

Putting patients
at the heart of
everything
we do

Nursing, Midwifery, Allied Health Professionals (NMAHP)

Research Strategy

Tomorrow's health is in our hands today

2015-2020

Healthcare at its very best - with a personal touch

Introduction

The Trust's vision is "to be the health service for Greater Newcastle and a leading national healthcare provider".



Our Core Values

- Patients come first
- People and partnerships are important
- Professionalism at all times
- Pioneering services
- Pride in what we do

The Trust's core value is to put patients at the heart of all that we do, providing the safest and highest quality healthcare. This can only be achieved through understanding and developing new ideas and best practice and by ensuring research is integral to our practice to improve the patient experience. There is evidence that research active organisations have better patient outcomes.

The Trust's Nursing, Midwifery, Allied Health Professionals (NMAHP) Research Strategy is not a stand-alone document it sits alongside a number of other key strategy documents, including the Trust Research Strategy, the Trust Business Strategy, the Trust Leadership Strategy and is also aligned to the Trust Nursing and Midwifery (N&M) Strategy.

The strategy applies to all NMAHPs and is also to inform all staff and service users by setting out what we are striving to achieve and how we are going to do this in relation to our research activity. The strategy sets out clear objectives and the targets we will strive to meet in order to change clinical practice through research activity.

The Context

Research is vital to the Trust in order to ensure that quality of care is continually improved, and to provide the evidence which supports care provided. Involving NMAHPs to engage in research will help the Trust develop a workforce that is able to respond to the changing NHS landscape. Currently the Trust is unable to accurately quantify the level of NMAHP's research activity in terms of applying or undertaking research, both locally on wards and departments, at post graduate, masters or doctorate level, or those on the clinical academic career pathway, and we are keen to change this.

The ability to research, engage in critical inquiry, and implement research findings that underpin everyday practice is essential and there are many examples of where this makes a significant difference to care experience and clinical effectiveness (Willis 2015¹). NMAHPs will acquire skills to develop a questioning approach to care that encourages a culture to question inappropriate care, and to adopt an adaptive and innovative approach to care that seeks to impact positively on patient care experience. The emphasis on developing greater decision making skills and shared-decision making, and the routine application of research and innovation will be included.

This strategy has been developed to help NMAHPs enhance the patient experience, make sure practice is up to date, and support "professional curiosity".

The Shape of Caring Review¹ (March 2015) states that:

"Assuring Sustainable Research and Innovation", so that we can ensure a workforce that can adopt, and use, the latest research to inform and provide better patient care, and also to drive up clinical research in practice by increasing the number of academics in practice; and increasing the number of academics in practice; and "The ability to engage in critical enquiry and implement research findings is imperative, and there are many examples level; masters or post doctorate level, or those that have joined the clinical academic career pathway of where this makes a significant difference to care experience and clinical effectiveness".

Our NMAHP Research Aims

In order to provide care to patients and families which is consistent with the best available evidence and to continuously improve patient experience, the overarching aim of this strategy is to:

- increase research awareness amongst NMAHPs
- increase the use of research in practice by NMAHPs
- increase the number of NMAHPs participating in research
- increase the volume of research studies undertaken and led by NMAHPs.

We will do this by:

- Increasing the capability of our current and future NMAHP workforce to apply research findings to inform and change clinical practice.

Research capability is defined as "the need to acquire a strong grounding to develop a questioning approach to care that encourages professional curiosity which positively impacts on patient care experience".

- Increasing the capacity of our current and future NMAHP workforce will ensure they take a leading role in research activity so that patient care is evidence based and underpinned by research and innovation.

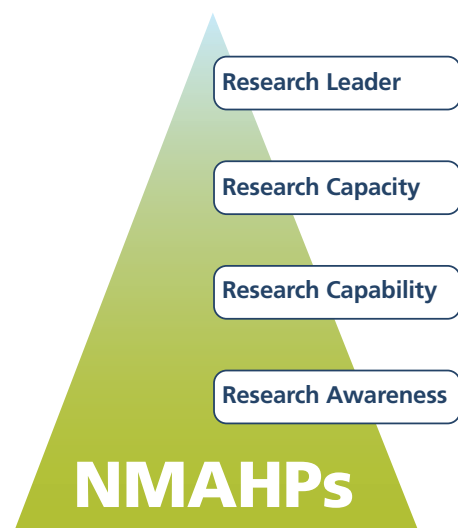
Research capacity is defined as "the ability to conduct research, or in a broader perspective that encompasses activities related both to 'using' and 'doing' research".

- Developing Research Leaders that provide clinical and professional leadership and lead organisational identification of research priorities at national and international level.

