

IRB Faculty Work Group 2023-2024

Executive Summary

The University of Oregon's Vice President for Research and Innovation AR Razdan established the Institutional Review Board (IRB) Faculty Advisory Work Group on March 13, 2023. Members included:

- T. Bettina Cornwell, Professor of Marketing, Lundquist College of Business
- John Seeley, Professor, Special Education and Clinical Sciences; Associate Dean for Research, College of Education
- Nash Unsworth, Professor, Psychology Department
- Anna Shamble (Chair), Chief of Staff and Assistant Vice President for Research and Innovation, OVPRI

The Work Group was charged with the following four tasks:

1. Based on conversation with stakeholders, develop an understanding of the IRB process at UO, and develop operational strategies and solutions for removing barriers and improving workflow and communication throughout IRB processes;
2. Identify and review current procedures/practices regarding protocols subject to IRB review to provide best-in-class service to UO researchers;
3. Research current and best practices for IRB workflow and communication methods, including steps that should be taken, if any, to manage expectations and timely process protocols;
4. Provide a set of executable and tangible recommendations to the Vice President for Research and Innovation and the Assistant Vice President for Research Integrity based on findings.

The mission of Research Compliance Services (RCS) at the University of Oregon (UO) is to foster a culture of research integrity at the UO in compliance with governmental regulations and institutional requirements through guidance, education, and technical assistance for the university research community. The staff within RCS have been instrumental in managing compliance, including the IRB, and the Work Group found many strengths regarding the RCS staff and their work. This Work Group was convened to look for improvements in procedures and practices to help the IRB process operate more effectively with a look forward to continuous quality improvement.

The Work Group first convened on April 14, 2023, to learn about the charge and discuss goals and process. The Work Group met weekly through July 28, 2023. The Work Group met with multiple UO members and external individuals for knowledge and input, including Sheryl Johnson (Director of RCS), Kayla Champaigne (Assistant Director of RCS), Chris Viggiani (Associate Vice President of Research Integrity at Oregon State University [OSU]), Bridget Watson (IRB Administrator at OSU), David

Dose (Analyst Programmer 3, Research Technology Services [RTS]), Ofuma Eze-Echesi (Senior Research and Data Analyst, OVPRI), and Jessica Price (Assistant Vice President of Research Integrity, OVPRI). The Work Group created a survey on satisfaction with RCS services which was distributed to UO faculty and staff members. Survey distribution began on June 5, 2023, and the deadline to fill out the survey was June 16, 2023.

The Work Group presented initial findings to the VPRI and AVP for Research Integrity on August 28, 2023, and had a final meeting with the VPRI, AVP for Research Integrity, and Faculty AVP for Research on November 1, 2023, before final recommendations were provided to RCS. The Faculty Work Group, RCS leadership, and Faculty AVP met during winter term of 2024 to develop actionable items based on the final recommendations. The action plan has five priority areas that reflect a phased approach to RCS's continuous quality improvement. Even though each priority area is distinct, each inter-relate and inform the other priority areas. The five priority areas are:

Priority Area 1: Operational Metrics Data & Reporting

Impact Goal: Using newly developed operational metrics and data, transparency among the research community will be increased through reporting. The project team will establish operational metrics portfolio for internal and external reporting by July 2024.

Priority Area 2: Research Compliance Service's Internal Quality Assurance

Impact Goal: RCS will maintain a continuous quality improvement (CQI) initiative using a multi-phased approach throughout 2024 that will include data-informed strategic priorities for training, education, outreach, and enhancement of resources to build rapport, increase knowledge and understanding, and facilitate expedient, compliant, and ethical human subject research (HSR) review among the UO research community.

Priority Area 3: Process & Procedure

Impact Goal: RCS will continue to review and improve processes and procedures to facilitate expedient, ethical, and compliant review of HSR.

Priority Area 4: Communication & Outreach

Impact Goal: RCS will enhance communication and outreach with the UO research community to positively impact awareness and understanding of human research protections and facilitate compliant and ethical review of HSR.

