



NICHE
Anchor Institute

YEAR 1: 2022 - 2023

ANNUAL REPORT



NICHE
Anchor Institute

UEA
University of East Anglia

NICHE Website:

www.uea.ac.uk/groups-and-centres-/projects/niche



[@uea_niche](https://www.instagram.com/uea_niche)



[@UEA_NICHE](https://twitter.com/UEA_NICHE)

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NHS
England
East of England

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Norfolk Initiative for Coastal and rural Health Equalities (NICHE) Anchor Institute, is one of six Higher Education Institutes (HEIs) in the East of England to have received funding from NHS England (formerly Health Education England). NICHE’s aim is to *explore factors that contribute to an effective integrated health and social care system.*

NICHE Strategic Objectives:

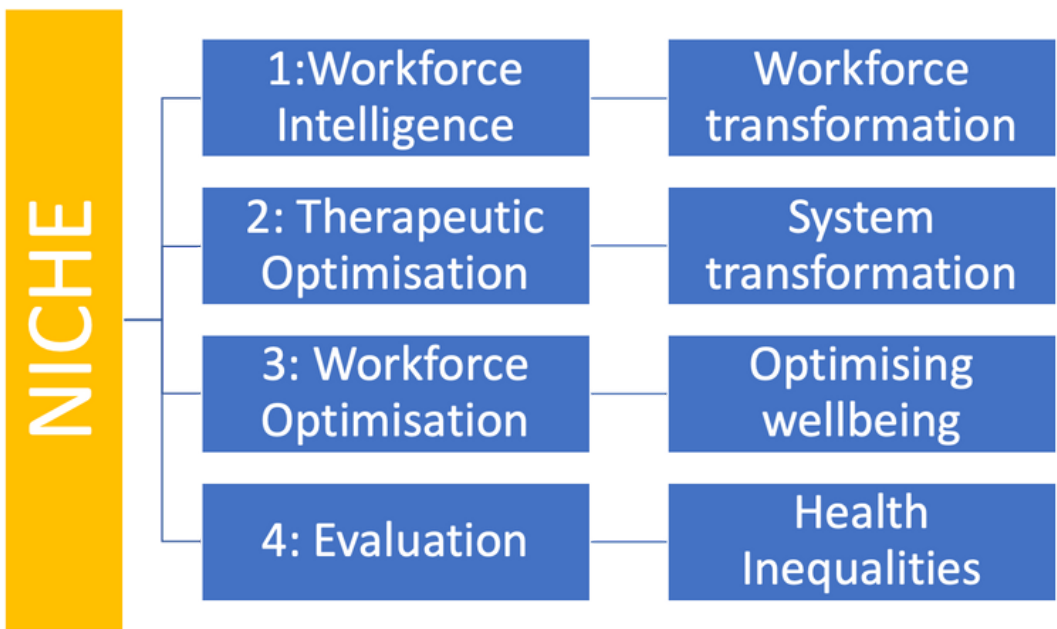
- Improving health inequalities across rural and coastal communities.
- Workforce (capacity and capability) development and transformation.
- System collaboration and transformation through effective partnership working.
- Wellbeing and sustainability.

Our work aligns closely to the **Norfolk and Waveney ICS Strategic Goals:**

- To make sure that people can live as healthy a life as possible;
- To make sure that you only have to tell your story once;
- To make Norfolk and Waveney the best place to work in health and care.

NICHE Objectives align to the *four workstreams* as focused areas of activity:

Within this Annual Report, we will outline each workstream and explore how NICHE is demonstrating benefits to workforce and system level effectiveness in our first year of operation.



NICHE Stakeholder Map

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ICB/ East of England	ICS/ East of England	HEI Anchor Institutes East of England	HEALTH/NHS	SOCIAL CARE	COLLABORATING /CIVIC PARTNERS	INTERNATIONAL (MOUs)

NICHE Governance

Special thanks to NICHE Committee Chairs:

Niall Broomfield

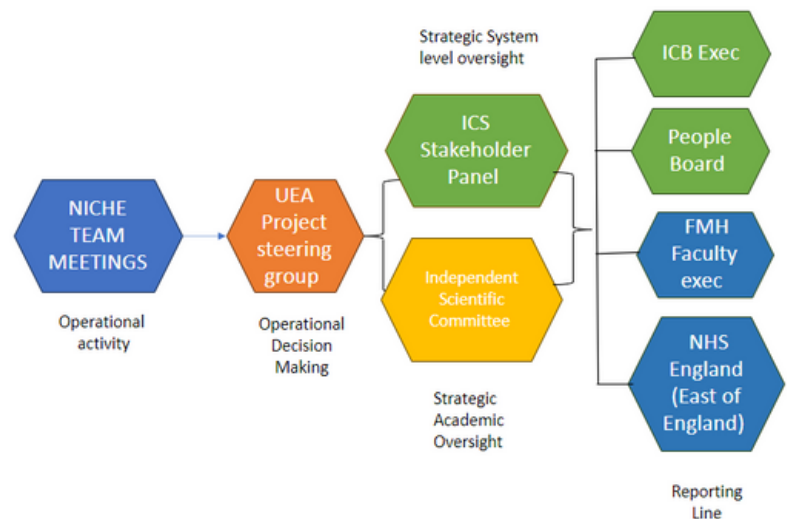
Professor of Clinical Psychology, Deputy Dean, Norwich Medical School UEA and

Kenda Crozier

Professor of Midwifery, Dean School of Health Sciences UEA

Co Chairs of the UEA Project Steering Group.

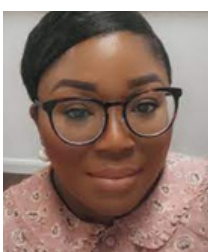
NICHE GOVERNANCE & REPORTING STRUCTURE



Lisa Dikomitis

Professor of Medical Anthropology and Social Sciences and Director of Research, University of Kent

Chair of the NICHE Independent Steering Committee that meets quarterly throughout the year to oversee and steer robust project methodology and quality outcomes.



Ema Ojiako

Executive Director of People, Norfolk and Waveney ICB

Chair of the NICHE Stakeholder Panel that meets quarterly to ensure NICHE is focusing on co-produced activity that maps across the Integrated Care System priorities.

Workforce and System Transformation: 5 Indicative Early Indicators

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Director's Statement

NICHE's first Annual Report (2022-2023) outlines collaborative achievements across the Norfolk and Waveney Integrated Care System (ICS). We report on how work is benefitting people and communities at local, regional and international levels, addressing workforce and system level transformation. Our geography in Norfolk and Waveney is one of coastal, rural and isolated communities, that require contextual, place-based development, to ensure health and care services are tailored to requirements of these specific communities.

