

NEWSLETTER

WELCOME to August 2024: ISSUE 8



WELCOME

As NICHE reaches the halfway point in its second year, the delivery year—there's a palpable sense of excitement about the opportunities that lie ahead. The world around us is constantly evolving—whether it's the buzz of general elections, the Olympics, or the everyday challenges we all face—and NICHE is evolving right along with it.

This summer has been a valuable time for us to recharge, refocus, and prepare for what's next. With several key embedded projects completing, we're also looking forward to some exciting new collaborations and developments on the horizon. Our focus remains on impact and outcomes, working closely with our valued partners to ensure everything aligns seamlessly with our strategic objectives and focus on 'igniting, innovating' and 'embedding'.

We're glad to have you with us on this journey, and this edition of the newsletter is all about celebrating our collective achievements and offering a glimpse into what's coming up. Be sure to check out our newly revamped website—it's designed to make staying connected with everything happening at NICHE easier than ever.

Looking ahead, the momentum continues to build, with new opportunities to explore and meaningful impacts to create together. Here's to what's next—let's make this year our best yet!

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

NICHE Impact Report

In August 2024, we proudly launched our first NICHE Impact Assessment Report. Commissioned by the Norfolk and Waveney Integrated Care System, this report highlights the significant impact of our work in Quality & Safety, Workforce Impact, and Economic Impact. This marks a major milestone in showcasing the value and influence of NICHE initiatives.

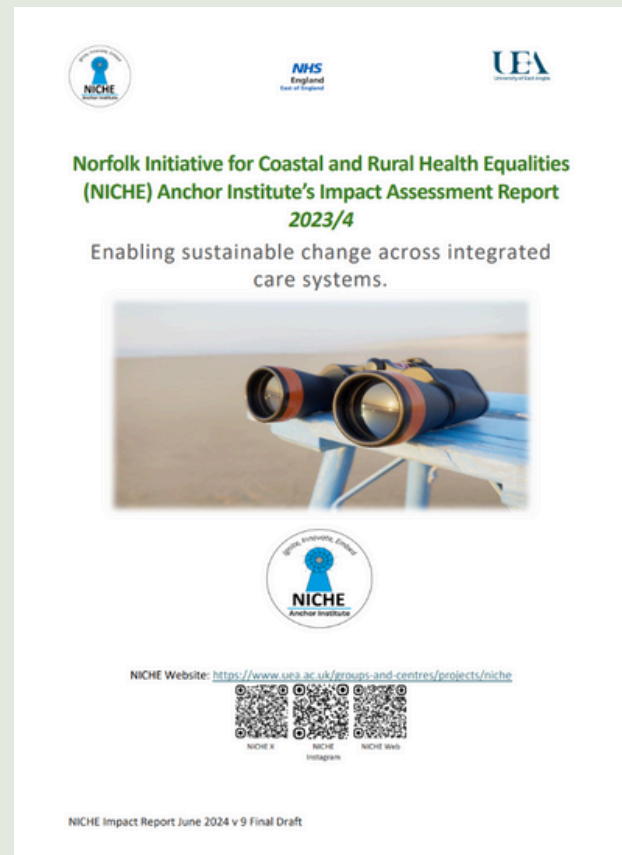
1. QUALITY & SAFETY

NICHE has funded opportunities to enable effective, safe, and evidenced based embedded projects, ensuring that practitioners' initiatives remain deeply rooted within their 'place', benefiting people and communities. NICHE has funded:

- The Embedded Scholarship Programme – 3 Cohorts are being delivered across the Norfolk and Waveney ICS by the James Paget University Hospital NHS Foundation Trust, Great Yarmouth.
- The THRIVE Leadership Development Programme – Proof of Concept is being 'tested' and led by the Queen Elizabeth Hospital NHS Foundation Trust, King's Lynn.
- NICHE Fellowships – 6 Embedded Fellowships have been awarded
- Embedded Place-Based Project known as 4 'Kintsugi' and 3 'Mini Kintsugi' projects.

