



Nursing, Midwifery and Allied Health Professional

RESEARCH STRATEGY

2018-22

Achieving excellence in care through research & evidence based practice

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Foreword – Professor Cheryl Lenney

Undertaking research is often a career choice; the application of research into evidenced based practice is however a fundamental requirement for all healthcare professionals.

We practice and care for people in the heart of the City of Manchester which takes pride in its rich heritage of health and social care research. We are the host for the Clinical Research facility (CRF), the Biomedical Research Centre (BRC), have academic partnerships with the Universities in Manchester and beyond and more recently have formed with partners, Health Innovation Manchester (HInM) which comprises the Academic Health Science Network (AHSN),

Manchester Academic Health Science Centre (MAHSC) as well as the Collaboration for Leadership in Applied Health Research and Care (CLAHRC).

In this complex arena you could be forgiven for thinking, what does this mean for our patients and the people who use our services and what does this mean for nurses, midwives and Allied Health Professionals (NMAHPs)?

The aim of our strategy is to put NMAHPs right in the centre of this work, ensuring that in the application of research we consistently deliver up to date evidenced based practice and are renowned for leading research that is person centred and clinically driven.

If it matters to the people who use our services then it matters to us. The launch of our Nursing, Midwifery and AHP research fellowships in the last year has really set the tone for the strategy and frames our plans over the next few years.

Professor Cheryl Lenney
Chief Nurse



“If it matters to the people who use our services then it matters to us.”

Why do we need a Research Strategy for NMAHPs?

Research is intended to build the scientific foundation for clinical practice providing the evidence to support practitioners to provide the best and most effective care for the people we serve.

Nurses, midwives and allied health professionals (NMAHPs) make a significant contribution to health and social care research which informs the body of professional knowledge to establish a scientific basis for the care of individuals across the life span; from prevention and health promotion to management of patients during illness and recovery, to enabling longer healthier lives.

Manchester University Foundation Trust (MFT) has a long history of NMAHP research and has strong partnerships with Universities across Greater Manchester (GM) resulting in joint working across the clinical and academic communities. The Trust is committed to developing an ethos where NMAHPs consider the application of research to be a core component of all roles, contributing to the development of an open research culture. It is envisaged that all staff will engage with research in some way to benefit patient care, whether this is through using research findings to inform practice, involvement in research studies or leading research.

When individuals engage in research this will lead to a positive impacts on patient care and improved patient outcomes¹. Evidence suggests that when clinicians and healthcare organisations engage in research there is the likelihood of improvement in the organisations’ health care performance, even when that has not been the primary aim of the research. Published papers² also report that research-active UK NHS Trusts have lower risk-adjusted mortality for acute admissions.

The Shape of Caring Review (2015)³ identified translation of research into practice as central to the production of a flexible workforce that can innovate and adapt to changing patient needs. Broad research awareness and the ability to engage in critical enquiry are seen as essential features of the future workforce and underpin the ability to advance patient care safely and effectively. Often research can be viewed as peripheral to everyday practice within NMAHPs professions. Research is something that we **should**

and **must** do – because it enhances service delivery and leads to improved patient outcomes.

The development of this research strategy for NMAHPs is aligned to the delivery of the Trust vision to *“Excel in quality, safety, patient experience, research, innovation and teaching”*.



1. Boaz A, Hanney S, Jones T, et al Does the engagement of clinicians and organisations in research improve healthcare performance: a three-stage review BMJ Open 2015;5:e009415. doi: 10.1136/bmjopen-2015-009415
2. e.g. a) Finlay, V. (2012) A Strategy for Developing Clinical Academic Researchers within Nursing, Midwifery and the Allied Health Professions, Department of Health, online b) Bennett W, Bird J, Burrows S, et al. Does academic output correlate with better mortality rates in NHS trusts in England? Public Health 2012;126:S40–3. c) Ozdemir BA, Karthikesalingam A, Sinha S, et al. Research Activity and the Association with Mortality. PLoS ONE 2015;10(2):e0118253.doi:10.1371/journal.pone.0118253
3. Shape of Care Review A Review of the Future Education and Training of Registered Nurses and Care Assistants (2015) Health Education England in Partnership with the Nursing and Midwifery Council NHS England (2016) Leading change, adding value

NMAHP Workforce and Research

HEE’s recently updated 15 year Strategic Framework¹ (Framework 15) sets out the context for the future development of the workforce in health⁴. The professional healthcare workforce needs to be flexible, adaptable and responsive to meet the challenges of an ageing population with co-morbidities, greater expectations of a longer and good quality of life, new models of service provision, and a continued focus on quality improvement, innovation, productivity and prevention. This is especially the case since all professions play a central role in safe and effective patient care across all pathways of care from health and wellbeing to end of life. Patients, as co-producers of care, will also be involved in the development of the healthcare workforce.

