

# NEWSLETTER

## WELCOME TO MAY 2024: ISSUE 7



## WELCOME

NICHE has experienced another busy few months. NICHE has been engaging with partners, both internationally and within our region, sharing the learning and experiences of our work. As integrated care partners, all have a common goal of enabling systems and practices that improve and sustain population health and wellbeing.

The 24th International Conference held in Belfast (see page 4) was our first introduction to other systems that have been working with Integrated Care for 15 years. They were all keen to think bigger, in terms of how and where inclusive practices can be further scaled up, with sensitivity of remaining engaged and spending time needed to build trust amongst our communities and partners. We certainly had several 'aha' moments from hearing others' journeys and have come back inspired to do more. What the conference cemented was the need to remain connected, and to embrace new coalitions for change. Building our fertile eco-systems (as seen in the meadow above), where we connect communities, as revitalised eco-systems, enabling us all to live and work well together within our landscapes and workplace contexts.

This is our 7th newsletter, where we hope there will be areas of our work that inspire you to achieve innovations, despite all the challenges faced across health and social care systems nationally, and globally. Please continue to share those experiences with us. You will see we have four blogs this month, and other reflective learning stories within the newsletter for you to enjoy.

The Norfolk Initiative for Coastal and Rural Health Equalities (NICHE) as an Anchor Institute is delivered across the Norfolk and Waveney Integrated Care System at UEA.

Our four strategic objectives are:

- 1) Improving health inequalities across rural and coastal communities;
- 2) Workforce development and transformation;
- 3) System collaboration and transformation through effective partnership working;
- 4) Wellbeing and sustainability.

To find out more, visit our website:

<https://www.uea.ac.uk/groups-and-centres/projects/niche>

Or email us at: [NICHEAnchor@uea.ac.uk](mailto:NICHEAnchor@uea.ac.uk)

# NICHE SHARED LEARNING EVENT

The NICHE Shared Learning Event held on 18th April at the Sportspark, University of East Anglia, was not just another work conference or seminar. It was a vibrant gathering that connected like-minded professionals with cutting-edge ideas and research-backed innovations that contribute towards living and working well in Norfolk and Waveney.



The morning began with an inspiring and engaging workshop led by Rosalind Hewett from the Norwich Museums and Holly Sandiford from the Community Culture Club, a NICHE-funded place-based partnership Kintsugi project. They focused on designing and embedding a broad array of creative evaluation practices. These practices, tailored for creative community wellbeing projects, are easily adaptable and can be seamlessly integrated across various health and social care contexts.

Commencing with such a dynamic opening, the concurrent presentations did more than just share knowledge; they fuelled and sparked a creative synergy among attendees, and ignited enthusiasm for innovative solutions to address the multi-faceted challenges of person-centred care. Additionally, they showcased the potential cascading impact of NICHE on the landscape of health and social care in Norfolk and Waveney.



Jamie Kirkham (Patient Experience Assistant, JPUH) and Alex Blake-Barnard (Paramedic, East of England Ambulance Service), both of them proud graduates of Cohort 2 of the NICHE-funded JPUH led research, evaluation, and quality improvement scholarships, shared their compelling project.

Jamie discussed his work on Transforming Practice and Empowering Staff in the Use of Qualitative 'Friends and Family Test' (FFT) Data to Enhance the Patient Experience. Meanwhile, Alex elaborated on her research on factors that influence child conveyance decision made by prehospital clinicians.



A key insight from these projects is that initiating changes that cascade in health and social care do not require top-down, system-wide reforms or multimillion-dollar funding. Sometimes, all that is needed is a subtle tweak in standard protocols or a small addition of information.

