



University Hospitals
Coventry and Warwickshire
NHS Trust

A Strategy of Inquiry, Innovation and Impact

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Aims

1. Reflect on using a leadership approach that used inquiry and innovation to bring multi-disciplinary teams together through impactful research and innovation
2. Share experiences in developing multi-disciplinary culture, capacity and capability through a carefully thought out strategy of leadership in University Hospital Coventry and Warwickshire (UHCW) NHS Trust



Background

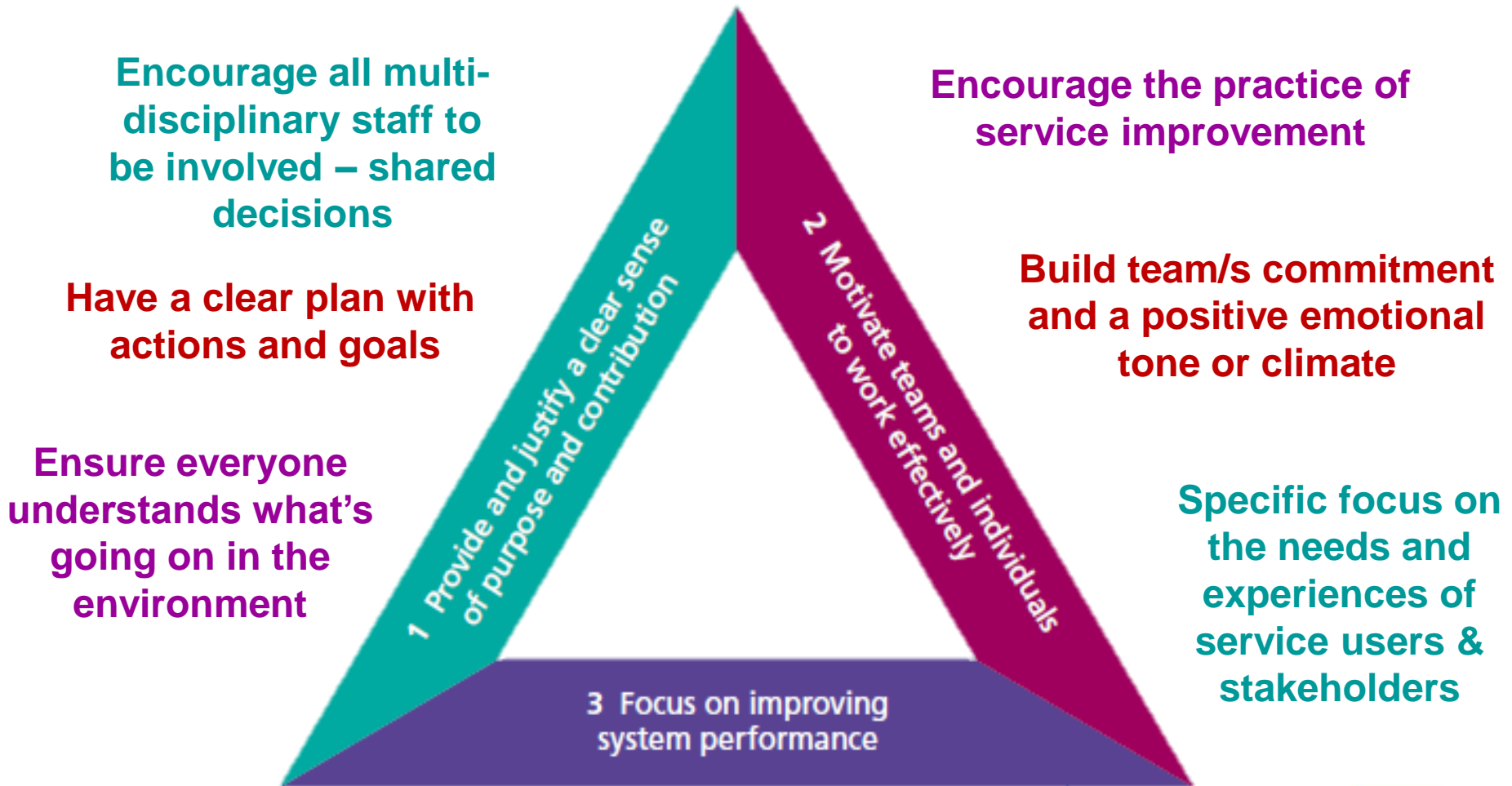
- One important challenge for leaders of the health service is mobilising and working within and across multi-disciplinary teams.

