

Brunel Partners Academic Centre for Health Sciences Five Year Strategy 2018-2023



Introduction

I am delighted to introduce you to the Brunel Partners Academic Centre for Health Sciences Five Year strategy. This strategy sets out how we will work together to improve the well-being and outcomes of the local population. Together we will learn from the challenges being faced as well as build on the successes, using the mantra that for each clinical problem we will seek the academic solution.

This 5 year strategy sets out our ambition and provides an overview on our priorities, delivered through five workstreams:

- ① Educating our workforce
- ② Research and Innovation
- ③ Quality Improvement
- ④ Outcomes Based Care
- ⑤ Digital Health

Over the course of the next five years the scope of the work programmes may widen as our ambition grows and matures. We will remain flexible and agile to changes, working in partnership to consider future opportunities.

Finally this is a strategy for the staff who work across the three organisations; providing them with enhanced skills and development opportunities, creating knowledge transfer opportunities and an environment that encourages innovation and investigation through the Office of the Academic Centre. This unique partnership provides a real opportunity to do things differently and together we are ambitious to do so.

Belinda Norris

Belinda Norris, Director Brunel Academic Centre for Health Sciences



Our Vision

'We Brunel University London (Brunel), The Hillingdon Hospitals NHS Foundation Trust (THHFT), and Central North West London Foundation Trust (CNWLFT) have a shared ambition 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.

We all believe that our greatest assets are our people and that the clinical and academic experience they bring, together with Brunel's reputation for teaching, research excellence, innovation and business engagement, will make this a world class facility.

We want to be sector leading and a destination for all those who want to understand and experience what great integrated health and care feels like. With Heathrow Airport acting as the gateway, our ambition is to put Hillingdon on the world stage' as a leading provider of integrated health and social care'

Our Goal

Our goal is to develop a sector-leading system of integrated health and social care for the people of Hillingdon and beyond, where care is increasingly delivered in the community and supported by advances in technology and the interface between hospital and community based care is seamless.

Central to this goal is the creation of an Academic Centre for Health Sciences which will educate and develop health and care professionals with skills to work effectively in a different environment and support the delivery and translation of patient-centred research. Building on the aims of the original Academic Health Science Centres, our vision is to deliver cost effective, high quality care to patients and service users, and to create the conditions for improved health and wellbeing in partnership with the local community.

The BPACHS will be part of a wider network of primary, community and care services that will flex and innovate in response to the changing physical, mental health and care needs of the **local** population.

BPACHS will be the vehicle through which research and education activity occurs. It will drive the training and development of the health and care workforce with the skills to meet the demands of health and care service of today but also developing the workforce to meet the requirements of tomorrow.

Introducing the BPACHS Workstreams



**Educating our
Workforce**



**Research and
Innovation**



**Outcomes Based
Care**



Quality Improvement



Digital Health

Educating Our Workforce

Executive Sponsor – Terry Roberts



Context

The Centre will provide a focus for training and development and a full 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. Our joint learning initiatives will enhance the skills of today's workforce and prepare for the future through pioneering initiatives.

Outcomes

- To make the partner organisations an employer of choice through recruitment, development and retention of high caliber staff
- Develop market opportunities across the sector for delivering accredited educational programmes including apprenticeships working closely with partners to meet industry requirements
- Increasing the profile of local health and care organisations within the student population through structured volunteer and internship programmes
- Increasing the number of graduates recruited into a range of roles across the partnership
- Improving patient outcomes through the continued professional development of the workforce

Measures of success

- No. of apprenticeships trained across the partnership degree program
- No. of Honorary contracts / Joint appointments/ Honorary Appointments/ secondments in place across the partnership
- No. of Brunel graduates employed across the partnership.
- No. of student volunteers and internships in place across the partnership
- No of staff accessing training programmes facilitated by the partnership
- No of staff engaged in MBA/ Leadership and development events
- No. attending partnership conferences and events
- No of partnership wellbeing incentives and events
- Using arts as a medium for staff development – No. engaged with simulation and public speaking training
- No of NHS staff teaching at Brunel
- Funding applied / received in collaboration to develop NHS workforce

Objectives

- Offering innovative workplace solutions, creating flexibility across the organisations which increase recruitment and retention as well as developing staff through undergraduate and post graduate education.
- 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.
- Offering a range of workforce opportunities to students and broader career development initiatives across the partnership.
- Building 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.
- Development of joint wellbeing strategy with agreed partner benefits.
- Providing staff with access to regular learning and development opportunities including coaching that delivers high performing teams as well as supporting career pathways.
- To provide staff with modular learning opportunities to enhance existing skills, to allow staff to be flexible and agile in meeting patient needs (e.g. nurses acquiring rehabilitation skills; OTs acquiring medication skills)

Reflection -Supporting delivery of the local Integrated Care Organisation Hillingdon Care for All



Initial workshop series to consider the future educational and workforce strategy



What are the learning and development opportunities



Discussions on the national and international evidence base



Taking a collaborative approach



Facilitated by the Brunel Business School

Context

Executive Sponsor – TBC

Creating an environment that drives research focused on innovation and 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.

