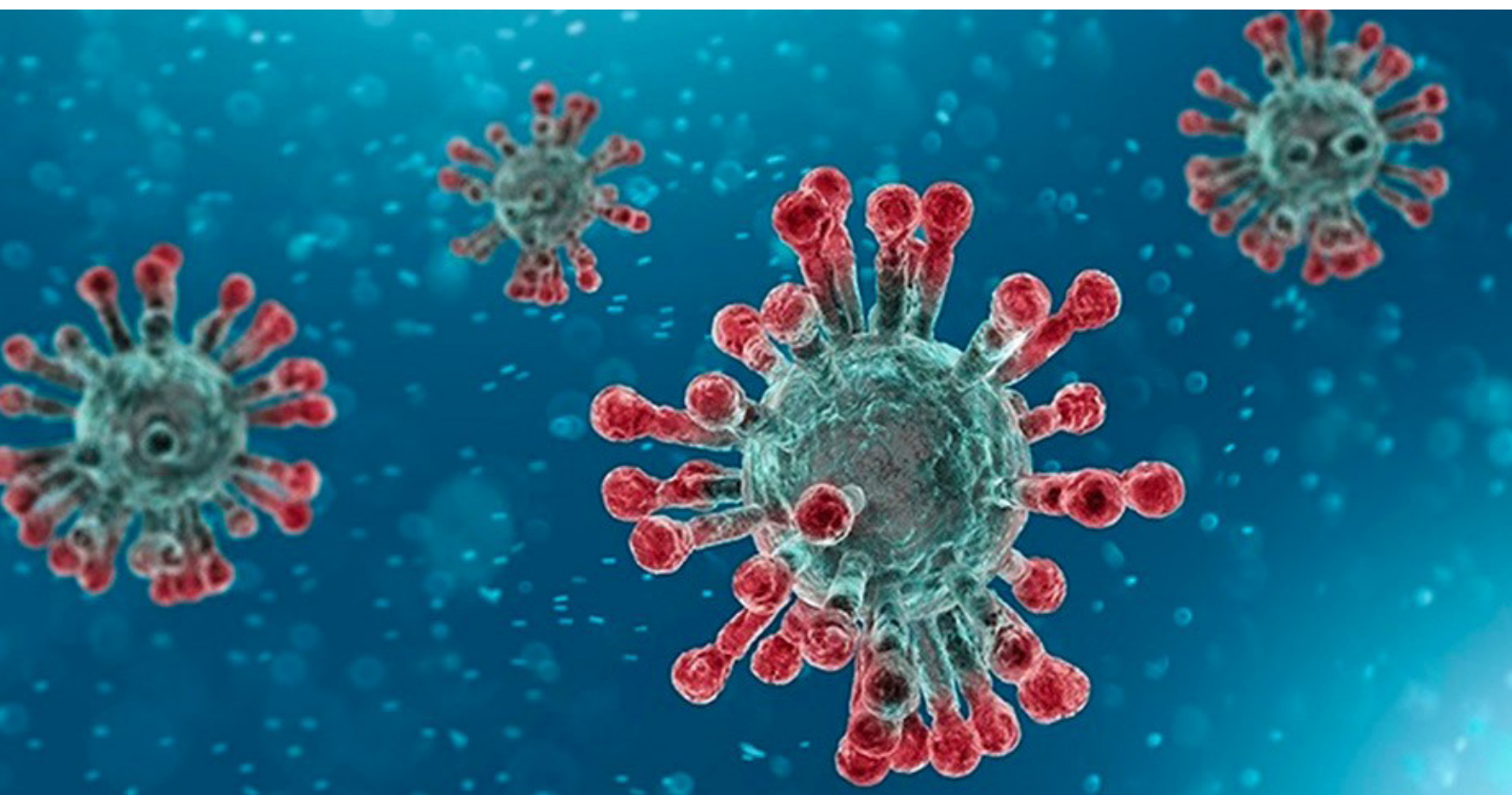
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Helen Jones

Quality Assurance Manager
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Research Informatics

The Research Informatics (RI) team provides support to clinicians and researchers working within OH to provide de-identified electronic health record datasets, using various research data analysis tools; and provides research related informatics and data security advice. The RI system analysts provide expert knowledge of electronic patient record data, via appropriate GDPR and IG compliant mechanisms, to support the assessments for the initial study feasibility, research recruitment and maximising the CRIS capability, to search pseudonymised clinical system data to support research, clinical audit, and service evaluation.

Informatics and data security: Provide advice and support for study set up, navigating the complexity of secure remote access to files and systems. Support researchers with requirements for bespoke study software and/or medical devices, in line with NHS Data Security Protection Toolkit (DSPT), Data Protection Act (DPA) and UK General Data Protection Act (UK-GDPR) regulations.

