

## **ImpACT research group: *Inspiring momentum for practice driven Action, Creativity, and Transformation.***

### **Annual Report 2020-2021**

#### **Purpose**

This is the first annual report from a new, externally funded, ImpACT Research group, working as part of the wider UEA Health and Social Care Partners.

#### **ImpACT team Members**

The following new starters joined HSC alongside Professor Sally Hardy, the co-founder and Co- Director of ImpACT who took up post on the 1<sup>st</sup> August 2020 are:

- Carolyn Jackson, Director of ImpACT, Associate Professor for Practice Transformation (1 wte)
- Kim Manley CBE, Professor of Practice Development, Co-Director of ImpACT (0.2 wte)
- Jonathan Webster, Professor of Practice Development, Co- Director of ImpACT (0.4 wte)

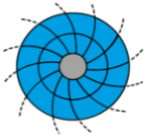
These posts are funded for an initial period of two years, which provided necessary pump priming to enable the group to focus on innovative integrated multiprofessional programmes of work<sup>1</sup> that supports systemwide transformation across health and social care and communities at regional, national, and international levels. This is at a time of considerable change and upheaval across the health and social care integration agenda and of course the COVID-19 pandemic.

#### **Strategic Plan/Key Objectives**

Following a stakeholder consultation in September 2020, a 2-year strategic plan was co-created with regional stakeholders that identified three core objectives:

1. Develop an integrated Impact Framework that will enable joined up, co-designed and co-owned practice and system transformation, development, and evaluation

<sup>1</sup> Integrated research, place based learning, development, improvement, knowledge translation, inquiry and innovation using the workplace as the main resource.



2. Facilitate system wide approaches focussed on: purpose, structure, processes, and patterns of behaviour.
3. Enable the workforce to develop all the skills required to enable a culture for person centred, safe and effective care and ongoing inquiry/research through career development and clinical academic pathways

### **Ways of working: VENUS Model**

This collaborative approach to ways of working, is designed to support delivery of new integrated models of care and service configurations, to meet population needs and reflects the underpinning principles of Practice Development – Collaboration, Inclusion and Participation (CIP).

This work is further underpinned and informed by the VENUS model (Manley & Jackson, 2020<sup>2</sup>) and tentative programme theory about how to support person centered sustainable transformation at all levels of the health and social care system through focused activity on five core stems of transformation as:

1. Research evidence, (e.g., participatory approaches, critical & realist evaluation).
2. System wide workforce development and transformation placing citizens at the centre.
3. Effective culture change.
4. Quality improvement and innovation uptake.
5. building capacity and capability for leadership and facilitating change at the forefront of practice; vi) radical interdisciplinary system transformation plans.

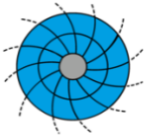
### **Achievements to date**

A summary of our key achievements for 2020-2021 are presented under each strategic objective at different levels of the health and social care system. This is followed by a summary of our collective publications, outputs and impacts during this first year.

### **Strategic Objective 1: Develop an integrated region wide Impact Framework**

We have been working with workforce transformation and education leaders in Health Education England (HEE) East of England to create a shared governance model for creating a learning culture to support workforce transformation for the future. This work is crucial to support the development and maturity of the 6 Integrated Care Systems (ICSs) in the East of England. The integrated framework will place the Venus model at the core of how to co-create an effective learning culture, that supports transformation and people plans.

<sup>2</sup> <https://doi.org/10.1111/jep.13377>

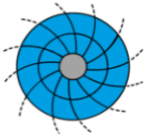


### 1.1 At regional level we have:

1. Delivered a webinar series drawing from the five stems of the Venus model and commenced a second series on how to 'do' transformation work at scale.
2. Developed the model for a new Workforce Transformation Academy due to be launched shortly which provides the system architecture for the Eastern Region.
3. Supported HSC to cocreate the Citizens Academy to facilitate enabling citizens to drive transformation of health and care careers to support their population social and health needs.
4. Invited and subsequently successful in gaining funding for The Health Foundation to establish an Innovation Hub led by the Eastern Academic Health Science Network (AHSN) which will support Cambridgeshire and Peterborough ICS to facilitate culture change in innovation projects. ImpACT are the evaluation partner for this project.
5. Obtained funding from UEA Continuing Professional Development funded to develop learning materials accessible to system leadership in the region.
6. Submitted an application for NIHR funding to evaluate the VENUS Model in the East of England to support ICS development.
7. Developed a joint proposal for 'Care homes and primary care: co-producing a sustainable relationship'.
8. Submitted a proposal for a Joint Appointment to Lead Workforce Transformation Research across Norfolk and Waveney Health and Care Partnership.
9. Submitted a proposal to develop an Impact Evaluation Framework across Norfolk and Waveney Health and Care Partnership.

