

IMPACT REFERENCES

References in red print are the most important - the others are of relevance to demonstrating impact

References in the last part are concerned with critical companionship supporting the development of consultancy practice and working across systems.

Akhtar M, Casha, JN, Ronder J, Sakel M, Wight C and Manley K (2016) Leading the health service into the future: transforming the NHS through transforming ourselves, *International Practice Development Journal* 6 (2) [5]. https://www.fons.org/Resources/Documents/Journal/Vol6No2/IPDJ_0602_05.pdf

(This article shows the impact of the critical companionship that Karen Hammond describes in her video with a lead consultant surgeon in an NHS Trust leadership programme)

Belcher, B. & Halliwell J. (2021) Conceptualizing the elements of research impact: towards semantic standards. *Humanit Soc Sci Commun* 8, 183 (2021) <https://doi.org/10.1057/s41599-021-00854-2>

This is an impact framework which can be used for research related actions as well as other actions that lead to impactful change. It presents a continuum of impact as well as linking this to cycles of learning and evaluation with stakeholders.

Health Education England (2020) Multiprofessional consultant practice capability and impact framework. Health Education England <https://advanced-practice.hee.nhs.uk/consultant/>

This capability framework for multi professional consultant practice across England links capabilities to an impact continuum.

Manley, K., Crouch, R., Ward, R., Clift, E., Jackson, C., Christie, J., Harden, B. (2022). The role of the multi-professional consultant practitioner in supporting workforce transformation in the UK. *Advanced Journal of Professional Practice*, 3(2), 1-26. <https://doi.org/10.22024/UniKent/03/ajpp.1057>

This paper provides three case studies that illustrate impact achieved by three different multiprofessional consultant practitioners linked to the domains of consultant practice. The practitioners include a consultant pharmacist, a consultant physiotherapist and a consultant nurse.

Manley K. & Jackson C (2020) The Venus model for integrating practitioner-led workforce transformation and complex change across the health care system, *Journal of Clinical Evaluation*, 15 March, Vol. 26 No. 2, pp. 622-634.

This publication focuses on the skills required to achieve sustainable person-centred transformation across integrated care systems. The five sets of skills include: Facilitation, culture change, clinical and systems leadership, improvement and practice development.

Manley K, Saunders K, Wilkinson D, Faruqui R, Sakel M. (2023) Co-creating system-wide improvement for people with traumatic brain injury across one integrated care system in the United Kingdom to initiate a transformation journey through co-production. *Health Expect.* 2023;1-13. <https://doi.org/10.1111/hex.13712>

This publication provides a case study for how to develop care across integrated care systems by working with and co creating direction with stakeholders. It focuses on the needs of people with traumatic brain injury and what matters to them.

Manley K; Martin, A; Jackson C; Wright T (2018) *A realist synthesis of effective continuing professional development (CPD): a case study of healthcare practitioners' CPD* *Nurse Education Today* Volume 69, Pages 134–141. October. <https://doi.org/10.1016/j.nedt.2018.07.010>

The focus is on a realist evaluation of continuing professional development across the health professions. It identifies the contextual factors and the mechanisms that can account for positive impact in transforming practice in relation to a) professional development, b) workplace culture, c) team capabilities that meet the needs of people and d) knowledge translation.

Solman A; Manley K; Christie J. (2021) *Systems Leadership Enablement of Collaborative Healthcare Practices* (ch 14/n: Manley, K. Wilson, V., Oye C. (Eds) *International Practice Development in Health and Social care*. (2nd ed) Wiley Press. Oxford, pp187-204)

This book chapter identifies how facilitation standards are used to develop the workforce as system leaders but also the chapter focuses on the enabling factors, attributes and outcomes of system leadership from the literature. This in turn informs the mnemonic SYSTEM to describe the processes that systems leaders use in practice to be effective. Intermediate and ultimate outcomes of systems leadership are also derived from the literature.

Ward, V., Tooman, T., Reid, B., Davies, H., O'Brien, B., Mear, L., & Marshall, M. (2021). A framework to support the design and cultivation of embedded research initiatives, *Evidence & Policy*, 17(4), 755-769. Retrieved Jul 13, 2022, from <https://bristoluniversitypressdigital.com/view/journals/evp/17/4/article-p755.xml>

This paper is one of several publications on the concept of being an embedded researcher. It was funded through the National Institute of Health Services Research and has generated a number of tools to support embedded research.