

THROUGH THE LOOKING GLASS –

A Regional Lens to Developing Capacity and Capability
for Research Across NHS Organisations

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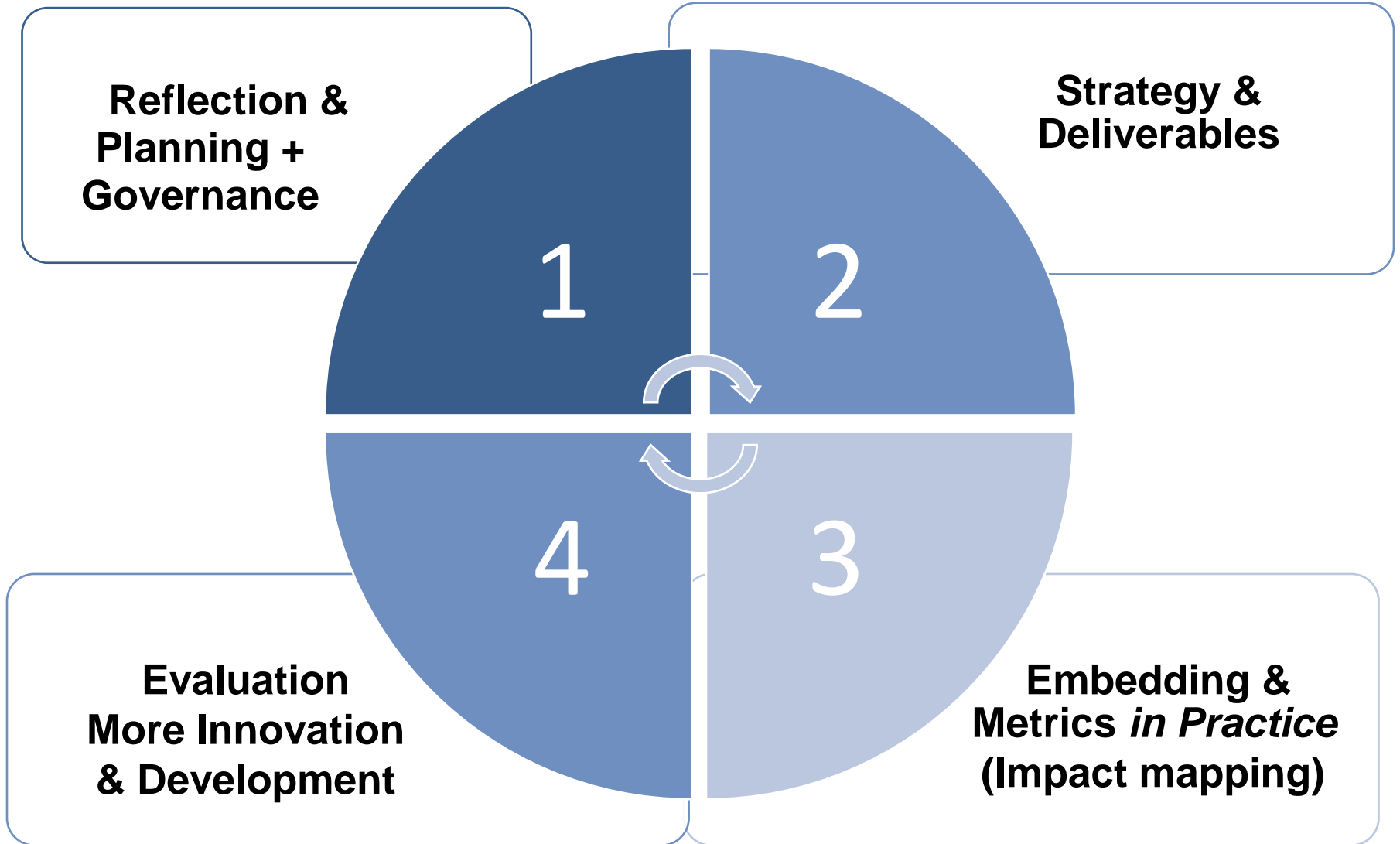
Aims

- Critically reflect on the experiences of two organisations who have a shared vision to developing Nurses, Midwives and Allied Health Professionals (NMAHPs) Capacity and Capability for Research
- Specific exemplars drawn from two organisations to illustrate strategic and operational focus when setting up, delivering and developing research capacity and capability
 1. **Nottingham University Hospital NHS Trust (NUH)**
 2. **University Hospitals Coventry and Warwickshire NHS Trust (UHCW)**
- Share organisational enablers and challenges in both organisations

Context – Both Organisations

- **Both** have strong research leadership and Chief Nurse engagement. An 'asset-based' approach.
- **Both** have invested in developing strong clinical academic leadership and research programmes to support clinical Health Care Professionals to undertake, translate, and disseminate high quality, interdisciplinary research and innovation **AND** offer them progressive clinical academic research careers.
- **Both** have collective vision and organisational strategies in place with action focused delivery.