It is our belief that all staff have a responsibility to ensure that their practice is informed by the current evidence base. Nursing, midwifery and AHPs are practice based professions and their practice must be

informed by research. The delivery of the aims and objectives in this strategy depend on all NMAHP’s being critical thinkers and having a fundamental understanding of applying research in practice. Alongside this practice the Trust will also focus on developing research practitioners across the professions as it is recognised that this will improve patient outcomes above and beyond the actual research aims of specific projects.

The Chief Nursing Officer for England’s framework for NMAHPs, ‘Leading Change, Adding Value’⁵ outlines the requirement to support nurses midwives and allied health professionals to “lead and drive research” and highlights the need to provide training in research and to offer career progression in order to develop clinical academic career opportunities for nurses and midwives. Clinical academics are clinically active health researchers. They work in health and social care as clinicians to improve, maintain, or recover health; in

parallel researching new ways of delivering better outcomes for the patients they treat and care for. Key to the success of Clinical academics is the NMAHP workforce who work alongside supporting and applying the outcomes of the research.

Clinical academics also work in Higher Education Institutions (HEIs) while providing clinical expertise to health and social care and are often aligned to a specific HEI that has the academic expertise in their field of practice. These roles enable research to be grounded in the day-to-day delivery of treatment and care and allow the clinical academic to combine a clinical and research career rather than having to choose between the two⁶. Not all NMAHPs could,

nor should become research leaders. It is anticipated that, having an increased number of NMAHP clinical academic posts is likely to promote a 3 fold benefit:

- Create an organisation open to research at all levels and responsive to the changing healthcare landscape in order to identify research questions and garner support to translate research ideas into research activity
- Translate that research activity to improve clinical outcomes and improve patient experience
- Support staff recruitment and retention.



4. <https://hee.nhs.uk/sites/default/files/documents/2018-02%20CAC%20Framework.pdf>

5. <https://www.england.nhs.uk/wp-content/uploads/2016/05/nursing-framework.pdf>

6. National Institute of Health Research (NIHR) (2016) Building a Research Career Handbook. Available at: <http://www.nihr>. National Institute of Health Research (NIHR) (2016)

MFT NMAHPs Research Vision Statement

MFT aspires to be a research-rich environment where excellent research is produced and where excellent care is delivered that is informed by research.

Our vision is to embed research as a core activity for all Nurses, Midwives and Allied Health Professionals. NMAHPs will develop and apply research to improve the health and well-being of the communities we serve. In so doing we will create a culture where the NMAHP contribution to health services research is valued, visible and supported. A culture that develops research leaders and a national reputation in Manchester University NHS Foundation Trust for clinical excellence through the discovery and application of evidence based practice informed by research.

This strategy has been co-produced with over 400 nurses, midwives and allied health care professionals from across MFT, providing a model for the development of NMAHP research and a research strategy which is aligned to local and national research agenda and in line with the MFT 10 Research and Innovation Principles⁷. The benefits to patients and the communities we serve will be achieved when NMAHPs research is normalised and fully embedded alongside all other aspects of service provision. However, NMAHPs research and researchers cannot thrive in isolation; it is therefore essential that we develop the mechanisms necessary to ensure that NMAHPs research can grow and remain sustainable within MFT.

This research strategy is underpinned by the key principles set out in the NHS Constitution⁸; which is unambiguous in the pursuit of clinical excellence for patients and users of services:

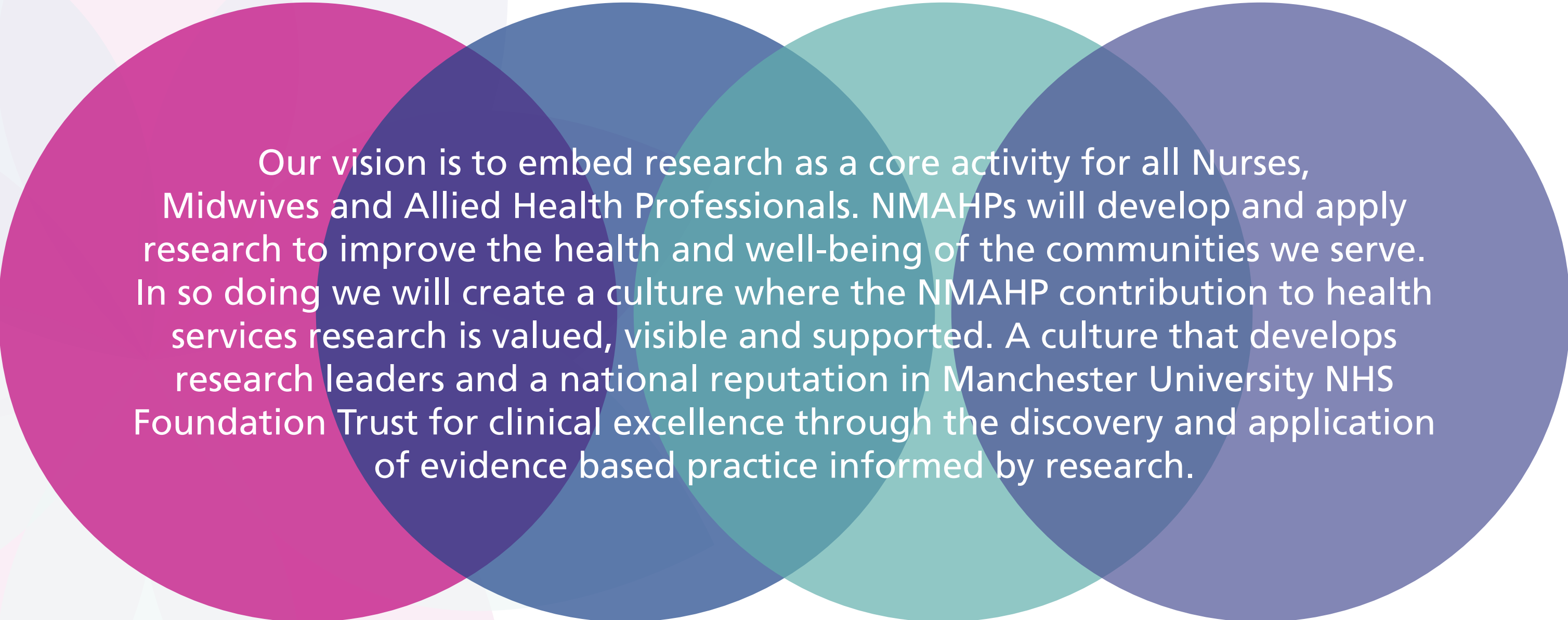
“...through its commitment to innovation and to the promotion, **conduct and use of research to improve the current and future health and care of the population**. Respect, dignity, compassion and care should be at the core of how patients and staff are treated not only because that is the right thing to do but because patient safety, experience and outcomes are all improved when staff are valued empowered and supported.”



7. https://mft.nhs.uk/app/uploads/2018/03/10-R_I-Principles.png

8. The NHS Constitution for England- Department of Health and Social Care 2015

MFT NMAHPs Research Vision Statement



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Strategic Priorities

There are four strategic priorities that underpin this strategy and set out the principles by which we will engage in our work. These are:

Priority 1

Research Exposure: our aim is to increase the visibility of the NMAHP contributions to health services research and accessibility of research at all levels to foster a culture of critical enquiry and research evidence use.

Priority 2

Research Engagement: our aim is to maximise opportunities for active research involvement and leadership for NMAHPs.

