



NORFOLK INITIATIVE FOR COASTAL AND RURAL HEALTH
EQUALITY

NICHE ANNUAL REPORT

2024



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COVER PAGE

Cley windmill in the sun, created by George W Johnson:
 Stock photos
 Lavender garden Norfolk, with permissions Sally Hardy
 Dunn's River Falls Jamaica with permissions Sally Hardy
 Blue sky at Horsey Windpump, Norfolk created by Rob Coleman
 These photographs have been used on our quarterly newsletters.



Shared Learning event 2024, Photograph with permission from Sally Hardy 2024

REFLECTIONS ON 2024

Sally Hardy NICHE Director reflects on achieving local innovation with global resonance



Shared Learning event 2024, Photograph with permission Sally Hardy 2024

Throughout 2024 NICHE has been a catalyst for transformation, facilitating a rich portfolio of locally driven innovation projects that has caused a ripple effect reaching regional, national, and international audiences. Rooted in the four overarching workstreams, these initiatives have not only showcased the power of collaboration but have also generated valuable evidence to identify what factors make integrated care truly effective and sustainable.

Through participatory, creative, and inclusive approaches, NICHE has achieved more than outputs; we've witnessed outcomes that change lives. Our efforts have forged deeper connections across communities, practitioners, and system partners, leading to solutions that are as impactful as they are enduring.

This report provides just a snapshot of the year's milestones, highlighting voices from our collaborators and system partners. These voices breathe life into the numbers and achievements, revealing the real-world significance of NICHE's contributions. From improving care delivery to shaping workforce development, every project underscores our commitment to fostering meaningful change.

Importantly, while this report offers an account of our activities and academic outputs (listed in the appendix), it is the human impact that stands out. NICHE's work has touched lives, empowering individuals, driving systemic transformation, through improved quality and safety, economic and workforce impacts.

The NICHE team, alongside our external collaborating partners, continue to share these stories and insights, which are gaining recognition and accolades far and wide. Yet, the true testament to our success lies not in this document, but in the improved well-being, enthusiasm and commitment of the people and communities within which we live and work.

THE NICHE APPROACH

Ignite, Innovate, Embed

NICHE continues to **'ignite'** the passion and commitment of those who live and work in health and care. By wrapping infrastructures of support and enablement around purpose-driven initiatives such as THRIVE@QEHKL, the Embedded Scholarship Programme@JPUH, and the five-day Residential Programme@NSFT, we've demonstrated how planting seeds of change through service improvements and quality-driven innovations makes a tangible difference. These initiatives have proven their ability to inspire and enthuse people about their work and career potentials, creating meaningful change in workplace cultures and individual lives.



For NICHE, **'innovation'** is about driving localized change that renews energy and enthusiasm for the work we do. By focusing on population needs, understanding people and communities, and tailoring care to local contexts, NICHE has shown that even small, cost-effective improvements can cascade into significant system-wide benefits. Time and again, these efforts have highlighted the integral link between economic benefit and quality, demonstrating that thoughtful, context-aware innovations can transform both lives and systems.



NICHE is committed to seek to **'embed'** these changes within the Norfolk and Waveney ICS infrastructures to ensure long-term sustainability. We recognize that embedding sustained change as a process of transformation requires ongoing effort, relationship-building, and a collective commitment to progress. The ever-changing landscape of health and social care presents an opportunity to embrace continuous learning and improvement. By capturing the winds of change, NICHE seeks to foster cycles of enthusiasm, creativity, and collaboration that allow us to learn and grow together as a system and as a community.



I hope you enjoy reading our annual report.

As we enter our evaluation year for 2025 here is our new logo:



Sally Hardy

Director of NICHE

HIGHLIGHTS FROM 2024

NICHE's achievements in 2024 showcase a year of engaged activity and meaningful contributions. Among the highlights are:

- 24 Peer-Reviewed Publications, contributing to academic and practical understanding as the growing body of evidence emerges. Our full list of publications is available on the NICHE website.
- 14 Contemporary Blogs published on the NICHE website, offering fresh perspectives on critical topics.
- 13 National and 12 International Conference Presentations, sharing insights and fostering dialogue on innovation in integrated care.
- 9 NICHE Newsletters, sharing updates and achievements to over 400 participants across NICHE collaborating partners.
- 7 Evaluation/Research Reports, providing evidence and insights to inform practice and policy.
- 6 Webinars, engaging diverse audiences in discussions on health and care advancements.
- 5 NICHE Shared Learning Events, where presentations from NICHE projects are discussed sparking critical debate amongst stakeholders through facilitated generative conversations.

NICHE HAS ALSO ACHIEVED:

- Expanding Stakeholder Engagement: Collaborating with 5 new international partners alongside local, place-based initiatives to demonstrate the tangible impact of NICHE contributions. Exploring maternal, mental health and the effects of climate change.
- NICHE Impact Assessment Report (June 2024): Commissioned by Norfolk and Waveney ICS partners, this report highlights outcomes focused on quality, safety, economic, and workforce impacts.
- Collaborative Work through EPIIC: Engaging with 5 other universities/ HEI's as part of the Eastern Partnership for Innovation in Integrated Care. This includes hosting the inaugural conference at Anglia Ruskin University (June 2024), supporting an overarching evaluation with the Workforce Development Trust, and planning the next conference at the University of Suffolk (March 2025).
- Supporting and Funding 5 Local Innovation Awards. The Norfolk Care Awards, Flourish with Norfolk County Council Children's services, 2 Embedded Scholarship Celebration events, and Staff Innovation awards at QEHKL.
- Building New Collaborative Opportunities, including partnerships with Healthwatch Norfolk, Norwich University of Arts, The Broads Authority, and the Restoration Trust.