Priority Area 5: Training & Education

Impact Goal: RCS will add, enhance, and/or advertise available resources, supports, and increase training and educational supports for research community to facilitate learning community regarding human research protections. This improved training and education will increase HSR knowledge and improve protocol submission and review.

Priority Area 1: Operational Metrics Data & Reporting

Impact Goal: Using newly developed operational metrics and data, transparency among the research community will be increased through reporting. The project team will establish an operational metrics portfolio for internal and external reporting by July 2024.

Overview:

Operational metrics data and reporting priorities and timelines have been identified. A project team (RTS, RCS) is currently working on deliverables to create an operational metrics portfolio of reports for internal and external use with a target date of July 2024. Once the baseline portfolio is built, RCS will increase transparency by reporting data on RCS activity, including volume and turnaround times. RCS will further use data to explore opportunities for education, outreach, and training as well as continuous quality improvement.

The HSR Operational Metrics Data Report Project Team consists of the Director of RCS, the Assistant Director of RCS, the Director of RTS, and a lead programmer from RTS. A priority order/priority area for building base queries was established as part of the project plan. As a result of the project, a portfolio of basic operational metrics will be available for RCS to run and establish routine reports in the priority areas. These priority areas include active studies, submissions received, submissions approved, volume, turnaround time and more. The Project Team will further characterize data to explore additional detail and create visuals for reporting out to various audiences and/or for internal use.

RCS Satisfaction and Accessibility Survey: RCS hosts an online survey continuously. RCS will continue to gather and evaluate survey results. The survey gathers data from elective responders regarding all responsibility areas of RCS and includes questions about barriers, experience, tools, and resources; these data are reviewed bi-monthly by RCS leadership and will be used by RCS leadership to explore evaluate the success of the action plan. These data will also be reviewed with the HSR Advisory Committee.

Priority Area 2: Internal Quality Assurance

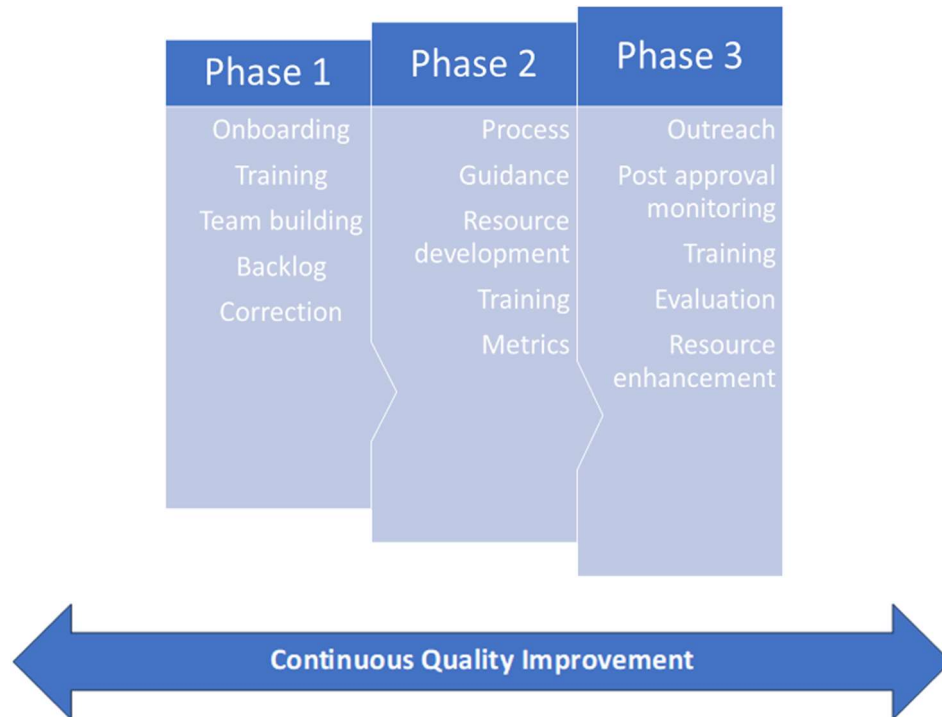
Impact Goal: RCS will maintain a continuous quality improvement (CQI) initiative using a multi-phased approach throughout 2024 that will include data-informed strategic priorities for training, education, outreach, and enhancement of resources to build rapport, increase knowledge and understanding, and facilitate expedient, compliant, and ethical human subject research (HSR) review among the UO research community.