Outcomes

- Increasing research activity across the trusts including collaborative research
- Development of a sustainable joint clinical research office which provides a 'one stop shop' approach from idea through to submission
- Implementation of a structured clinical fellowship programme
- Creation of collaborative partnerships with industry which benefit the acceleration of research activity
- Research grants, high impact papers, effective translation into practice, innovation and commercialisation.
- Knowledge exchange programmes extended to product manufacturers and service providers
- Generation of flagship areas of expertise within the centre
- Facilities to undertake research and knowledge exchange (labs, workshops, technologies)
- Whenever possible and applicable, a user-centred research programme that reflects the requirements and aspirations of the local community and end users
- A clear, effective and appropriate ethical research framework

Objectives

- Embed research as a core activity across the partnership with access to expert advice and information on grant applications.
- Increase relevant collaborative research activity
- Creation of industry partnerships with a focus on the future advancements, providing a research test bed for piloting
- Generation of high quality research which impacts on the lives and care of patients
- Achieve improved understanding of the stakeholders 'requirements and aspirations for health care
- Embed research in research-led postgraduate programmes/modules across the Colleges

Measures of success

- THH and CNWL rankings in NIHR Research League tables
- No of Clinical Fellowships, PHD's and Masters in post
- Research funding obtained in collaboration ££ and number of joint bids submitted.
- High impact papers
- Representation and intervention in high profile conferences (opening conference, conference committee, key note speakers)
- Impact measures of research
- Pre-commercialisation investments to accelerate health-related product development
- Patents
- Internationally recognised areas of research expertise
- No of student design projects
- No of Brunel research seminars held / attended by NHS staff

Quality Improvement

Executive Sponsor – Jacqueline Walker



Context

We will support the delivery of clinically effective safe care which results in an improved patient experience and outcomes while developing solutions to the most pressing local and sector –wide problems. Working in partnership with patients and their representatives we will together help the NHS achieve its ambition to continually improve by implementing new efficient ways of working through reducing variations in care.

Outcomes

- Development of a shared programme of Quality Improvement projects.
- Development of a Hillingdon wide patient safety forum with agreed priorities and shared learning opportunities which reduce care variations.
- Participation in relevant QI opportunities which increase the evidence base and review of best practice protocols across the local area
- Consistent use of agreed QI methodologies locally with staff supported in their use
- Increasing collaboration with the NWL sector including Imperial College Health Partners and NIHR North West London Collaboration in Leadership in Applied Health Research and Care (CLAHRC)

Objective

- To further develop a culture which improves quality, safety and the patient experience

Measures of success .

- No of collaborative QI projects in progress / under development.
- Measure of improvements made against initial baseline through collaborative QI approaches.
- No of protocols jointly reviewed and implemented as part of a QI work stream.
- No of staff attending QI training programmes
- £Funding applied for and / or received in collaboration to meet QI priorities

Reflection - Quality Improvement in action

13 March 2019



Quality Improvement
Low Back Pain event

What does QI mean to
you?

What are the tools we
use?

Implementing the
revised NICE
guidelines

What are the issues for
implementation?

How can we use this
approach further?

Outcomes Based Care

Executive Sponsor – Maria O'Brien



Context

Our ambition is to fundamentally improve the care we offer for the Hillingdon population by supporting developments in new models of care. Through access to national and international best practice and fostering a culture of innovation we aim to provide opportunities to develop the workforce, accelerate new ways of working as well as evaluation of outcomes.

Outcomes

- Increasing workforce and patient knowledge through seminar series and other learning events relevant to integrated care priority work stream areas
- Developing an environmental 'test bed' to pilot new ways of working
- Maximising opportunities to formally evaluate care delivery outcomes
- Increasing focus and awareness of preventative strategies relevant to the local population
- Broadening our understanding of long term conditions and the impact to self, family and occupation

Objective

- To support development of the Hillingdon Health and Care Partnership providing opportunities to develop the workforce, accelerate new ways of working as well as evaluation of outcomes

Measures of success

- No of learning & development programmes developed to directly facilitate OBC
- No. of Health Economics / Population health projects underway
- No of collaborative evaluations applied for / received

Digital Health

Executive Sponsor – Sonia Patel



Context

Digital health is the convergence of the digital and genomic revolutions with health and healthcare.