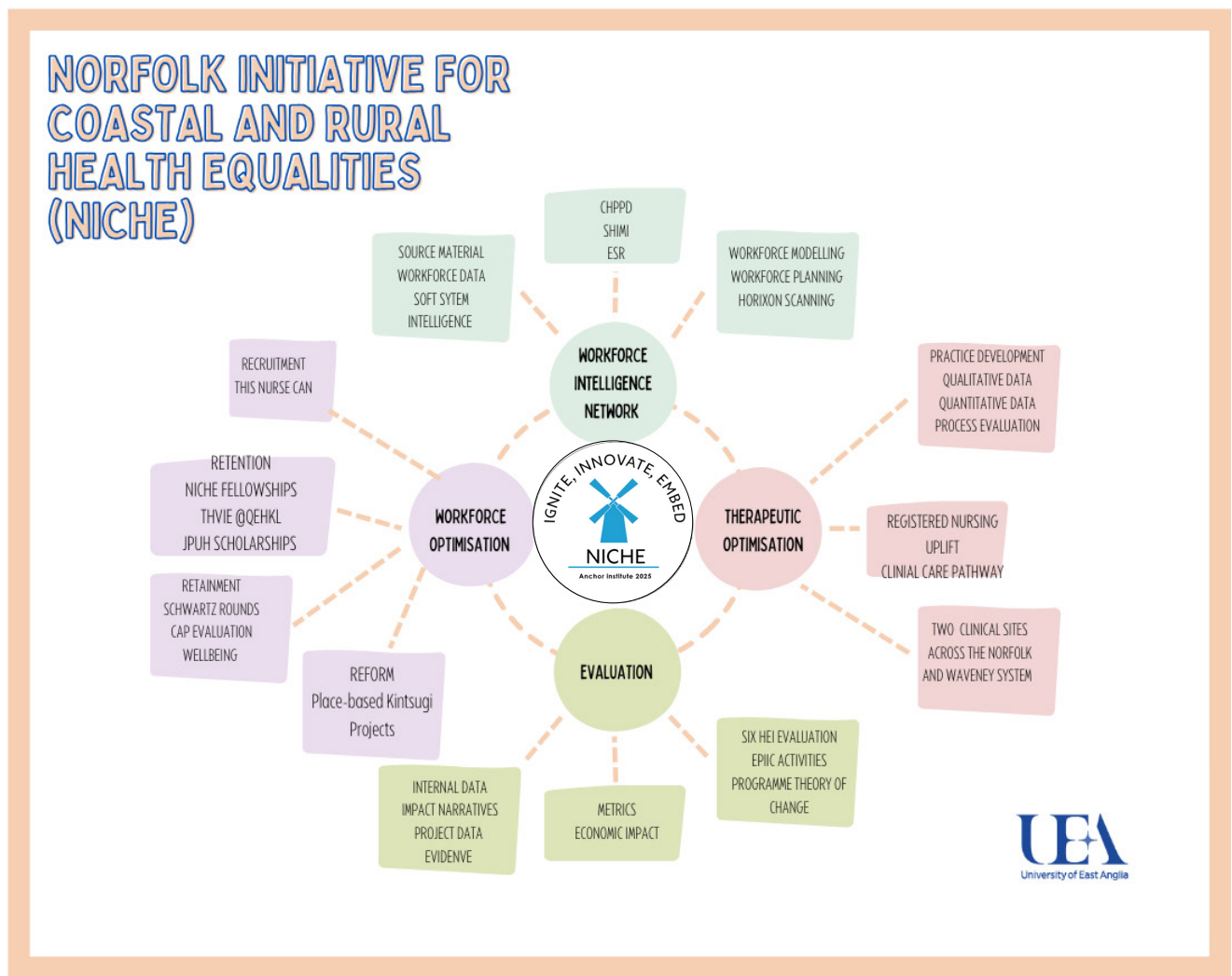


flourish Awards event 2024, Photograph with permission flourish awards

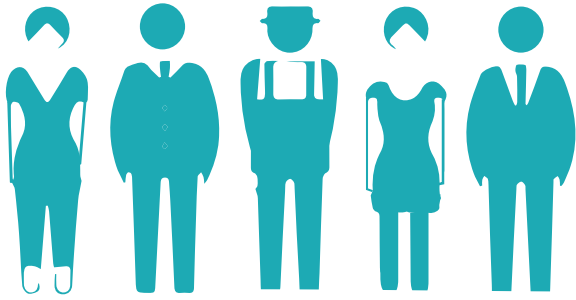
NICHE WORKSTREAMS OVERVIEW

Based on the strategic priorities of the Norfolk and Waveney Integrated Care System, NICHE identified four workstreams, as focused areas of transformation for integrated care and associated workforce developments: Workforce Intelligence Network, Therapeutic Optimisation, Workforce Optimisation, Evaluation.

Below is a diagram of how the four workstreams are connecting. Within this report, there is greater detail outlined later on in pages 8, 10, 11 and 17



ACHIEVEMENTS FROM 2024



509 national, regional international partner's, collaborators and stakeholders



64 embedded research, evaluation and QI projects
Funded through workstream 3.

£3.9m budget

Awarded by NHS East of England.

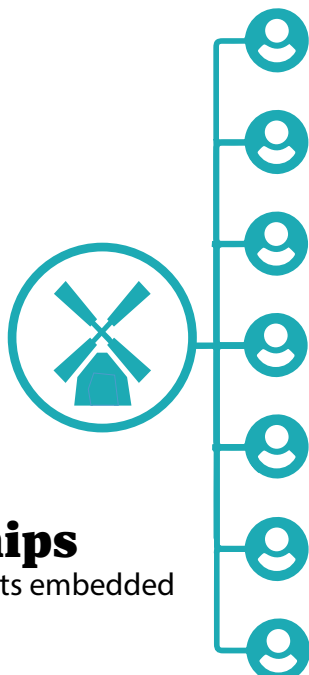


34 academic papers
Co-authored with practice partners.



12 partner universities

National, regional and international collaborating universities.



7 NICHE fellowships
Research projects embedded in practice.



5 new MOUs with international partners
UWI Jamaica & Trinidad and Tobago, FED Australia, KDU & IIHS Sri Lanka UTECH Jamaica.

1: WORKFORCE INTELLIGENCE NETWORK

Overview

The NICHE funded Workforce Intelligence Network (WIN) workstream incorporates understanding more than calculating what sort of staff are needed to address population health needs. It combines data sets to achieve workforce modelling that takes into consideration safety and quality of provision.

WIN has access to modelling expertise for our local Norfolk and Waveney system level intelligence and requirements. WIN is now moving into phase 3 in supporting the implementation of the generated intelligence gathering achieved in phases 1 and 2, as outlined below.

WIN project team

Working in collaboration with colleagues at London South Bank University (LSBU). Professor Alison Leary is Chair of Healthcare and Workforce Modelling at LSBU and Senior Consultant for WHO Europe. Research Fellow Jose Periere, brings computational data modelling expertise. Professor Sally Hardy, Director of NICHE at UEA, and Idris Phillips-Fry, NICHE programme manager are working closely with Alison and Jose, to form the core WIN team.



Soft systems analysis

Networking and understanding the issues (i.e., soft systems modelling) has been underway for four months. The core WIN team have met with trust leaders, systems leaders, educational colleagues and data scientists. They were also invited to meetings with the local authority looking at workforce which was very insightful in terms of shared understanding of local workforce needs, particularly across the diverse coastal, rural and urban communities of the Norfolk and Waveney system.

Data sharing agreements (DSA)

Preliminary DSAs have been established between LSBU and UEA/ICS. Initial work to date has used routinely collected NHS data.

1: WORKFORCE INTELLIGENCE NETWORK

Data extraction, curation and analysis for intelligence

A number of large datasets have been extracted locally and nationally and manipulated for insight. These are specifically identifying patterns in:

- Equality, diversity and inclusion in the NHS.
- A comprehensive overview of the workforce taking into account the protected characteristics of the workforce.

Current workforce modelling is exploring data associated to:

1. Care Hours Per Patient Day (CHPPD), looking at the range and types of worker providing care across the hospital sector.
2. Standardized Hospital Mortality Indicator (SHMI), looking at excess mortality.
3. Workforce distribution, looking at the types of workers, distribution and protected characteristics.
4. Modelling population based demand in Norfolk and Waveney. This project looks at the ageing population, particularly along the North Norfolk coast and how changes to the population might affect demand for services and types of workforce.



What our partners are saying:

There is real opportunity here to do some horizon scanning in terms of what staff do we need in the future as an ICS (ICB workforce hub)

Who else can get involved, as I think there is real need for pulling together information that is needed across rural workforce requirements (NICHE stakeholder advisory panel)

2: THERAPEUTIC OPTIMISATION (THEO)

Overview

The THEO study is a collaborative project with the NICHE team, UEA, University of Staffordshire, London South Bank University, the Norfolk Community Health and Care NHS Trust and the James Paget University Hospitals NHS Foundation Trust. The THEO research project includes working with staff and patients on 2 inpatient wards where we are seeking opinions on what works, for whom and how so that best practices can be shared elsewhere. This is a complex intervention aimed at optimising nursing care and the patients' experience of care. THEO is providing two additional registered nurses working as embedded researchers, combined with a process of participatory action research (PAR) (Lloyd-Evans et al, 2023). Practice Development methods will be used within the PAR framework, as a facilitated and participatory approach to inquiry, engaging with staff and patients, within 2 NHS clinical wards. The PAR intervention is embedded into a quasi-experimental (before and after implementation) study within 2 NHS (National Health Service) Trusts across the Norfolk and Waveney Integrated Care System. The aim of these various elements of research (see summary below) is to comprehensively gain an understanding of how the different components of the THEO intervention interact with each other, thereby influencing patient and staff related outcomes, in a live clinical study setting. The IRAS ethical approval outcome is expected, recruiting the new nursing embedded researchers has started. It is anticipated that the PAR intervention will commence in Feb/ March 25.

Jo Odell, is the NICHE THEO Senior Research Fellow, who is currently working on enabling integration of the embedded researchers into the current ward teams, recruiting co-researchers from the ward team and planning the PAR activities together. Jo states; *"there is a growing sense of excitement about what is possible with the participatory ways of working within the intervention phase particularly for the 2 ward teams"*.

Academic outputs to date include:

Publications

Odell, J (2024) Perspectives paper: Seeking a novel approach to practice driven transformation through research. Journal of Research in Nursing Vol 29 Issue 8 <https://doi.org/10.1177/17449871241301766>

Odell, J. (2024) Bridging role, theory and practice. May 2024. Blog on NICHE website.

Conference abstracts

Hardy, S and Odell, J (2024/ 25) Innovation through Therapeutic Optimisation (THEO project). RCN Education Conference, Glasgow. 30th March to 1st April 2025.