Overview

RCS will triage submissions and whenever possible, accommodate “rush” designations. Additionally, internal quality assurance will include routine review of a sampling of revisions requested retrospectively to assess quality of revisions and ensure congruency with policy, procedures, regulations, guidance, and best practices. This monitoring will allow for targeted feedback and training amongst RCS staff.

Below is a visual of the multi-phased continuum; CQI often includes work in multiple phases at once, for example, if a new employee starts there is a need to work in phase 1 but activities in phase 3 continue. As RCS continues to work within the phases of CQI, RCS will build upon, enhance, and revise training, monitor for backlog and implement corrections, focus on process, guidance and internal resource development, use newly developed operational metrics to explore data for themes for improvement,

identify process improvement opportunities, and further training and outreach activities. Staff will have opportunities for continuing education to remain current with regulations and best practices.



Priority Area 3: Process & Procedures

Impact Goal: RCS will continue to review and improve processes and procedures to facilitate expedient, ethical, and compliant review of HSR.

Overview

RCS will review and improve processes and procedures to ensure regulatory compliance and ethical best practices in human subject research. CQI work includes exploring processes to ensure consistency and development or enhancement of internal resources to assist staff and the research community. Further, education and training as noted above will work in tandem with established processes and procedures to promote consistency and accuracy in reviews on the RCS staff/IRB side and better submissions from researchers who have a clear understanding of regulatory requirements. RCS will enhance outreach efforts which will assist in building rapport with researchers and offer transparency for the research community on processes and procedures. RCS will use metrics to explore efficiencies in processes and procedures as part of CQI. These data sources will be utilized in conjunction with feedback received from the research community (e.g., survey results, liaison input) to allow RCS leadership to identify areas where processes and procedures can be refined, simplified, or further clarified. RCS leadership will develop tools based on the reporting from priority area 1 (Operational Metrics Data & Reporting) to assess review procedures more fully for expediency, compliance, quality and clarity. Communications and outreach efforts will be evaluated to ensure they are helpful, clear, timely and provide excellent customer service.

RCS will continue to oversee operations to support IRB review (RAP administration, documentation, facilitating reviews and communications), including operationalizing two fully convened IRB meetings per month and working with IRB members who conduct IRB reviews outside of the fully convened IRB to ensure effective review of human subject research.

Priority Area 4: Communication and Outreach

Impact Goal: RCS will enhance communication and outreach with the UO research community to positively impact awareness and understanding of human research protections and facilitate compliant and ethical review of HSR.

Overview

As part of RCS's continuous quality improvement initiative there will be an increase and/or enhancement in training and outreach efforts. Enhanced or new guidance will be created and broadly available to the research community. RCS will expand and heavily advertise offerings; further, RCS will specifically target Department Grant Administrators (DGAs) by partnering with SPS to include information in SPS communications to the DGA audience. Two new entities will be developed to support effective communication and outreach. They are the HSR Advisory Committee and the Liaison Group.

HSR Advisory Committee: The HSR Advisory Committee (HRAC) will serve as a collaborative committee to discuss matters related to human subject research and will facilitate constructive feedback to be used for continuous quality improvement. Members will include an OVPRI FAVP, the RCS Director, and faculty representatives from the HSR research community (four to six members). Specifically, the committee will obtain and share stakeholder feedback, provide guidance and counsel on cross-cutting HSR issues, make recommendations and generate ideas for innovative approaches, and serve as a conduit for knowledge and constructive feedback from the research community to RCS. The HRAC will develop and administer an annual human subject research survey. The HRAC will evaluate survey results and use results to inform priority areas for exploration and action planning.