= Need to have a common goal and strong leadership for developing clinical academic research/researchers (capacity building and sustainability)

- Share a strategy implemented in UHCW that used clinical academic research as the platform for transforming the culture for NMAHPs and Clinical Health Scientists



Innovative leadership since 2015?



Adapted from Storey and Holti, 2013

Case Example

- University Hospital Coventry and Warwickshire
- Prof Jane Coad (Secondment)
- Ceri Jones, Nina Morgan, Vicky Williams and Prof Chris Imray
- Dr Liz Bailey, Nic Aldridge, Gio Bucci, Robert Klimek



ICA

HEE/NIHR Integrated Clinical Academic Programme



*National Institute for
Health Research*



“A pre-masters “ clinical research taster ”

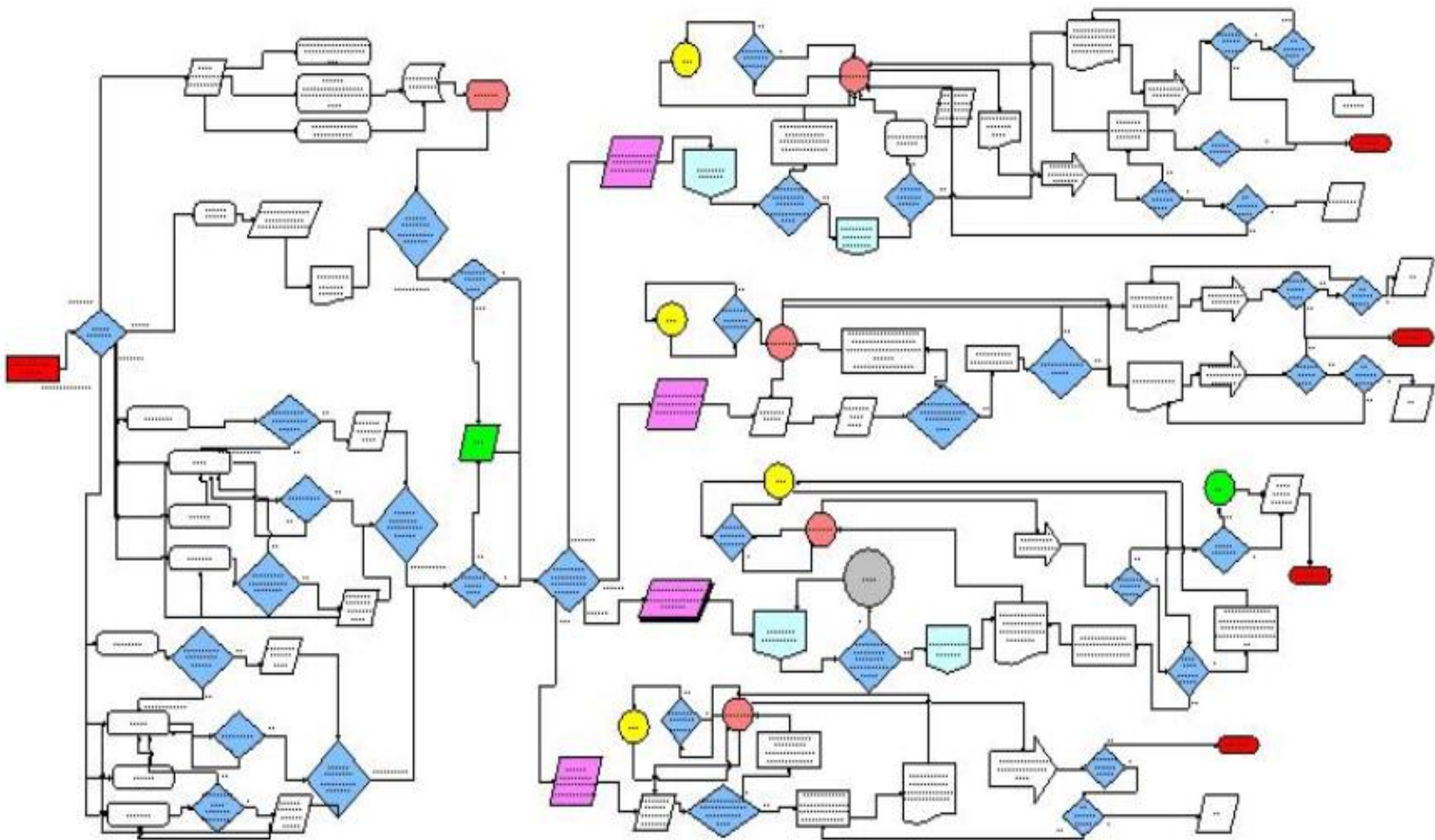
“An introduction to clinical research theory and practice”