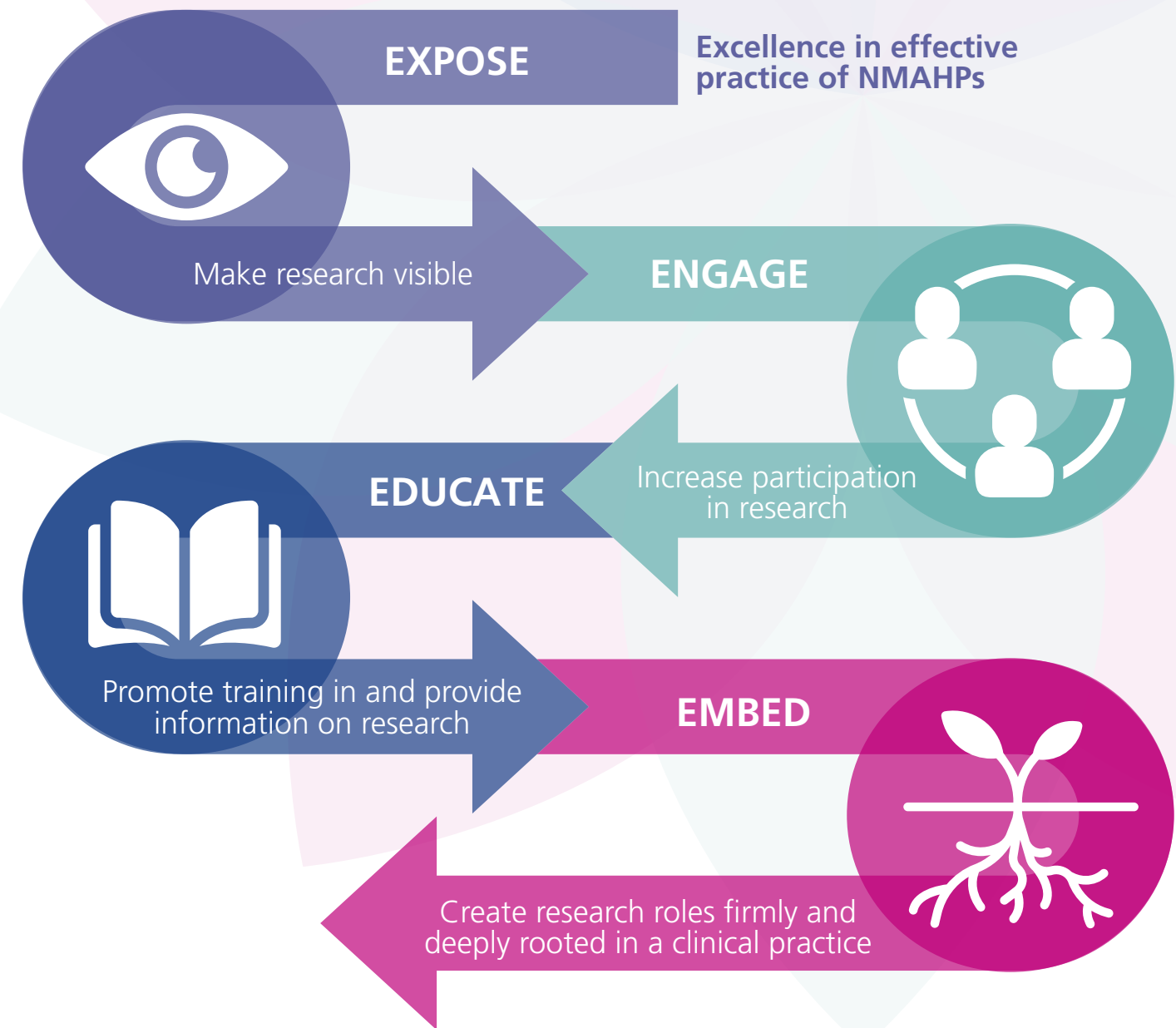
Priority 3

Research Education: our aim is to work with Higher Education Institutions and other research education providers to capitalise on research-related educational opportunities and develop innovative educational provision for research skills.

Priority 4

Embedded research and researchers: our aim is to strengthen MFT's infrastructure and governance arrangements to support and embed NMAHP research and researchers in clinical practice and demonstrate improvement in patient experience and clinical outcomes.

MFT Model for the Development of NMAHP Research



Strategic Priorities

Exposure to Research

Objectives

- Introduce staff to research opportunities, for example, involving MFT library and R&I division staff in NMAHP induction programmes; placements; the development of rotational programmes for NMAHPs to gain research experience with clinical research teams.
- Continue to promote and support access to existing resources to develop knowledge and skills to understand and use evidence, such as critical appraisal, and NMAHP postgraduate research opportunities, bridging programmes, bursaries and fellowships.
- Promote and work collaboratively with The Universities in Manchester to develop research opportunities.



2018-2019

- Develop and publish a communication plan.
- Encourage staff to present research findings at local, national and international conferences and publish in peer review publications and develop the continued collection of annual publications outcomes data in conjunction with R&I.
- Establish the NMAHP Research Team website and NMAHP research social media dissemination and promotion of Trust authorship policy and guidelines to NMAHP authors.
- Implement a process to identify and support clinical academic NMAHPs and potential research leaders.
- Deliver the annual MFT NMAHP Research Conference.