Odell J (2024/5) Using participatory and collaborative approaches, as an intervention within a complex health research study to optimise experience of care. Abstract submitted for the International Conference on Integrated Care 25 Lisbon, Portugal -May 14-16th

3: WORKFORCE OPTIMISATION

NICHE WORKSTREAM 3: DRIVING INNOVATION AND BUILDING A RESILIENT HEALTH AND CARE WORKFORCE

Building a Workforce for the Future

Workstream 3 has funded and continues to support 22 embedded projects, programmes, research and evaluation activities across the Norfolk and Waveney Integrated Care System (ICS). Underpinning all of the programmes funded in Workstream 3 is a focus

on developing Embedded Research or promoting innovation through Service Improvement Evaluation drawing on the key principles of building workforce outcomes as:

- **Research capacity** across the Norfolk and Waveney ICS and within/ across participating organisations.
- **Research capability** as part of workforce development and transformation underpinned by Embedded Research.
- **Research confidence** of those leading and participating in the Programmes creating a 'ripple effect' enabling growth and ongoing development.

All of the NICHE funded programmes in Workstream 3 are grouped under the 3 NHS England's workforce priority subheadings of: **Recruitment, Reform and Retention.**

Recruitment

'This Nurse Can' digital recruitment campaign – School of Health Sciences, UEA

The 'This Nurse Can' digital recruitment campaign is targeted to showcase the variety of roles and employment opportunities available to nursing graduates across the Norfolk and Waveney ICS. This targeted campaign is highlighting the range and breadth of roles and employment opportunities available for Registered Nurses. The resulting film and marketing materials showcase actual roles/ personnel working in various health care fields, settings and sectors across the ICS.



JPUH scholars 2023, photo with permission, JPUH scholarship team

For the academic definition of Embedded Research, please see this article: Whitehouse, C.L., Tinkler, L., Jackson, C., Hall, H., Webster, J., Hardy, S., Copping, J., Morris, P. and Manley, K., (2022). Embedding research (ER) led by nurses, midwives and allied health professionals (NMAHPs): the NMAHP-ER model. *BMJ Leader*, 6 (4), pp.323-326.

3: WORKFORCE OPTIMISATION

Reform

THRIVE Leadership Development Programme – Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust (QENKL)

The THRIVE Programme is testing a ‘proof of concept’ and is focussed on registrants who are 18 months into role. These registrants are identified in the retention literature and local workforce data as a high risk of intention to leave their roles. The **THRIVE** Programme content includes: leadership; quality improvement, research and skills development and is drawing on practice development methodologies in its delivery and evaluation.

Interprofessional Student Schwartz Rounds (SRs): Students’ and facilitators’ experience and perceived benefits for wellbeing and reflective practice – School of Medicine, UEA

The aim of the research is to evaluate the effectiveness of student interprofessional SRs as a medium for promoting wellbeing and reflective practice. The project is addressing the topic with health and social care professional trainees, studying in UEA’s Medical, Nursing, Clinical Psychology, Psychological Therapies and Social Work courses. By exploring the impact of SRs on student wellbeing, this research will contribute to the strength of the future regional workforce.

Staff Support Service Evaluation – Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust

The programme is evaluating the model of staff support as a model of wellbeing that was first introduced in the Trust during COVID-19. The initial proposal has been developed into a more comprehensive protocol for the project.



THRIVE Corhort 2024, photo with permission Helen Muncey

3: WORKFORCE OPTIMISATION

Clinical Associate in Psychology (CAP) Evaluation – School of Medicine, UEA

CAPs play a key role in the Norfolk and Waveney ICS Workforce Plan. Elsewhere in England CAPs are working to transform services, by widening access to psychological support and increasing the diversity of the psychological workforce. Given that CAP is a new role and central to the transformation agenda in our region, meaningful research and evaluation of the impact of CAP's on patients and on services is an important focus of this project.

NICHE Embedded Fellowships

During 2023 NICHE awarded four Embedded Fellowships:



Improving early mobilisation after femoral fracture surgery: A MDT approach.

Embedded Service Improvement Evaluation – James Paget University Hospitals NHS Foundation Trust.



Norfolk Antenatal Pathway for Women and Birthing people with a Learning Disability.

Embedded Service Improvement Evaluation – Norfolk Community Health and Care Trust.



Seeing Red- Improving the End-of-Life Care Pathway across West Geographic Place an embedded service improvement evaluation – The Norfolk Hospice, Tapping House.



Co-producing a child holistic rural and coastal Health Passport (CORACLE). Embedded Research – Norfolk and Suffolk Foundation Trust (NSFT).

Two additional Fellowships (2023 and 2024) have been awarded to postgraduate students studying for the MA in Medical Humanities.



'Kintsugi' Projects

These embedded 'place' based projects demonstrate the achievement of one or more of the NICHE themes. The four Kintsugi Projects have been awarded to:

- Developing an intervention to support the retention of health and social care professionals in Norfolk
- School of Social Work, UEA
- Evaluating the Impact and Effectiveness of Structure, Process and Outcomes of the Take a Chance on me Programme – Take a Chance on Me, Community Interest Company.
- Norwich Museums Community Club – an embedded evaluation – Norwich Museums.
- Evaluation of a novel early career prescribing programme to support workforce development, retention and diversification of pharmacists in the East of England – School of Pharmacy, UEA.

3: WORKFORCE OPTIMISATION

‘Mini Kintsugi’ Projects

NICHE has funded three small-scale, match funded embedded projects that demonstrate one of the NICHE themes underpinned by an embedded approach to service improvement evaluation. The three Mini Kintsugi Projects are:

- Embedded Improvement Evaluation - Norfolk Safeguarding Adults Board – Norfolk County Council.
- *My Story My words My voice*, A Quality Improvement Initiative to Improve Equity of Access and Inclusion for Marginalised Service Users - Norfolk and Waveney ICB.
- Homeless Health Needs Audit; Embedded Project Evaluation in Norfolk - Norfolk and Suffolk NHS Foundation Trust.

NIHR Eastern ARC Fellowship

During 2023 NICHE has funded one Fellowship focussing on:

- ‘Does living by the sea impact palliative and end-of-life care outcomes? An explanatory sequential mixed methods study exploring the inequality of provision and access to palliative care in a coastal region’ - Norfolk and Norwich University Hospitals NHS Trust/ James Paget University Hospitals NHS Foundation Trust.

Embedded Scholarship Programme – James Paget University Hospitals NHS Foundation Trust (JPUH)

NICHE is funding three cohorts of the programme which will have run from start to completion for circa 18 months. The programme is designed to provide an introduction to embedded research, evaluation and quality improvement in combination with co-designed embedded projects directly linking to the scholar's workplace/ area of practice – over 40 participants will have been through the programme upon completion.

During 2024 it was decided to repurpose some of the funding for the programme. The aim is to support Scholars to build upon their embedded projects, therefore Scholars from each of the three cohorts are able to bid for Development and Dissemination funding. This reflects the scope and development potential of their embedded projects to innovate and transform practice.

Retention

‘Time/Place/Face’ – School of Health Sciences, UEA

This embedded project was funded to explore factors that may enhance the retention of pre- registration and post qualification health care professionals. This project is also exploring the use of effective retention/ placement strategies for students and staff (Time/Face/Place) in order to positively affect retention and wellbeing.

3: WORKFORCE OPTIMISATION

NICHE Shared Learning Events

NICHE Shared Learning Events have been run to support collaboration, connection and knowledge exchange. These Learning Events have enabled presenters to share their work and learning to date with an opportunity for questions and discussion. 68 participants have attended the two Shared Learning Events during 2024

Health Economics Seminars – Workforce Development Trust

Two seminars were delivered during 2024, each Seminar attracted between 20-30 participants. Value was considered in a number of ways: Personal Value; Society Value; Allocative Value and Technical Value.

Return on investment / Cost benefit analysis – Norwich Business School, UEA

During the latter part of 2024, NICHE is working with Norwich Business School in undertaking a cost benefit, and productivity analysis of 16 selected Workstream 3 projects – the outcome will inform assessment of programme impact.

Workstream 3 Successes

Successes continue to emerge which NICHE is capturing through outcomes along with the use of impact narratives. Successes can be seen as including:



Participants are identifying how the funding made available through Workstream 3 is enabling them to capture evidence for their embedded work - this is supporting them to explore future funding opportunities to further develop their work.