“Obtain a PhD by research whilst still developing clinical skills”

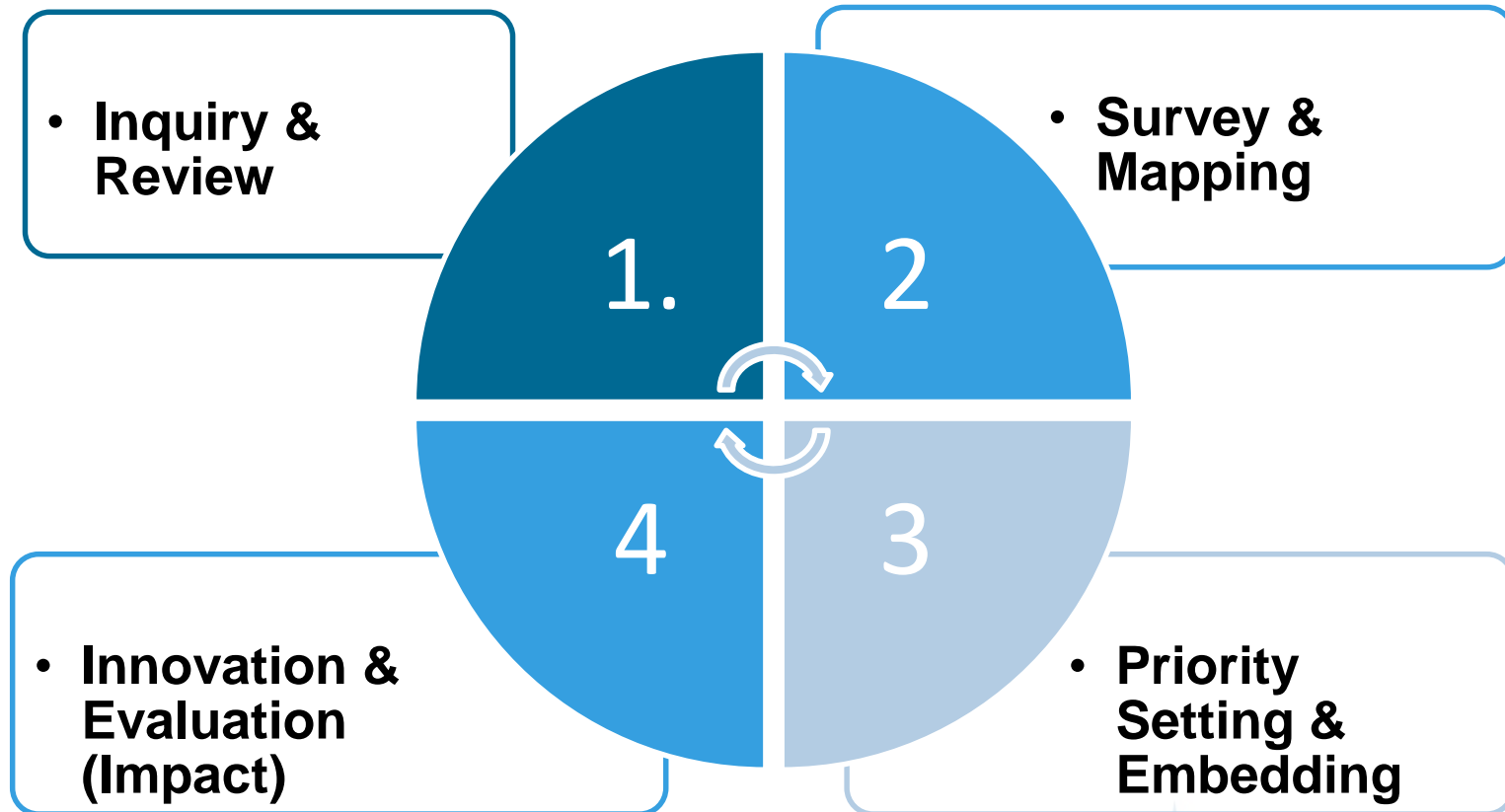
“Combine post-doctoral research in an academic position with continued clinical practice”