2019-2022


- Creation of a vibrant NMAHPs research hub which will be a dedicated work space to network.
- Develop mechanisms to celebrate research successes (e.g using Awards and prizes at conferences, spotlighting in MFT publications with Vlogs).
- Expand student placement opportunities with clinical research teams.
- Promote internship funding opportunities.



Strategic Priorities

Engaging in Research

Objectives

- Engage with managers develop their understanding of the potential of NMAHPs research to provision of the best clinical services; enhancing patient outcomes and experience; attracting and retaining the best staff and developing the professions.
 - Work with currently active researchers at MFT and with partner HEIs to identify and create opportunities for NMAHPs to become actively involved in clinical research.
 - Encourage and support NMAHPs to develop further and lead research/ undertake the role of Principal Investigator (PI).
 - Promote the opportunity for clinical academic roles through the introduction of new research leadership roles such as Consultant roles, joint appointments with HEI's and research champions.
 - Disseminate research internship, bursary, mentorship and fellowship opportunities for suitable NMAHPs at different stages of their careers.
 - Collaborate with Divisional Research Managers, existing research active staff/Principal Investigators in MFT and HEI partners to promote NMAHP involvement in clinical and other research projects and programmes.
- 
- Develop a sustainable Trust Research Champions network and support them to become a valuable resource for colleagues.
 - Continue to work collaboratively with external research organisations for example NIHR, AUKUH and CLAHRC, to fully exploit research opportunities and publicise Trust NMAHP research activity.

2018-2019

- Implement research networks (primarily Trust Research Champions) and disseminate relevant, targeted research funding and training opportunities through these roles.
- Targeted work undertaken with operational leads and managers to raise their understanding of research and its contribution to clinical practice and organisational development.
- Identify existing opportunities for NMAHP involvement in research and develop novel approaches to create opportunities.

2019-2022

- Implement and promote MFT Clinical Academic Bridging Fellowships across all Hospital/MCS sites.
- Grow the sources of support and advice available to NMAHP researchers to develop clinical academic careers and produce successful applications to research funding streams.
- Work with MAHSC to promote and enhance the contribution of NMAHPs to the Manchester Biomedical Research Centre bid for 2020.



Strategic Priorities

Educating for Research

Objectives

- Collaborate with HEIs to exploit all the opportunities for staff to connect with educational programmes for research skills and evidence based practice.
- Promote involvement in research through the Trust accreditation process.
- Support the development of clinical academic staff to provide research support and mentorship.
- Support Lead and Associate Research Champions through education and training to fulfil their role.
- Contribute to a Clinical Academic Trailblazer Higher Apprenticeship proposal to increase the opportunities for doctoral study.



2018-2019

- Promote NMAHP research education and training opportunities.
- Increase opportunities to engage in research activity for undergraduate students and clinical staff, such as clinical placements.
- Promote GCP training proportionate to activities, to engage the NMAHP workforce in the recruitment to clinical trials and other Trust research.
- Review honorary contracts / joint clinical academic appointments with HEIs to support good research practice.
- Increase learning opportunities such as online courses, NIHR MOOCs and training events disseminated via research champions via NMAHPs website.

2019-2022

- MFT & HEI's to develop joint appointments and honorary contracts for clinical academic staff such as internships and clinical academic fellowships.

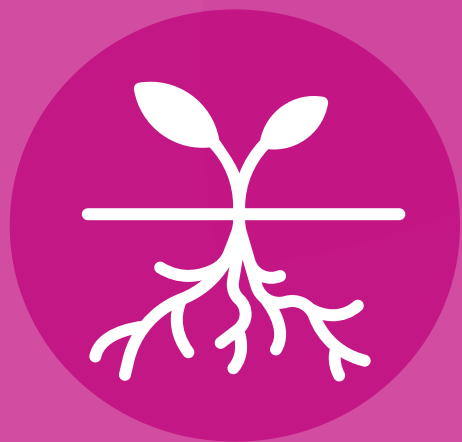


Strategic Priorities

Embedding NMAHPs Research and Researchers

Objectives

- Create innovative roles to become the employer of choice for the NMAHP workforce at every level of the clinical academic career pathway.
- Identify research leaders of the future and signpost to relevant Research Champions / Divisional Research Managers.
- Promote user and staff engagement to identify research priorities.