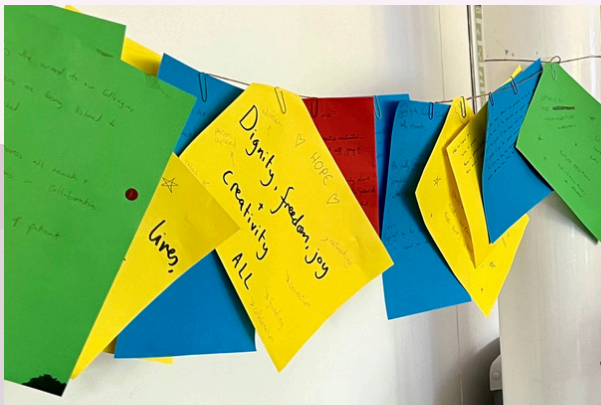


Alice Dean (Clinical Project Manager, The Norfolk Hospice) and Rene Grey (Professional Lead for Physiotherapy, JPUH), both NICHE Fellows, presented their independent research and development closely aligned with NICHE themes. Alice showcased her project 'Seeing Red', aiming at enhancing end-of-life care pathway across the western geographic region of Norfolk. Rene shared his elaborate research project Orthopaedic Out of Bed Project (OOBP), which has proven to have significantly improved early mobilisation following femoral fractures through a therapy-led education programme.

Furthermore, Rebekah Hill (Associate Professor of Nursing, UEA) with Lorna Sankey (Research Associate, UEA), and Joel Owen (Associate Professor in Evidence-based Psychological Therapies, UEA), highlighted their NICHE funded projects on health and social care workforce optimization. Rebekah and Lorna presented an overview of their projects focused on understanding factors that influence the retention of pre-registration nursing students and post-qualifying staff in health and social care. Joel discussed their pioneering work and shared valuable experience gained from adapting interprofessional Schwartz Rounds for undergraduates at the UEA.



The half-day shared learning event culminated in a Reflective Space session, where all participants congregated and shared their spontaneous personal insights and observations on a community reflective wall. The vibrant and energizing atmosphere will certainly cultivate partnerships and initiatives that reach far beyond the confines of the event itself, enhancing not only the projects presented but also those currently spearheaded by our participants. All reflections will be thoughtfully compiled by NICHE team members, with heartfelt gratitude, into narratives that will fuel and guide NICHE in advancing its agenda.



If you missed this enriching gathering, you missed a prime opportunity to engage in meaningful dialogue with fellow healthcare professionals committed to innovation and excellence. However, the journey continues, and we warmly invite you to join us at our **next event on October 17th, 2024**. It will be another occasion to dive into transformative discussions and forge lasting connections that will help shape the future of healthcare.

Stay connected with NICHE for updates on upcoming events and access to resources that support your continual professional development. At NICHE, we do more than share knowledge; we inspire each other to transcend the limits of what's possible across the ICS in living and working well, continually driving innovation and excellence.

# ICIC24: The 24th International Conference on Integrated Care

Belfast, Northern Ireland, 22-24th April, 2024

## ***Taking the Leap – making integrated care a reality for people and communities***

### A CONFERENCE REPORT

Organised by the International Foundation for Integrated Care (IFIC), this was their 24th conference and attracted over 1200 delegates from 50 different countries. A well-established network was obvious, seen in the packed three days of conference activity, which proved how far advanced many other countries are on their Integrated Care 'journey'.

The opening plenary was shared with a virtual live presentation from Dr Rafael Bengoa, from Bilbao Spain, who was instrumental in implementing Northern Ireland's approach to Integration. His report entitled 'Systems not Structures' was produced back in January 2016 and quoted by many as their inspiration for change. Professor Aine Carroll, (Chair of IFIC) stated that 'Integration was not a luxury but a necessity and human right' and that it is 'within their communities that people can flourish'. Yet integrated care systems have to move beyond the local, which is where the conference title came from – taking the leap - to form new alliances, sharing experiences at an international level. This approach was quoted across several talks, as requiring strong and collective leadership (West, 2014) when seeking to find and create space to co-create cultures of parity and equity for improved health and wellbeing across our global populations.

Our NICHE presentation was on the second morning, following another panel plenary session, where discussion of a 'perma-crisis' and environmental challenges fuelled integration approaches to seek alternative partnerships and assets, outside of conventional public sector service provision. Three key lessons were shared, one being the time needed to establish shared decision making, moving away from traditional hierarchical forms of decision making. Second was new service delivery models, working in collaboration with communities, seeking their engagement, opinions and requirements, rather than imposing these from a professional perspective alone. Third was emphasis on cultures of collaboration, creativity and provocation, where new possibilities can be explored in a trusting, open dialogue approach.