Greatest level of activity we can report on has been in workstream 3: **Workforce Optimisation**. Whilst formal collaboration agreements are being secured for multi-partner research and evaluation associated with the other workstreams continues, we are expanding our work across coastal, rural and isolated communities and addressing health inequalities through embedded NICHE Fellowship, Kintsugi Projects whilst growing an international network of collaborating partners.

Our **National NICHE conference** (14 September 2023), saw over 110 participants sharing their work. Two Keynote Speakers, Phil Carver, NHS England outlined the first five-year NHS Workforce plan, and Pinar Given-Uslu, shared the financial implications of ICS architecture, and the importance of valuing workforce, as key to ensuring system level transformation.

Early indicators as actionable insights are emerging, to further evidence in next year's integrative evaluation:

- a) **Caring for those who care** through addressing wellbeing as a central aspect of health and social care workforce sustainability. Our work to evaluate Schwartz rounds, Staff Wellbeing services, exploring recruitment and retention strategies all are capturing potential strategies that will benefit workforce sustainability in future careers that allow staff to continue to grow, working to the full extent and scope of their roles.
- b) Health and care system reform requires **new and flexible roles**, that recognise the importance of 'live', effective, practice-based supervision, which can play a significant part in retaining staff across the ICS. Evaluating roles such as the Legacy Practitioner, Clinical Associate Psychologists, and Nurse Associates in specialist clinical areas has all helped us to explore the significance of new approaches to providing roles that enable talent to be translated across traditional professional and system boundaries.
- c) **Creative arts, culture and heritage engagement**, across our historical landscapes and embracing locality as important contextual factors in where people live and work, are important and often overlooked cultural assets in rural, coastal and isolated communities. Our collaborations continue to inform future projects potentials in this area to further evidence outcomes on health and wellbeing.
- d) **Co-produced, embedded learning** as bespoke programmes, facilitated effectively to enhance and release leadership talent and promote local expertise are highly effective strategies for cultural transformation across coastal, rural and isolated communities.
- e) **Cultural transformation** cannot be rushed, as new language, partnerships and interactions are formed. When working with coastal, rural and isolated communities it is imperative to engage local partners, to understand cultural contextual wisdom to initiate and sustain change for good that makes a difference.

Sally Hardy, Professor of Mental Health and Practice Innovation, NICHE Anchor Institute UEA

Jonathan Webster, Professor of Practice Development, NICHE Anchor Institute UEA

Workstream 1: Workforce Intelligence

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Working in collaboration with Professor Alison Leary, at London South Bank University (LSBU), as academic collaboration partner with data modelling expertise. We are also recruiting a Research Associate and LSBU have secured a PhD Scholarship associated with this work.

Aim: To utilise health and social care workforce data to inform workforce design, redesign, and planning across the ICS and in a variety of different workforces.

Work Packages:

- 1.Undertake soft systems modelling to understand the “work as done” and demand for different types of labour.
- 2.Examine/mine a wide array of routinely collected data for insight as determined by workstream one. This is likely to include not only workforce data but also activity, incident, performance, and population-based data.
- 3.Focus on supporting the implementation of the generated intelligence and horizon scanning.

The approach will be determined by the first and second workstreams to tailor this to local needs and the possibility of application to wider workforce policy in England.



Benefits of this work:

- Informing workforce strategy to meet the needs of the local population
- Combining health and social care sector workforce data to provide integrated analysis of workforce profiles, and future demands
- Providing the ICS with a robust evidence base from which to prepare workforce planning
- Exploring the future workforce profiles, suitable for achieving contemporary health and care workforce plans

Workstream 2: Therapeutic Optimisation

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Working in collaboration with Professor Sarahjane Jones's team at Staffordshire University and LSBU in collaboration with an eminent steering group, including emeritus Professor Kim Manley, lay colleagues and professional practice partners.

Working to establish a multicentre study of Therapeutic Optimisation (THEO): A ward level intervention in older persons' care across three NHS Trust sites located in the West, East and Central locations across the Norfolk and Waveney ICS.

Aim: To establish a quasi-experimental design intervention study, at three innovation sites across Norfolk and Waveney integrated care system.

Intervention: Utilising workforce intelligence data, (arising from workstream 1), optimising therapeutic care, (as enhanced person-centred older people's care) for achieving optimal integrated system level outcomes (such as reducing length of hospital stays).

Outcomes: The THEO project will provide evidence for achieving safe and effective care, in person-centred workplace cultures, alongside providing new knowledge on workforce therapeutic optimisation as a model to achieve universal care quality (i.e. in the right place, at the right time).

Benefits of this work:

- Evaluating a proactive staffing model for improved staff and patient experience
- Enhance clinical leadership that co-creates highly effective workplace cultures
- Achieve active collaboration across systems and teams
- Embed research and evaluation for safe and effective care delivery
- Identify a care optimisation approach that can be cascaded across the ICS



Workstream 3: Workforce Optimisation

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Workstream 3 is made up of a number of work packages focused on Workforce Optimisation, exploring effective strategies for Recruitment, Retainment & Reform: (3Rs)

Aim: To investigate factors that influence recruitment, retention/retainment and reform amongst health and care practitioners in N&W ICS.

Objectives:

- 1: To capture the impact of wellbeing strategies on retainment in terms of what works, and for whom.
- 2: To identify the barriers and enablers of effective workplace retention and retainment strategies that influence intention to leave and remain in the workplace.
- 3: To identify recommendations for effective strategies to be used to influence recruitment & retainment for East of England, targeted at high-risk groups (e.g. students, preceptors, new recruits i.e. first 2 years of employment/qualification).
- 4: Enhancing reform with addressing the capacity and capability of the N&W ICS workforce through embedded research and improvement evaluation scholarships, fellowships and innovative 'Kintsugi' service improvement projects across rural and coastal communities.

