

BPACHS Strategy

1 Context

1.1 History of formation of BPACHS

BPACHS was formed by three partners, Brunel University London (BUL), Central and North West London NHS Foundation Trust (CNWL), and The Hillingdon Hospitals NHS Foundation Trust (THH) in November 2018 with a vision to deliver radically transformed physical and mental health and social care provision through training, education, and research, working in partnership with and on behalf of the local community in Hillingdon. Subsequently the partnership has grown, with the addition of the Royal Brompton and Harefield Hospitals.

1.2 Experience of the first two years

The first two years of the partnership has demonstrated significant progress in partners working together, and a strong recognition of the potential benefits resulting from a focussed, local academic partnership.

In reviewing the strategy, however, it is evident that the initial strategic aims were overly ambitious for the partnership as a whole, with all partner organisations being unable to commit resources at the level required to deliver against the objectives as they stood.

The decision not to proceed with the proposed academic health campus on the Brunel University London site also necessitated a reflection amongst the partners as to the strategic direction of the partnership.

The partnership therefore determined that there should be a review of the strategy, and an update against all strategic pillars.

1.3 New Director appointment

In April 2020, the initial Director of BPACHS, Belinda Norris, moved to an executive post with one of the BPACHS partner organisations, and her replacement, James Ross, was appointed in September 2020. One of the initial requirements of the new Director was to revisit the partnership strategy, and this document is the fruit of that work.

1.4 COVID 19

The pandemic has heavily influenced the BPACHS work programme, and the altered focus of the partners in managing and addressing the coronavirus has meant that progress in 2020 against the strategic aims of the partnership has been necessarily limited. However, looking ahead to 2021 and beyond, the partnership has the potential to make significant progress and this strategy refresh has been developed with the post COVID environment in mind.

2 Strategic Vision and Ambition

The ongoing strategic approach of the partnership will be delivered through four workstreams:

1. Educating our workforce
2. Research
3. Quality Improvement
4. Digital Health and Innovation

In addition to the four key work streams, there will be three enabling pieces of work progressing;

- Growing the partnership
- Cross partner communication
- Supporting the development of academic health facilities
- Supporting the development of patient and user involvement

The strategy has been aimed to meet the level of ambition deliverable by all partners, taking into account the pressures of the current national health context. It has also been developed with the intention of focussing the partners on delivery of objectives which will benefit all parties.

The BPACHS team will develop an activity plan, setting out the timescale to achieve the anticipated outcomes. All partners will be expected to engage with the agreed activity plan, and will mutually hold each other to account for the engagement and support in achieving the identified outcomes.

The partnership will facilitate a regular assessment of progress against the activity plan associated with this strategy, and on regular occasions will conduct a process of review of delivery priorities including all partners, to ensure the focus of delivery remains in line with partnership requirements. This process will take place at least annually, and more frequently as required by the partners.

The delivery of all aspects of this strategy will be undertaken in line with the enhanced benefits of the digital learning and interaction opportunities learned by the Academic and NHS sectors during the COVID outbreak. The partnership will act as an exemplar of the potentials of working in a digitally accessible manner.

2.1 Educating the Workforce

Aim

The Centre will provide a hub for training and development and a range of inter-professional education to enable health and social care professionals and other staff to upskill/reskill to meet the changing needs of the workplace. We will offer integrated training: attracting health and social care trainees from diverse backgrounds and developing them into capable and confident professionals. We will focus particularly on the groups of staff which partners are finding hardest to recruit, and to whom the partners can offer training and experience.

Objectives

Offer innovative workplace solutions, creating flexibility across the organisations which increase recruitment and retention as well as developing staff through undergraduate and post graduate education.

Leverage the size of the combined partnership to enable the development of additional training and development programmes.

Minimize vacancies and develop existing staff through a range of high-quality apprenticeship programs which equip the workforce with the skills to deliver high quality care.

Offer a range of workforce opportunities to students and broader career development initiatives across the partnership.

Enhance the range and quality of clinical placement opportunities available to pre-registration students.

Build on Brunel's inclusive track record, to attract health and social care trainees from a range of backgrounds and develop them into capable and confident professionals.

Provide staff with access to regular learning and development opportunities that deliver high performing teams as well as supporting career pathways.

Deliver learning and development opportunities in a variety of ways, and using different delivery strategies, in order to maximise learning opportunities and uptake.

Expected outcomes

To make the partner organisations an employer of choice through recruitment, development and retention of high calibre staff, and through access to a high quality academic partnership, and the opportunities afforded by that partnership.

The partners have access to educational programmes aligned to professional development frameworks, including apprenticeships for all partners, and at all levels.

Market opportunities are developed across the sector for delivering educational programmes to meet industry requirements.

Patient outcomes are improved through the continued professional development of the workforce.

Increase the profile of local health and care organisations within the student population through structured volunteer, placement and internship programmes.

Increase the number of graduates recruited into a range of roles across the partnership.

2.2 Research

Aim

The centre will create an environment that drives translational research focused on improving practice, fostering collaborations between academia and healthcare to improve the quality of care for patients, efficiency of services, opportunities for students and the health and wellbeing of the local community, both young and old. The centre will facilitate connection between the NHS partners and the wider BUL research structures, including the new Research Institutes and associated research centres.

