

ImpACT GROUP



SCHOOL
OF HEALTH
SCIENCES

ImpACT Research Group: *Inspiring momentum for practice driven Action, Creativity, and Transformation across health and social care systems and communities*

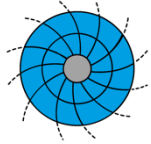
Regional Stakeholder Consultation to Inform ImpACT Strategy

Summary Report

and

Strategic Plan 2020-2022

4th November 2020

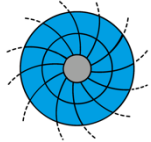


Acknowledgements

This summary report has been developed by Professor Kim Manley, Associate Professor Carolyn Jackson, Professor Jonathan Webster and Professor Sally Hardy.

We wish to thank all of the Regional, National and International Stakeholders who have contributed to our discussions in the first 8 weeks in post, in particular:

- Clinical Commissioning Groups
- Collaborative partners in the International Practice Development Community of Practice (IPDC)
- Directors of Nursing and Chief Nurses of Acute, Community, Mental Health, Ambulance and Commissioning organisations
- East of England Regional Workforce Education Leads
- East of England Regional Regulatory Leads (NHSE/I)
- Health Education England National and East of England
- International fellows of the ImpACT group
- Norfolk County Council and Local Authority Leads
- National and local charity groups and experts by experience
- Regional and National participants in our webinar launch event held on the 29th September
- Sustainable Transformation Partnerships, Integrated Care Systems/ Partnerships
- UEA academic colleagues in research, education and practice across the Faculties of Medicine and Health Sciences, Business and Arts and Humanities and Social Sciences, RIN and Professional Services



AIM

ImpACT aims to co-create a Regional, National and International strategy that supports our collaborative work in developing innovative programmes of development that enables system wide improvement and transformation across health, social care and communities. We recognise the importance of National, Regional and System strategic priorities for development and improvement, therefore our programmes of work will be closely aligned to support delivery, participatory evaluation and sustained transformation based upon learning.

In the spirit of transparency, this short report shares the themes arising from the Regional Stakeholder Consultation undertaken between August and September 2020 that will inform the development of the ImpACT Research Groups collaborative strategy and provides an additional opportunity to provide feedback going forward. Embedded in our work are the Practice Development (PD) principles of Collaboration, Inclusion and Participation (CIP)¹ which are integral to the five stems of the Venus Model for Person-centred Sustainable Transformation: Facilitation Skills; Improvement Skills; Leadership Skills; Culture Change Skills and PD Skills² and transformation through CPD³.

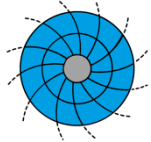
PROCESS OF ENGAGEMENT

Based on the core principles of CIP, a Regional Collaborative Consultation for co-creating ImpACT's shared vision and strategic plan was completed in September. This comprised 1) a formal stakeholder engagement process involving four questions (Box 1) and 2) informal discussions through the team's induction period leading to the launch of the ImpACT Research Group on the 29th September. Emerging themes from induction meetings with stakeholders (internal and external) also helped to steer our understanding of priorities for ImpACT over the next two years focussed upon collaborative opportunities across the East of England Region.

¹ McCormack B, Manley K, Titchen A, 2013, Practice Development in Nursing and Healthcare, Wiley-Blackwell

² Manley K, Jackson C, 2020, The Venus Model for Integrating Practitioner-led Workforce Transformation and Complex change across Health and Care Systems. *Journal of Evaluation in Clinical Practice*. Doi: 10.1111/jep.1337

³ Manley K, Martin, A; Jackson C; Wright T (2018) *A realist synthesis of effective continuing professional development (CPD): a case study of healthcare practitioners*. *Nurse Education Today*. <https://doi.org/10.1016/j.nedt.2018.07.010>



Box 1: Questions Guiding the formal stakeholder engagement

We invite you to share with us your understanding of the following:

1. What are your top three priorities for systems transformation in your area/ across the Region?
2. Are there additional clinical priorities needed to transform models of care delivery to meet population needs?
3. What workforce transformation is required to prepare current and future roles to deliver the system priorities?
4. How can the ImpACT team help you to deliver on your priorities for
 - (i) research (participatory methods, realist evaluation);
 - (ii) system wide workforce development and transformation;
 - (iii) culture change;
 - (iv) quality improvement and innovation;
 - (v) building capacity and capability for leadership and facilitating change at the front line of practice;
 - (vi) radical interdisciplinary workforce system transformation plans.