### 1.2 National level we have:

10. Completed a national piece of work with the Royal College of Nursing (RCN) Strategic Research Alliance and University of Sheffield partners on improving the funding, commissioning, design, delivery and evaluation of impact of Continuing Professional Development (CPD) on patient and staff outcomes.
11. Completed a national piece of work with Marie Curie UK to co-create a career and capability framework for the nursing and allied health professions workforce.
12. Co-created the new multiprofessional national career capability framework for Consultant Practitioners across the UK with all professional bodies and royal colleges - *this piece of work is being finalised through a Delphi study which identifies the career progression pathway for advanced to consultant practice.*



### 1.3 *International level we have:*

13. Explored the International Facilitation standards with colleagues at an Advanced Facilitation Programme, with Fontys University (as members of the International Practice Development Collaborative).
14. Launched an international global manifesto for Practice Development.
15. Contributed to an international programme for Knowledge Translation, EISEN.
16. Published the second edition of the International Practice Development in Health and Social Care textbook.

### **Strategic Objective 2: Facilitate system wide approaches focussed on: purpose, structure, processes, and patterns of behaviour.**

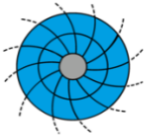
We are in the process of co-creating a model for an international research led Institute that will support collaborative progress of work for transforming workforce development, practice development research and innovation within the School of Health Sciences, Faculty of Medicine & Health Science.

We have received investment from HEE East of England Region, which will fund capacity building to support the ImpACT team's portfolio of work across health and social care systems. We have been working very closely with the Director of the System Workforce Improvement Model (SWIM project) at HEE, who has been identifying the developmental needs of ICSs and developing collaborative plans with their executive teams.

We believe that ImpACT can provide solutions to support workforce transformation plans and the portfolio of programmes focuses on all levels of the health and social care system. In the School of Health Sciences, we have participated in supporting staff development through our mentoring and critical companionship approach, participated in the co creation of the Research Mentoring scheme for HSC staff and development of the web resources (project led by Prof Wendy Hardiman), delivered teaching sessions for degree and degree apprentice nursing students, provided teaching and tutorial support for the MSc in Advanced Practice and contributed to review of advanced practice curricula. We are also supporting two practice colleagues on NIHR clinical career pathway development at pre- and post-doctoral level.

### 2.1 *At regional level we have:*

1. Co-created an embedded researcher career development model, as part of an early adopter of Venus for workforce transformation at the James Paget University Hospital. This has resulted in working towards establishing several honorary contracts with associated clinical academics and a collaboration with an embedded research team of clinical academics in Newcastle.



2. Undertaken early development work on a community of practice for midwifery transformation in collaboration with colleagues within the School of Health Sciences and partners in HEE, maternity services in the east and national partners.
3. Delivered a student webinar conference on leadership disability transformation and innovation.
4. Commissioned to evaluate the impact of the 'Think111' service on the Norfolk and Waveney Urgent and Emergency Care services.
5. Commissioned to evaluate the impact of the first wave of the COVID-19 pandemic on frontline staff across Norfolk and Waveney Health and Care Partnership which culminated in outputs at regional, national, and international level (see publications and conference presentations).
6. Participated as a collaborative partner in the 'Centenary of Caring' project with Norwich University of the Arts, which has resulted in a digital art installation and exhibition and nomination for a UEA Innovation Award.
7. A joint bid has been presented at Regional Board, and to HEE East for seed funding to establish a Centre for Learning Disability research and innovation, jointly with University of Hertfordshire.

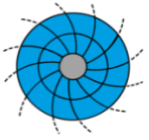
## **2.2 National level we have:**

8. Commissioned to deliver and evaluate a workforce development programme for Teaching and Learning Care Homes for Norfolk and Waveney Clinical Commissioning Group in collaboration with the Foundation of Nursing Studies (FoNS) and evaluate its impact on participating practitioners and organisations.
9. Commissioned to deliver and evaluate a programme for 'Creating Effective Workplace Cultures' in collaboration with FoNS, funded by NHS England/Improvement across the Seven Regions of England.
10. Commissioned to evaluate the FoNS 'Creating Caring Cultures for Learning Disability Nurses', funded by NHS England/Improvement.
11. Agreed a Memorandum of Understanding with FoNS.
12. Agreed a Memorandum of Understanding being developed with the Foundation for People with learning disabilities, London South Bank University.