It is empowering us to better monitor and improve population health, live better, more productive lives, and improve society.

We aim to build upon our applied research to become pioneers in new technologies and drive advancement in areas such as assistive technology and artificial intelligence.

Outcomes

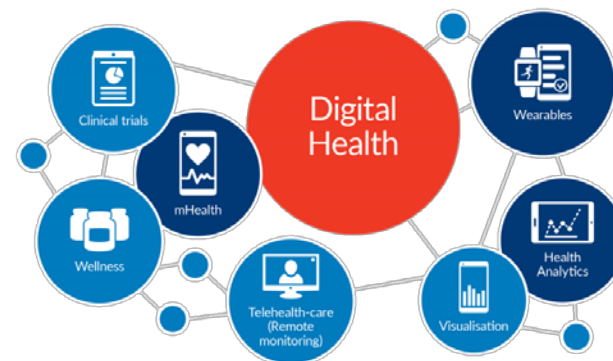
- Hillingdon to be a local accelerator site, testing out new digital health technologies which have wider sector benefit
- Increasing the use of big data analytics which together with health economics can inform investment or pathway redesign
- Increasing digital health awareness and capabilities through creation of a 'digital hub' locally
- Pursuit of innovative opportunities through collaboration with SMEs or other corporate sponsors to address the workstream priorities

Measures of success

- No. of Digital Health projects underway
- Funding obtained for digital health projects
- No. of collaborative exploratory events held

Objective

- To exploit Brunel's applied research and national / international profile in this area to drive innovation and increase use of assistive technology, telehealth, artificial intelligence and robotics to become pioneers in digital health, measuring our achievement on the benefit it brings to the patients within our community



Enablers : Communication strategy

13 March 2019

Context

We will support clinically effective safe care which results in an improved patient experience and outcomes while developing solutions to the most pressing local and sector –wide problems. We will help the NHS achieve its ambition to continually improve by implementing new efficient ways of working .

Proposed outputs

- Development of a BPACHS landing page accessible across the three organisations
- Set up social media accounts. Twitter, Instagram, LinkedIn.
- Design and distribute leaflets promoting the partnership.
- Publish comment pieces from executive sponsors on the 5 work streams. 1 per quarter.
- Share good news stories through a regular newsletter and other routes of dissemination to staff.
- Promote events happening within the partnership and wider if relevant.
- Publish end of year review - A year in pictures.

Objective

- To develop an increased awareness of the partnership, developing brand image and improving engagement.

Measures of success

- No. of social media followers
- No of regular news letters circulated
- Evaluation at year end (Year in pictures)
- Staff feedback
- Attendance at published events
- Social media feedback

Partnership Group Structure

13 March 2019

Partnership Board

Responsible for the overarching vision and governance / assurance for the Partnership

Brunel Partners Strategy Board

Responsible for developing the Strategy as agreed by the PB

Brunel Partners Academic Leadership Group

Responsible for the delivery of agreed BPACHS strategy and work programme

Brunel Partners Communication Group

Responsible for devising a responsive communication strategy

Brunel Partners Estates & Finance Group

Responsible for the development of the health campus business case



The Hillingdon Hospitals
NHS Foundation Trust



Central and North West London
NHS Foundation Trust

Office of BPACHS

13 March 2019



**Director Brunel Partners
Academic Centre for
Health Sciences
Belinda Norris**

**Chief Innovation Officer
TBC**



**AD of Strategic Health
Apprenticeships
Graham Hawkes**

**Academic Centre
Support Officer
Magenta House**



BPACHS year one in pictures

13 March 2019



January

Healthy January

BPACHS developed a partnership with The Hillingdon Hospital to facilitate shared health and wellbeing opportunities. The first of which was offering discounted rates at our sports facilities to NHS staff.

February

Educating our Workforce

BPACHS facilitated two successful events in February as part of the “Educating our Workforce” workstream.

The first was a workshop in collaboration with the HHCP to discuss the strategic requirements of the future NHS workforce in Hillingdon. Facilitated by Dr Jane Hendy, the meeting was attended by stakeholders from across the local health and social care sector.

The second was a HHCP staff development event, attended by over 80 health and social care staff from across the borough. Key partners presented highlights and recent successes in joining up care services in Hillingdon since the HHCP launch in April 2017.



BPACHS year one in pictures

13 March 2019



March

National Apprenticeship Week

CBASS will be launching an Arts in Health apprenticeship in partnership with CNWL. The first group of students were interviewed this month.

BPACHS is also recruiting for an Apprenticeship Manager who will lead health related apprenticeships across the university and the partnership.