Research is key to the Trust to ensure that quality of care is continually improved and to provide the evidence for the care we provide. Increasing the research capability and capacity of our NMAHPs, will help the Trust develop a

workforce that is able to respond to the changing NHS landscape and continually improve patient care.

We will achieve our aims through collaboration with all professions supported by expert non-clinical staff within strong governance mechanisms.



Our NMAHP Research Objectives

- 1 To provide care to patients and families that is consistent with the best available evidence
- 2 To increase research capability in the Trust through raising research awareness and promoting a culture of enquiry and critical thinking
- 3 To increase research capacity, through increasing the number of research publications, research projects and the amount of funding gained for research
- 4 To build an infrastructure that will support a research active environment through strong leadership
- 5 To create an environment that supports and values the development and maintenance of research skills and experience through improving access to research training and other opportunities
- 6 To contribute to the development of research career pathways for NMAHPs
- 7 To raise the profile of research conducted by NMAHPs in the Trust both internally and externally
- 8 To ensure research that is conducted adheres to principals of good research governance
- 9 To promote research collaborations that engages with local universities at all stages of the research process.

Activity to support the NMAHP Research objectives

1. To provide care to patients and families that is consistent with the best available evidence. This will be achieved by:

- Providing the optimum environment for health care research enabling NMAHPs to engage in all aspects of research, e.g. an environment that encourages, supports and is receptive to change
- Linking with Governors, Healthwatch, Public Involvement Partnerships in Newcastle and other service users and members of the public to encourage feedback about priorities for research and practice change within the Trust
- To work closely with the Trust's Head of Patient Experience to ensure research aligns to patient's requirements, including analysing the patient experience feedback from local and national surveys and complaints.

2. To increase research capability in the Trust through raising research awareness and promoting a culture of enquiry and critical thinking. This will be achieved by:

- Implementation and communication of this strategy will increase research awareness in the workforce
- Development of the Trust intranet webpages with information on NMAHPs research which would include a "who to, what to and where to" section, research studies, publications and conference presentations
- Undertaking a research survey that will be sent to all NMAHPs in the Trust to collect baseline data regarding the current NMAHPs research position
- Establishment of a new process with the Directorate teams to collect information about research activity, publications and conference presentations
- Maximising links with Universities, including Newcastle University and Northumbria University and other organisations, including the Shelford Group
- Holding a research event to showcase NMAHPs research activity
- Development of educational programmes to increase NMAHPs research capability.

3. To increase research capacity, through increasing the number of research publications, research projects and the amount of funding gained for research environment. This will be achieved by:

- Establishment of a Senior NMAHP Research Leadership Group
- Explore opportunities for the appointment of a Clinical Chair
- Dissemination of information about research fellowship and grant applications, including the production of clear guidance
- Development of workshops and drop in clinics



- Working with directorate research leads to identify individuals and projects requiring support, supervision and advice to individuals and teams wishing to develop a research proposal for funding
- Establishing clinical academic expertise contacts list for NMAHPs
- Working with Newcastle University and Northumbria University to identify promising students and early career researchers and support them in their career pathways
- Encouraging established researchers to view the Trust as a vibrant research environment in which to conduct research studies
- Supporting participation in others research, e.g. multi Trust work
- Development and establishment of a new post registration career framework.

4. To build an infrastructure with senior research leaders that will support a research active environment. This will be achieved by:

- Establishment of a Senior NMAHP Research Leadership Group
- Providing support to Consultant Nurses, Consultant Midwives, Advanced Nurse Practitioners and Specialist AHP Practitioners to encourage them to extend their roles as research leaders and effectively utilise their allocated research time
- Supervising, promoting, supporting and providing research advice and mentorship to develop research leaders.

5. To create an environment that supports and values the development and maintenance of research skills and experience through improving access to research training and support opportunities. This will be achieved by:

- Attracting the best NMAHPs to the Trust
- Supporting Nurse Consultants and Senior Clinical Research AHPs to be role models for other NMAHPs in the Trust and further afield
- Working closely with the Education & Training Department, Research Delivery Department, the Library, the National Institute for Health Research (NIHR) and the Local Clinical Research Network (LCRN) to make The Trust a research and researcher-friendly environment



The Patient remains at the centre of all that we do

- NMAHPs will be encouraged to take on the role of Research Champions. Through the provision of targeted support, advice, mentorship and training, a research active environment will evolve which encourages innovation and the development of best quality care
- For NMAHPs research and clinical collaborations to be sought from a range of sources to ensure success with funding applications
- Effective working relationships with the Research Delivery Department to keep the Trust website up to date and provide useful, relevant information, will promote the Trust as a centre of excellence for research involving and being led by NMAHPs.