All have an underpinning focus on Embedded Research or Evaluation drawing on the key principles of improving workforce impact by 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.



2. WORKFORCE IMPACT

NICHE has funded project opportunities to enable workforce investment in terms of workforce modelling, improved evidence-based workforce planning, investigating effective strategies for recruitment and retention, plus a series of projects focused on workforce wellbeing initiatives.

NICHE embedded programmes for workforce optimization, offers an infrastructure of enablement and career development that aligns with workforce transformation requirements to achieve highly effective, evidence based, integrated care pathways.

3. ECONOMIC IMPACT

NICHE has funded four workstreams of themed activity. This Impact Report captures activity and impact as beneficial outcomes to also demonstrate value for money, a return on investment and the opportunity for fiscal optimisation associated with improved system and workforce effectiveness. This is inspired and supported by the NICHE infrastructure and embedded values of:

- Igniting new opportunities for integrated collaboration, from which to sustain health and wellbeing for those who live and work in our region, with particular focus on coastal, rural, and isolated communities;
- Innovating a coordinated approach, and a process of knowledge exchange, transfer and utilization across system, regional, national, and international levels, for effective strategies to achieve sustainable improvements across workforce and system level effectiveness, and
- Embedding by gathering outcome evidence demonstrating the value benefits, outcomes and impact of embedded research, evaluation, and innovation activities.

Building a Collaboration between UWI Jamaica, CNMA, UEA & NICHE

May 2024



Alongside colleagues from the Caribbean Nurse and Midwifery Association (CNMA) President Paulette Lewis and Vice President Maurina Baron, with Sally Hardy (NICHE), Jo Knox and Helen Meehan two lecturers from the School of Health Sciences (UEA), undertook an in-person visit to the University of West Indies (UWI) School of Nursing, Jamaica in May 2024.

This visit aimed to foster collaborative relationships to further understand and explore shared opportunities for health professional based curriculum developments, and collaborative opportunities for education, practice improvements and research potentials, for students, staff, and colleagues. UEA and UWI have a signed MOU (dated 2023).

As an international collaboration with UWI, our visit was planned to further enhance the mental and maternal health awareness and associated curriculum content for nurses and midwives, working with our colleagues working at the University of West Indies.

The CNMA/UEA team achieved two workshops. One at the start of the week focused on Perinatal Mental Health, and a second at the close of the week's visit explored Leadership and Coaching. The UEA team also signed their co-authored textbook (Dilemmas and Decision Making in Midwifery: A Practice-based Approach. Critical Publishing 2023).



UWI MONA workshop and gift donations: 27 May 2024

During the week, we visited three different hospital sites; a private maternity unit in the general hospital, and the government maternity hospital which accepts transfers from surrounding Caribbean islands, plus Bellevue Hospital which is the mental health facility.

Building a Collaboration between UWI Jamaica, CNMA, UEA & NICHE

May 2024

At each of the clinical visits, we met with senior colleagues who welcomed our visit, and shared their workforce and population health pattern changes. A common theme being that retaining staff was a growing pattern. Birth rates in Jamaica were falling, partially due to a project to reduce teenage pregnancies but also woman starting families later in life and having fewer children.

However, when we visited the neonatal intensive care unit, at the central maternal health hospital, this was full and very busy, as it took regional referrals, as well as local admissions. Discussion often turned to the impact of climate change on maternal and child health, particularly associated with water safety and access to nutrition.



University Hospital of the West Indies (Maternity)



Victoria Jubilee Hospital (Maternity)



Bellevue Hospital (Mental Health Facility)

In collaboration with UWI staff, and based on our clinical site observations the visit identified potential for 15 actions as ongoing projects.

Priorities have been given to:

- Exploration of placement and practice exchange potentials
- Future research collaborations that is nurse, and midwifery led
- Further areas of exploration in terms of intellectual disabilities, student learning needs and educational adaptations required (neurodiversity etc)
- Faculty exchange opportunities for observational site visits, and teaching/research opportunities maximising knowledge exchange, utilising expertise across collaborating organisations across both countries
- Seeking funding opportunities for leadership conference, residential programme addressing future workforce challenges
- Workforce planning, effective retention, and workplace wellbeing programme developments (learning from Speak up to Speak out Champions/ Listening into Action etc)

Further work is being planned to take this forward in an agreed collaborative action plan, so watch this space to hear more with opportunities to join us.