The RI team has a close working relationship with other teams both within OH's R & D team, Trust IT, including cyber and infrastructure security, Information Governance and the Caldicott Guardian, Oxford Health BRC and researchers from other academic institutions and NHS Trusts.

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NIHR Oxford Biomedical Research Centre (BRC)



Oxford University Hospitals
NHS Foundation Trust

The NIHR Oxford BRC is a partnership between OU and OUH. It brings together the clinical excellence of OUH and the academic expertise of the OU to support patient-centred research.

Biomedical Research Centres are part of the Government's initiative to improve the translation of basic scientific developments into clinical benefits. Oxford BRC was one of the first five BRCs funded by the NIHR in 2007. In December 2022 it began its fourth round of funding and will spend £89 million over the next 5 years to support healthcare research.

Team Contact:

Jennifer Anderson

Head of Operations
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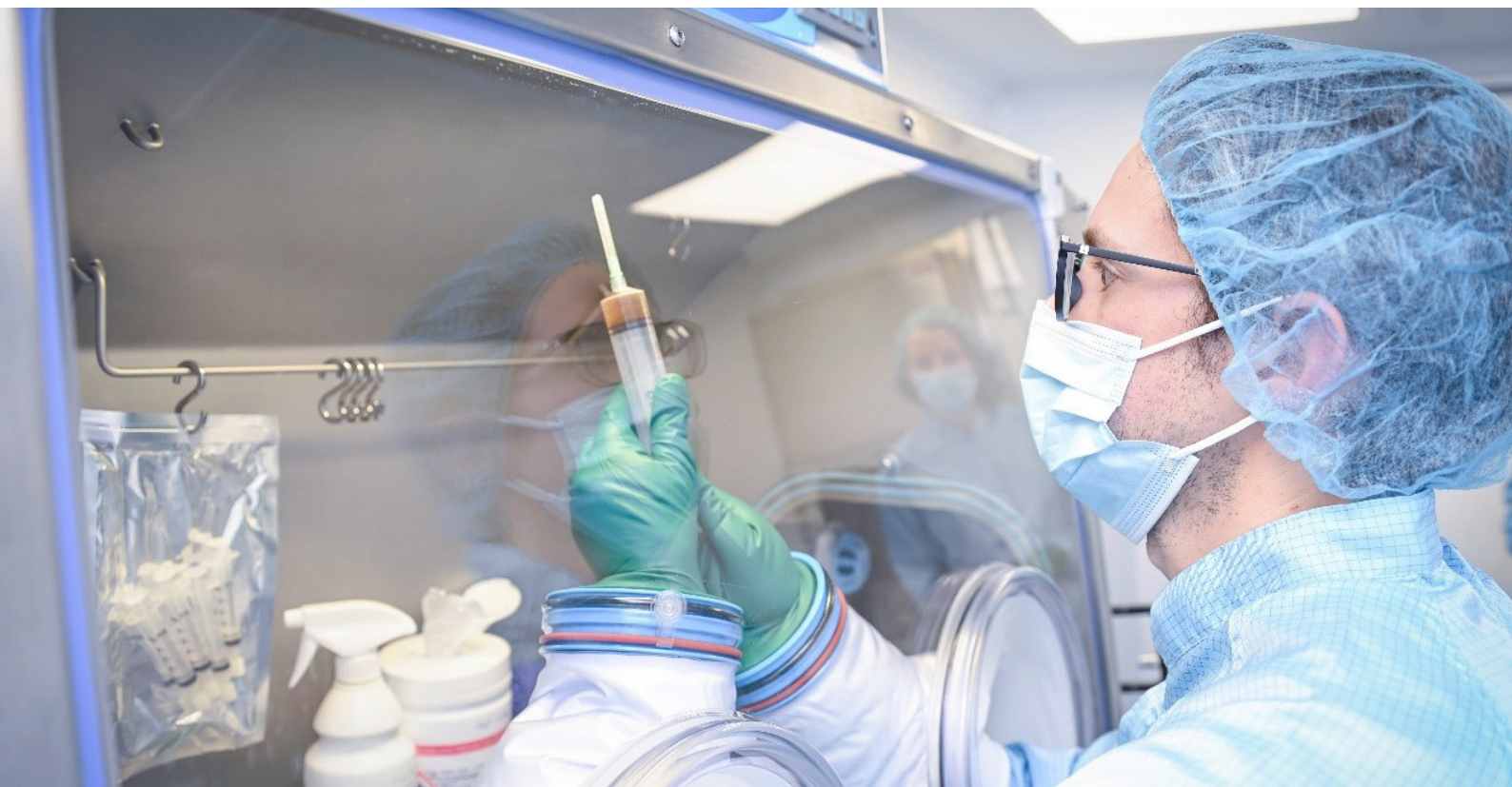
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The BRC Management team office forms part of the JRO. In addition to project and research staff funding, the BRC provides support for the JRO, its staff and its research portfolio. This includes:

- Research co-ordination and funding
- Business development
- Patient and public involvement and engagement
- Academic career development
- Media, events and communication
- NIHR research performance metrics



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NIHR Oxford Health Biomedical Research Centre (OHBRC)



In 2022 the NIHR OHBRC was awarded £35m to transform mental and brain health care across the UK and the world. This award is part of a package of funding from the NIHR and will fund 11 themes of research as part of the BRC over a five-year period starting in December 2022.