2018-2019

- Review of all NMAHP job descriptions to include reference to research and evidence based practice, to include at least one research / evidence based practice objective as part of the annual appraisal process.
- Identify protected time and resources within job plans for NMAHP Consultant and advanced practice roles to undertake evidence based practice and research activity.
- Implement a NMAHP Research Strategic Board and Operational Group to provide strategic direction to NMAHP research.
- Develop opportunities along the Clinical academic pathway.

2019-2022

- Explore the development of innovative roles to increase funding for clinical academic career such as trailblazer higher apprenticeships for clinical academics.
- Grow and sustain a network of Lead and Associate Research Champions within Hospitals/MCS.
- Identify key NMAHP research priorities.
- Move towards achieving the AUKUH goal of 1% of qualified staff to be in a clinical academic role by 2030.



Appendix

NMAHP Research Leadership Team



Michelle Briggs, Florence Nightingale Foundation Chair in Clinical Nursing Research

Professor Michelle Briggs was appointed to the Florence Nightingale Foundation Clinical Professor of Nursing in January 2017. This post represents a partnership between the University of Manchester, Manchester University Hospitals NHS Foundation Trust and the Florence Nightingale Foundation. She has worked clinically in orthopaedics and trauma intensive care in Nottingham and London before moving to Leeds where she worked in practice development at Leeds Teaching Hospitals NHS Trust and Leeds Community Healthcare. Her research is contributing to a greater understanding of the difference nurses can make for people in pain. She has an international reputation for her research in wounds and pain and she works closely with colleagues in the NHS and patients to ensure that her research addresses important questions for patients and for clinical practice. Her research has been used in NHS practice and policy guidelines nationally and internationally. Her current research programme has two themes - improving patients' experience of pain management and addressing inequalities in pain management particularly for those in pain who are marginalized or where pain may go unrecognised.



Ann-Louise Caress, Professor of Nursing

Ann is a Professor of Nursing at the University of Manchester and holds a joint appointment with Manchester University Hospital NHSFT, having previously held this post at the former UHSM NHSFT since 2010. She has been actively involved in research since 1988 and her research focuses on living with and management of long-term health problems. Her main areas of clinical interest are respiratory and renal disease. She has expertise in patient and public involvement (PPI) in research; qualitative and mixed methods designs and process evaluation.



Jane Grimshaw, Assistant Chief Nurse

Jane has been employed at the Trust since 2008 in a number of roles, latterly being seconded to the Assistant Chief Nurse post to support the Professors of Nursing and Research Fellow in developing the nursing, midwifery and allied health professional (NMAHP) research agenda. Jane's clinical nursing career has been within emergency care, including a Nurse Consultant post within a busy Emergency Department. Jane is committed to supporting the development of a NMAHP research career pathway within the Trust to retain clinical academic staff, improve patient outcomes, develop a research culture and generate original research knowledge.



Tim Twelvetree, Research Fellow

Tim started working for CMFT in 2009, having worked in health services research and support for 20 years, previously as R&D Manager for Research Design Service NW at Salford University. Tim is proud to have played a role in establishing CMFT as a leading NHS centre for the development of NMAHP clinical academic careers. He looks forward to further supporting NMAHP research and clinical academics at MFT.

Research Strategy Board and Operational Group Membership		
Research Strategic Board:		Research Operational Group:
Chief Nurse (Chair)	Research Fellow	FNF Professor of Nursing (Chair)
Head of Division of Nursing, Midwifery and Social Work, UoM (Deputy Chair)	Medical representative	Professor of Nursing (Deputy Chair)
Florence Nightingale Foundation Professor of Nursing	Director of Nursing representative	Assistant Chief Nurse
Professor of Nursing	Chief Pharmacist	Research Fellow
Pro-Vice-Chancellor, Faculty of Health, Psychology and Social Care, MMU UoS representative	AHP representative	Hospital site NMAHP Lead Research Champion representative
Assistant Chief Nurse	Head of Midwifery	AHP representative
	R&I representative	Lead Nurse, Research and Innovation
		Divisional Research Manager representative
		Trust Librarian

List of Research Champions

Please refer to our website:
<http://www.cmft.nhs.uk/info-for-health-professionals/nmahp-research-unit-manchester>
for an up to date list of Lead and Associate Research Champions

