

# Portfolio Manager

## *Applicant Information Pack - October 2021*

Dear Applicant,

Thank you for your interest in joining our organisation as Portfolio Manager within our Research Directorate. The Health Foundation is an independent charitable foundation committed to bringing about better health and health care for people in the UK. Through giving grants to those working at the front line, to carrying out research and policy analysis, we shine a light on how to make successful change happen that is improving health and health care for the UK population.

We believe good health and health care are key to a flourishing society. Through sharing what we learn, collaborating with others and building people's skills and knowledge, we aim to make a difference and contribute to a healthier population.

Every person in the UK should have access to the same standard of health care, irrespective of their background. The coronavirus (COVID-19) pandemic has had an unprecedented impact on our national health and care services; it has also further highlighted great health inequalities across the country between wealthy and deprived areas.

Through our research, data analysis and policy insights, we are informing individuals and organisations across the health and social care system to navigate their way through the current challenges, as well as building the evidence needed to understand the longer-term implications of the pandemic on the nation's health.

This role comes at an important time for us within the Research Team, supporting us to develop and deliver a complex portfolio of research awards, commissions and partnerships aimed at building the evidence base for good health, health care and social care, as we continue to develop new, agile ways of working and implement hybrid models. This role of Portfolio Manager is pivotal to ensuring the internal operations of the team are efficient, effective and resilient whilst driving the use and development of our tools to support collaborative, connected and effective portfolio and hybrid working.

This role is highly visible across the organisation. We are therefore looking for an individual who will be comfortable advising and guiding the team and also won't shy away from being hands-on when required. Finally, as an aspiring leader, you will embrace the role of managing a small and diverse team and know what it takes to get the best out of people.

I hope, having read the information below and published on our website, that you are inspired to join our organisation. If you believe you can demonstrate the experience, skills and attributes we are looking for, I very much look forward to hearing from you.

**Anita Charlesworth**  
**Director, Research**

## The Health Foundation

We are an independent charity committed to bringing about better health and health care for people in the UK. Our aim is a healthier population, supported by high quality health care that can be equitably accessed. We learn what works to make people's lives healthier and improve the health care system. From giving grants to those working at the front line to carrying out research and policy analysis, we shine a light on how to make successful change happen.

We believe good health and health care are key to a flourishing society. Through sharing what we learn, collaborating with others and building people's skills and knowledge, we aim to make a difference and contribute to a healthier population.

You can find out more about the Health Foundation at <https://www.health.org.uk/>

The Foundation achieves its objectives through a combination of traditional grant-making activity, commissioning of research and fellowships, in-house research and data analytics, and a range of related activities to support individuals to stay well, support staff in the service to improve care and support policy-makers to make better policy decisions.

Our 2019-21 strategic plan sets out five priority areas where we want to see real change.

These are:

- Promote healthy lives for all
- Data Analytics for better health
- Supporting healthcare improvement
- Making health and care services more sustainable
- Improving national health and care policy

## Research

Research is central to the work of the Health Foundation and comprises a mix of in-house and externally awarded and commissioned programmes.

The research team is responsible for running a varied and ambitious portfolio of externally commissioned research and evaluation work, which places a strong emphasis on building the evidence base for improving people's health, understanding the quality of health and care, making health and care more sustainable, and improving health care delivery.

We aim for the research and evaluation work we commission to have wide impact on policy and practice and influence the future direction and planning of the Health Foundation's work.

## How we work

The Health Foundation has dedicated teams responsible for delivering the objectives of its five strategic priorities. The Research team works closely with each of the strategic priority teams to develop and deliver their research objectives as illustrated below:



The overarching aim of the research team is to ensure the Health Foundation funds and commissions high quality research in support of the overarching aims of the organisation, working alongside strategic priority teams and communications.

Our work also supports the broader charitable aims of the Foundation through ensuring robust processes are in place to commission impactful research programmes and curate their outputs in support of our mission.

## Research Award Programmes

We develop open call award programmes which provide funding to researchers and analysts to increase the evidence base for all our work on health and health care in the UK. Examples of this include:

- [COVID-19 Research Programme:](#)  
A grant award programme that aims to understand the impact of the pandemic on health and social care services and health inequalities.
- [Efficiency Research Programme](#)  
A programme involving research into labour productivity and workforce retention within health and social care.
- [Insight Research Programme](#)  
A range of awards designed to advance the development and use of data from national clinical audits and patient registries as a mechanism for improving health care quality.