Objectives

Build the research capability of all NHS partner organisations, through a programme of skills-based learning.

Develop staff exposure to, and understanding of, research practice and outcomes, including taster sessions to develop research skills.

Establish a forum where experienced academics and clinicians with ideas and proposals can come together to ensure that good ideas are supported and brought to fruition.

Ensure a strong focus on translational research, aiming to make a tangible difference to patient care.

Engage staff in implementing research outcomes, to improve and develop patient experience.

Develop skills in evaluation of outcomes ensuring that impact is effective.

Implement a structured clinical fellowship programme.

Achieve successful application for research grants.

Create effective translation of research into practice, innovation and commercialisation. Publish high impact papers demonstrating effective translation.

Ensure alignment of research efforts and practice and effective partnership working between BPACHS and Brunel University London Research centres.

Expected Outcomes

Research activity is increased across the trusts including collaborative research benefitting multiple partners.

Flagship areas of expertise are developed within the centre, notably in rehabilitation and AHP led research.

A user-centred research programme is established that reflects the requirements and aspirations of the local community and end users.

Ensure the establishment of a clear, effective and appropriate ethical research framework.

2.3 Quality Improvement

Aim

To create and support QI networks, sharing local QI initiatives, programmes, and outcomes, and support the development and implementation of QI initiatives across the partners. To enable shared learning across the partners from success and failure. To develop cross partner QI initiatives at system level, accommodating and respecting local methodologies.

Objectives

Create an active sharing platform, enabling access across the partnership to improvements achieved by the partners.

Create a systemised reflection of QI achievements across the NHS, and provide a mechanism for rapid uptake of improvements across the partnership.

Deliver training on evaluation and use of data in assessment of changed systems.

Develop a shared repository of QI initiatives, project documentation, and associated outcomes, including data, metrics and evaluation, to inform and enable shared uptake of improvements.

Develop a mechanism for encouraging sustainability of QI Initiatives across all partners.

Develop QI programmes across organisations and care pathways, to enable impact on systems alongside individual organisations, using and respecting organisational QI methodologies.

BPACHS Team develop skills in QI and QI systems used across the partnership, and are able to offer targeted support to programmes as required.

Outcomes

Partners have straightforward access to QI programmes across the partnership.

There is a systematised methodology and practice of sharing QI programmes, initiatives and successes from local and national sources, giving partners easy access to ideas, successes, and experiences.

Patient outcomes and safety are improved through the adaptation and adoption of Quality Improvement Initiatives across all partner organisations.

2.4 Digital Health and Innovation

Aim

Establish an innovation relationship centre including academics from the design, engineering, health sciences and computer science schools, enabling efficient and effective collaboration between NHS Trust partners and BUL to connect clinicians and academics with the aim of rapidly solving “wicked problems” experienced within the NHS.

Deliver access for external innovation partners to test bed areas within the partnership, to enable rapid adoption of innovative design and technology solutions across the NHS.

Objectives

Establish pathways and methodologies for sharing “wicked problems” between NHS partners, academics, and students, with proactive follow up to create prototype and fully functional solutions.

Establish a direct pathway to share successful solutions across the partnership.

Develop appropriate routes to commercialisation of solutions.

Ensure the NHS organisations are appropriately informed of collaboration opportunities within under- and post-graduate degree courses, and are enabled to be fully engaged in development of students, taking advantage of student input.

Enable placements for students within partner NHS Trusts, to develop their skills and offer fresh thinking and development for the partner organisations. This should include internships, sandwich course placements, and project opportunities.

Support innovative solutions which are not invented here, but are solutions from elsewhere which deliver against partner’s strategic aims and objectives.

Ensure that clinical teams have access to the university’s opportunities in exploiting new technologies and methodologies to find solutions, particularly in regard to computer science, engineering, and design.

Develop pathways to enable access for external innovators to test bed environments to develop innovative solutions to NHS problems.

Outcomes

NHS Partners are enabled to bring their “wicked problems” to the hub, and to collaborate with academics and students to develop tailored solutions.

The partnership can show a track record of developed innovations supporting NHS activities across the partners.

There is shared track record of learning and innovation across the partners.

2.5 Enabling Workstreams

- **Growing the partnership**
Continue to build the partnership, in line with the strategic aims above – seek additional primary, secondary, and tertiary care NHS partners, maintaining a local focus and priorities, whilst expanding the potential benefits to all partners.
Establish a membership structure allowing for evolving organisational structures, and appropriate for engaging with integrated health systems as well as evolving Trust structures.
- **Cross partner communication**
Increase the co-operation and sharing across communications functions, facilitating closer sharing between partners, and deepening penetration of messaging around staff development opportunities, research and learning, Quality Improvement and innovation
- **Supporting the development of academic health facilities.**
Where there is the opportunity to develop enhanced academic health facilities, this should be a priority for the partnership, ensuring access to such facilities for all partners, and sharing benefits arising from such development.
- **Supporting the development of patient & User involvement**
Explore the opportunities for patient and user engagement in the structure and governance of the partnership and its activities, and develop appropriate forums to ensure the user voice is heard and active within the delivery of the strategy.