Through narratives the impact of learning has been immense which participants are able to demonstrate in both practice change, professional growth and development leading to better person and patient centred outcomes.



New partnerships have been established enabling collaboration and joint working opportunities to grow both at place and ICS wide.



Opportunities to showcase and share work at a system, regional, national and international level, therefore supporting shared learning and development through publications and conference presentations.

3: WORKFORCE OPTIMISATION

NICHE stakeholders are saying:

'What I have not planned for, not foreseen, was the professional growth that becoming a NICHE Fellow facilitated for me. I was invited to present my work at international conferences in Helsinki and Chicago, I was awarded the title of Queens Nurse and recently won the Innovation In Your Speciality award from NHS East of England. But most importantly, I have expanded my network and influence at national level, raising awareness about the health inequalities that people with learning disabilities face during their antenatal journey'.

Anca Manea, Community Learning Disabilities Nurse & NICHE Fellow.

'I feel that my embedded research project has already had a positive impact with the local rural and coastal region on staff and patients at the QEHL. I have also had the opportunity to share this work further afield included international conferences for fragility fracture management which will help people in rural and coastal communities outside of East Anglia. More locally I have been able to share the progress and journey as a NICHE fellow with UEA therapy students and clinicians who are undertaking the JPUH scholarship programme. This will hopefully benefit the next generation of clinical academic researchers in the region'.

Rene Gray, Professional Lead for Physiotherapy & NICHE Fellow.

'We have had an amazing amount of interest in the findings – Social Work England, the British Association of Social Workers and Department of Health in Northern Ireland have been in touch. The concept of Critical Career Episodes (from the original study) has also just been featured in the Department for Education guidance for local authorities'.

Laura Cook, Associate Professor, Kintsugi Project awardee.

'By encouraging connections among participants, the project helps reduce loneliness and promote ongoing social engagement. This sense of community enhances emotional wellbeing and empowers individuals to express themselves, leading to lasting friendships that extend beyond the project. Engaging with the museum's staff, collections and the city's history further strengthens this community by helping participants connect with their surroundings and themselves, deepening their overall sense of belonging'.

Susie Childerhouse, Rosalind Hewett & Holly Sandiford on behalf of Norfolk Museums Service, Kintsugi Project awardee.

4: EVALUATING THE IMPACT OF NICHE

EVALUATING CONTRIBUTING FACTORS AFFECTING WORKFORCE AND SYSTEM LEVEL TRANSFORMATION:

A critical realist evaluation of NICHE Anchor Institutes' workstream activity

Understanding Impacts

Understanding impacts on practice, workforce, and system transformation.

Identifying Mechanisms

Identifying mechanisms and facilitate effective partnership and practice development.

Stakeholder Synergy

Highlight how stakeholder synergy embeds expertise and fosters innovation.

Share Actionable Insights

Share actionable insights for sustainable changes in workforce dynamics.

NICHE has supported over 70 projects

Funding has gone to Norfolk & Waveney ICS partners

30 - 50 NICHE participants will be interviewed

Impact narratives to be gathered as compelling evidence of changes achieved

Return on investment and cost benefit analysis

Bronfenbrenner's Ecological Model

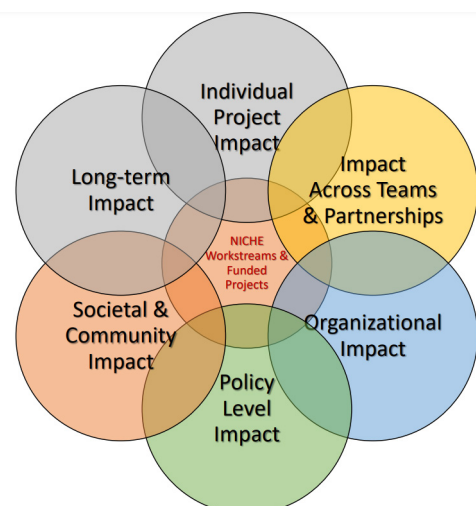
Microsystem: Immediate environment

Mesosystem: Interactions between Microsystems

Exosystem: Workplace policies, healthcare

infrastructure Macrosystem and National level policy

Chronosystem: Policy and knowledge advancement over time



4: EVALUATING THE IMPACT OF NICHE

What is Workstream 4? Workstream 4 is dedicated to conducting a comprehensive internal evaluation of NICHE's projects and activities. This workstream assesses the impact, effectiveness, and outcomes of NICHE's initiatives, focusing on continuous learning and practice development to reinforce the foundation of community-driven, effective, and sustainable health and social care practices.

How Does It Work?



Methodology: Employs a realist evaluation framework that integrates both qualitative and quantitative methods. This includes semi-structured interviews, thematic analysis, and reviews of project documentation, such as newsletters and reports.



Engagement: Involves close collaboration with stakeholders, including healthcare leaders, community partners, and NICHE project teams, to capture diverse perspectives and support participatory evaluation.



Processes: The workstream aligns with NICHE's emphasis on participatory approaches, collecting comprehensive data, facilitating shared learning events, and creating impact narratives.

Key Achievements to Date:

- **Service Evaluation for NSFT Residential Programme:** A report that captures and curates the personal journey of programme participants, where individual development creates ripples that become seeds for change within the trust.
- **Data Collection and Preliminary Analysis:** Initiated data collection and conducted early thematic reviews, revealing important insights and shaping further analysis.
- **Stakeholder Engagement:** Strengthened partnerships through workshops and continuous dialogue, enriching data quality and fostering wider support.
- **Outputs:** Drafted impact narratives and early reports to highlight the effectiveness of place-based innovations.

4: EVALUATING THE IMPACT OF NICHE

Why is Workstream 4 Important? Workstream 4 supports NICHE's mission by:

- **Enhancing Practice Development:** Provides evidence-based insights that inform and improve healthcare practices.
- **Fostering Collaboration:** Through participatory evaluation with community and healthcare stakeholders, ensuring that findings are rooted in real-world contexts.
- **Driving Continuous Improvement:** Helps NICHE adapt and evolve its strategies to meet the needs of the Norfolk and Waveney system more effectively.

Upcoming Plans and Goals:

- **Complete Comprehensive Reports:** Finalize and submit detailed evaluation findings by mid 2025.
- **Publications and Dissemination:** Develop peer-reviewed articles and present findings at conferences to extend the reach of key insights.
- **Broader Impact Assessment:** Assess the effectiveness of dissemination activities and gather feedback to refine future evaluations.

Workstream 4 exemplifies NICHE's role as a facilitator, supporting the development of resilient health and care integrated systems through collaborative and participatory approaches that lead to sustainable and effective community-centred outcomes.



Double rainbow, with photography permissions Sally Hardy

4: EVALUATING THE IMPACT OF NICHE

AN OVERARCHING EAST OF ENGLAND EVALUATION OF SIX HIGHER EDUCATION INSTITUTES WORKING TO INNOVATE ACROSS INTEGRATED CARE SYSTEMS



An external evaluation undertaken by the Workforce Development Trust

Aim of the evaluation

- To capture evidence of innovations across 6 Higher Education Institutions (HEIs) working as Anchor Institutes across Integrated Care systems in the East of England.
- A co-produced evaluation exploring impact and outcomes associated with the six Anchor Institutes in HEIs across East of England.

Objectives are to

- Co-design and refine a programme theory of change as there is no other example of this approach currently known to exist in the UK.
- Work as the external evaluation partner, the Workforce Development Trust is engaging with UEA and five other HEIs in the East of England to capture process, impact and outcome evidence (known collectively as EPIIC.)
- Co-produce an original range of narratives/reports/outputs which offers clear recommendations, impact, outcomes and efficiencies.
- Assess the extent to which the 'Anchor Institute' approach addresses workforce and system level:
 - Innovation uptake
 - Transformation
 - Enablers and barriers to innovation
 - Continuous/Sustainable improvement
 - Culture

4: EVALUATING THE IMPACT OF NICHE

Activities to date:

Over the past 12 months, significant progress has been made through a range of activities aimed at strengthening partnerships and achieving key project objectives. These efforts included active participation in EPIIC meetings and conducting field visits to all six Higher Education Institutions (HEIs) and their respective partnerships. Interviews with key stakeholders provided valuable insights, while an online survey of partnerships further enhanced our understanding of their dynamics. Attendance at various events, such as the East of England Conference and stakeholder meetings, facilitated knowledge exchange and networking. Notably, the EPIIC Workshop held in November 2024 served as a pivotal moment for collaboration and idea-sharing among participants.