Our concurrent session theme was about workforce capacity and capability, where all five sessions flowed well, with time running out to receive questions from the audience. However, the room was full, the faces were focused on the front, and we saw nods of approval from amongst the delegates. Two people came to find us afterwards, re-igniting one of the take home messages of how we at NICHE might be acting locally, but are thinking global; one was from Suffolk, and another from Canada, yet both keen to know more and connect with us on our NICHE 'journey'. The notion of a journey was another conference buzzword, which people explained meant there is no defined end point to Integrated Care, it is more about how 'you make it as you walk it' (a Spanish saying offered up by Dr Arturo Alvarez, Health for Integrated Solutions at the Department of Health Northern Ireland).

Sally Hardy, Jonathan Webster



# Norfolk and Waveney Guiding Lights for Effective Workplace Cultures Programme

The Guiding Lights for Effective Workplace Cultures Programme was originally commissioned by the former Norfolk and Waveney CCG and was delivered across the Norfolk and Waveney ICS by NICHE and the Foundation of Nursing Studies drawing on the work of Cardiff et al, 2020<sup>1</sup>. The programme ran from September 2023 – March 2024 with participants coming from: Norfolk and Suffolk NHS Foundation Trust; The Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust; Norfolk County Council and Ormiston Families.

The Guiding Lights for Effective Workplace Cultures were developed as part of a three-phase study based on the principles of appreciative inquiry and realist evaluation:

1. Collective Leadership
2. Living shared values
3. Safe, critical, creative, learning environments
4. Change for good that makes a difference

Each Guiding Light describes what good workplace cultures are and identifies the intermediate outcomes that result for those providing and/ or experiencing care/ services. Together the Guiding Lights account for the ultimate outcomes:

- Strong, high performing teams
- Staff retention and low sickness rates
- Sustained positive, improving, workplace cultures which are not dependent on specific individuals
- Building effective partnerships within and across settings

Through online and in-person workshops the Guiding Lights for Effective Workplace Cultures Programme drew on the Practice Development principles of Collaboration, Inclusion and Participation. The programme focused on applying the four Guiding Lights to the setting where care is delivered and/or experienced.

## Reflections of having been part of the programme:



Guiding Lights isn't a program to roll-out as a 'tick box' exercise. It asks you as a leader to be brave when asking questions and to hear responses that you may not want to hear. It's a change in approach which requires a change in the whole team's attitude and behaviour.

If you are a leader who genuinely wants to make a difference in your team and recognises that 'working with' and not 'doing to' is the key ingredient to embedding healthy, workplace cultures then I strongly advise you to attend the programme.



*Karen Sunshine, Head of Pharmacy Operations and Quality Improvement, The Queen Elizabeth Hospital King's Lynn*

## Presentation at the Global Conference on Person-Centred Care, May 2024, Gothenburg, Sweden



The Conference presentation enabled us to share both the framework and emergent themes from the Norfolk and Waveney Programme and learning from the National Guiding Lights Programme. It was heartening to hear how people were using the Guiding Lights Framework in both their practice and organisational settings and how they saw the Framework as an enabler to work with the complexity of workplace culture facilitating workforce and practice transformation.

<sup>1</sup> Cardiff S, Sanders K, Webster J, Manley K, 2020, Guiding Lights for effective workplace cultures that are also good places to work, International Practice Development Journal, 10 (2), 1-20.

<sup>2</sup> Guiding Lights for Effective Workplace Cultures: An Evaluation Report, 2022, <https://www.uea.ac.uk/documents/96135/10286253/Guiding+Lights+for+Effective+Workplace+Cultures+-+Evaluation+Report.pdf/a4d14afa-2dcd-b7ba-0fb5-fbce10f7c864?t=1702893235161>

# Learning & Reflection on Practice

Is 'lifting and shifting' practice innovation the answer?