6. To improve access to research training opportunities. This will be achieved by:

- Providing education and action learning for facilitation of critical thinking, research skills, evidence based practice and change management
- Coordinating the dissemination of relevant information on research training opportunities, referring individuals to Trust, University and National Institute for Health Research (NIHR) education programmes, relevant external opportunities, and providing targeted training, such as applying for a fellowship or writing for publication
- Working with the Northumbria University and Newcastle University to identify promising students and early career researchers and provide advice and support to enable them to maximise their potential as the next generation of healthcare researchers

- Ensuring that research training advice and support is focused to ensure that employees development supports the Trusts NMAHP agenda.

7. To contribute to the development of research career pathways for NMAHPs. This will be achieved by:

- Implementation of the NMAHP research strategy which will enable the identification and support of talented individuals who have the necessary mix of clinical and research skills, enthusiasm and potential to apply for the various award schemes recommended by the NIHR (masters, doctoral, postdoctoral, senior clinical academic awards)
- The Trust, in collaboration with Northumbria University School of Health and Life Sciences will develop research leadership and infrastructure with the review of the appointment of a Chair in Nursing
- Review of rotational and joint posts for NMAHPs from wards and departments to clinical research roles.

8. To raise the profile of research conducted by NMAHPs in the Trust to internal and external organisations. This will be achieved by:

- Encouraging NMAHPs in the Trust to publish their research at every opportunity, using innovative methods and approaches to encourage publication
- Encouraging NMAHPs in the Trust to present and disseminate their work within the Trust and at national and international conferences



- Disseminate information about research to relevant stakeholders within the Trust, Northumbria University and Newcastle University
- Linking with professional bodies for NMAHPs on a national level
- Utilising the websites and intranets at the Trust, Northumbria University and Newcastle University

- Linking with Healthwatch, Public Involvement Partnerships in Newcastle and other service users and members of the public to disseminate feedback from NMAHP research at The Trust
- Maximising links and collaborations with other healthcare Trusts and organisations, such as the Shelford Group.

9. To ensure that all research which is conducted, adheres to principles of good research governance. This will be achieved by:

- Providing support and guidance to anyone developing a research proposal, ensuring that they register and have the appropriate research governance.

Monitoring our NMAHP Research Performance

This NMAHP Research Strategy represents a major initiative through which to develop the Trust as a leading national healthcare provider in line with the Trust vision. The survey of NMAHP research activity and awareness in the Trust will be used as a baseline measurement and guide for the strategy. It is anticipated that the survey will be repeated in three years' time (2018) and will act as a useful benchmark against which to measure NMAHP research performance and progress.

In addition the monitoring of the following will be regularly collected and a database developed to evaluate performance of:

- Increased number of research studies
- Increased number of publications in journals
- Increased number of presentations at local, national and international conferences
- Success with external research grant applications
- Increased number of postgraduate, doctoral and postdoctoral researchers
- Increased applications for PhD Studentships/personal awards
- External speaking invitations

It is envisaged that once established the NMAHP Strategic Senior Research Leadership Group will set further performance indicators, where appropriate.



NMAHP Research Targets

Preliminary targets have been presented in this strategy document for years 1 to 3 of the NMAHP Research Strategy. Success against targets will be reviewed in year 3 so that further targets can be set by the NMAHP Strategic Senior Research Leadership Group for years 4 and 5. In addition to the targets identified, the group will determine required outputs against each of the research strategy objectives. Specific responsibility for increasing research awareness will be led by the Trust Lead for NMAHP Research, Education and Practice Development.