## Evaluations and Research Commissions

We commission a range of independent evaluations and individual research projects such as the:

- Evaluation of the [Common Ambition programme](#) : To explore how effective organisational partnerships are developed and sustained, and how those partnerships can facilitate collaboration between those who use services and those who deliver them.
- Summative evaluation of the [Flow Coaching Academy programme](#) : To understand the overall impact of the programme over the last five years. This evaluation will develop and share learning about the FCA improvement approach to those participating in the programme and also for the Health Foundation and wider system stakeholders about how to scale and embed quality improvement across multiple sites and clinical pathways and settings.
- Evaluation of the [Strengthening Social Care Analytics Programme](#) To understand how our funding has supported project teams to improve the use of better analytics within social care, including what has enabled or inhibited successful implementation and effectiveness.
- [Developing The Long-Term Research Agenda](#): To develop a shared vision for the long-term social, political, economic and public health research priorities to support the UK's recovery from COVID-19 (and improve its ongoing resilience to future health shocks, equitably and sustainably).

## Strategic Partnerships

Working in collaboration across the Foundation and with other organisations, we work on large scale research initiatives to improve the quality of health and health care:

### The IMPACT (Improving Adult Care Together) Centre

The Impact Centre is a co-funded £15m venture between the Foundation and UKRI ESRC designed to support the implementation of evidence into practice in adult social care.

### THIS (The Health Improvement Studies Institute)

THIS Institute looks to develop evidence on a national scale across the NHS to improve patient care delivery. The Institute hopes to become a world-leading asset for the NHS through working with RAND Europe. The collaboration will produce practical, high quality learning, building research skills in the NHS and academia worldwide.

## Other Research Focused Activities

- We run events, webinar series, present at conferences, and publish learning reports and blogs to promote our research findings
- We offer a rapid evidence review service to colleagues across the Foundation who need to find out about what evidence is available on a particular topic. We can quickly

commission a supplier to compile the information using our Rapid Evidence Review Framework.

- Our inclusion panel is helping us change the way we support research. The research team set up the inclusion panel so that people whose views and experiences are not considered enough in planning, funding, delivering and publicising health and social care research have opportunities to influence, shape and inform these processes. The

## The Research Team

The Research team is a large and busy team, with 13.7 full time equivalent staff who work across the organisation to deliver research insights in each of the Health Foundation's strategic priorities.

A review of our team structure in 2021 identified the need for improved resource planning and strategic programme management across the team. As a result, new roles have been created to help improve planning and effective working.

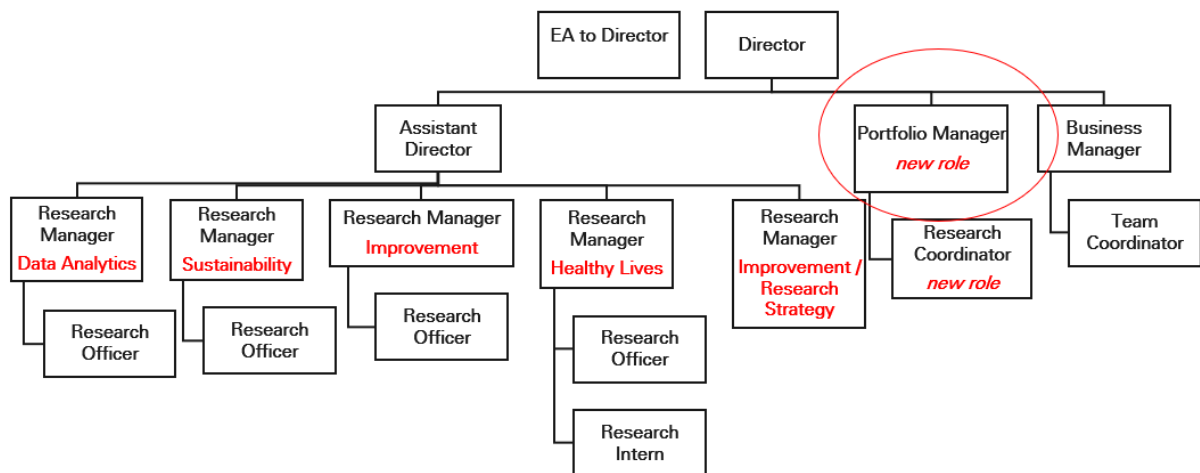
The Portfolio Manager is a new senior role which will be responsible for implementing and overseeing effective new approaches to resource management and project management on behalf of the team.

They will report to the Director of Research as part of a central resourcing hub for the team, which will also include the existing Business Manager, Team Coordinator and Research Coordinator (which is also new role in the team). They will need to work very closely with our Assistant Director of Research, who is responsible for the quality of the research programme and its impact and with our Research Managers and Officers who work with the strategic priority teams and content leads.

The Portfolio Manager will need to have the skills to work collaboratively, involving all members of the research team in the design and operationalisation of approaches that are best suited to the team's needs.

## Team Structure

RESEARCH TEAM 2021-22



## Looking ahead

In 2022, the team will be looking increase the impact of its work through greater knowledge mobilisation and curation of all our funded research, building our reputation as a fair and transparent funder, improving diversity and inclusion in all our funded work, and improving our operational processes and systems. The team will also be looking to refresh our Research Strategy and be developing a series of outputs from our work which will underpin a broader organisational strategy update.