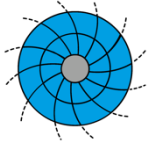
Top level themes derived from the preliminary analysis were presented at the launch webinar linked to delivering new integrated models of care and services, meeting population needs underpinned by research, evaluation, leadership, culture change, workforce development and transformation, derived from the VENUS model (Manley & Jackson, 2020⁴)

ANALYSIS

Six individual formal responses were received via the formal stakeholder consultation and informal feedback was obtained from multiple induction meetings with stakeholder groups and representatives. The combined feedback from formal and informal sources has been analysed according to 1) priorities identified by stakeholders with specific examples, and 2) the areas stakeholders identified that ImpACT could specifically assist with.

The themes emerging across these two areas are identified in Box 2 and Box 3.

⁴ <https://doi.org/10.1111/jep.13377>



Box 2: Themes emerging from the analysis identifying stakeholder priorities

1. Providing and embedding personalised and evidence-based care across system.
2. Collaborative system wide working and planning to meet demand for H&C – increasing capability, opportunity, motivation – system – workforce -public. drawing on outcome measures
3. New flexible working models for continuity of care across the system.
4. New models of practice and ways of working (transformation) across silos and traditional boundaries.
5. System Transformation plans driven by robust research approaches that include:
 - growing research capacity & capability
 - organisational and practice cultures that support and embed research
6. Healthy Aging and Older people medicine to meet demand.
7. Embracing technology to support digital and cultural transformation.
8. Reducing health inequalities and improving quality of life and health through physical activity.
9. Focussing on preventative health models incorporating social and other determinants and public health.
10. Health coaching for a culture of questioning one clinical practice, enabling self-compassion and behaviour change7Improve recruitment and retention through career pathways, blended roles, development of clinical leaders, appointments across boundaries, improving opportunities and shared governance.
11. Improving training and preparation of staff supporting patients requiring enhanced specialising and evaluating impact

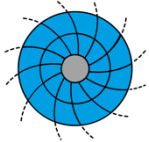
Box 3: Themes emerging from the analysis identifying areas where ImpACT could assist

1. Support with collaborative workshops to inspire new ways of thinking/models of care delivery, new ways of working, workforce and evaluation.
2. Helping teams to support all students but especially pre-registration student by improving local placements towards new ways of working across systems Influence programme across Health economy and education to support system transformation professionals of the future.
3. Development of shared vision for clinical academic careers and strategies to support transformational change with regards to research culture.
4. Adoption and spread of best practice through knowledge exchange.
5. Raising profile of physical activity for health and wellbeing.

OVERARCHING THEMES EMERGING TO INFORMATION STRATEGIC PLAN OBJECTIVES

Appendix 1 aligns the themes in Box 2 and 3 to the emerging top-level objectives summarised below:

1. Develop an integrated ImpACT Framework that will enable joined up, co-designed and co-owned practice and system transformation, development and evaluation.
2. Facilitate system wide approaches to transformation focussed on: purpose, structure, processes and patterns of behaviour.
3. Grow the workforce to develop all the skills required to develop the culture required for person centred, safe and effective care and ongoing inquiry/research through career development and clinical academic pathways.



ImpACT GROUP



SCHOOL
OF HEALTH
SCIENCES

Our contact details for further information or discussion are:

Sally Hardy, Dean, School of Health Sciences, ImpACT

s.hardy@uea.ac.uk

Carolyn Jackson, Associate Professor, Director of ImpACT

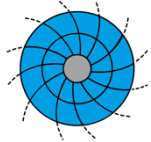
carolyn.jackson@uea.ac.uk

Professor Kim Manley, Co-Director ImpACT

kim.manley@uea.ac.uk

Professor Jonathan Webster, Co-Director ImpACT

j.webster@uea.ac.uk



Appendix 1: Top four strategic themes derived from the themes in Appendix 2 and 3

Strategic themes	Numbered Priority Themes	Numbered Assistance Themes
1. Develop an ImpACT Framework that will enable joined up, co-designed and co-owned practice and system transformation and participatory evaluation	1, 2, 6, 8, 9, 10, 12	1, 4, 5
2. Facilitate system wide approaches focussed on: purpose, structure, processes and patterns of behaviour.	1, 3, 4, 6, 7, 8, 9, 10	1, 2, 4, 6
3. Grow the workforce to develop all the skills required to develop the culture required for person centred, safe and effective care and ongoing inquiry/research.	1, 2, 5, 10, 11	2, 3, 4, 5
4. Influence integrated approaches to learning, development and research to enable others to do all the above	5, 7	3, 4, 5