Complementing these efforts, comprehensive desk research was undertaken to review each partnership bid, alongside rigorous data collection and analysis, including financial data. This informed the creation of detailed HEI and partnership profiles. A significant milestone was the agreement on an overarching Theory of Change (ToC), which serves as a guiding framework for the initiative. Additionally, individual ToCs for each HEI and partnership have been developed and are undergoing continuous refinement. These combined activities underscore a committed approach to fostering impactful and sustainable outcomes across the partnerships.

Outputs to date:

To date, the EPIIC initiative has achieved several key outputs, including the agreement on an overarching Theory of Change (ToC) and the development of individual partnership ToC's tailored to each collaboration. Comprehensive survey analysis has been conducted based on partnership responses, and detailed profiles have been created for each partnership. Regular monthly progress updates have ensured transparency, while various additional outputs, such as meetings, events, and project developments, have further supported individual partnership activities and overall program success. Collectively, these outputs reflect a dedicated and structured approach to fostering partnership success and achieving program goals.



Boating lake Kent 2024, with photography permissions Sally Hardy

4: EVALUATING THE IMPACT OF NICHE

Next steps:

SUPPORTING

the HEI/Partnerships in their efforts to take the overarching ToC and shape / reframe it to capture their programmes of work and to produce individual ToCs

WORKING

with each HEI/Partnership to select a 'project' which can be developed as a case study, to illustrate the work they are doing and to demonstrate their approach to the allocation of funds.

APPLY

relevant research instruments in each of the HEI/Partnership areas, to develop respective case studies and to evaluate their overall programme approach.

CONTINUE

to develop the 'individual' profiles that we have produced for each HEI/Partnership – adding relevant information / findings as these become available / apparent.

ATTENDANCE AND INVOLVEMENT

and involvement at related meetings / events – e.g. EPIIC meetings / partnership meetings / EPIIC Conference (March, 2025).

- Additional activities in order to fulfil the evaluation aims – these will include:
 - Qualitative research (interviews / focus groups)
 - Quantitative analysis (online surveys)
 - Data collection / analysis
 - Cost consequence analysis
 - Developing input for March conference
 - Drafting / writing the final report and related materials

GOVERNANCE AND FINANCIAL OVERVIEW

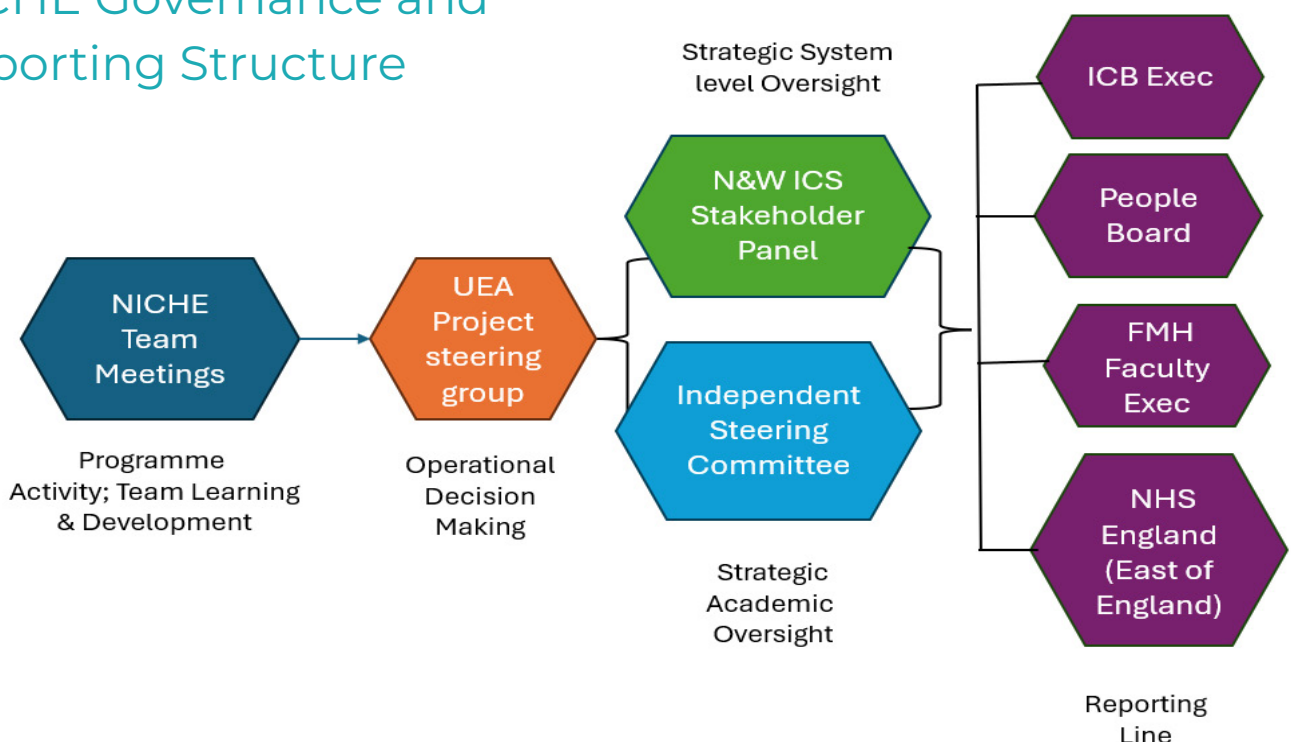
NICHE continues to ensure robust governance systems are in place for oversight, critique and reporting (see diagram below). Our three main committees (Internal Steering Group, Stakeholder Advisory Group and the Independent Steering Committee) all provide oversight and scrutiny of our work encompassing operational delivery and strategic horizon scanning. Having chairs that are independent to the day-to-day running of NICHE ensures a level of objectivity to challenge, question and support. Activities this year include a 'deep dive' into three of the four workstreams (Workstream 4 is due in January 2025) along with regular oversight of the NICHE Risk Register, Financial Dashboard, progress reporting and funding requests.

Our independent steering committee, has several external members, coming from relevant and specialist areas of research, innovation and practice as well as internal UEA and NICHE members, that provides final oversight and strategic direction, bringing a level of scrutiny and accountability with a focus on outcomes and REF impact.

It is my privilege to chair the independent steering committee of NICHE. The NICHE team continues to deliver robust and innovative work in these challenging times across sectors/ in higher education, health and social care. I continue to be impressed with the careful attention to engaged, impactful work, the strong inclusion of practitioners, the commitment to capacity building, and the attention to potential risks and their mitigation. NICHE is supporting a next generation of research and researchers to conduct work that has real-life impacts.

Professor Lisa Dikomitis, Professor of Medical Anthropology and Social Sciences, Director Health Service Studies, Director of Research Kent and Medway Medical School University of Kent.