Capacity & Capability Cycle



Exemplar – Capacity Building in Action (2019-2023)

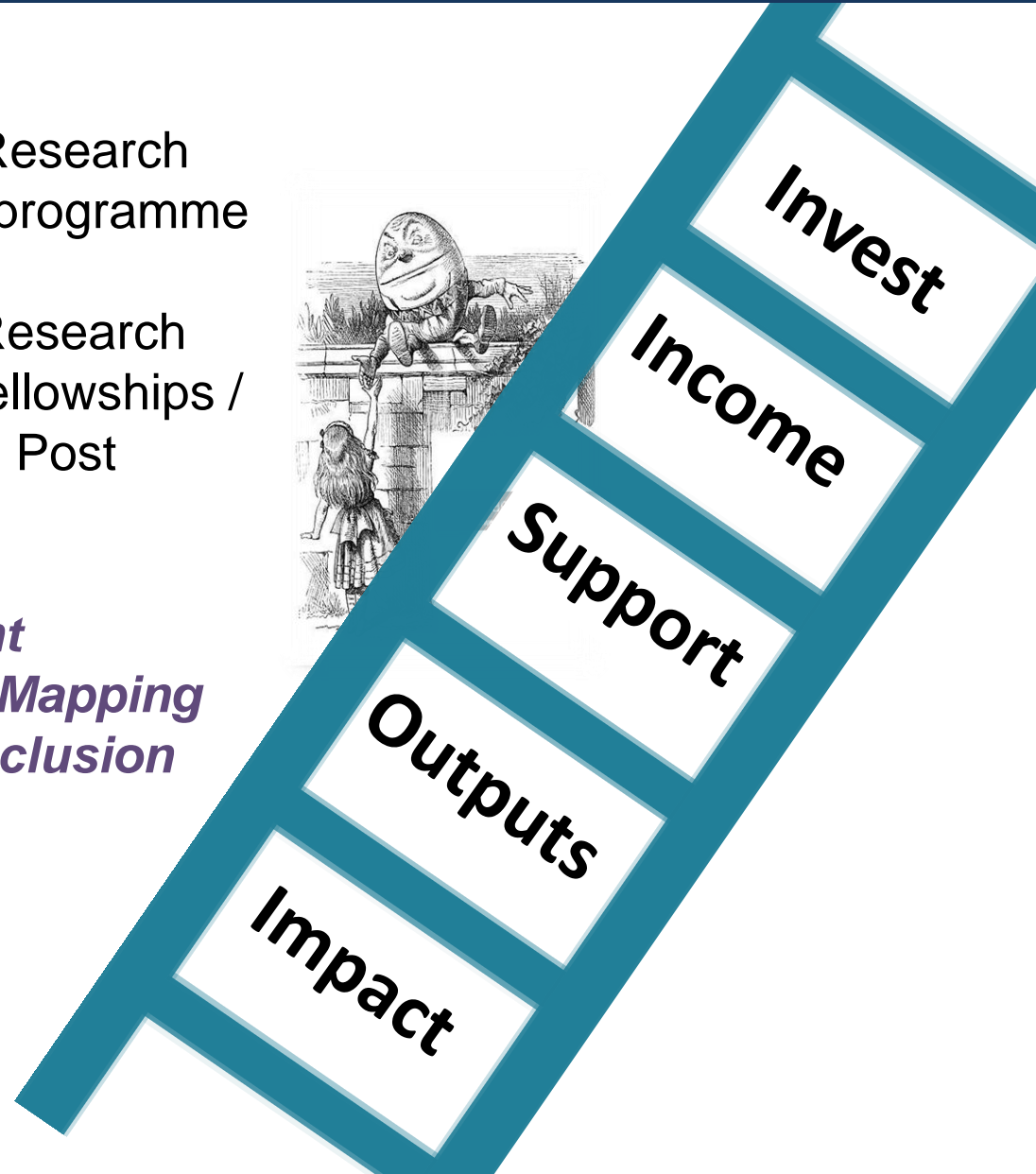
1. Scoping and strategy developed - leadership invested in. Developed agreed engagement & partnership plans (PPIE, Universities, Innovation, Industry etc). Strong governance.
2. Research strategy development and agreed deliverable planning.
3. Initiated well thought out, research career trajectory programmes 'along levels'. Contractual agreements. **'With-it-ness'** funding support to increase and enhance applications and capture progress.
4. Evaluation and metric capture (Impact Measurement). More innovation and development.