Within this workstream more details on what we have achieved is provided in the following pages of our report:

4 x Retention Projects
Led by Rebecca Hill (pg. 7)

1 x Recruitment Campaign
This Nurse Can. Led by Simon Rose (pg. 8)

3 x Reform/Wellbeing Initiatives
Led by Niall Broomfield
-Evaluating Schwartz Rounds (pg. 10)
-Staff Wellbeing Service model (pg. 11)
-Clinical Associate Psychologist role

1 THRIVE Graduate Programme
Led by Helen Muncey (pg. 12)

4 NICHE Fellowship Grants
Led by Jonathan Webster (pg. 13)

1 Med Health Humanities Funded
NICHE Creative Arts Scholar,
Claire Thompson (pg. 15)

1 Eastern-ARC Funded Fellowship
Abigail Hensley (pg. 15)

3 x Cohorts of Embedded Scholarships
Led by Helen Hall (pg. 16-17)

7 x Place-based Partnerships,
aka Kintsugi Projects. Led by Jonathan
Webster (pg. 18)

Workstream 3: Workforce Optimisation

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Exploring Effective Retention Strategies

The work relating to retention is focused on providing important insights into factors that influence students and staff leaving health and social care workforce roles. The projects will provide influential evidence to help support future highly effective staff retention strategies. The dissemination of the evidence will enable other organisations to benefit from the new understandings we create together with our partners.

Aim:

To explore factors that may enhance the retention of pre-registration and post qualification non-medical health care professionals.

Objectives:

- To develop an understanding of factors that impact on the retention of pre-registration health care students
- To execute projects that positively impact on the retention of pre-registration health care students
- To develop an understanding of factors that impact on the retention of post qualifying staff in health and social care
- To execute projects that positively impact on the retention of post qualifying staff in health and social care

Benefits of this work:

To enhance health and social care environments by use of effective retention strategies for students and staff, including student learners through to legacy career returners, plus those planning for retirement.

Retention Projects

- 1: A scoping review of the health and wellbeing strategies that impact on the retention of pre-registration health care students
- 2: An exploration of the experiences of students using health and wellbeing strategies within Higher Education
- 3: 'A Time a Place and a Face' – a new approach to the placement allocation of Adult Nursing students
- 4: Professional feedback – an innovation to facilitate self-assessment of professional attributes and behaviours
- 5: Post qualification staff retention project to start 2024 in health and social care



Outputs: *Conference Presentations*

- Advance HE Assessment and Feedback Innovations 7/11/23
- Network and Innovation in Healthcare Education 7/12/23
- East of England Repair Board Presentation 12/12/23
- Health and Wellbeing Scoping Report September 2023

Workstream 3: Workforce Optimisation

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Exploring Effective Recruitment Strategies

This NURSE Can: A digital recruitment campaign

The Aim and Background:

The fundamental aim of '*this NURSE can*' targeted recruitment campaign is to showcase the variety of amazing roles and employment opportunities available to nursing graduates within our Norfolk and Waveney ICS.

This campaign has been highlighted as desperately needed against a backdrop of several years of negative media attention, industrial strike action, and ongoing consequences of COVID-19 within the profession, resulting in a significant fall in application rates to nursing degrees year on year. Nationally, nursing applications are approximately 13% down on last year, however regionally we are looking at a decrease of 20-30%.

The Plan:

Supported by funding from NICHE, '*this Nurse can*' campaign will be centered around a video advert that will highlight the exciting variety of roles across integrated health and social care that nurses can be employed. The campaign will include examples of real nurses working across different fields (such as adult, child and mental health) and will look to capture a range of settings and sectors that need qualified nurses. It is vital the campaign is diverse in nature and represents the wide range of demographics that work across the nursing profession. The idea is to capture authentic positivity and generate the feeling that a career can be rewarding and exciting! Some of the roles that will be showcased include:

Emergency Department Nurse
Social Care Nurse
Ambulance Nurse
RAF, Naval or Army Nurse
Aerospace Nurse
Medical Script Nurse
Nurse Lecturer
Nurse Researcher
Travel Nurse
Forensic Nurse
Child and Young People Nurse
Mental Health Nurse
Community Care Home Nurse

and many more....



Workstream 3: Workforce Optimisation

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Exploring Strategies for Workforce Retainment/Reform

UEA's Interprofessional Student and Staff Schwartz Rounds

We launched our Student Schwartz Rounds in July 2022 and successfully delivered five sessions between January and December 2023. Working with NICHE, these rounds have now been extended to include staff and students. Schwartz Rounds provide a structured forum where all (whether staff, clinical and non-clinical), can come together to discuss the emotional and social aspects of working in health and social care settings.

Evaluation and feedback

The Rounds are being evaluated by Dr Amy Zile, as a NICHE funded researcher. So far, they have been attended by approximately 190 students and staff from UEA's schools of Medicine, Health Sciences, Social Work and Pharmacy. The themes explored were: "*A patient I will never forget*", "*The day I made a difference*" and "*Sharing difficult news*", "*Imposter Syndrome*" and "*Empathy in Action*". Fifteen story tellers (a mix of staff and students) shared their stories and our skilled facilitators guided powerful reflections shared by members of the audience. Feedback from attendees and story tellers was extremely positive. The Rounds are open to all health professional students and staff at UEA. Themes of future sessions for 2023/24 cover aspects of *Feeling Different*, *2 Places at Once*, and *Flying the nest/transitions/becoming...*

Some example feedback received from the *Imposter Syndrome* (October 2023) Schwartz Round included:

- 29 student responses, majority of whom were from PHA, MED and SWK which is in-line with the attendee groupings from the Pilot data.
- 90% agreed the topic, presenters and content were relevant.
- 86% felt they gained an insight into how others feel and think when caring for patients.
- 86% felt that hearing others talk openly about their emotional feelings in the context of their work was helpful for them.
- 80% said they gained knowledge that will help them in their clinical training and their experience with patients.
- Almost 83% agreed they plan to attend again.
- 80% thought the Rounds should be put in their curriculum usually post Year 2.

The success of these Rounds are very promising and we are also linking up with the Rounds that take place in the ICS regionally, and other universities nationally. We are keen to secure this for the future, and one thing that we wish to do is to ensure we have relevant new topics and story tellers signed up for future rounds. If you are interested in being a panellist for any of the above Rounds, or would like some more information, please contact: g.panagiotaki@uea.ac.uk.

UEA's Schwartz Rounds are funded by NICHE jointly with the Centre for Interprofessional Practice (CIPP) and licensed by The Point of Care Foundation.



Schwartz
Rounds

Workstream 3: Workforce Optimisation

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Exploring Strategies for Workforce Retainment

Staff Support Service Evaluation

An initial proposal to evaluate a model of staff support offered at QEHKL has been funded by NICHE as a model of wellbeing that was first introduced during COVID-19. The initial proposal has been developed into a more comprehensive protocol for the project. This has required balancing the needs of the service, wider aims of NICHE, and practical constraints. Through this process a more robust evaluation project has been designed to generate outcomes that are helpful for improving the service, demonstrating value/need to commissioners (and other relevant stakeholders), and consideration of what may aid effective implementation of staff support at similar NHS Trusts/organisations across health and social care.