## **2.3 International level we have:**

13. Established an EU Learning Disability Collaborative committed to pushing the boundaries of research, development, and innovation in the field with experts by experience focusing on what matters to people affected by Learning Disability. The EU collaborative has been involved in running two national webinar series, one for students, and one in collaboration with a Community of Practice in Kent, Surrey, and Sussex on workforce development. Both have harnessed the interest of national leads in the field, with potential for further partnerships to engage at regional and international levels as this work gains momentum and reach.





14. Delivered an International Student Conference Webinar 1<sup>st</sup> March 2021 on Innovations in LD practice with over 190 participants in attendance.

**Strategic Objective 3: Growing the workforce to develop the culture required for person centred, safe and effective care and ongoing inquiry/research through career development and clinical academic pathways**

**3.1 At regional level we have:**

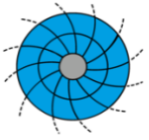
1. Submitted a proposal to HEE to evaluate existing placement innovation models and were part of the regional placement expansion working group.
2. Worked closely with HEE to envisage what a Workforce Transformation Academy approach can achieve as part of the regional workforce attainment and life-long learning.
3. Evaluated the effectiveness of the Legacy Nurse project on aspects of retention and recruitment for Norfolk and Waveney ICS (ongoing).

**3.2 National level we have:**

4. Consulted with the National Clinical Leadership programme development being led by former Chief Nurse in the East of England Region for NHS England/Improvement.
5. Participated in a number of national workforce development initiatives e.g., Prof Manley is a member of the following HEE national groups: 1) Task and Finish Group for Advanced Practice by Portfolio; 2) Task and Finish Multi-professional Credentials and was also an external reviewer of RCN Education Strategy. Jackson and Manley have been consultants on a national piece of work with the University of Sheffield and the RCN Strategic Research Alliance to identify policy gaps in funding multiprofessional workforce CPD for the future.
6. Developed the PERCIE curriculum for social prescribing with partners in Greater Manchester<sup>3</sup> and are currently looking for funding to evaluate a number of pilot sites across the UK.

**3.3 International Level we have:**

7. Published and launched internationally via a webinar *The International Practice Development in Health and Social Care* (2021) textbook edited by Manley, Wilson and Oye, which is being launched in the UK, Europe and Australia.
8. Contributed to the development of the agenda for The Enhancing Practice Conference in Wollongong Australia. This has been deferred twice to this year due to the COVID-19 pandemic but we are continuing to support delivery of innovative work with our partners internationally to showcase the impact of our practice development research on patient and staff outcomes for the conference.
9. Worked proactively with the global community of practice, The International Practice Development Collaborative (IPDC) to further develop the Practice Development School curriculum, strengthen the International Practice



Development Journal (IPDJ), participated in international research to embed the Person Centered Practice Inventory in undergraduate programmes, and improve our social media and marketing. We have through the IPDC, launched the global critical companions' network to support development of capacity and capability for practice development work internationally.

10. Revamped the Practice Development principles into a global manifesto currently being translated into a number of different languages.
11. Developed an MoU with International partners with whom to collaborate such as: Federation University, Victoria, Australia; University of Applied Sciences, Osnabrück.

<sup>3</sup> University of Salford, Manchester Metropolitan University, Manchester University, HEE Greater Manchester, NHSE and local provider organisations across Greater Manchester.

## ImpACT Publications (August 2020- 2021)

### Journals

**Jackson, C., Manley, K., Hardy, S. Webster, J.** (in press) System wide learning from first wave Covid 19: A realist synthesis of what works?" *BMC Health Services Research*

Skingley, A. Godfrey, M., Henderson, R., **Manley K.** et al (2021) Implementing the PIE (Person, Interaction and Environment) programme to improve person-centred care for people with dementia admitted to hospital wards: a qualitative evaluation, May 2021, *International Practice Development Journal* 11(1):1-15. DOI: 10.19043/ipdj.111.005