**The Orthopaedic Out of Bed Project (OOBP) is a NICHE fellowship project which is a collaboration between the James Paget University Hospital, Queen Elizabeth Hospital Kings Lynn and the University of East Anglia.**

The project is seeking to improve the percentage of femoral fracture patients who are mobilised by the day after their surgery and increasing the percentage who are mobilised by healthcare assistants prior to a physiotherapy assessment. This quality improvement project has been successful at the James Paget University Hospital and the NICHE Fellowship will allow us to conduct this quality improvement project at another Trust within the Norfolk and Waveney Integrated Care System and more importantly allow us to investigate the implementation science related to the facilitators and barriers to its success, or failure.

Over the last year of being involved in the NICHE Fellowship I have been able to continue to engage with the excellent work being run at the JPUH, with the support of our Nursing Midwifery and Allied Health Professionals research team, and also build links and relationships with colleagues at the Queen Elizabeth Hospital Kings Lynn. I have also had lots of opportunities to share the work we are doing for this embedded fellowship to a wider audience not only within the Norfolk and Waveney Integrated Care System but also through presenting our work at the Chartered Society of Physiotherapy conference in Birmingham, the Fragility Fracture Network conference in Oslo last year and at the European Federation of National Associations of Orthopaedics and Traumatology Congress in Hamburg this month.

It has been a great experience so far, working more closely with colleagues at the James Paget University Hospital but also those at the Queen Elizabeth Hospital Kings Lynn and the NICHE team at the University of East Anglia. I have learned so many things about project management, budget management and developing a research project.

One thing that I feel is important is that we are not merely looking to 'lift and shift' a good idea from one organisation to another but that we are seeking to understand the context and culture differences between organisations. By definition, organisations are complex and can require skill to navigate, and an understanding of working with culture and context is key to 'success' or 'failure'. Frequently a 'one size fits all' approach can be seen as the answer, however what this doesn't acknowledge is the vast amount of work that underpins an innovation/ change in practice becoming a success - integral to this is the context in which the innovation is occurring and the culture underpinning practice transformation - does the culture enable or inhibit sustained, embedded innovation to occur? By understanding and learning from this, it can help us to not only improve patient care and clinical pathways but also enable us to understand why successful initiatives and projects from one team or organisation cannot just be replicated (lifted and shifted) by acknowledging the importance of the underpinning ground work and preparation that has taken place prior to success being achieved. Integral to this is the development of a shared, collective understanding to enable innovation and transformation to occur. This also means ensuring the context, culture and views of the people and the organisation are fully understood so that clinical teams feel fully engaged as collaborators - 'working with' and not purely recipients - 'being done to'.

This is pertinent as we move into a period of time where greater collaboration and sharing of ideas between healthcare organisations within Integrated Care Systems is increasingly encouraged and expected. I have seen first-hand how external projects have failed because the environment, context and individuals are not considered and any challenges or problems highlighted at the outset are often ignored or seen as a negative to making a project work.

I believe that by using an implementation science approach that is embedded within the practice setting we can embrace the challenges and variations between organisations to help improve not only the 'Orthopaedic Out of Bed Project' success but also offer insight for other cross organisational projects across Integrated Care Systems.

*Rene Gray, Professional Lead for Physiotherapy, Honorary Fellow at the University of East Anglia  
NICHE Embedded Fellow (Out of Bed Project contact: [Outofbedproject@jpaget.nhs.uk](mailto:Outofbedproject@jpaget.nhs.uk)  
James Paget University Hospitals NHS Foundation Trust*





# Eastern Partnership for Innovation in Integrated Care (EPIIC) *Inaugural Conference*

**24th June 2024 at Anglia Ruskin University**

## **Why Attend?**

This conference is a unique opportunity to engage with thought leaders and innovators who are shaping the future of integrated health and care systems. The agenda is packed with insightful presentations and case studies that highlight cutting-edge research and practical solutions for sustainable healthcare.