A topic for this committee to explore could be the regulatory understanding of minimal risk research to broaden and enhance understanding amongst the research community. This will include, for example, what research qualifies for exemption, what research qualifies for expedited review, and how minimal risk is determined. The committee can also explore best practices and examples from external institutions, professional human research protection organizations such as the Public Responsibility in Medicine and Research (PRIM&R), and human research protection accrediting bodies such as AAHARP.

Liaison Group: RCS will identify the primary research departments and solicit interest in identifying a staff "liaison" who will, if the unit opts to have someone participate, serve to connect RCS and researchers in the department. This individual can be a research coordinator, DGA, or a research assistant. The liaison will share resources, educational opportunities, and serve as a first point of contact to assist researchers within their department, connecting researchers with available RCS trainings, pertinent new materials, and other offerings. It is expected that a liaison will become knowledgeable about key resources available through RCS, and assist researchers with navigating complexities within human research protections. The liaison will become familiar with RCS staff and can connect them to RCS to obtain guidance. Liaisons will attend quarterly meeting hosted by RCS. The Liaison Group will provide RCS feedback about training and communication needs. RCS staff will remain available to answer specific review questions prior to protocol submission and for any requested clarifications.

Priority areas for outreach and training include, but are not limited to, IRB approval criteria, research with multiple sub-studies, expectations of the fully convened IRB review process, expectations of the expedited IRB review process, expectations of the exempt review process, advertisement of available and/or new resources, and more. Addressing the priority areas will require resources as noted in the resource column on the action plan table, including technology, experienced communications professionals, and staff time for resource development and dissemination.

RCS Website Update: It is time to overhaul and re-design the RCS website pages. This will include a more user-friendly tools and materials and more outreach efforts concerning available offerings.

RCS Virtual Office Hours: To enhance availability, RCS established twice weekly virtual office hours which include a hosted Microsoft Teams room with chat features and a waiting space for “walk in” questions during designated office hours. This was implemented the week of March 4, 2024 (2 hours each of two separate days per week-one morning and one afternoon). Research Compliance Administrators are available during the office hours to answer questions or discuss human subject research protocols, processes, ethics, etc. RCS will continue to regularly meet with researchers during any requested hours/on-demand. Assignments to staff the phone line and the general delivery email box during all business hours are already in place.

General Outreach and Advertisement: Available offerings will be a focal point of interactions with the Liaison Group. Further, RCS will partner with the OVPRI Communications team to identify the best sources for “blasting” communications to enhance awareness when resources are newly available or to highlight existing tools useful for the research community. RCS will further partner with sponsored projects to increase information “blasted” through the DGA group using existing SPS/DGA structure (meetings, list serves etc.). Information is and will be routinely included in the Frontline newsletter and other outreach mechanisms identified through feedback from researchers.

Priority Area 5: Training & Education

Impact Goal: RCS will add, enhance, and/or advertise available resources, supports, and increase training and educational supports for the research community to facilitate learning among research community regarding human research protections. This improved training and education will increase HSR knowledge and improve protocol submission and review.

Overview

Additional training and educational offerings are available and/or will be developed to support the research community. Trainings and educational offerings are available and/or will be developed to address consistency and regulatory compliance within the review process for HSR as a priority. Training and educational offerings will target the following specific audiences; some training and educational offering examples are listed below:

IRB Members: Incoming member orientation, incoming member online training, continuing education sessions, annual “refresher” session including policy and practice review.

RCS Staff: Webinars, virtual and live conference attendance, self-study, group review, review of revisions requested, special topic lectures and luminary series; most offered through PRIM&R, OHRP, and NIH; occasional FDA.

Researchers: Short video clips to walk researchers through various submission processes in the RAP database system; federal guidance, resources, and educational offerings available through RCS website;

RAP System (integrated) resources, FAQs, topical guidance documents, targeted outreach to key departments, special topic trainings, small group discussions, and office hours.

Training will be developed specific to minimal risk research to broaden and enhance understanding amongst the research community and to provide greater tools and support to facilitate the review of minimal risk research. This will include, for example, what research qualifies for exemption, and what research qualifies for expedited review, as well as how minimal risk is determined.