“Combine research and research leadership in a senior academic position with continued clinical practice ”

Trainees Coordinating Centre



Inquiry and Innovation Plan



1. Inquiry and Review

Baseline Review:

1. Corporate and wide organisational sign-up & governance
2. Academic and clinical credibility – leadership supported in place
3. Review track record of research & innovation success
4. Review of new and potential partnerships



1. Inquiry and Review

Engage with multi-disciplinary staff in order to understand the Trusts landscape of research inquiry and innovation (Problems and Challenges)

Undertook a number of workshops with multi-disciplinary staff to engage/re-engage including listening events with management **AND** public and patient involvement and engagement (PPIE) exercises



2. Workforce Survey and Mapping

1. Conducted a broad scoping & drawing together of data
 - a) Who staff were?
 - b) What were priorities?
 - c) Where was the grant capture and innovation?
 - d) What training (Ran our own 2 day Workshop)
 - e) Any supported Fellowships in pathway?
 - f) Mapping of careers/case studies – key individuals
 - g) What outputs and impact?

2. Engaged with Higher Educations Institutions and industry providers – the Midlands and East and further afield.



2. Workforce Results



High response (60%)

- Complex range of multi-disciplinary staff & skill sets
- Staff wanted this
- Common goal through R&D and career framework
- Improved patient outcomes