IRAS Ethics application is nearing submission, but has required more time than anticipated to ensure all relevant documentation is compiled. As long as ethical approval is obtained by the end of January 2024, this should not impact on the anticipated timeline for the qualitative evaluation of the staff support service, which is proposed as a 12 - 18 month project.

The first quarter has focused primarily on the development of methodology and obtaining necessary approvals, therefore there are not yet outcomes. However, as part of this phase we have developed:

- A timeline of the development of the Staff Support Service outlining key changes in the service and how these fit with wider events (e.g. national lockdowns).
- Topic guides for focus groups with staff involved in the development and running of the Staff Support Service.
- A survey for QEH staff regarding their views of the Staff Support Service.
- Topic guide for individual semi-structured interviews with Emergency Department Staff.
- Paperwork for the Staff Support Service clinicians to record routinely collected outcome measures to aid prospective service evaluation.

Achievements to date have been successful employment of Hannah Cooper as the Research Assistant/Assistant Psychologist and Kate Roberts working as Principal Clinical Psychologist on the project. Project support is being provided by Niall Broomfield (NICHE @ UEA) and Steven Green, Principal Clinical Psychologist at QEHKL.



Workstream 3: Workforce Optimisation

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Exploring Strategies for Workforce Retainment

The 'THRIVE' Programme Pilot Scheme: *Transforming, Healthcare, Reflection, Innovation, Values, Excellence.*

NICHE-Funded QEHKL THRIVE Programme

During 2023 The Queen Elizabeth Hospital Kings Lynn (QEHKL) achieved NICHE funding to support the pilot of a Graduate Programme, aimed at early career professionals. This funding supports proof of concept before wider roll-out of the programme across the Norfolk and Waveney Integrated Care System.

The developing THRIVE Programme is closely aligned to the following NICHE Themes:

- Achieving Workforce Development and Sustainable Transformation
- Enhanced System collaboration and transformation through Effective Partnership Working.

The programme offers an enhanced learning opportunity to develop a comprehensive skill set to help manage the complexities of working in the NHS. THRIVE supports personal and professional development, through a dynamic culture of critical inquiry. The programme is co-designed with Dr Theresa Shaw and the QEH Education Faculty and will be co-delivered by experts from the QEH with contributions from the NICHE team.

Programme content includes:

- **Leadership:** Understanding self-learning styles, leadership in teams: working with others, connections and understanding role as leaders, culture context, person-centred practice, leadership approaches in contemporary practice and completion of 360 feedback.
- **Quality Improvement:** Delivered by QEH QI team early in the programme. Includes QSIR fundamental programme. Introduction to QI, measurement for improvement, Observations of practice.
- **Research:** Introduction to practice-based research, ways to get involved in research, using evidence to support good clinical practice.
- **Skills Development:** Approaches to working with, influencing, and leading others, understanding evidence, searching, and appraising literature.

The candidates will complete a *Quality Improvement Project* that links to patient experience, clinical service, staff welfare or team culture change. This will be supported by the QEH Quality Improvement Team. There will be dedicated, guaranteed study time for the candidates to complete the QI project and attend the taught sessions.

Workstream 3: Workforce Optimisation

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Exploring Strategies for Workforce Retainment

The 'THRIVE' Programme Pilot Scheme: *Transforming, Healthcare, Reflection, Innovation, Values, Excellence.*

Continued....

Development of a supporting education platform is in progress to host a repository of THRIVE programme resources, materials for supporting course content, interactive blogs and a cohort community message board.

Programme Objectives:

- To develop a comprehensive skill set to manage the complexities of working in the NHS.
- To expose new registrants to tools that will develop resilience through knowledge and skills.
- To nurture aspiring leaders for the future.
- To address workforce challenges (attraction, retention and retainment).
- To create opportunities for candidates to combine clinical and academic development.
- To enable candidates to foster a dynamic culture of critical inquiry.
- Recruitment to the first cohort is progressing in readiness for the February 2024 launch. To maximise applications the QEH Communications team have organised senior team interviews and webinars to promote recruitment via a competitive selection process. The programme will launch with an introduction for candidates with their managers.

By the end of 2024 outputs from the Project for the NICHE funded QEH THRIVE Programme will include:

- Production of a Report (2500 – 3000 words) outlining the programme, outcomes, learning and recommendations. As part of this, there will be a dissemination plan for Norfolk and Waveney ICS.
- 1 x blog to be published on the NICHE website.
- Involvement/contribution to NICHE Learning Events over the next 12-18 months.
- Contribute to the overarching NICHE programme evaluation.

Transforming
Healthcare
Reflection
Innovation
Values
Excellence



During 2023 NICHE has awarded four *Embedded Fellowship* grants which are focusing on two or more of our NICHE key themes.

Each of the Fellowships demonstrates:

- System co-design, working in collaboration with stakeholders, drawing on Practice Development principles of Collaboration, Inclusion and Active Participation.
- A focus on enabling a sustainable place-based systems of care.
- Joined-up planning, delivery and integrated evaluation to achieve safe and effective person-centred practice.
- Alignment to Norfolk and Waveney ICS Strategic Goals.
- An embedded research or evaluation study design, with a participatory co-production approach, that will evidence impact and sustainable improvements to workplace cultures of effectiveness.
- A positive impact on the 'Triple Bottom Line' and sustainable health outcomes.
- Underpinning each of the Embedded Fellowships is a focus on developing Embedded Research (Whitehouse et al, 2022*) or Service Improvement Evaluation drawing on the key principles of building:
 - 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.

By the end of 2024 outputs from the Project funding for the NICHE Embedded Fellowships, Kintsugi and Mini Kintsugi projects will include:

- Production of a Report (2500 – 3000 words) outlining the programme, outcomes, learning and recommendations - as part of this, there will be a plan for Norfolk and Waveney ICS wide sharing/ dissemination.
- 1x Peer Reviewed Publication – ready for submission.
- 1x Conference Presentation – Poster or Oral.
- Educational materials, or information leaflet to enhance innovation uptake across the Norfolk and Waveney ICS.
- Production of a Blog for the NICHE Website/ contribute to the NICHE Newsletter.
- Contribute to the overarching NICHE Project evaluation.

Shared Learning Events

Throughout 2023 online *Shared Learning Events* have been run to enable a sharing of all learning arising from the NICHE Workstreams, Embedded Projects and Programmes. Attendance at these have been varied and wide-ranging, including a number of stakeholders from across the Norfolk and Waveney ICS. These Learning Events have enabled presenters to share their work and insights with opportunity for questions and critical discussion. For 2024 these quarterly online Learning Events will move to 2 in-person half day Workshops commencing in April 2024. More information on the final date and venue please check our website.