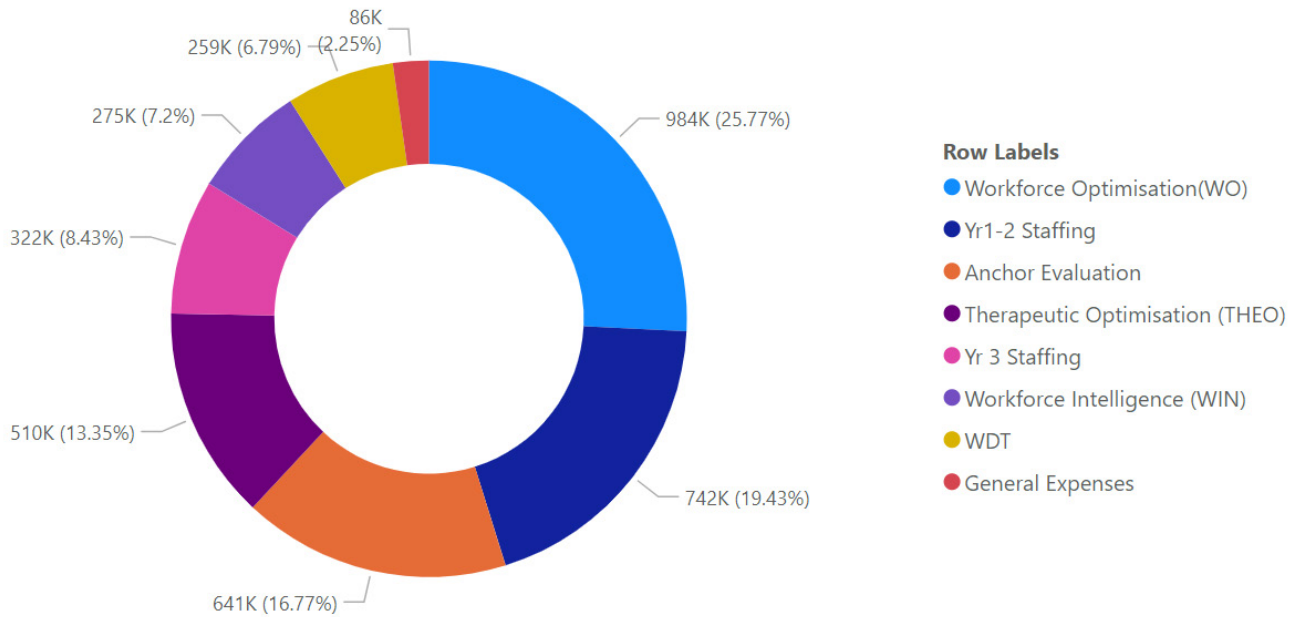
NICHE Governance and Reporting Structure



FINANCIAL OVERVIEW

Project funding allocations 2022-2024

Overview of NICHE's financial commitments 2022-2024 split by project



The largest allocation of NICHE funding was to Workstream 3 - Workforce Optimisation which has funded a total of 64 place based, embedded research projects. Workstream 1 - WIN received the second largest funding allocation. This project aims to assess and evaluate the future workforce needs of the NHS in the East of England, utilising state of the art data analysis techniques to provide new insights into the needs of NHS trusts in the East of England.

The diagrams above and below detail NICHE's allocations of the £3.9 million awarded by NHSE to generate and evaluate innovations in health and social care in the East of England. £3 million of this funding was given to directly fund innovative embedded projects, the remaining £900k was to be used to evaluate NICHE along with the other 5 universities across the East of England each as part of the Anchor Institute initiative from NHSE. This overarching evaluation was put out to tender and awarded to The Workforce Development Trust (WDT), the evaluation is in the formative phase to date and so all of the evaluation funding has yet to be allocated.

NICHE PUBLICATIONS 2024

Conferences/ Blogs/ Reflective Pieces/ Newsletters and Podcasts

1: Peer Reviewed publications

2025

Gruneburg, F. Yuen, J. Whitehouse, CL. (2025) Improving informed consent for induction of labour, a quality improvement project. Title aim: British Journal of Midwifery, 2025 (JPUH Scholarship)

Hardy S (2025) Addressing Health Care Workforce Recruitment and Retention Through the role of The Legacy Practitioner: An East of England Stakeholder Evaluation across five participating NHS Trusts. Submission to Nurse Education Today.

2024

Chaplin, E., McCarthy, J., Marshall-Tate, K., Ali, S., Harvey, D., Childs, J., Xenitidis, K., Srivastava, S., McKinnon, I., Robinson, L. Allely, C.S., Hardy S., Forrester A (2024). A realist evaluation of an enhanced court-based liaison and diversion service for defendants with neurodevelopmental disorders. Criminal Behaviour and Mental Health, 34(2), pp.117-133.

Hardy, S., Drysdale, L., & Tuson, G. (2024). Partnering Curiosity with Creative Connections through the Change Minds Project: An Integrated Community Case Study. Research square.

Odell, J (2024) Perspectives paper: Seeking a novel approach to practice driven transformation through research. Journal of Research in Nursing Vol 29 Issue 8 <https://doi.org/10.1177/17449871241301766>

Whitehouse C, Hall H, Shiju M, Webster J, Yazbek J, Parslow-Williams S, (2024), Exploring the sustainable impacts of a clinical healthcare research scholarship programme, British Journal of Nursing (online), Vol 37: 11

Zile, A. Owen, J. Gorick, H., Orford, A. & Panagiotaki, G. (2024). Schwartz Rounds in Higher Education settings: a systematic review of the research with recommendations. Under review in Journal of Medical Education and Curricular Development

NICHE PUBLICATIONS 2024

2: Book chapters

2024/5

2024/5

Green, S and Robert, K (2024/5.) Wellbeing at work with some homework. Chapter in Workplace wellbeing for nurses, health and care professionals. Critical Publishing (Draft under review).

Hardy, S (2024/5). Editor. Workplace wellbeing and self-care for health professionals. Chapter in Workplace wellbeing for nurses, health and care professionals. Critical Publishing (Draft under review).

Hardy, S (2024/5) Eat, drink and be merry: tomorrow we diet. Chapter in Workplace wellbeing for nurses, health and care professionals. Critical Publishing (Draft under review).

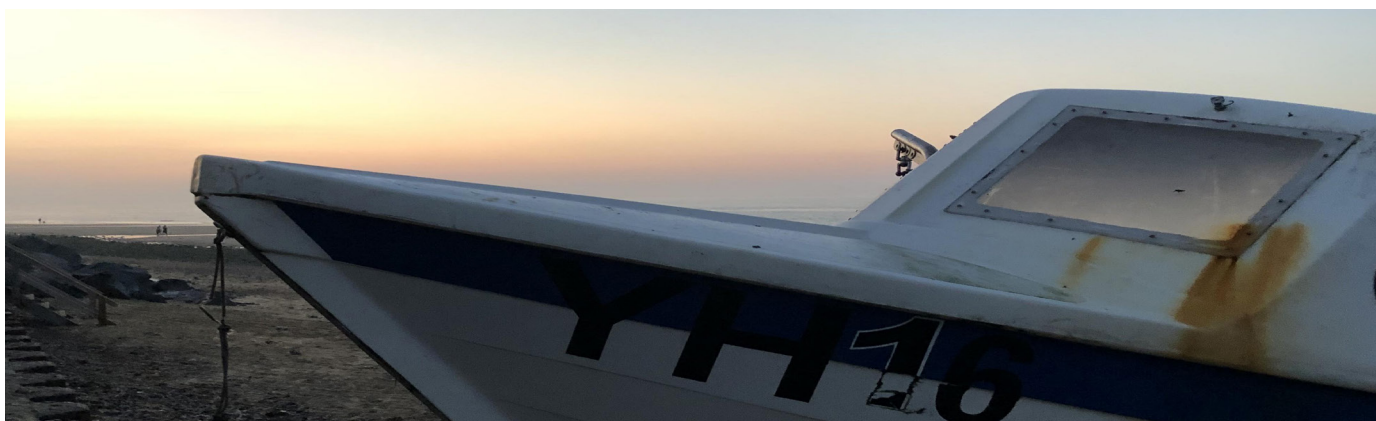
Hardy, S (2024/5) Gambling with my wellbeing. Chapter in Workplace wellbeing for nurses, health and care professionals. Critical Publishing (Draft under review).

Hill, R, Hubbard, J and Sankey, L (2024/5) Staying in the game. Chapter in Workplace wellbeing for nurses, health and care professionals. Critical Publishing (Draft under review).

Jackson, C (2024/5) Health, Wealth and Happiness – is it possible to have it all? Chapter in Workplace wellbeing for nurses, health and care professionals. Critical Publishing (Draft under review).

Owen, J. Panagiotaki, G and Lindqvist, S (2024/5). Sharing is caring. Chapter in Workplace wellbeing for nurses, health and care professionals. Critical Publishing (Draft under review).

Webster, J. Sandiford, H (2024/5). In Search of Meaning through Making. Chapter in Workplace wellbeing for nurses, health and care professionals. Critical Publishing (Draft under review).



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NICHE PUBLICATIONS 2024

2. Conference presentations / Invited Keynotes

2.1 External conferences

2025

Gray R (2025 planned) Orthopaedic Out of Bed Project (OOBP). Oral presentation. World Physiotherapy Conference. Tokyo .