Embedding Improvement and Consistency in Multiagency Approaches to Adult Safeguarding Concerns



In their update Walter Lloyd-Smith, Norfolk Safeguarding Adults Board Manager and Debbie Brown share the development of their NICHE funded Mini (match funded) Kintsugi Project.

The background to this project stems from there being differing perspectives across health, the local authority (LA) and Adult Safeguarding Board on what constitutes a safeguarding concern and the circumstances indicating that a safeguarding concern should be raised with the LA. This can potentially result in a lack of consistent reporting of concerns resulting in a failure to make links between individuals and incidents.

Over the last 12 months collaborative workshops facilitated by the Norfolk Safeguarding Adults Board (NSAB) involving key partners (including LA and health colleagues) developed a safeguarding framework to support practitioners identify safeguarding concerns and assist in deciding what interventions are required. This framework looks at four specific areas:

- General and unwitnessed falls
- Medication errors
- Pressure areas
- Incidents between two adults who have care and support needs.

This guidance is designed to be used by the LA, 3 acute hospitals and Norfolk and Suffolk Foundation Trust (NSFT) over a 6 month period and will allow NSAB to conduct an evaluated pilot to determine whether the guidance is effective. The aims are:

A more consistent approach to identifying and reporting safeguarding concerns.

People to have experienced better outcomes.

Building improved, transparent relationships between the different organisations, and promoting confidence in the safeguarding process.

Debbie Brown has been appointed to support and evaluate the embedded pilot. As an Independent Social Worker, Debbie has a background in Adult Social Care, has worked within some of the acute settings and has considerable experience working within safeguarding. Since joining us, Debbie has met with task and finish group members and is currently working in collaboration with the safeguarding leads from the 3 acute hospitals and NSFT to establish how the pilot will work within each site.

Whilst the framework was in development it had been hoped to pilot it across similar specialisms within the acute and NSFT. This has proved challenging because each site has different approaches to safeguarding including dedicated staffing resources, differing approaches to triage, reporting and referral processes. Having identified this, a more bespoke approach for each site has been developed, to support multi-professional and multiagency learning and development.

In addition, gathering quantitative data for the period before the pilot to establish a comparator has also proved problematic with both LA and existing health data not being specific enough for the needs of the pilot. As a result, as well as using more generalised quantitative information, Debbie will be using qualitative data in the form of pre and post pilot staff surveys and face to face interviews. It is hoped these will provide a more in depth insight as to whether the framework has been effective in meeting the aims of the pilot. Debbie hopes to have met with all four safeguarding leads and members of the task and finish group, and we are excited to launch the pilot on 1st July 2024.

Debbie is looking forward to working with all key stakeholders over the coming months to support the embedded evaluation. Debbie can be contacted via : NICHEadmin@uea.ac.uk

Sarah Bedford's reflections on embedded research address Massive Obstetric Haemorrhages.



Sarah Bedford, Lead Midwife for Intrapartum Services at The Queen Elizabeth Hospital Kings Lynn reflects on her experience of being part of the Embedded Research, Evaluation and QI Scholarship programme funded by NICHE and delivered by the James Paget University Hospitals NHS Foundation Trust. Sarah's Embedded Project focussed on Recognising, Reviewing and Responding – The 3 R's in addressing Massive Obstetric Haemorrhages.



It became very clear very quickly that the embedded Research, Evaluation and QI Scholarship gave me much more than an opportunity to complete and implement a QI project, therefore my reflection I share with you explains the far wider reaching impact of the scholarship.

I can identify three aspects that with reflection and time I have realised have benefitted from the programme, myself as a individual, as a clinician, and as a leader, with the latter becoming more obvious as time passes.