*Whitehouse C, Tinkler L, Jackson C, Hall H, Webster J, Copping J, Morris P, Hardy S (2022), Embedding research (ER) led by nurses, midwives & allied health professionals (NMAHPs): the NMAHP ER Model. BMJ Leader, DOI:10.1136/leader-2021-000578



Alice Dean

Clinical Project Manager, Norfolk Hospice, Tapping House.

Project Title: 'Seeing Red' - Improving End of Life Care Pathway Across West Geographic Place.



Abigail Hensley

Specialist Registrar, James Paget University NHS Foundation Hospital Trust

Undertaking an NIHR Applied Research Collaboration Fellowship (EARC), funded by NICHE, to look at the difference between coastal and in-land communities experiences of end of life care.



Anca Manea

Community Learning Disabilities Nurse at the Norfolk Community Hospitals Care NHS Trust.

Project Title: Norfolk Antenatal Pathway for Women and Birthing People with Learning Disabilities.

Anca has been identified by the Chief Nurse Office as part of the #NHS75 Years' celebrations for her research.



Bonnie Teague

Head of Research at Norfolk and Suffolk NHS Foundation Trust

Project Title: Co-producing a Child Holistic Rural and Coastal Health Passport (CORACLE)



Claire Thompson

Freelance Artist

Claire was awarded a NICHE fellowship to undertake the UEA's MA Medical Health Humanities, focusing on how her work with isolated communities can enhance wellbeing through engaging with creative activities and local ecology.

Claire will also be helping NICHE consider creative evaluation approaches to all our work packages.



Rene Gray

Professional Lead for Physiotherapy at the James Paget University Hospitals NHS Foundation Trust

Project Title: Improving Early Mobilisation after Femoral Fracture Surgery: An MDT approach



NICHE funded Research, Evaluation and Quality Improvement Scholarships

Led by James Paget University Hospitals NHS Foundation Trust (JPUH), the first of three NICHE funded scholarship cohorts was launched in June 2023.

The scholarships are designed to provide an introduction to research, evaluation and QI theory, in combination with a co-designed project, which has direct links to the scholar's area of work or practice.

By embedding the project within the scholar's place of work the scholarships are increasing research, evaluation and QI capacity, capability and confidence in their employing organisations and across the Norfolk and Waveney ICS. This work aligns directly with three of the N&W ICS research and innovation strategy principles:

- Driven by a confident and capable workforce
- Collaborative and coordinated
- Embedded in everything we do as a system

The scholarships are providing a skills, knowledge and practical foundation on which each scholar can build upon following the programme's completion, enabling them to either apply for project funding, or seek further research training and development through a fellowship or early career grant.

Each scholarship project is aligned to one of the NICHE strategic objectives:

- Improving health inequalities across rural and coastal communities.
- Workforce development and transformation.
- System collaboration and transformation through joint working.
- Wellbeing and sustainability.

The JPUH/ NICHE Scholarship is a nine-month programme and consists of:

- Protected time to undertake projects
- Facilitated learning modules
- Bespoke 1:1 sessions
- Self-directed study
- Mentorship



Some of the founding members of the Scholarship scheme.
July, 2022 at the JPUH

The scholar outputs will include:

- Production of at least one conference-ready poster based upon their work and learning and present their work at at least one public showcase event.
- A brief report to NICHE on the impact of their scholarship.
- Dissemination materials or activities which will be focused upon patients, public and staff who have been involved in, or are impacted by, their project work.
- Development of a project which specifically impacts their area of work, e.g. Change in pathways, celebration of existing work, enhancement of projects already underway, or testing a new idea or concept linked to the NICHE Objectives.

Cohort 1 was launched June 2023 with 17 scholarships awarded across 10 organisations.

Cohort 2 is due to commence March 2023 with 13 scholarships awarded across 9 organisations.

Cohort 3 is planned to be advertised early 2024 and commence May 2024.



The scholarships are open to all working within our Norfolk and Waveney ICS and strive to be accessible to all roles and professional experience.

An example below of scholarships that have been awarded to date include:

N&W ICB/Norfolk and Broadlands Council: Health and Wellbeing Partnership Officer

East of England Ambulance Service NHS Trust: Paramedic

Queen Elizabeth Hospital, Kings Lynn, NHS Foundation Trust: Physiotherapist

Care Home Manager: Kingsley Care Home

Norfolk and Waveney Integrated Care Board: Research and Evaluation Officer

James Paget University Hospitals NHS Foundation Trust: Patient Experience Assistant

James Paget University Hospitals NHS Foundation Trust: Physiotherapist

James Paget University Hospitals NHS Foundation Trust: Operating Department Practitioner

Norfolk Community Health and Care: Community Learning Disability Nurse

Norfolk and Norwich University Hospital NHS Foundation Trust: Occupational Therapist

Integrated Care 24: Health Advisor

Cambridgeshire Community Services NHS Trust: Research Facilitator

Queen Elizabeth Hospital, Kings Lynn, NHS Foundation Trust: Ante Partum Lead Midwife

Norfolk Community Health and Care: Community Physiotherapist

James Paget University Hospitals NHS Foundation Trust: Health Care Assistant

Norfolk and Waveney Integrated Care Board: Research and Evaluation Officer

Benefits of this work:

*One continuing celebration of the scholarship programme advertisement is the identification of staff who are actually readily able to apply for other (more advanced) fellowships and internships regionally or nationally. These staff would not have been identified had this programme not existed.
(JPUH/NICHE quarterly report)*

If you are interested in the Scholarship Programme please make contact via:

NICHEAnchor@uea.ac.uk or helen.hall@jpaget.nhs.uk

Place-Based Partnerships

Kintsugi Projects

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Using the metaphor of '**Kintsugi**', taken from the Japanese art of melding broken pottery with gold, silver or platinum to enhance the uniqueness and value of the original piece, NICHE have funded 4 Kintsugi and 3 Mini (match-funded) Kintsugi projects. Projects are in their early stages of development and anticipate reporting on findings next year.

Each Kintsugi project focuses on developing and enhancing *Embedded Research*, enabling evidence-based practice, alongside workforce capacity and capability for sustained levels of *Service Improvement Evaluation*. Kintsugi Projects work with key principles of also enhancing local:

- 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.

4 NICHE Funded Kintsugi Projects are:

- *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, Social Enterprise.
- *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 NICHE Match Funded Mini Kintsugi Projects:

- *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.