The following provides a table of the action plan by each priority area along with action steps, person(s) responsible, start and end dates, and any potential resources needed. As noted, some action items were already initiated prior to the development of this plan and are in process of being implemented.

Research Compliance Services Continuous Quality Improvement Action Plan

Note: RCS Leadership = RCS Director and Asst. Director; IRB Leadership = IRB Chair and Co-Chairs; RTS=Research Technology Services, FAVP= Faculty Associate Vice President for Research

Actions	Responsible Party	Target Start Date	Target Completion Date	Resources
Priority Area 1: Operational Metrics Data & Reporting				
Establish priorities and timeline for operational metrics data project	AVP-Research Integrity & RCS Director	n/a	Completed 10/23	Time, Staffing
Establish Project Team for operational metrics data project; review deliverables and meet routinely	RCS Director & RTS	Started 10/2023	Ongoing	Time, Staffing
Project Team creates breakdown of priority areas	RCS Director /Project Team	10/2023	7/2024	Time, Staffing, System/Tech
Project Team refines portfolio of reports for internal (RCS) and external (UO) use; evaluate; refine and revise	Project Team	10/2023	Ongoing	Time, Staffing, System/Tech
Routine review of reports by the Director and FAVP to enhance deliverables; review data, analyze and interpret; refine	RCS Director, FAVP & AVP-Research Integrity	3/2024	Ongoing	Time, Staffing, System/Tech
Project team will continue evaluation and refinement including integrating different categories of submissions (e.g., student/faculty, funded/funded, number of other submissions) to explore patterns and themes that may inform outreach and education efforts.	Project Team	7/2024	7/2024 & Ongoing	Time, Staffing, System/Tech
Generate standard reports at frequency intervals based on data type (e.g., quarterly report meetings beginning in July 2024, annually); use data internally (e.g., RCS Leadership and OVPRI Leadership) and share externally (e.g., research community)	Project Team/RCS Leadership	10/2023	7/2024 & Ongoing	Time, Staffing, System/Tech
Use data from project to explore workload and bandwidth within RCS	RCS Leadership	5/2024	7/2024 & Ongoing	Time, Staffing, Expertise, System/Tech
Use data from project to explore turnaround times; review with set targets with ongoing monitoring	RCS Leadership	3/2024	6/2024 & Ongoing	Time, Staffing, Expertise, System/Tech

Actions	Responsible Party	Target Start Date	Target Completion Date	Resources
Incorporate discussions about expectations for timelines and other benchmarks in weekly operations meeting of current submission volume to maximize effectiveness of prioritization	RCS Director	Already Ongoing	Refine by 6/2024	Time, Staffing, Expertise
Review Association for the Accreditation of Human Research Protection Programs (AAHRPP) Data for target comparisons and benchmarking	RCS Director	5/2024	7/2024 & Ongoing	Time, Staffing, Expertise
Review publicly available metrics data from outside institutions for target comparisons and benchmarking	RCS Director	5/2024	7/2024 & Ongoing	Time, Staffing, Expertise
Build and use internal report to routinely identify studies with multiple instances of “clarifications requested;” RCS Director/Asst. Director retrospectively review and address/provide feedback to staff and research community	RCS Leadership	4/2024	Ongoing	Time, Staffing, Expertise
To promote consistency and minimize clarifications whenever possible, new issues/concerns identified in previously approved protocols will be discussed with RCS leadership and/or the IRB prior to requesting changes.	RCS Staff & Leadership	Already Ongoing	n/a	Time, Staffing, System/Tech
Publish Dashboard of relevant data for IRB users, including the ability to view data about protocols & timelines on a unit-specific basis	RCS & RTS	6/2025	6/2025	System/Tech
Priority Area 2: RCS Internal Quality Assurance				
Implementation of “red, yellow, green” categories in team operations meeting to triage protocols and define turn around targets and other benchmarks	RCS Staff & Leadership	4/2024	Ongoing	Time, Staffing, Expertise
Define rush designation on protocols-intake process and operations log	RCS Staff & Leadership	Already Ongoing	n/a	Time, Staffing, Expertise
Review of internal resources (e.g., staffing, funds dedicated for RAP customizations); comparison with data and target timelines and deliverables	RCS Leadership, Project Team (RCS/RTS)	Already Ongoing	10/2024	Time, Staffing, Expertise, System/Tech
Refine and expand phase 3 of CQI based on priority area 3 (process and procedures), priority area 4 (communication and outreach) and priority area 5 (training and education)	RCS Leadership	Already Ongoing	Refine Phase 3 by 8/2024	Time, Staffing, Expertise, System/Tech, Comms