| Year | Action |
|------------------|---|
| Year 1 (2015/16) | <ul style="list-style-type: none"> • Publish a NMAHP Research Strategy • Collect baseline data by undertaking a research survey to all registered NMAHPs • Establish a NMAHP Senior Research Leadership Group (Strategic and Operational) • Develop information about NMAHP research on the Trust web pages • Develop a central database to capture research activity • Organise a research event to showcase NMAHP research in the Trust • Increase NMAHP publications in peer reviewed journals by 5% from baseline data (7%) • Increase presentations (oral and poster) and local and national conferences by 5% from baseline data (39%) • Support and work to increase research applications from Nurses and Midwives to the Nursing and Midwifery (N&M) Conference • Identify talented individuals who can develop an application for an NIHR awards through research workshops and drop in clinics |
| Year 2 (2016/17) | <ul style="list-style-type: none"> • Undertake focus group to gain more detailed feedback regarding NMAHP Research • Continue to add to the established Trust web pages about research • Maintain the central database to capture research activity • Organise a second research event to showcase NMAHP research in the Trust • Increase publications in journals - further 5% from year 1 position • Increase publications at local and national conferences (oral and poster) - further 5% from year 1 position • Continue to support research applications to the N&M Conference and follow up last years winners • Continue to identify and support talented individuals with or applying for NIHR awards through research workshops, drop in clinics, mentorship and support |
| Year 3 (2017/18) | <ul style="list-style-type: none"> • Undertake research survey to all registered NMAHPs • Review NMAHP Senior Research Leadership Group Terms of Reference (Strategic and Operational) • Continue to add to the established Trust web pages about research • Maintain the central database to capture research activity • Organise a third research event to showcase NMAHP research in the Trust • Increase publications in peer reviewed journals - further 5% from year 2 position • Increase publications at local and national conferences (oral and poster) - further 5% from year 2 position • Continue to support research applications to the N&M Conference and follow up last years winners • Continue to identify and support talented individuals with or applying for NIHR awards through research workshops, drop in clinics, mentorship and support |
| Year 4 (2018/19) | <ul style="list-style-type: none"> • Continue to add to the established Trust web pages about research • Maintain the central database to capture research activity • Organise a fourth research event to showcase NMAHP research in the Trust • Increase publications in peer reviewed journals - further 5% from year 3 position • Increase publications at local and national conferences (oral and poster) - further 5% from year 3 position • Continue to support research applications to the N&M Conference and follow up last years winners • Continue to identify and support talented individuals with or applying for NIHR awards through research workshops, drop in clinics, mentorship and support |

| Year | Action |
|------------------|---|
| Year 5 (2019/20) | <ul style="list-style-type: none"> • Undertake annual research survey to all registered NMAHPs • Continue to add to the established Trust web pages about research • Maintain the central database to capture research activity • Organise a fifth research event to showcase NMAHP research in the Trust • Increase publications in peer reviewed journals - further 5% from year 4 position • Increase publications at local and national conferences (oral and poster) - further 5% from year 4 position • Continue to support research applications to the N&M Conference and follow up last years winners • Continue to identify and support talented individuals with or applying for NIHR awards through research workshops, drop in clinics, mentorship and support • Review year 5 position and develop the new strategy through engagement workshops |

NMAHP Research Governance Structure

The aim and objectives of the NMAHP Research Strategy will be established and reviewed by NMAHP Strategic Senior Research Leadership Group in consultation with the Senior Nurse Executive Group.

The NMAHP Strategic Senior Research Leadership Group will report to the Senior Nurse Executive Group and the AHP Heads of Department. The NMAHP Strategic Senior Research Leadership Group will provide the forum through which members ensure that the strategic objectives of the

NMAHP Research Strategy are implemented and measured.

The NMAHP Operational Senior Research Leadership Group is a sub group of the NMAHP Strategic Research Leadership Group and reports to this group. The NMAHP Operational Senior Research Leadership Group will provide the forum through which members ensure that the operational objectives of the NMAHP Research Strategy are implemented and measured.

How we will deliver the NMAHP Research Strategy

Patient Experience

We want to demonstrate that not only do we take the concerns of patients and carers seriously, but we want to demonstrate that our care matches up to our core value of *'putting patients at the heart of everything we do'*; and will do this through actively seeking views from the people we serve and the people they love.

The Francis Report (2013)² and the Keogh Report (2013)³ both stressed the importance of the patient and carer's voice. It was the persistence of family members who brought around the in-depth review and one of the findings was that if patients and carers had been listened to, it may well have saved lives. We will review and discuss patient feedback and prioritise NMAHP research activity to align with those priorities.

Staff Training

NMAHP Research training will be developed, implemented and aligned to the levels of research awareness, capability, capacity and leaders that we want to achieve.

Conclusion

This NMAHP Strategy sets out our vision for improving NMAHP research capability and capacity at the Trust. Our main objectives for the next five years are set out until 2020 however the strategy will have to retain flexibility and these will have to be reviewed and developed over the next five years as a result of feedback, consultation, external events and national guidance.



For more information please contact: NMAHPresearch@nuth.nhs.uk

References

- 1 Willis Report (2015), *Shape of Caring: A Review of the Future Education and Training of Registered Nurses and Care Assistants: Raising the Bar*, Health Education England.
- 2 Francis Report (2013), *Final report in to the care provided by Mid Staffordshire NHS Foundation Trust*.
- 3 Keogh Report (2013), *Review into the quality of care and treatment provided in 14 hospital trusts in England: Overview report*.