Hardy, S, Odell, J, Webster, J and Yuen, J (2025) Symposium : Sustaining and developing the nursing workforce - from support workers to advanced practitioners RCN Education Conference ,Glasgow. 30th March to 1st April 2025

- NICHE paper 1: Igniting Innovation across Workforce and System Levels. Prof. Sally Hardy, Prof. Jonathan Webster (University of East Anglia).
- NICHE paper 2: Innovation through Therapeutic Optimisation (THEO project). Prof. Sally Hardy, Ms. Joanne Odell (University of East Anglia).
- NICHE paper 3: Embedding Innovation through Integrated Evaluation. Prof. Sally Hardy , Mr. Johnny Yuen , Prof. Jonathan Webster (University of East Anglia).

Webster J and Hardy S (2025) Igniting Place Based Innovation within Integrated Care. Oral Presentation, International Conference on Integrated Care (ICIC25). Lisbon 14th- 16th May, 2025.

Hardy S and Guven-Uslu P (2025) Early indicators of working collaboratively to enhance integrated care transformation. A case study impact analysis. Oral Presentation, International Conference on Integrated Care (ICIC25). Lisbon 14th- 16th May, 2025.

Hardy S and Nuttal S (2025) Addressing workforce recruitment and retention through the role of the Legacy Practitioner. An East of England Stakeholder Evaluation across five participating NHS Trusts. RCN Education Conference and Exhibition. Glasgow 1-3rd April, 2025.

Odell, J. and Hardy, S. (2025) Using participatory and collaborative approaches, as an intervention within a complex health research study to optimise experience of care. Poster Presentation, International Conference on Integrated Care (ICIC25). Lisbon 14th-16th May, 2025.

Yuen, J., Webster, J., Odell, J., and Hardy, S. (2025) Evaluating Integrated Care Innovations: NICHE Anchor Institute's Impact on Overcoming Constraints in Tackling Health Equity in Rural Coastal Communities. Oral Presentation, International Conference on Integrated Care (ICIC25). Lisbon 14th- 16th May, 2025.

Yuen, J., Hardy, S., Webster, J., and Odell, J. (2025) Transforming Integrated Care: NICHE's Community-Driven, Critical Realist Approach in Rural Coastal Communities. Oral Presentation, International Conference on Integrated Care (ICIC25). Lisbon 14th- 16th May, 2025.

NICHE PUBLICATIONS 2024

2024

Blake-Barnard, A. (2024) Factors that influence child conveyance decisions made by pre-hospital clinicians – A mixed methods study. College of Paramedics Annual Conference, Leicester. Poster presentation. (JPUH Scholarship).

Dean, A. (2024). Seeing Red. Improving the End-of Life Care Pathway across West Geographic Place. Embedded Service Improvement Evaluation. Hospice UK National Conference – November 2024.

Gray R. (2024) .Improving early mobilisation after femoral fracture surgery: A MDT approach. Embedded Service Improvement Evaluation. National Fracture Data Base Meeting – April 2024.

Gray R. (2024). Improving early mobilisation after femoral fracture surgery: A MDT approach. Embedded Service Improvement Evaluation.E4 Conference, Hamburg – May 2024.

Gray R. (2024). Improving early mobilisation after femoral fracture surgery: A MDT approach. Embedded Service Improvement Evaluation. Fragility Fracture Network Conference, Istanbul – October 2024.

Hardy S and Webster J (2024). Innovation and sustainability: NICHE at UEA. EPIIC conference. Anglia Ruskin University, Cambridge 24th June 2024.

Hardy S E (2024). New innovations and challenges in nursing and midwifery education. 34th Annual Nursing Research Conference. University of West Indies, MONA. Jamaica 31st May 2024.

Hardy S, Lewis, P, Knox J., Baron M, Meehan H (2024) Leadership and Mentoring for Quality improvement. University of West Indies, MONA Jamaica 24th May 2024.

Hardy S (2024). Perinatal Mental Health. University of West Indies, MONA Jamaica 20th May 2024.

Hardy S E., (2024). Using a PRAXIS evaluation framework. Norfolk and Waveney Arts and Health Collaborative. Norwich University of Arts Norwich. 10th May 2024.

Hardy S E, Webster J (2024). Norfolk Initiative for Coastal and Rural Health Equalities (NICHE) 24th International Conference on integrated Care Belfast 22-24th April 2024.

Hewitt, R and Sanderson, H. (2024) Norwich Museums Community Club – an embedded evaluation. Eastern ARC Conference – Harnessing Heritage (2024), Heritage and Wellbeing, Eastern ARC Conference, 3rd September 2024.

Hill, R and Sankey, L . (2024). A Time, A Place and A Face. An approach to placement allocation to enhance retention of pre-registration adult-field student. RCN Education Conference - April 2024.

NICHE PUBLICATIONS 2024

Hill, R and Sankey, L. (2024). Early Identification and Support Mechanisms to Improve Retention and Student Experience in an Undergraduate Adult Nursing Programme. Poster Presentation: Mental Health Wellbeing Higher Education Conference - May 2024.

Hill, R and Sankey, L. (2024). Formative self-assessment and feedback with first year nursing students. Self Assessment Advances in Higher Education Conference - June 2024.

Hill, R and Sankey, L. (2024). Using nursing research to explore Occupational Therapy retention strategies. OT RCOT Annual Conference - June 2024.

Jarvis L (2024) Respiratory traffic light document; To improve management of children with long term and complex conditions, Chartered Society of Physiotherapy Annual Conference, Manchester. Poster presentation (JPUH Scholarship).

Manea, A. (2024). Norfolk Antenatal Pathway for Women and Birthing people with a Learning Disability . Embedded Service Improvement Evaluation. IASSIDD Conference, Chicago – August 2024.

Manea, A. (2024). Norfolk Antenatal Pathway for Women and Birthing people with a Learning Disability . Embedded Service Improvement Evaluation. RCN International Nursing Research Conference. September 2024.

Panagiotaki, G. (2024). Promoting Mental Health and Wellbeing of Medical Students. 9th Sharing Experience Session. Medical Education Center, University of Sharjah, February 2024.

Panagiotaki, G., Zile, A., & Owen, J. (2024). Schwartz Rounds in HE: Students' experience and perceived benefits for well-being. Student Mental Health Conference SMARTEN, KCL, June 2024.

Teague, B. (2024). Co-producing a child holistic rural and coastal Health Passport (CORACLE). Embedded Research. University of British Columbia presentation – September 2024.

Webster J (2024). Empowering Communities: UEA's Anchor Institute role in fostering 'Curated Communities as part of an Integrated Care System'. North America International Integrated Care Conference, 15th – 17th October 2024.

Webster J (2024), 'NICHE@UEA', Eastern ARC Conference – Harnessing Heritage (2024), Heritage and Wellbeing, Eastern ARC Conference, 3rd September 2024.

Webster J, Sanders K (2024), Guiding Lights for Effective Workplace Cultures. Global Conference on Person-centred Care, Gothenburg, 13th – 15th May 2024.

NICHE PUBLICATIONS 2024

Webster J, Sanders K (2024), Guiding Lights for Effective Workplace Cultures. Global Conference on Person-centred Care, Gothenburg, 13th – 15th May 2024.

Webster J and Hardy S (2024) Empowering communities UEA's Anchor Institute role in fostering social accountability'. University of Sharjah. Research Seminar 28th March 2024.

Webster J, Sanders K (2024), Guiding Lights for Effective Workplace Cultures. Global Conference on Person-centred Care, Gothenburg, 13th – 15th May 2024.

Zile, A., Panagiotaki, & G., Owen, J. (2024). Schwartz Round in HEI's. Mental Wellbeing in Higher Education, Advance HE – Leeds, May 2024.

2.1 Internal to UEA conferences

2024

Blake-Barnard, A. (2024). Factors that influence child conveyance decision made by prehospital clinicians. NICHE Shared Learning Event – April 2024. (JPUH Scholarship).

Cook, L. (2024). Developing an intervention to support the retention of health and social care professionals in Norfolk. Centre for Research on Children and Families Seminar, UEA – December 2024.

Dean, A. (2024). Seeing Red. Improving the End-of Life Care Pathway across West Geographic Place. Embedded Service Improvement Evaluation. NICHE Shared Learning Event – April 2024.

Gray R. (2024). Improving early mobilisation after femoral fracture surgery: A MDT approach. Embedded Service Improvement Evaluation. NICHE Shared Learning Event – April 2024.