Theme areas, including depression therapeutics, mental health in development with a focus on children and young people, psychological treatments and brain technologies can now be advanced by leading scientists, clinicians and academics who are linked via a network of centres of excellence in brain health.

Team Contact:

Pamela Reid

Oxford Health BRC Strategic Partnerships Manager
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NIHR Oxford Health Clinical Research Facility (OxCRF)



Oxford University Hospitals
NHS Foundation Trust

The NIHR Oxford Clinical Research Facility (OxCRF) is a newly funded infrastructure encompassing a network of facilities working within the OUH and OU, and across all the Headington OUH sites. The OxCRF is a formal collaboration between the OU and OUH and has developed an efficient and productive way of working within both institutions. OxCRF provides support for delivery of early phase and experimental research across multiple specialities and provides a portal for continuing the translational science developed in the Oxford BRC.

The facilities include:

Experimental Medicine Clinical Research Facility (EMCRF), at the Churchill Hospital

Clinical Trials Unit (CTU), at Nuffield Orthopaedic Centre

Children's Clinical Research Facility, West Wing, John Radcliffe Hospital

The NIHR designation and funding for the OxCRF started in September 2022 and will run for 5 years.

Team Contact:

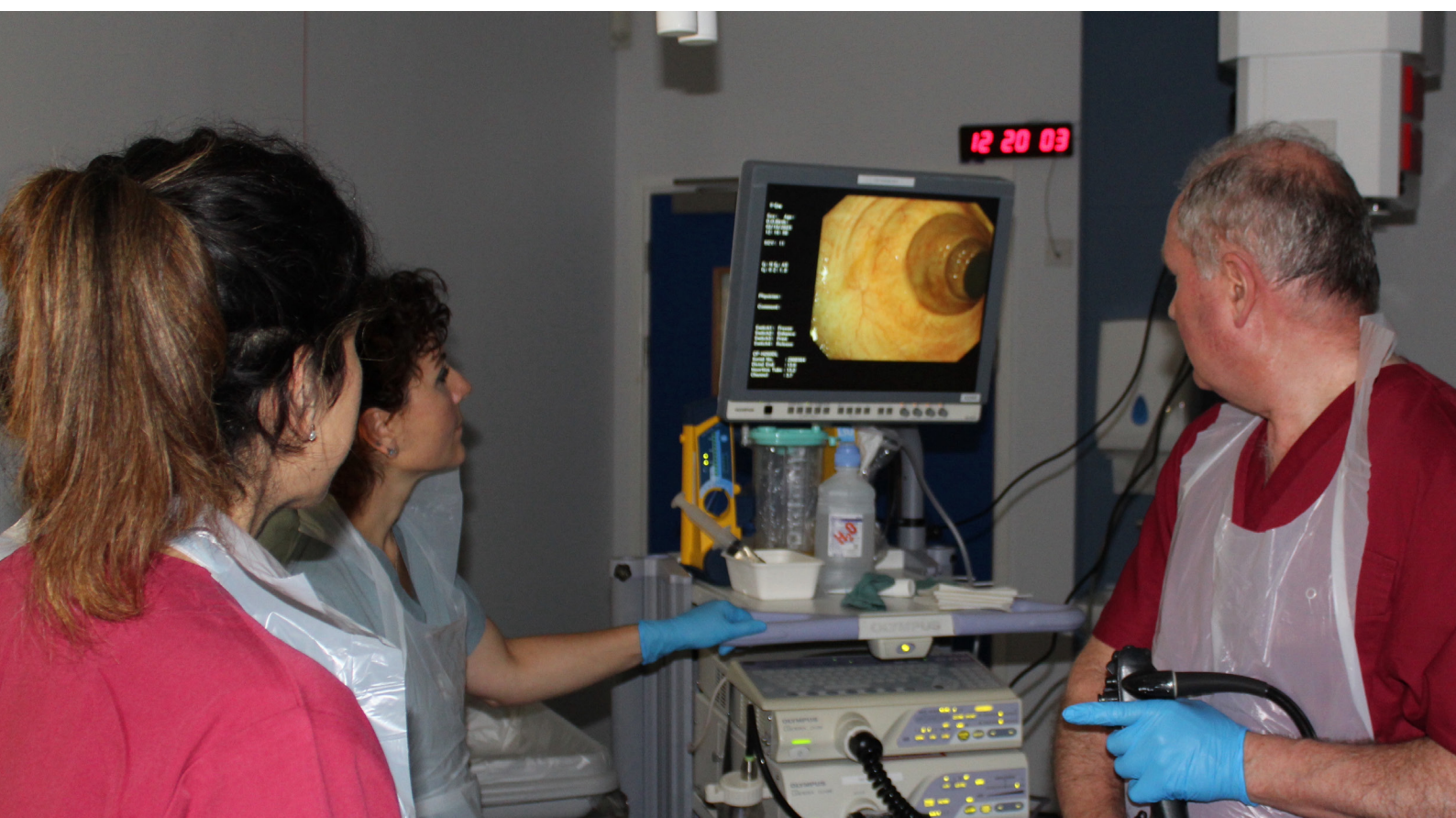
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Operational Lead