As an individual the programme gave me the chance to network and to expand my professional relationships. I met so many fantastic passionate people from outside of my Trust from a variety of professions within my cohort, as well as attending talks by inspiring and motivational speakers, was it not for the programme I would never have made contact with these people, nor learnt so much from and with them.

Furthermore as an individual I gained confidence in my presentation skills, both in a written and verbal format, as well as a knowledge and skill in putting together my first ever research poster!

As a clinician and a registered professional the embedded scholarship provided protected time and space to learn about my chosen topic in depth, but also to learn about the process of how to instigate and embed a QI project. This knowledge will allow me to continue my current project, but also to know how to effectively implement future QI projects.

Arguably the impact on me as a leader will have the most profound effect for my Trust. Completing this scholarship as a leader allowed me an insight to how it made others feel, providing a sense of identity and ownership of their working area, which had a positive impact on their job satisfaction by giving an opportunity to help shape their service. This insight underlined the importance of how as leaders we need to invest in our teams, and inspire them to become passionate about research, evaluation and quality improvement in the workplace that makes a difference to care. I have subsequently supported a team member to join the programme, and have encouraged other members of the team to get involved in ongoing QI projects.

Ultimately the programme either through my own personal project, or future projects which I can support being embedded into the Trust will enhance patient safety and improve patient experience consequently improving staff morale, providing greater staff job satisfaction, reduce financial pressure on the Trust and furthermore enhance Trust reputation.

"If you always do what you've always done, you will always get what you have always got." - Henry Ford (1863-1947)

Norfolk Care Awards 2024

6 June 2024



NICHE was honoured to once again sponsor the **'Learning and Development' award** at the **Norfolk Care Association (NorCA) Care Awards**, held at Sprowston Manor on June 6, 2024. This annual event brought together care providers from across the region for an evening of recognition and celebration, highlighting the outstanding achievements of individuals and teams who have made significant contributions to social care in Norfolk. The awards celebrated dedication and excellence across various categories, including diversity and inclusion, collaboration, leadership, and quality improvement in care.

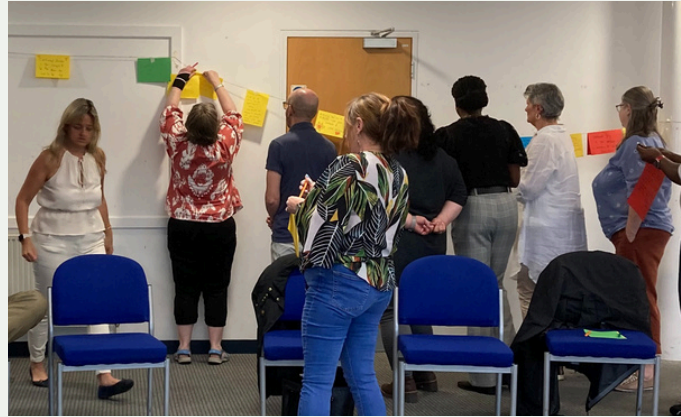
We are thrilled to extend our congratulations to **Oakwood House** for winning the Learning and Development Award. Oakwood House, which was one of the participating Care Homes in the Norfolk and Waveney Teaching and Learning Care Home programme exemplifies excellence in care by ensuring that all staff are thoroughly trained and continuously updated to meet the evolving needs of their residents. Their commitment to **professional development** underscores their belief that there is always room for improvement, a philosophy that resonates strongly with NICHE's values. Supporting this award aligns with our ongoing commitment to fostering professional growth and ensuring the delivery of high-quality care across our Norfolk and Waveney system.

The evening was a powerful reminder of the vital impact that dedicated care professionals have on the community, celebrating their hard work and dedication across all recognized categories.