Hewitt, R and Sanderson, H. (2024). Norwich Museums Community Club – an embedded evaluation. NICHE Shared Learning Event – April 2024.

Hill, R and Sankey, L. (2024). An overview of the work being done around retention. NICHE Shared Learning Event , April 2024.

Kirkham, J. (2024). Transforming Practice and Empowering Staff in the Use of Qualitative 'Friends and Family Test' (FFT) Data to Enhance the Patient Experience. NICHE Shared Learning Event , April 2024. (JPUH Scholarship).

Manea, A. (2024). Norfolk Antenatal Pathway for Women and Birthing people with a Learning Disability . Embedded Service Improvement Evaluation. NICHE Shared Learning Event – October 2024.

NICHE PUBLICATIONS 2024

Muncey, H and Plaatjes, N . (2024). The THRIVE programme. NICHE Shared Learning Event , October 24.

Owen, J., Panagiotaki, G., & Zile, A. (2024). Optimising Wellbeing through Interprofessional Schwartz Rounds at UEA: what we know so far about healthcare professionals' experience attending Rounds. NICHE Shared Learning Event, April 2024.

Panagiotaki, G., Zile, A. & Owen, J. (2024). Optimising well-being through Interprofessional Schwartz Rounds at UEA: what we know so far about students' experience attending Rounds. UEA Student Experience Conference CHERRPS, March 2024.

Roberts, K and Cooper, H (2024). Evaluating a Staff Support Service. NICHE Shared Learning Event , October 24.

Rose S. (2024). This Nurse Can. NICHE Shared Learning Event , October 24.

Saunders, T. (2024).Evaluating the Impact and Effectiveness of Structure, Process and Outcomes of Take a Chance on me . NICHE Shared Learning Event – October 2024.

Walker , J. (2024). Homeless Health Needs Audit and Embedded Project Evaluation in Norfolk. NICHE Shared Learning Event –October 2024.

Yuen, J. (2024). Building programme theories to inform practitioner-led multifaceted interventions in Norfolk & Waveney. Lifespan and Population Health Research Centre's joint Postgraduate and Early Career Researcher Conference, Wednesday 19th June 2024.

Zile, A. Owen, J. Gorick, H., Orford, A. & Panagiotaki, G. (2024). Interprofessional Student Schwartz Rounds: Students' experience and perceived benefits for wellbeing and reflective practice - a systematic review. Lifespan and Population Health Research Centre's PGR and ECR Conference, UEA, June 2024. Prize for best ECR poster.



Witlingham Country Park 2020, with photography permissions Sally Hardy

NICHE PUBLICATIONS 2024

3. Reports

2024

Cook, L., Carder, S., Blake-Holmes, K. and Yussif, I.A. (2024) Retaining Local Authority Social Workers: A theory of change. Research Report. November 2024.

Hardy, S., and Nuttall, S. (2024) Evaluating a model for Legacy Mentors/Practitioners across the East of England. A flexible role for improved workplace effectiveness and staff retention potentials. An Evaluation Report (submitted to NHS England 3rd May 2024).

Hill R, and Sankey L (2024) Self-assessment and feedback on professional domains. A pre-registration nursing retention initiative. November 2024.

Lee C, Whitehouse C, Stimpson E and Shiju M (2024) JPUH Evaluation of 'Take a Chance on Me' Evaluation Report.

Pereira, J., Leary, A (2024) Exploring Equality, Diversity and Inclusion in the NHS: A comprehensive analysis. NICHE Workforce Intelligence Network, Interim Report 1. November 2024.

Sandiford H (2024) Community Culture Club. Evaluation Report. Available via the NICHE website

Yuen, J and Odell, J. (2024). Planting the Seeds for Change: A Participatory Service Evaluation of the "Leading and Facilitating the Development of Person Centred Care and Cultures" Programme. A participant follow-up impact report. Available on the NICHE website.

4. Webinars/online presentations

20 November (2024). Norfolk Antenatal Pathway for Women and Birthing People with a Learning Disability. Regional Student Lead Forum, NHS England. Manea, A.

08 October (2024). Norfolk Antenatal Pathway for Women and Birthing People with a Learning Disability. Practice Education Leads. NHS East of England. Manea, A.

05 September (after september 2024.) Research Masterclass. Queen's Nursing Institute. Manea, A.

31 May (2024). Norfolk Antenatal Pathway for Women and Birthing People with a Learning Disability. RADiANT Clinical and Research Network. Manea, A.

NICHE PUBLICATIONS 2024

21 February (2024). Norfolk Antenatal Pathway for Women and Birthing people with a Learning Disability. Quality Faculty Meeting, Norfolk and Waveney Transformation. Manea, A.

16 February (2024). Integrated Care Systems. Where do HEI's fit? Council of Deans for Health. Hardy, S.

5. Online blogs/ reflective pieces

5a. NICHE (available on NICHE website)

2024

Buleu, C (2024) Reflective piece (JPUH Scholar) also in Newsletter Issue 6. March 24.

Drysdale, L (2024) Stewarding Creative Arts , Culture and Heritage as Restorative Citizens. January 24.

Flindall, S (2024). Rethinking Prevention: Supporting Healthier Choices in Coastal Communities for Lasting Impact. October 24.

Hardy, S (2024) Understanding global health challenges and the importance of cultural and international knowledge mobilisation. October 24.

Johnson, P. (2024) Feeding it forward, co-supervision as a health conversation. January 2024.

Kirkham J (2024) Transforming practice and empowering staff in the use of qualitative friends and family test (FFT) data to enhance the patient experience. May 2024.

Odell, J. (2024) Bridging role, theory and practice. May 2024.

Odell J (2024). Ignite, Innovate and Embed. Three ways to create change and energy in the health and social care system. September 2024.

Panagiotaki, G. Lindqvist, S., Owen, J., Zile, A (2024) UEAs Interprofessional student schwartz rounds: our journey so far. March 2024.

Sankey, L (2024) Workforce optimisation through exploring effective strategies for recruitment, retention and retainment. May 2024.

Teague, B. (2024) NICHE Embedded Fellow. Reflective piece. Newsletter Issue 5- January 24.

Thomas, A (2024) Leading and speaking up, January 2024.

NICHE PUBLICATIONS 2024

Thompson C (2024) Achieving the UEA Masters in Medical and Health Humanities. The journey so far. May 2024.

Webster, J and Davies, L (2024). 'Rewilding our Workplace Cultures'- October 24.

5B. External to UEA

Manea, A (2024). Becoming a Research-Active Community Learning Disabilities Nurse. The Queen's Nursing Institute. February 2024.

6.NICHE newsletters- NICHE website

issue 9 - November 24

Issue 8- August 24

- Lloyd Smith, W (2024). Embedding improvement and consistency with multi agency approaches to adult safeguarding concerns (Kintsugi project)
- Bedford S (2024). Addressing Obstetric Haemorrhages. Reflective piece (JPUH Scholar)

Issue 7- May 24

- Grey, R. (2024). NICHE Embedded Fellow. Reflective piece.

Issue 6-March 24

- Buleu, C (2024). JPUH Scholar. Reflective piece

Issue 5- January 24.

- Morgan, L. (2024). Early Career Prescribing Programme (Kintsugi Project)
- Teague, B. (2024). NICHE Embedded Fellow. Reflective piece



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NICHE PUBLICATIONS

7. Podcasts

2024

Episode 1: Meet the team:

Johnny Yuen. Senior Research Associate, NICHE.

<https://www.youtube.com/watch?v=zO7Hq5Fay-g&feature=youtu.be>

Episode 2: Kintsugi Project:

Rosalind Hewitt. Norwich Museums Community Club.

<https://www.youtube.com/watch?v=rA-F7rKkUHg>

Episode 3: NICHE Embedded Fellowship:

Alice Dean. NICHE fellow, Norfolk Hospice.

<https://www.youtube.com/watch?v=RN0QUVN8TNs>

For a full list of our publications before 2024 please follow this link: <https://www.uea.ac.uk/groups-and-centres/projects/niche/reports-and-publications>



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THANK YOU!

For reading the NICHE 2024 annual report.

If you wish to get in contact please email NICHE
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NICHE WEBSITE

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NICHE team 2024, with photography permission Scarlet William

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THANK YOU!

THANK YOU!

THANK YOU!