For more information on the Kintsugi or Mini Kintsugi projects please contact us:

NICHEAnchor@uea.ac.uk



Beth Macaulay's 'OTea' kintsugi style painting, as part of NICHE funded Creativity and Wellbeing Week (15-19th May 2023) Art Exhibition at HSC UEA

Workstream 4: Evaluation

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Evaluating 6 HEI's Anchor Institute in East of England

Project Aims:

The evaluation aim is to achieve greater understanding of the evidence and outcomes of the investment made to region, as this model of HEIs as Anchor Institutes in the Integrated Care System model is not being replicated elsewhere.

Objective is to coordinate partners engagement in capturing the evidence associated with this unique workforce investment opportunity.

This approach will enable a greater understanding of how implementing innovations will lead to sustained impact across system and workforce transformation.

This is a mixed methods evaluation that will use a theory-based approach, and work to produce a new theory of change to identify causal pathways that impact Anchor Institutes. It will also offer a realist approach to explore the mechanisms by which impacts are achieved and the contextual factors that influence impacts. Critical realism (Winn and Williams, 2021) and RE-Aim frameworks (Gregory et al, 1999, 2019) will be utilised as required, acting as critical benchmarking frameworks.

We are in the process of finalising discussions with an external objective evaluation partner, who will bring a level of independence to the evaluation approach, and therefore, increase potential for a credible and objective reporting mechanism.

Evaluating NICHE Anchor Institute

Project Aims:

To identify what factors contribute to workforce and system level transformation across the Norfolk and Waveney Integrated Care system

Objective is to capture through integrated creative methods, how NICHE Anchor Institute activity has achieved impact across the N&W ICS.

We have just appointed our Senior Research Associates who can focus attention to capturing and evaluating the work of NICHE across all our workstreams

Activity will include a scoping review of transformation, co-designing with stakeholders a Shared Impact Framework and exploring integrated creative evaluation methodologies that can capture what works, for whom and how this can then be replicated across other coastal, rural and isolated communities, to address health inequalities.

Outcomes will be an important part of our final reporting to NHS England, and our Integrated Care Partners, and international collaborating partners at a joint conference.



The overall purpose of a **NICHE Collaborative Workforce Transformation Academy (CWTxA)** is to provide a collaborative learning architecture from which sustainable transformation across the region can be maximised. By enabling our health and social care practitioners to learn and develop together an academy approach aims to further ensure quality of care on offer remains person-centered, safe, highly effective, informed by the best evidence, plus influenced by the needs of the communities and populations we serve.

Programmes of Work Achieved - Academic Year 2022-2023

NSFT/NICHE Leading and Facilitating the Development of Person Centred Cultures and Care

This five-day residential programme was commissioned jointly between the former Norfolk and Waveney Clinical Commissioning Group (CCG) and Norfolk and Suffolk Mental Health NHS Foundation Trust (NSFT). Delivered in June 2023, it focused on the core themes of: *Person-centred practice, Person-centred cultures of care, Collective Leadership and self-compassion*. Twenty-five participants from across a variety of clinical services at NSFT took part in the residential programme. Key emergent themes were: *An appetite by participants to seek opportunities to learn, Opportunities to share, learn and network with each other, and Making new and renewed connections from across the Trust leading to 'commitments to act'*. In addition, there was a renewed commitment to create cultures of practice that supported and nurtured person-centred ways of working. Personal transformation throughout the week enabled participants to reconnect and recommit to a collective approach to embracing opportunities for improving workplace culture across NSFT.

The full NSFT/NICHE residential programme evaluation report is available on our NICHE website.

Teaching and Learning Care Homes (TLCH)

Commissioned by the former Norfolk and Waveney CCG this programme was delivered and evaluated jointly with the Foundation of Nursing Studies (FoNS) and was delivered over 18 months. The core purpose of the TLCH programme was a 'Good Care Experience' enabled by three foci: *(i) Creating education and learning for staff and students (ii) Enabling practice development and research from practice; and (iii) Facilitating community engagement*. Enhancing these interrelated themes are: Working collaboratively across Sectors/ Systems and acting as a resource across the Social Care Sector. The participating Care Homes also identified that the TLCH provided an opportunity to learn and work together. The programme helped to build new relationships in which learning from each other was an underpinning enabler to support development along with the opportunities for informal support and the potential for sustainable cultural transformation over time.

The full TLCH evaluation report is available on our NICHE website.



Programmes of Work Achieved - Academic Year 2022-2023 (continued...)

VITAL Programme

Commissioned originally by the Queen Elizabeth Hospital Kings Lynn (QEHKL) in early 2022 and subsequently by NSFT this programme aims to enhance effective clinical practices & leading workplace effectiveness, through exploring and co-designing course content around workforce priorities such as *Vision & Values, Innovation & Inclusion, Team working, Approaches & Accountability, and Leadership*. NSFT are planning further cohorts commencing in Feb 2024.

If you want to know more about VITAL do search our website for the CWTxA portfolio.



VITAL Award at NSFT

N&W Guiding Lights for Effective Workplace Cultures

Commissioned by the former Norfolk and Waveney CCG this programme commenced in September 2023. Delivered jointly with the Foundation of Nursing Studies (FoNS) it built on work from the previously delivered and evaluated national programme for community nurses and interdisciplinary teams commissioned by NHS England. The programme focuses on applying the four '*Guiding Lights for Effective Workplace Cultures*' (Cardiff et al, 2022*) to the setting where care is delivered and/or experienced. The programme is for team leaders working within N&W ICS and is due to be completed in March 2024. The full evaluation report is available on our NICHE website.

*Cardiff, S., Sanders, K., Webster, J., & Manley, K. (2022). 'Guiding Lights for effective workplace cultures': enhancing the care environment for staff and patients in older people's care settings. *Nursing Older People*, 34(4).

Leading Outstanding Services

One of six workshops for embedding a culture of continuous improvement has been codeveloped with care home partners and NoRCA. The workshop comes with an associated resource pack and will be delivered in early 2024.

If you want to work with us on a bespoke programme take a look at the CWTxA portfolio on our website.

NICHE Website: www.uea.ac.uk/groups-and-centres-/projects/niche

Collaborative Partnerships and Global Networks

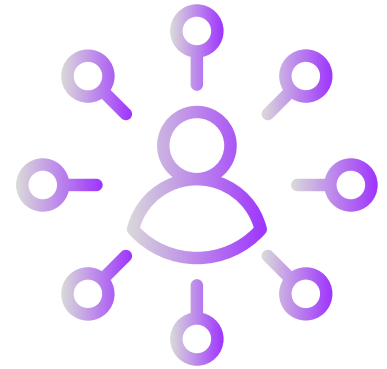
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NICHE
Anchor Institute

Norfolk Arts and Health Collaborative is an online forum to share events and projects that combine arts, culture, heritage with health. NICHE remains part of the organising committee, working in collaboration with NUA, Restoration Trust, and over 35 other freelance organisation across our region. Find out more at: <https://norfolkartsandhealth.com>

Norfolk and Suffolk Culture Board has commissioned a project to explore 'Creative Lives' and NICHE is on the advisory group. The report is due to be delivered in January 2024.