For more details on the NorCA Care Awards, please visit the Norfolk Care Association website: <https://www.norfolkcareassociation.org.uk/norca-care-awards> and for the Norfolk and Waveney Teaching and Learning Care Home Evaluation: [Click this link](#)

NSFT Residential Programme: Leading and Facilitating Person-Centred Care and Cultures

Evaluation and Celebration Day
3 July 2024



In our March 2024 Newsletter, we shared the work we had undertaken in June 2023 working with Norfolk and Suffolk NHS Foundation Trust (NSFT) on a **five-day, inaugural residential programme**. Since the Residential Programme participants have been supported with **an additional 12-month programme of facilitation** to help them translate their 'commitments to act' back into their workplaces. Through a collaborative approach to evaluation Johnny Yuen and Jo O'Dell have been working on a participatory evaluation to capture the learning and impact of the programme for participants since the weeklong residential programme.

On the 3rd of July we met with those participants that were able to join for an Evaluation and Celebration Day to mark 12 months since people attended the residential programme. As part of the Evaluation, **Impact Narratives** were shared which will form the central focus of the **Participatory Evaluation** which is nearing completion. The **Celebration Day** enabled participants to share how they have used their learning from both the residential week and year-long facilitation to influence and lead ongoing improvements in care and workplace cultures within and across their teams, localities, and clinical care groups. It also provided an opportunity to thank each other for the positive experience of the programme and the impact on the development of positive **person-centred care and cultures**.

Based the success of the NSFT programme, we look forward to working with the Queen Elizabeth Hospital in Kings Lynn on their programme in January 2025, more to follow...

The NSFT Residential Report can be found on our NICHE Website:

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

Upcoming NICHE Shared Learning Event

17 October 2024



The next NICHE Autumn Shared Learning Event is taking place on the morning of October 17th from 9:00 AM to 12:30 PM. This engaging event will feature a “world café” format, where you can explore and actively interact with a variety of presentations in a relaxed, café-style atmosphere. You'll have the chance to hear from and connect with people and projects that NICHE has supported across the Norfolk and Waveney system.

Topics will include an innovative recruitment campaign, a program designed to help newly qualified staff THRIVE, meaningful approaches to staff wellbeing, caring for the homeless population, and various community and place-based projects. It's an excellent opportunity to gain insights, share ideas, and be part of the ongoing transformation within our community. Don't miss out!

**AUTUMN
SHARED
LEARNING
EVENT 2024**

UEA
University of East Anglia

NICHE
Anchor Instit
Ignite, Innovate, Embed

17th October
9:00-12:30
East Anglia Air
Ambulance base,
Hanger E, Norwich
Airport, NR6 6EG

Please follow the QR code to sign up

Online Seminar by Kev Harris on Realist Evaluation

12th June 2024

NICHE was pleased to have Associate Professor Dr. Kev Harris from Hartpury University lead an online seminar on June 12, 2024, focusing on realist evaluation. This event provided our NICHE community with a unique opportunity to delve into the principles and practices of realist evaluation—a method designed to understand how and why outcomes are achieved within specific contexts. Drawing on seminal work in the field and his own extensive research experience, Kev offered thought-provoking and stimulating insights that were particularly valuable for those involved in evaluating complex interventions. The session was both engaging and informative, significantly enhancing our collective understanding and application of realist evaluation in our projects. This seminar will undoubtedly support further research and evaluation activities within our community, contributing to knowledge generation in meaningful ways.

Upcoming Events

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

Leveraging the power of a global workforce in shaping our future:
Addressing population and planetary health challenges through new coalitions
An international conference
November 2025



HOLD THE DATE



Hosted at the University of Sharjah, UAE
Further details forthcoming

November 2025
A three and half day conference exploring workforce and system transformations required for contemporary challenges



Interdisciplinary professionals, educators, researchers, academics, health and care practitioners, community groups, and all those interested in leading innovation



FURTHER INFORMATION TO COME

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.

COMING SOON

- ✦ **3rd September Eastern Arc Conference at UEA**
- ✦ **Online Seminar: Introducing Economic Impact into Evaluation**
11th September 2024
- ✦ **NICHE Shared Learning Event**
Thursday 17th October at Eastern Air Ambulance. Book your place to attend
- ✦ **23rd October Workforce Development trust EPIIC evaluation workshop**



[@uea_niche](#)



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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

All photographs have been kindly approved by the participants.
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