Exemplar – Capacity & Capability Building

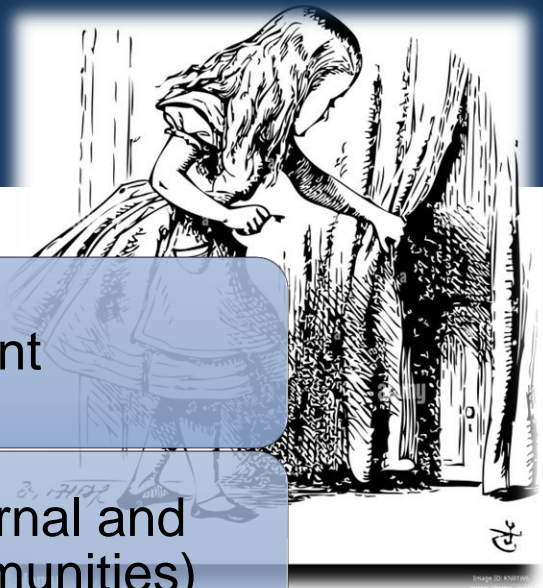
In both organisations we have Research and Clinical Academic Careers programme

Framework of Pre-registration Research Apprenticeships, Internships, Fellowships / Scholarships, Pre-Doctoral, and Post Doctoral

*Talent Management
Competency & Capability Mapping
Equality, Diversity and Inclusion*



Starting Out



'Early' work with leadership team is intense and vibrant

Culture of early research training & support – internal and external (Partnerships with vibrant university communities)

Apprenticeships – University provider but Trusts have offered internships including University Modules (credits)

Clinical & Academic research supervision and mentorship

Literature reviews & publication (such as Royal Literary Fund Workshops)

Language - in UHCW deliver *iCAHRE and Research for All* whilst in NUH deliver *Step Into*

Pre-Doctoral



Pre-Doctoral research training & supervision in vibrant clinical environments (Internal support)



Masters Level (HEE/NIHR funding but also Trust & University)



Pre-Doctoral Applications to Fellowships, Scholarships and NIHR Pre-doctoral Clinical Fellowship Scheme



Offer bespoke, accredited modules (In-House support)



Transferrable skills and translational development



Doctoral and beyond



Funded Doctorate/ Prof Doctorate/Post Doctorate



Variety - Hospital Trusts, University/Higher Education Institutions, NIHR, Charity and/or Industry funded



Community of Practice - Doctorate & post-doctorate fellows navigate a clinical and research career including 'Joint' contracts



Mentoring and Mentors (*'Giving Back'* in UHCW)



Leadership and Leaders

Exemplar: Capturing Research Impact

Metric systems of measurement

'Capture' case studies and impact on outcomes

Income = further develop capacity and capability

Engagement and partnerships increase

Alignment to national policy

World leading reputations

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Making research matter
Chief Nursing Officer for
England's strategic plan for
research

Version 2, November 2021

-  **1. Aligning nurse-led research with public need** - so the portfolios of relevant funders reflect the research priorities of patients, carers, service users, residents, the public and our profession.
-  **2. Releasing nurses' research potential** - to create a climate in which nurses are empowered to lead, use, deliver and participate in research as part of their job, and the voice of the profession is valued.
-  **3. Building the best research system** - so that England is the best place for nurses to lead, deliver and get involved in cutting-edge research.
-  **4. Developing future nurse leaders of research** - to offer rewarding opportunities and sustainable careers that support growth in the number and diversity of nurse leaders of research.
-  **5. Digitally-enabled nurse-led research** - to create a digitally-enabled practice environment for nursing that supports research and delivers better outcomes for the public.



In Reality – Challenges

Research

1. National Frameworks
2. Organisational Processes
3. Sign off / Understanding

Visibility and Impact

1. Inclusivity in visibility
2. Large Organisations
3. Digital technology

*Madhatter's
Tea Party*

This way

yonder

That way

not that way

In Reality – Enablers

Research

1. Transformative organisation culture and enabling leadership
2. 'Leaders' shared vision
3. Use assets to make the best of every opportunity

Visibility and Impact

1. Development of individuals and programmes
2. Being transparent, inclusive, creative and responsive
3. Metrics and impact mapping

Patient and Public Involvement & Engagement



Conclusion



Please use Q&A tool
Thank you

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