## **Keynote Sessions:**

- Phil Carver, Regional Director of Workforce, Training and Education, NHS England, East of England, will discuss contemporary workforce issues.
- Dr. Claire Fuller, National Primary Care Medical Director, NHS England, and GP, will speak on accelerating the integration of primary care, following the impactful Fuller Stocktake report.

## **Case Studies:**

Thirteen case studies will be presented, focusing on innovative workforce solutions, service access improvement, addressing health inequalities, and sustainability in healthcare.

## **Networking Opportunities:**

Start your day with refreshments and registration at 8:30 AM, where you can connect with peers and leaders in the field. The conference also includes a lunch break and additional refreshment breaks, providing ample time to network and exchange ideas.

## **Register Today:**

Don't miss your chance to be part of this pivotal event. Register by June 1st to secure your spot and join us in celebrating the collaborative efforts of universities and Integrated Care System partners. Together, we can drive the future of integrated healthcare forward. We look forward to welcoming you to a day of inspiring dialogue and innovative thinking at the EPIIC Conference.



**Please book your place here:**

**<https://www.eventbrite.com/e/epicc-conference-tickets-887555421157>**

## NHS Forest Conference 2024

### Healthy Spaces: Integrating trees and green space into the NHS

Date: 4th October 2024

Time: 10am-4pm

This is a hybrid event online via Zoom and in person at Glenfield Hospital, Groby Road, Leicester, LE3 9QP in their Clinical Education Centre lecture theatre.

> **Book your place**<



## Introducing Economic Impact into Evaluation

An Online Seminar Presented by  
Jacque Mallender, EBD, Economics By Design



The Seminar will introduce the concepts of economics and how these can be applied in the context of evaluating complex health and welfare interventions. It will cover different value perspectives and show how these can be measured and presented in a pragmatic way. This will be illustrated using a workforce development case study.

Available dates:

18th July, 11am - 12 noon



11th September, 11am - 12 noon



**NICHE**  
Anchor Institute  
*Ignite, Innovate, Embed*

Please scan the QR  
code for the date you  
wish to attend to  
register



## OTHER NEWS

### ✦ **Community Culture Club Evaluation Report by Holly Sandiford**

Community Culture Club is a creative heritage project for older adults living with dementia, those who are carers, those with other long-term health conditions, and those who are lonely or socially isolated. Participants do not need to have a diagnosis of dementia to join the group. Carers can either come alone or with the person they care for. The creative embedded evaluation for the project is kindly funded by NICHE. The cohort of Community Culture Club in this report ran from November 2023 – February 2024. [Read the full report](#)

## LATEST BLOGS

- ✦ [Transforming Practice and Empowering Staff in the Use of Qualitative 'Friends and Family Test' \(FFT\) Data to Enhance the Patient Experience](#) by *Jamie Kirkham*
- ✦ [Achieving the UEA Masters in the Medical and Health Humanities: The Journey So Far](#) by *Claire Thompson*
- ✦ [Bridging Roles, Theory and Practice](#) by *Jo Odell*
- ✦ [NICHE Workstream 3: Workforce Optimisation through exploring effective strategies for recruitment, retention and retainment](#) by *Lorna Sankey*

### **Write a blog for the NICHE website!**

We are keen to hear from you about your interests and experience and welcome receiving an informative blog to feature on the news page of our website. We aim to publish a new blog each month on topical aspects of our work together. Read our [guidance on writing a blog](#) and email your blog to [NICHEAnchor@uea.ac.uk](mailto:NICHEAnchor@uea.ac.uk).

## COMING SOON

- ✦ **Online Seminar: Introducing Economic Impact into Evaluation**  
18th July or 11th September
- ✦ **The Skellern Lecture and Lifetime Achievement Awards**  
Thursday 13th June, Nottingham
- ✦ **Eastern Partnership for Innovation in Integrated Care's (EPIIC) Inaugural Conference:**  
24th June 2024 at Anglia Ruskin University
- ✦ **NICHE Shared Learning Event**  
Thursday 17th October



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**For further information on NICHE projects please visit the NICHE website at:**  
**[www.uea.ac.uk/groups-and-centres/projects/niche](http://www.uea.ac.uk/groups-and-centres/projects/niche)**

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