GLOBAL NETWORKS

Federation University, Australia visited NICHE in June and again in September '23 to discuss ongoing projects via an MOU, focused on practice development and enabling workplace cultures of effectiveness.

The **Caribbean Nurse and Midwifery Association (CNMA)** continue to help with links to enhance midwifery and mental health education across the Caribbean.

Several visits to **Sri Lanka** were reported in our NICHE Newsletters 2 and 3, working in collaboration with NHS England and NSFT, to deliver an NHS Mental Health Programme. Working with Dr Paul Linsey this work continues with potential expansion under development for 2024. An MOU with General Sir John Kotelawala Defence University (KDU), and the International Institute of Health Sciences Sri Lanka (IIHS), where work continues to engage on global workforce skill developments.

The **International Practice Development Collaborative (IPDC)** continue to meet and discuss our international work together strengthening theoretical and practical application of PD as a complex intervention. Our meetings occur bi-monthly, where shared experience of practice development are offered and plans for ongoing collaborations arise.

University of West Indies (UWI) visited NICHE in May, where research, education and collaborative projects were discussed, and work is ongoing to achieve curriculum developments and joint publications.

University of Sharjah (UAE) continues to work with us on education and service improvement projects, and early discussions are being put in place to host an International Conference planned for 2025.



Mentorship workshop with the Institute of Mental Health, Angoda Hospital, Sri Lanka, June 2023



Academic Papers 2023

Prior publication lists can be found on the NICHE website

Hardy, S., Webster, J., Jackson, C., & Willmoth, S. (2023). The Centenary of Caring Project: A co-created public art exhibition expressing how COVID-19 impacted on health and social care settings in East Anglia: Centenary of Caring Project. *Journal of Arts and Humanities*, 12(4), 51-62.

Hardy, S. (2023). A case study evaluation of the legacy practitioner role: implications for system and workforce transformation. *International Practice Development Journal*, 13(1).

Ocho, O. N., Moorley, C., Richardson Sheppard, C., Caesar-Greasley, L. A., & Hardy, S. (2023). Cultural Influences on Mental Health Provision in the Caribbean: How Do Contemporary Perceptions and Beliefs About Persons With Mental Illness Inform Workforce Transformation?. *Journal of Transcultural Nursing*, 34(1), 14-23.

Rushton, J., Andrews, N., Bolton, S., Webster, J. (2023). Frailty 4 – Care settings and digital healthcare during a period of decline, *Nursing Times* (online) August 2023/ Vol 119: 8

Rushton, J., Tyrell, I., Astle, A., Chilink, Z., Littlejohn, G., Webster, J. (2023). Frailty 2 – Identifying, assessing and screening frail older people, *Nursing Times* (online) May 2023/ Vol 119:6

Sanders, R. A., Naughton, F., Hardy, S., & Crozer, K. (2023). Examining arts-based practice in midwifery education: An Integrative Review. *Nurse Education in Practice*, 103745.

Webster, J., Buscher, A., Marriott-Statham, K., McGee, M., Stagge, M., Rushton, J. (2023). Frailty 5 – Comparing perspectives from Australia, Germany and the UK, *Nursing Times* (online) September 2023/ Vol 119: 9

Webster, J., Hackney, M., Ashby, L., Field, J. (2023). Frailty 3 – Supporting People with Learning Disabilities and Frailty, *Nursing Times* (online) July 2023/ Vol 119: 7

Webster, J., Rushton, J. (2023). Frailty 1 – Recognising the Syndrome & Delivering Person-centred care, *Nursing Times* (online) May 2023 / Vol 119: 5



Research Reports

Hardy S, & Hubbard J (2023) Evaluating the introduction of nurse associates into critical care settings in the East of England: An evaluation report for Health Education England. 14 March 2023.

Hill, R & Hardy S. (2023) An evaluative study on the impact of health and wellbeing strategies on preregistration health student retention: A scoping review of published literature. 27 March, 2023

Programme Reports

Hardy S (2023) Sustaining and improving international mental health nurse recruitment in Sri Lanka. A pilot project evaluation report (August 2023) NHS England and NSFT

Hardy S (2023) VITAL@NSFT interim report. Submitted to NSFT Education Department.

Webster, J, Hardy S, Jackson A, Tanner M (2023) NSFT Residential Programme Report. Leading and Facilitating the Development of Person Centred Cultures and Care 15th August, 2023

Webster, J., and Sanders, K., (2023) Norfolk and Waveney Teaching and Learning Care Homes Evaluation Report. Sept 2023

Books and Book Chapters

Hardy S, (2023). A case study evaluation of the legacy practitioner role: Implications for system and workforce transformation. Accepted for future publication in the International Journal of Practice Development

Hardy S (2023) Case study 9: Pete- don't miss the point & Case study 11: Stephanie – see me, hear me, include me. In Hubbard J (ed) Dilemmas and Decision making in nursing. A practice-based approach. Critical Publishing 17 April 2023. ISBN 9781915080325

Hardy S & Dwaah M (2023) Looking after ourselves: Well being resilience and self-help strategies. Chapter 20 in Gamble C, & Brennan G (2023) Working with Serious Mental Illness. 3rd Edition. Elsevier in press.

Hardy S & Linsley P (2023) Psychosocial interventions. Chapter 5 in Gamble C, & Brennan G (2021) Working with Serious Mental Illness. 3rd Edition. Elsevier in press

Stafford K., & Hardy S (2023) Working with the principles of trauma informed care. Chapter 4 in Gamble C, & Brennan G (2023) Working with Serious Mental Illness. 3rd Edition. Elsevier in press

Academic Outputs 2023

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NICHE
Anchor Institute

Conference Papers / Posters

Hardy S E (2023) Mentorship and Coaching for nurses. National Institute of Mental Health. Mental Health Training Unit, Sri Lanka. 1st June, 2023

Hardy S E, Hubbard J (2023) The introduction of Nurse Associates into critical care settings: Evaluation of a pilot project in the East of England. John Innes Centre Norwich. NICHE Anchor Institute National Conference. 14th September, 2023

Hardy S E, Linsley P, Selvadas S (2023) Exploring the Importance of Mentorship and Leadership Development. 16th International Research Conference. Pre Conference Workshop 14th August, 2023. Kotelawala Defence University, Sri Lanka

Hill R (2023) Professional Feedback as a strategy for pre registration nurse retention. Advance HE's Assessment and Feedback Symposium 2023 . 7 November 2023

Hill, R (2023) An evaluative study on the impact of health and wellbeing strategies on preregistration Health student retention. NETworking & Innovation in Healthcare Education Conference, 5-6 December 2023, Liverpool.