NIHR Oxford Clinical Research Facility

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NIHR Oxford Health Clinical Research Facility (OHCRF)



The NIHR Oxford Health Clinical Research Facility (OHCRF), based at the Warneford Hospital in Oxford, is the only NIHR supported CRF dedicated to mental health and is hosted by Oxford Health NHS Foundation Trust.

In partnership with the University of Oxford and alignment with OHBRC, we deliver patient-orientated non-commercial and commercial early phase experimental clinical research that has the potential to discover new ways of understanding and treating cognitive health challenges. OHCRF is dedicated to mental health research with a current focus on, but not limited to, dementia, depression, bipolar disorder, and schizophrenia.

The current award started in September 2022 and will run for 5 years.

Team Contact:

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RIE Research Support and Governance Team

The Research Support and Governance team sits within OBU's Research, Innovation and Enterprise (RIE) Directorate. The team coordinates research support for all research fields, including health and clinical research. JRO relevant areas of work include support for bids and grant applications in the pre and post award phase, costing attribution, contracts (non-CTIMPs only) and IP.

Team Contact:

Tudor Georgescu

Deputy RIE Director and Associate Director Research Support and Governance

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Health and clinical research costing (incl. SoECAT)

Ruzena Zemanova

Research Funding Administrator

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Health and life research studies contracts (excluding CTIMPs)

Kevin Henderson

Contracts Manager and Post-award Team Leader

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Intellectual property and commercialisation (incl. health and life research studies)

Edward Cole

IP and commercialisation Manager

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Finance & Legal Services

The OBU Legal & Financial Services assist with the CTIMPs contracts, collaboration custom agreements and insurance and indemnity matters.

CTIMPs contracts:

Legal Service Team

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Insurance and indemnity arrangements:

Gary Mattingley

Lead Contact

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Faculty of Health and Life Sciences (FHLS)

The Faculty has dedicated teams that support pre and post award clinical and non-clinical research (including liaison with the central university research support services such as RIE RS&G, Finance & Legal, HR and others).

Finance Team (Health and clinical studies)

Team contact:

Sian King

Head of Finance and Planning

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Research Management (non-clinical studies, pre award research and research training support)

Team contact:

Lorraine Williams

Research Manager

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Oxford Institute of Applied Health Research (OxInAHR)

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Oxford Institute of Applied Health Research (formerly known as OxINMAHR) leads on all clinical research at the OBU and FHLS. The Institute has a small, dedicated research support team jointly working with the University central professional support services. It is also principal point of contact for all JRO liaison and support activities

Team Contact:

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Zoe Davey

Life Sciences Research Ethics Officer

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NHS Sponsorship Team

(for all research where HRA approval needed and OBU acts as sponsor or co-sponsor)

Team Contact:

Olga Kozłowska

NHS Sponsorship Lead

Foteini Mavrommati

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Oxford Academic Health Partners (OAHP)



Oxford Academic Health Partners (OAHP) was formally designated as Oxford's Academic Health Science Centre (AHSC) for five years from 1 April 2020. OAHP includes two NHS Foundation Trusts (OUH and Oxford Health), two Universities (Oxford and Brookes) and Health Innovation Oxford and Thames Valley (formerly the AHSN).

OAHP seeks to drive purposeful collaboration across health and care for research and innovation regionally.

It does this by providing timely and strategic advice for the local ecosystem and supporting alignment of processes between the NHS Trusts and Universities.

OAHP also contributes to a national network of AHSCs.

The completion of an inclusive joint research office in April 2022 was an important milestone for the Partnership. The Oxford Joint Research Office will be a key contributor to Oxford's future vision for the wider campus as an international centre for multi-disciplinary and cross-sector research.

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