Actions	Responsible Party	Target Start Date	Target Completion Date	Resources
RCS continues CQI work-building/enhancing/reviewing priority area 3 (process and procedures), priority area 4 (communication and outreach) and priority area 5 (training and education). For example, RCS will refine internal guidance and procedures; continue to conduct training for new and existing RCS staff; and engage in continuing education and professional development in HSR and communications	RCS Staff & Leadership	Already Ongoing	8/2024 & Ongoing	Time, Staffing, Expertise, System/Tech, Comms
RCS Director/Asst. Director will routinely review sampling of protocol reviews to monitor, oversee, and identify areas of improvement (consistency, efficiency, etc.), training and outreach needs. These reviews will include a sampling of clarifications requested in protocols already approved and protocols with multiple instances of clarifications required.	RCS Leadership	4/2024	Ongoing	Time, Staffing, Expertise, System/Tech
Priority Area 3: Process & Procedures				
RCS leadership will assess exempt and expedited review procedures for expediency, compliance, quality and clarity.	RCS Leadership	Already Ongoing	Ongoing	Time, Staffing, Expertise
RCS leadership will continue to assess communication and outreach procedures for expediency, compliance, and customer service.	RCS Leadership	Already Ongoing	Ongoing	Time, Staffing, Expertise
RCS will screen full committee reviewer materials in advance of IRB Meetings; prioritize researcher changes in advance if received in timely manner	RCS Staff & Leadership	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech
RCS will monitor and adapt process for deadlines; researcher requests, committee deadlines etc.	RCS Staff & Leadership	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech
RCS will streamline procedures to improve full board committee efficiency during meetings	RCS Staff & Leadership	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech
Evaluate IRB committee membership annually; recruitment and retention among identified key departments (e.g., child rep., medical expertise)	RCS Leadership/IRB Leadership	Summer 2024	Fall, Annually	Time, Staffing, Expertise

Actions	Responsible Party	Target Start Date	Target Completion Date	Resources
RCS will continue facilitation of two fully convened IRBs per month to ensure full board studies are reviewed in a timely manner	RCS Staff & Leadership	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech
Priority Area 4: Communication & Outreach				
Establish and implement HSR Advisory Committee (HRAC) comprised of faculty from identified departments to provide guidance and feedback between RCS and research community	RCS, OVRPI FAVP/ Faculty Representatives	Spring 2024	Ongoing	Time, Staffing, Expertise
Liaison Group: Offer units that are key (frequent) IRB users the opportunity to identify a representative such as a project coordinator, research assistant, Department Grant Administrator, etc. to serve as members of a Liaison Group; Liaison Group to work closely with RCS to advertise and broaden knowledge in priority areas, socialize changes, and undergo additional outreach/training; use Liaison Group to obtain feedback.	RCS Leadership, Department., Departmental Reps.	5/2025	9/2024 & Ongoing	Time, Staffing, Expertise
Implement an Annual Customer Service Survey; HRAC communicate results to research community	HRAC	TBD	Spring, annually	Time, Staffing, Expertise, System/Tech, Comms
Administer RCS Satisfaction and accessibility survey, with link available in key communications and emails from RCS; implementation of a "suggestion box" link advertised and available on RCS website; survey is distinct for its brevity and real-time collection of feedback; communicate results to HRAC	RCS Leadership	Already Ongoing	Ongoing	Time, Staffing, Expertise, System/Tech, Comms
Continue RCS Website updates as new materials and guidance are developed	RCS Staff and Leadership	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech, Comms
Establish and host RCS Virtual Office Hours, twice weekly	RCS Staff	3/2024	Ongoing	Time, Staffing, Expertise, System/Tech, Comms