The first role of it's kind for Brunel and the NHS – Chief Innovation Officer

The Brunel Partners together with Imperial College Health Partners are recruiting for a Chief Innovation Officer who will drive Hillingdon forward as a leader in healthcare innovation.

May

Meeting with Healthcare Technology leaders at Apple HQ

BPACHS Director, Belinda Norris along with THH Consultant Interventional Radiologist Dr Rakesh Patel, attended an executive briefing at the Apple HQ in London to discuss innovation in healthcare and discover how technology is enabling healthcare providers to work more effectively across the globe. A further session is planned with Apple in September.



Arts in Health Foundation Degree Apprenticeship

CBASS hosted a celebratory breakfast meeting in recognition of the first Arts in Health Foundation Degree Apprenticeship developed in collaboration with CNWL. Attendees from across Brunel, the NHS and further education came together to recognise the role apprenticeships will play in shaping the future NHS workforce.



BPACHS year one in pictures

13 March 2019



July

First Annual Therapies Conference

BPACHS hosted the first Annual Therapies Conference on the 12th July 2018. Over 200 people from across the partnership attended to celebrate therapies, learn about new developments across the sector and network with colleagues. The event was a great success with attendees particularly enjoying the short talks which gave some insight into different therapy specialisms in the local area. BPACHS has ambition to make this an annual event and preparation for next year is already underway to make the next event even more successful.

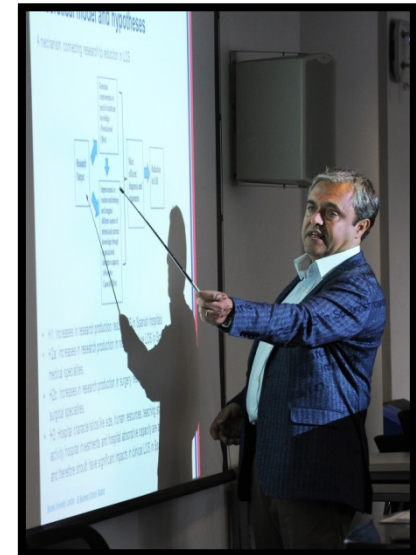


Continence Study Day

BPACHS hosted a successful Continence Care Study Day on the 18th July 2018 to improve awareness and demonstrate the importance of proper continence care. The event was attended by over 40 people from many specialisms including GP's, nurses, higher education and care home providers. Attendees overwhelmingly found the event useful and enjoyed having a chance to discuss particular issues in more detail at the workshops that were held at the end of the day.

HERG/BPACHS Seminar collaboration

BPACHS, in collaboration with the Health Economics Research Group (HERG) hosted a seminar on the 8th August to discuss the benefits of conducting research within healthcare organisations. Presented by Professor Stephen Hanney and Professor Antonio Garcia Romero; colleagues from The Hillingdon Hospitals NHS Foundation Trust, the Central North West London NHS Foundation Trust and local universities joined researchers from Brunel and former senior managers from research funding bodies to discuss the latest research on this key topic. Attendees left with a clearer understanding of why it is important for health organisations to be research active and overwhelmingly agreed that the seminar has made them more likely to participate in research in the future.



September

Second Apple Briefing

BPACHS partners attended a second executive briefing with Apple on 13th September 2018 to hear about Apples contribution to innovative patient experience, workflows and clinical mobility within a global healthcare market. Apple Industry Healthcare Lead EMEA Steve Hill presented inspiring examples of how digital technology is already being used and has positively impacted healthcare organisations around the world.

Brunel Partners Academic Centre for Health Sciences Apple Exec Briefing 9am-1pm, Thursday 13 th September 2018 Apple – 2 The Square, Stockley Park Led by Steve Hill –Industry Lead Healthcare EMEA			
Time	Event	Facilitator	Remarks
8.30am-9.15am	Arrivals, Tea/Coffee	All	
9.15am-9.30am	Welcome and introduction	Steve Hill	Welcome to Apple The importance of healthcare to Apple Ground rules Agenda
9.30am-9.45am	Scene-setting	Belinda/ Rakesh	Context for the meeting Meeting expectations
9.45am-11.15am	Apple in Healthcare	Steve Hill / Dom McKenny	Hospital care (patient experience, nursing workflows, clinician mobility)
11.15am-11.30am	Break	All	
11.30am – 12.15pm	A customer story in depth	Dom McKenny	The Oxford health story
12.15pm-12.55pm	Reflective Session	Belinda/ Rakesh	Agree next steps



October

Developing a collaboration with Brunel Business School and BPACHS

November

BPACHS 1 year anniversary!



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