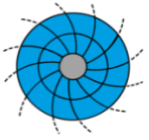
Cardiff, S., Sanders K., **Webster, J., Manley, K.**, (2020) Guiding lights for effective workplace cultures that are also good places to work. *International Practice Development Journal*, 10 (2) [2]: <https://doi.org/10.19043/ipdj.102.002>

King R; Taylor, B; Talpur A; **Jackson C; Manley K;** Ashby, N; Tod, A; Ryan T; Wood E; Senek, M; Robertson, K. (2020) Factors that optimise the impact of continuing professional development in nursing: a rapid evidence review *Nurse Education Today*, <https://doi.org/10.1016/j.nedt.2020.104652>

**Jackson, C., Manley, K.**, Vibhuti, M. (in press) Change Starts with Me: An impact evaluation of a multiprofessional leadership programme to support Primary Care Networks in the South East of England. *Leadership in Health Services*, LHS-11-2020-0094.

**Jackson, C.**, MacBride, T., **Manley K.**, et al (in press) 'Strengthening Nursing, Midwifery and Allied Health Professional Leadership in the UK- a realist evaluation". *Leadership in Health Services*. LHS-11-2020-0097





**Jackson C, Manley K.** (2021) Contemporary Challenges of Nursing CPD: Time to change the model to meet citizens' needs. *Nurs Open*. 2021 May 24. doi: 10.1002/nop2.941. Epub ahead of print. PMID: 34029011.

**Jackson C, Manley K, Webster J, Hardy S.** (2021). System wide learning from first wave Covid 19: A realist synthesis of what works? *Research Square*; 2020. DOI: 10.21203/rs.3.rs-115647/v1.

Allerbyrne, C., Chaplin E & **Hardy, S** (2020). Advanced Nurse Practice in Mental Health: Towards Parity of Esteem. *Nursing Times* 116, 12, 21-23.

**Hardy, S**, Van Essen, F., & Pingani L (2020) Computer incursion in Psychiatry via e mental health. Innovation and implications to keep in mind. *Rivista Sperimentale di Freniatria*. 2020 .

### Books and chapters

**Hardy S**, Clarke S, Frei I.A., Morley, C., Odell J., White, C., Wilson V (2021) *Revising the core principles of practice development*. Chapter 8 in Manley, Wilson, Oye (Eds) *International Practice Development in Health and Social care*. Wiley Press. Chichester

**Hardy S** & Dwaah M (2021) Looking after ourselves: Wellbeing resilience and self-help strategies. Chapter X in Gamble C, & Brennan G (2021) *Working with Serious Mental Illness*. 3<sup>rd</sup> Edition. Elsevier in press.

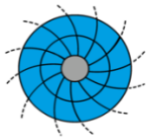
**Hardy S** & Linsley P (2021) Psychosocial interventions. Chapter x in Gamble C, & Brennan G (2021) *Working with Serious Mental Illness*. 3<sup>rd</sup> Edition. Elsevier in press

**Jackson, C.**, Wilson, V., McCance, T., Alomari, A. (2021) *Flourishing people, families and communities, Chapter 17. In: Manley, K., Wilson,V., Oye C.* (Eds) *International Practice Development in Health and Social care*. Wiley Press. Chichester.

**Manley, K.**, Wilson,V., Oye C. (Eds) (2021) *International Practice Development in Health and Social care*. Wiley Press. Chichester.

Middleton, R. Moroney, T., **Jackson, C.**, Germaine, R. (2021) *Education models embedding PD philosophy, values and impact – using the workplace as the main resource for learning, developing and improving*. Chapter 6. *In: Manley, K., Wilson,V., Oye C.* (Eds) *International Practice Development in Health and Social care*. Wiley Press. Chichester.

Sanders K, **Webster J**, Cardiff S, **Manley K** (2021), Recognising & Developing Effective Workplace Cultures across Health & Social Care that are good places to work (Book Chapter) *In: Manley, K., Wilson,V., Oye C.* (Eds) *International Practice Development in Health and Social care*. Wiley Press. Chichester



## Research Reports

**Jackson, C., Furber, L., Manley, K.** (2021) Implementation and Evaluation of the Marie Curie UK Career Capability Framework- Phase 2 Report, April.

**Jackson, C., Manley, K.** (2020) *How can nursing Continuing Professional Development (CPD) best influence quality of care for patients?* Report of the key evidence prepared for a national consensus event with expert panel for University of Sheffield and RCN Strategic Research Alliance.