Actions	Responsible Party	Target Start Date	Target Completion Date	Resources
RCS continue Pre-Review to address modifications needed to secure approval (prevent table/defer or disapproval)	RCS Staff	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech
RCS to highlight fully convened IRB review process with “heavy user” researcher to educate/facilitate understanding/normalize expectations	RCS Staff & Leadership	Fall 2024	Fall 2024	Time, Staffing, Expertise
RCS to continue offering RCS Director contact information for researchers to have an avenue to express concerns/RCS Director to facilitate discussions and resolutions; outreach will also highlight process to respond with information differing from what is requested by RCS staff or the IRB.	RCS Leadership	Already Ongoing	Ongoing	Comms
Targeted outreach and connection between RCS leadership and key departments (insight from Liaison groups and HRAC as needed); RCS Director hosts quarterly meeting with key dept leaders/ reps	RCS Leadership	Already Ongoing	Refine by Fall 2024	Time, Staffing, Expertise, Comms
Targeted education and outreach on emerging topical areas to enhance understanding and opportunity for feedback from research community. These topics may emerge from questions, complaints, RCS staff feedback and survey response.	RCS Staff & Leadership	Already Ongoing, refine for Fall 2024	Ongoing	Time, Staffing, Expertise, System/Tech, Comms
Email “Blasts” to advertise education, guidance, enhancements, available resources, etc. (partner with OVPRI communications, use DGA group, Liaison Groups, Frontline, etc.)	RCS Staff & Leadership, SPS, Comms, Depts.	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech, Comms
Priority Area 5: Training & Education				
IRB Members: Evaluation of training needs; develop and implement training plan	RCS Leadership/ IRB Leadership	4/2024	6/2024	Time, Staffing, Expertise
IRB Members: Continue incoming member training and orientation; special emphasis on regulatory areas requiring specially designated members	RCS Leadership	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech
IRB Members: Develop and implement continued education; host annual refresher training for all members	RCS Leadership	Already Ongoing	Fall 2024 & Annual Event each Fall	Time, Staffing, Expertise, System/Tech

Actions	Responsible Party	Target Start Date	Target Completion Date	Resources
IRB Members: RCS to provide guidance on regulatory paths for meeting approval criteria (avoid table/defer or disapproval)	RCS Leadership	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech
Researchers: Additional educational offerings based on survey feedback, liaison input and frequent questions that come up during office hours, emails to RCS, and reviews. Offerings may include multiple learning modalities to be offered including short video clips, recordings of hosted trainings, guidance documents and tools, specific topical educational pieces, FAQs, and more based on feedback.	RCS Staff & Leadership	Already Ongoing	3/2024 & Ongoing	Time, Staffing, Expertise, System/Tech (e.g., video creation)
RCS Staff: Targeted training of staff w/sampling of revisions requested reviewed quarterly for internal improvement/staff education	RCS Leadership	Already Ongoing	Ongoing & refine by 6/2024	Time, Staffing, Expertise, System/Tech
RCS Staff: Develop and/or advertise available guidance in priority topical areas, including research with multiple sub-studies	RCS Staff & Leadership	Already Ongoing	Ongoing & new by 9/2024	Time, Staffing, Expertise, System/Tech, Comms
RCS Staff: Internal coaching for balanced approach to ensure regulatory compliance, best practices for HSR protections in existing research; how to address errors or inconsistencies from previous reviews; communications coaching; Coaching can be enhanced by data developed from reports described in priority area 1 (Operational Metrics Data & Reporting)	RCS Director/RCS Leadership	Already Ongoing	n/a	Time, Staffing, Expertise, System/Tech
RCS/OVPRI Communications-revamp of RCS webpages	Project Team (RCS/Comms)	TBD/needs scheduled		Time, Staffing, Expertise, System/Tech, Comms