Webster J, Lynne K, Sanders K (2023) Guiding Lights for Effective Workplace Cultures (Poster). John Innes Centre. NICHE Anchor Institute National Conference. 14th September 2023

Webster J, Sanders K (2023) Norfolk & Waveney ICS Teaching & Learning Care Home Programme (Poster). RCN Education Forum Conference, Birmingham. 25th – 26th April 2023

NATIONAL NICHE CONFERENCE (2023) *Innovate, Integrate, Include.*

14th September 2023, John Innes Conference Centre, UEA

'Piers the Poet' opened and closed the conference (pictured, right)

The conference delegate Pack and Poster Booklet are both available on the NICHE website to download.



Bids in preparation

Drysdale, L., Farrell, A., Hardy, S. et al (2024) Norfolk Landscapes for sustainable Wellbeing. ESRC bid development, and potential for submission to National Lottery Community Fund (750K)

Perier, J., Hardy S., Wong, A., Brown W., Hacon, Y., (2024) NHS home from home project. Bridging hospital care with trained community carers homes. (£500K - 1mill) NIHR bid potential. Awaiting review via Clinical Senate.



NICHE Blogs

Yazbek, J., (2023) *Evaluating the impact of delivering training through the triple bottom line lens*. November 2023

Webster, J., & Hudson, S., (2023) *Norfolk and Waveney Teaching and Learning Care Home Programme*. June 2023.

Hardy S, (2023) *Mind the gap: Workforce Planning for Integrated Care Systems*. May 2023

Manley, K (2023) *Achieving system and workforce transformation through co production*. April 2023.

We invite you to contribute to our NICHE website through writing a blog, as an original piece that can be shared with others. This will help keep our NICHE website alive. We aim to use the blogs posted on the NICHE website to capture the changing landscape of the Integrated Care Systems, and are seeking to publish these as a time series of papers in a NICHE monograph 2024/5.

Why a blog?

A blog is a short piece of writing posted online, capturing ‘in the moment’ daily activities, thoughts and inspiring others along the way. Blogs have evolved since those early posts, to become far more informative, yet still with the aim of inspiring interest from a wide international audience.

The following hints and tips to writing a blog can be used to help you create something for us to share on the NICHE website with others. A blog should...

- Have a headline or title that says quickly and clearly what the blog is about
- Provide an introduction section which explains in more detail what the reader can expect and to really capture the busy readers attention, so they will read through to the end
- Be clear and easy to read – use paragraph breaks or sub-headings to separate the ideas into sections to help the flow of your piece towards any conclusions, or seeking others' opinions on an issue, or raising thought-provoking agendas for future NICHE blogs.

Once we have agreed a final publishable version, we aim to then publish the blog on the NICHE website. If you then want to take your blog further, to write an article for publication for example, we can link you with people who can helpfully guide you through that process, as it can be a daunting prospect if you are not used to doing that. When you have decided on your blog, please let us know your topic and which month we can expect your submission to come into us.

We look forward to receiving your blog via : NICHEAnchor@uea.ac.uk

Stakeholder Feedback

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I just wanted to say a huge thank you and congratulations on the success of today's conference! There were excellent initiatives showcased that can be built upon across health and social care. (NICHE Conference participant)

I am really interested in finding out more about WIN, modelling, planning and forecasting and to understand more how the Apollo projectwill link together to support recruitment and retention challenges in health and social care. (NICHE Stakeholder Advisory Panel Member)

I've recently joined the UEA as a student and feel proud and encouraged that there is such amazing 'real world' work happening in the UEA as the NICHE Anchor Institute. (UEA Post Grad Student)

Just to echo everyone's enthusiasm! This sounds like a wonderful opportunity for us to work together. (Kintsugi partner organisation)

I am really pleased with the way things are progressing (N&W ICB)

NICHE should be recognised and celebrated for being a flagship programme, and supported and promoted as such.
(Independent steering committee member)

I really cannot articulate what I will internalise from today, however it is invaluable.
Thank you ! (NSFT/NICHE residential participant day 5)

There is significant potential in the discussed partnership and looking forward to working on setting it in motion (6 HEI Anchor Institute partner)

Thank you for everything ! (Kingsugi Project lead)

We would like to express our sincere gratitude to the NICHE team for all the support they have given us and continue to give us throughout this project.
(JPUH/NICHE Funded Scholarship Programme)

Programmes such as THRIVE are critical for us to pilot in N&W ICS, to recognise what a great place this is to work. Unless you are grounded in practice, education can make little difference. Thank you NICHE for making this accessible to us.
(Chief Executive)





NICHE is expanding in 2024

We are pleased to welcome to the team and invite you to connect with:

- Idris Phillips-Fry, NICHE Administrator
- Johnny Yuen, Senior Research Associate for Evaluation
- Jo Odell, Senior Research Associate for Practice Development
- Lorna Sankey, Research Associate for Retention

NICHE is working with the Research and Innovation Service (RIN) at UEA, so we also welcome working with a new team in RIN.

Next Steps



Rudbeckia at Earlham park UEA

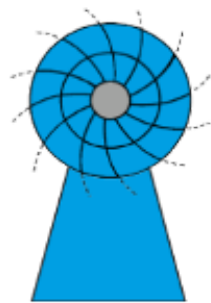
Our focus for 2024 is on ‘sharpening the axe’: a metaphor used by Abraham Lincoln to explain how preparation is key to efficiency.

Deliverable objectives for 2024 will focus on achieving:

- a) Actionable insights evidenced through delivery across all 4 workstreams
- b) Quality reporting, feeding into quarterly and annual cycle via NICHE shared governance structure
- c) Dissemination and sustainability plan for NICHE.

We are therefore all set for a productive year of activity, aiming to further evidence and produce outcomes, in terms of deliverables that inform and sustain effective workforce and system level transformation.

Thank you all for your ongoing support and collaborative engagement.



NICHE
Anchor Institute

NICHE Website:

www.uea.ac.uk/groups-and-centres-/projects/niche