**Jackson, C., Manley, K.** (2020) *Medical Leadership Master Class Evaluation Report.* March for Kent and Medway Clinical Commissioning Group. (Awaiting ISBN)

**Jackson, C. & Manley K.** (2020) *Marie Curie: Career and Capability Framework. Development Report.* Phase 1 Report. January. (Awaiting ISBN).

## Conference presentations

**Jackson, C. (2021)** Key Drivers for Interprofessional Workforce Development. Devon and Torbay ICS, 15<sup>th</sup> June.

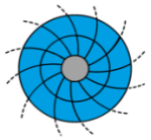
**Hardy S E, Odell, J, Frei IA, et al** (2021) *A Collaborative review of the nine principles of Practice Development: Co-creating a modern manifesto for international practice development.* 20:20 Vision. Transforming our Future through Person Centred Practice. Enhancing Practice Conference 2021. 27-29 October 2021 (Postponed due to COVID from 2020 to November 2021)

**Hardy SE, Hirter, K; Jackson C, Van Lieshout F** (2021) Ghostbusting advanced facilitation – a European Perspective. 20:20 Vision. Transforming our Future through Person Centred Practice. Enhancing Practice Conference 2021. 27-29 October 2021 (Postponed due to COVID from 2020 to November 2021).

**Jackson, C., & Manley, K.** (2021) The Venus Model for Integrating Practitioner Led Workforce Transformation and Complex Change Across the Health Care System. Enhancing Practice Conference 2021. (Postponed due to COVID from 2020 to November 2021)

Bosanquet, J. and **Jackson C.** (2021) *Person-centred sustainable transformation. A Snapshot of how to do it!* Invited Keynote - Annual Torbay and South Devon Clinical School Conference Energising the workforce for innovation and integration in health and social care. 13<sup>th</sup> May 2021.

**Hardy, S. E.** (2021) Invited Keynote. *Creative Art. A new treatment modality?* Care Art Basel University Psychiatric Hospital Basel 15<sup>th</sup> and 16<sup>th</sup> June 2021 (postponed due to COVID from 2020 to June 2021)



**Hardy, S. E.** (2020) *Infinite change within public sector organisations: Praxis Transformation*. Inaugural Lecture, UEA 21 January 2020  
<https://www.youtube.com/watch?v=qVBxChpPsPk>

**Jackson C**, Wakefield E, **Manley K**, **Webster, J. Hardy S.** (2021) *Learning from COVID 19 across the system. - A collaborative impact evaluation of the Norfolk and Waveney STP 'We Care Together' Campaign*. RCN International Education Conference April 20, 2021.

**Jackson, C, Manley K.**, Pearce, J. et al (2021) *Development of a UK wide career competence pathway for Marie Curie- a collaborative journey of learning*. Enhancing Practice Conference 2021. (Postponed due to COVID from 2020 to November 2021)

**Hardy, S., Jackson, C. Webster, J**, Rowe, C., Wilmouth, S. et al., (2021) A Centenary of Caring. Norfolk and Waveney STP International Nurses Day Conference. 12<sup>th</sup> May 2021.

**Jackson, C. Manley, K.** Robertson, S. (2021) *Factors that optimise the impact of continuing professional development learning in, from and through the workplace. A symposium*. RCN International Education Conference 21 April 2021.

**Jackson, C., Manley, K.**, King, R., Robertson, S. et al (2021) Factors that optimise CPD in the workplace. Enhancing Practice Conference 2021. (Postponed due to COVID from 2020 to November 2021)

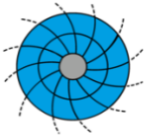
**Manley, K.** & Crouch R (2021) Multi-Professional Consultant practice capability and Impact Framework; Round Table Discussion, Health Education England 18<sup>TH</sup> March 2021

**Manley, K.** & Crouch R (2021) Towards Multi-Professional Consultant Practice: a potential career pathway for Advanced practitioners. Annual Conference (On-line), Association of Advanced Practice Educators UK 25<sup>th</sup> June

## Public Exhibitions

A Centenary of Caring: A Creative Expression during COVID pandemic Art Exhibition. <https://artspaces.kunstmatrix.com/en/exhibition/4400380/a-centenary-of-caring>. UEA Innovation Award Finalist Nominee May 2021





ImpACT GROUP



SCHOOL  
OF HEALTH  
SCIENCES

## Acknowledgements

Our sincere thanks go to all collaborators and those who have worked to support and enable ImpACT to function, despite an unprecedented year, due to the consequences of the COVID-19 pandemic.