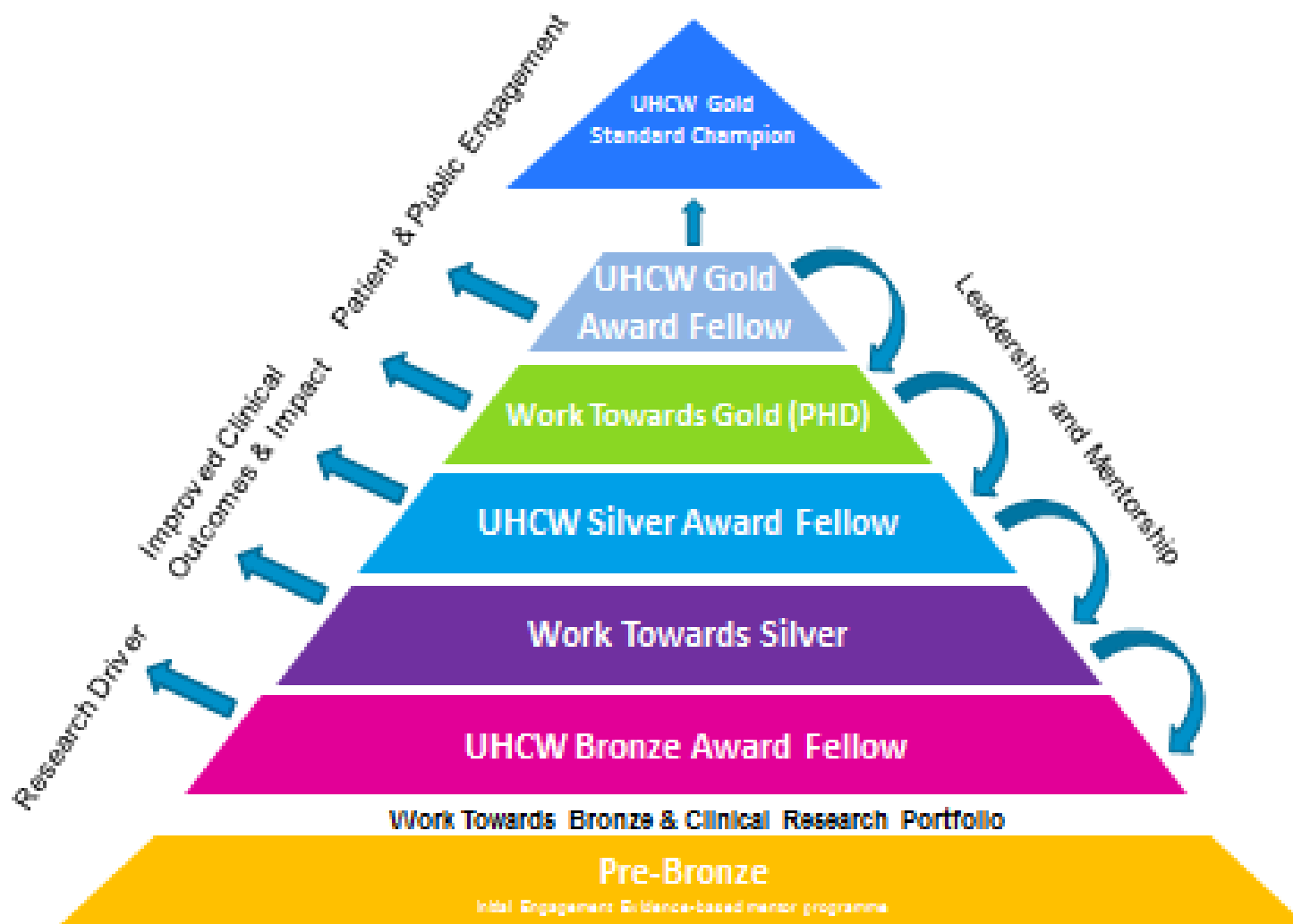


3. Priority Setting

- IN UHCW – we TARGETED staff
- Common goal - Research, Development and Translation (**RDT**)
- Leadership and mentors in place (managerial agreement)
- Levels of development needed



Interdisciplinary Clinical Academic Research Health Excellence Programme 2018-2021 (i-CAhRE@UHCW)



4. Innovation and Evaluation

R & D

1. Funding opportunities mapping and applications – new projects & teams = (New appointments)
2. Outputs, dissemination – national impact and reach for the Trust
3. Sought new opportunities & support

Translation

1. Leadership visible
2. Peer review (JC/CJ) and critique/governance
3. Staff Events/Meetings – informal and formal
4. Quality Improvement linked to Shared Governance, Pathway to Excellence/New Centre
5. PPIE
6. Impact mapping capture