AHSN	Academic Health Science Network
AHP	Allied Health Professional
AUKUH	Association of United Kingdom University Hospitals
BRC	Biomedical Research Centre
CAC	Clinical Academic Careers
CLAHRC	Collaboration for Leadership in Applied Health Research and Care
CPD	Continuous Professional Development
CMFT	Central Manchester University Hospitals NHS Foundation Trust
CRN	Clinical Research Nurse
DH R&D Committee	Department of Health Research & Development Committee
DRM	Divisional Research Manager
GCP	Good Clinical Practice
HEE	Health Education England
HEIs	Higher Education Institutions
KPI	Key Performance Indicator
LETB	Local Education and Training Board
MFT	Manchester University Foundation Trust
MOOC	Massive Open Online Courses
MRes	Masters in Clinical Research
NIHR	National Institute for Health Research
NMAHP	Nurse, Midwife and Allied Health Professional
NMAHP	Nurse, Midwife, Allied Health Professional, Pharmacist and Psychologist
PI	Principal Investigator
Prof Doc	Professional Doctorate
R&I	Research and Innovation
UHSM	University Hospital of South Manchester NHS Foundation Trust

Definition of Terms

Allied Health Professional

Allied Health Professionals (AHPs) are healthcare staff who are registered with the Health and Care Professions Council and are distinct from medical, nursing and midwifery staff. We adopt the NIHR’s list of AHPs eligible for research support: <https://www.nihr.ac.uk/funding-and-support/documents/ICA/TCC-ICA-Eligible-Professions-and-Registration-Bodies.pdf>

CLAHRC

NIHR Collaborations for Leadership in Applied Health Research and Care (CLAHRCs) are collaborations between local providers of NHS services and NHS commissioners, universities, other relevant local organisations and the relevant Academic Health Science Network. There are 13 NIHR CLAHRCs and their primary focus is on research targeted at chronic disease and public health interventions. More information about CLAHRC_GM can be found here <http://www.clahrc-gm.nihr.ac.uk>

Clinical Research Nurse

Clinical Research Nurses (CRNs) are registered nurses who work to support the successful coordination and management of clinical trials and other research adopted into Trust and Clinical Research Network research portfolios.

Innovation

Innovation is ‘an idea, product or service, new to the NHS or applied in a novel or consistent way that has the potential to significantly improve the quality of health and care wherever it is applied’ (Innovation, Health and Wealth, 2011).

NMAHP researcher

A NMAHP researcher is a registered Nurse, Midwife or Allied Health Professional who undertakes their own research. NMAHP researchers may utilise any research method but as opposed to clinical research nurses, the research they work on is led by themselves. Clinical research nurses can become NMAHP researchers whilst they undertake research qualifications and/or develop their own research.

NMAHP Clinical Academic

The AUKUH clinical academic group have developed an agreed definition of a research-focused NMAHP clinical academic. The definition adopted by DH/NHS England and can be described as: ‘A research-focused clinician academic is a nurse, midwife or allied health professional who engages concurrently in clinical practice and research and provides clinical and research leadership in the pursuit of innovation and delivery of excellent evidence-based healthcare. A central feature of the research they do informs and improves the effectiveness, quality and safety of patient care. Clinical academics focus on building a research-led care environment for patients and challenge existing practice as well as working within and contributing to a research rich environment leading the way towards achieving excellence in patient outcome and healthcare. The substantive contract of employment may be held by a healthcare provider or a Higher Education Institution. Honorary contracts should be held with the non-substantive host.’ **AUKUH Clinical Academic Careers Group, February 2012**

Principal Investigator

The Principal Investigator (PI) is the person who takes responsibility for the intellectual leadership and overall management of a research project and for the development and management of researchers.

Research

Research is the gaining of new knowledge that is peer reviewed, publishable, generalizable, ethically reviewed and follows the principles of good research governance. We adopt the HEE’s definition of ‘research’, which is ‘used to describe both research and related application of knowledge and scientific enquiry to development. It encompasses the full range of research activity, from basic research to post-doctoral and peer reviewed work (HEE Developing a flexible workforce ref)

For a comprehensive of glossary of research terms, acronyms and abbreviations, see: <https://www.nihr.ac.uk/02-documents/policy-and-standards/Faster-easier-clinical-research/Research-Support-Service/RSS%20framework%20docs/Annex%201%20NIHR%20RSS%20Framework%20Glossary.pdf>





Nursing, Midwifery and
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