Patient and Public Involvement & Engagement

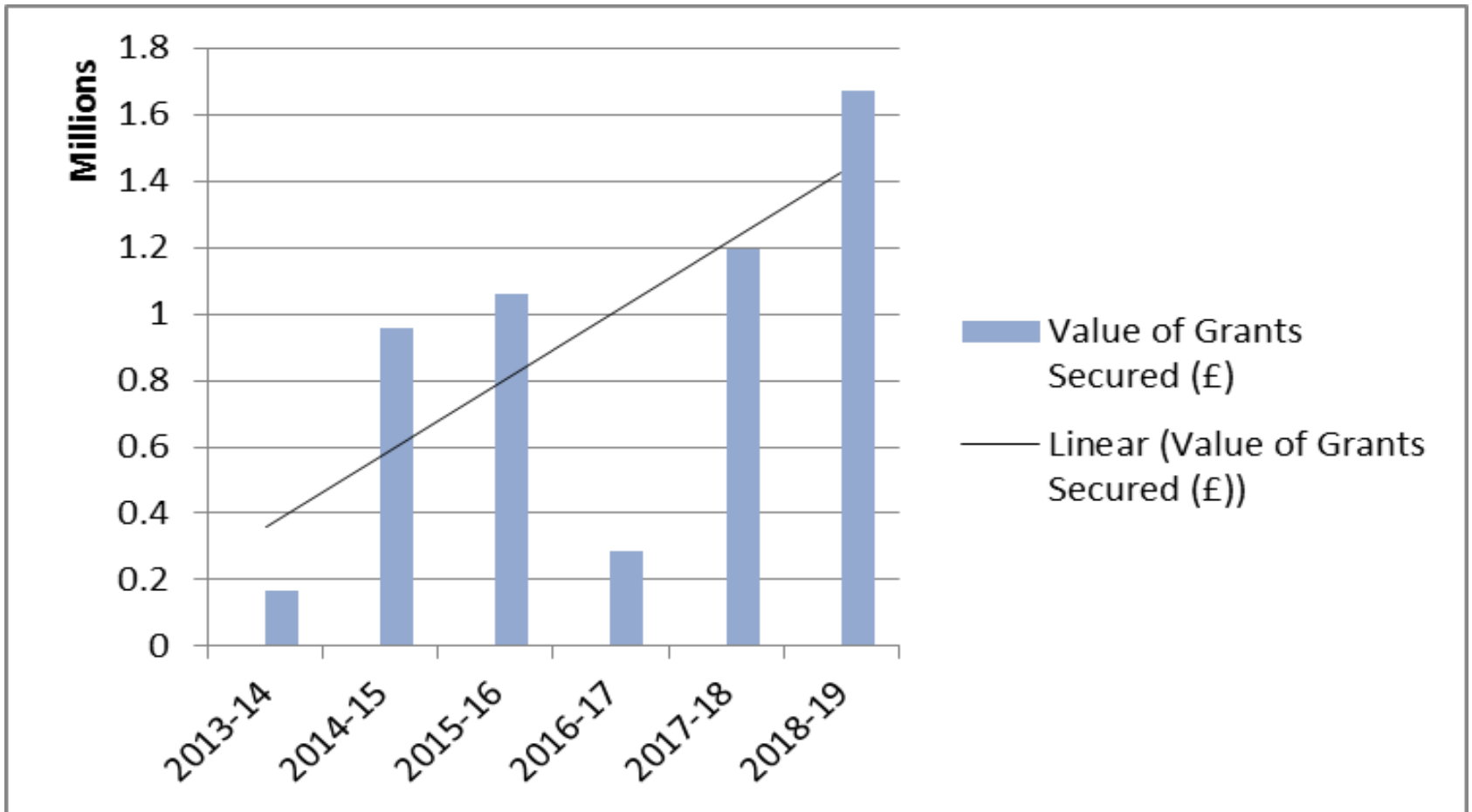
Research leadership, capacity and capability development

4. Results

- **Pre-BRONZE** – at least 6 identified for next Bronze and another 10 interested from our workshops.
- **BRONZE** - 27 commenced and 26 completed. Cohort 4 of 9 NMAHPs in progress (N=36 since 2016).
- **SILVER** – 10 completed NIHR MReS; 1 completed MSc and awarded NHS 70@70; 2 on PT MReS. Silver Incubation Group in progress of 5 – two have Bridging Awards.
- **GOLD** – 21 since 2017 and one on funded FTE PhD.
- **GOLD PLUS** – Two members of staff with funding Fellowships including NIHR



NMAHP GRANT INCOME (£ million)



4. Innovation and Evaluation

1. Shift of culture in UHCW to meet needs of staff and early evidence of improved outcomes of patients & families
2. Embracing new developments such as new Professional Doctorates alongside/vs Masters to Phd routes.
3. Developing new mentorship plans and culture of '*giving back*'
4. Impact and dissemination plan developing
5. Publication monitoring in progress



And moving forwards - MORE!

- More leaders and change agents
- More clarity on job descriptions / reward
- More middle management sign up
- More investment – time and resources
- More good governance awareness
- And just more of the day to day of keeping going



Nothing succeeds like
success. Get a little
success, and then just
get a little more.

Maya Angelou



University Hospitals
Coventry and Warwickshire
NHS Trust

Thank you
Any questions?



The University of
Nottingham

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Nottingham Children's Hospital