

Developing a Research Skilled Workforce

Consultation on the SW Strategic Research Workforce Capacity & Capability Plan on a Page

This report summarises the proposals developed by a south west task and finish group who met between October to December 2021. The task was to develop a strategic plan to develop the capacities and capabilities of a research skilled workforce.

Background

The task and finish group created a plan on a page with a clear statement of intent that research is considered a keystone that underpins excellent care and supports innovation.

In this context and proposed strategic plan, the workforce we are referring to includes registered health, social care, and scientific professions. This includes registered allied health, dental care, optical, pharmacy, public health professionals, chiropractors, healthcare scientists, midwives, nurses, psychological professionals, and social workers

The challenges and barriers to engage and advance in research across this collective of professions are similar and so developing one integrated strategy to support all made sense. Our intention is to create sustainable research capacity and capabilities within the health and care research environment over the next 3-5 years. Behind the plan on a page is a framework to support implementation of the aims - the right actions by the right people in the right places.

Our draft strategic plan on a page has six key aims relevant at an individual, employer, provider, integrated care system level, with the intention to align with the ambitions of higher education institutes and research networks. The plan and supporting details behind each of the six aims with supporting objectives, activities and description of what success would look like is provided starting from page 3.

This draft plan has been cross referenced against the following documents:

- HEE Developing a flexible workforce that embraces research and innovation Research and Innovation Strategy 2014
- Council of Deans for Health former AUKUH Clinical Academic Roles Development Group Transforming healthcare through clinical academic roles in nursing, midwifery, and allied health professions 2016
- HEE Advancing pharmacy education and training: a review 2019
- Science in healthcare: Delivering the NHS Long Term Plan March 2020
- Making research matter Chief Nursing Officer for England's strategic plan for research Nov 2021
- HEE Allied Health Professions' Research and Innovation Strategy for England Jan 2022
- Example Role Profiles for Integrated Care Board executive roles 6October 2021 V1.0

Consultation – Have your Say

We are interested to seek wider stakeholder views and feedback. This consultation offers a further opportunity for interested parties to provide insights and views as to whether we have this right for now and the future, prior to our plans to move to implementation from the Autumn. Are there things we have missed? Are there any unintended consequences? Do you scope for further improvement in what has been suggested? Do you have any suggestions to support engagement and implementation of the plans?

Consultation will take place throughout July closing on Friday 29th July 2022. An online questionnaire is available which allows stakeholders the opportunity to respond to the consultation questions online.

Link to online consultation <https://forms.office.com/r/SUGZXq79NL>

A strategic oversight group is being established. This group will collate and review the feedback received to finalise our strategic plan.

Next Steps 2022-23

- Establish a strategic regional oversight group: Summer 2022
- Finalise our strategic plan: Autumn of 2022.
- Form an implementation group: Autumn 2022

Guiding principles to implement an agreed final plan 2022-23



Communication and Updates

We will be hosting quarterly wider stakeholder engagement sessions to keep wider interested colleagues updated. The next session will be held on Tuesday 20th Sept 13:30-14:30. For further details and to receive the joining details please email your request to ahp.sw@hee.nhs.uk

South West Plan on a Page



The plan provides a framework to support the right actions in the right places with research as a keystone that underpins excellent care and supports innovation



Invest in and Nurture our Workforce

Aim:	To invest in and nurture our healthcare, scientific & social care workforce to be research aware, research active and research leaders
Objectives:	<ul style="list-style-type: none"> • To provide relevant, high quality and accredited learning opportunities that support research awareness, clinical research delivery, clinical academic careers and research leadership. • To enhance workforce retention by offering attractive career pathways • To attract people to come to the South West as a place to work and be research
Activities:	<p>To make best use of and promote the existing training, CPD, clinical academic development pathways (e.g. NIHR ICA Programme) and apprenticeships that are available and gain experience working with established teams/researchers.</p> <p>To make information on research and innovation training and opportunities more visible to staff working in healthcare, scientific and social care settings.</p> <p>Provide effective supervision, coaching and mentoring programmes</p> <p>To seek opportunities to support and promote interprofessional led research</p> <p>Encourage establishment of funded substantive to nurture workforce development.</p>
What success looks like:	<p>To ensure people know where to go to find support and signposting to training and development offers.</p> <p>To ensure there is opportunity to engage, contribute and lead on multi-professional research.</p> <p>An increase in dedicated funded research/research leadership roles within health and care organisations</p>



Improve Access and Equity

Aim:	To improve access & equity to research clinical academic career development, clinical research delivery and research leadership
Objectives:	To provide opportunities and remove barriers for healthcare, scientific and social care professionals who wish to be active in research and supported to develop and use research and innovation skills in practice.
Activities:	<p>To ensure appropriate resources and processes are available to enable equitable access</p> <p>To value diversity and take intentional positive action to compensate for disadvantaged representation and engagement</p> <p>To understand what the challenges and barriers are and seek to remove them</p> <p>To celebrate the success of individuals and organisations that take positive action to address fair access.</p> <p>Foster new models of working that embed research activity within frontline service delivery roles.</p> <p>To take intention action that will influence / compensate for lack of professional diversity in research leadership roles</p>
What success looks like:	<p>To create attractive development opportunities and roles that are inclusive of healthcare, scientific and social care professionals.</p> <p>To ensure process and funding mechanisms are transparent with equitable access</p> <p>To measure who is accessing opportunities and how this reflects the diversity of the workforce that exists in the SW region</p> <p>An increase in healthcare, scientific & social care workers in research lead roles</p>



Lead by Example

Aim:	To lead by example and embed evidence-based practice, research & innovation into career development pathways
Objectives:	<ul style="list-style-type: none"> • To develop and support positive role-models for others to follow • To ensure organisations understand the role, responsibility and support required of them to develop a research skilled workforce.
Activities:	<p>To provide sustainably funded training and development programmes that are relevant and valued to the individual and the organisation.</p> <p>To promote opportunities and roles to utilise skills in practice.</p> <p>To measure and use data collected to show the benefits, impact and improvements in services and workforce recruitment/retention</p>
What success looks like:	<p>Close working relationships between local communities, integrated care systems, Higher Education Institutes and research networks.</p> <p>To ensure anyone interested in developing research and innovation skills has the opportunity and support to reach their full potential.</p>



Support South West Research Priorities

Aim:	To enable research skills development to support research priorities across the SW region
Objectives:	<ul style="list-style-type: none"> • Increase engagement with our local communities, networks and Integrated Care Systems to scope opportunities for research skills development to directly support research priorities
Activities:	<p>To map training/development offers to regional/system research priorities</p> <p>To promote opportunities for research knowledge and skills to be utilised working in collaboration to provide learning environments for skill development enabling the workforce to develop and deliver research.</p> <p>Ensure programme offerings are relevant, valued and utilised at local, system and regional levels.</p> <p>To engage in coproduction of future research priorities as invested stakeholders</p>
What success looks like:	Working closely with our local communities, networks and Integrated Care Systems, make best use of evidence based practice. To optimise learning environments that value, develop and utilise a multi-professional research skilled workforce to tackle health and social care priorities and deliver improvements across health and social care settings.



Grow our Influence

Aim:	To provide direction and support to influence and identify training needs, career pathways and wider opportunities to develop a research skilled workforce
Objectives:	<ul style="list-style-type: none"> • To influence and lobby for greater strategic support and investment in developing a research skilled workforce within organisations • To develop effective leadership awareness and support for research skill development and research roles embedded in frontline services • To provide guidance, infrastructure and support for clinical academics and those interested in clinical research in early, mid and advanced stages of their professional development.
Activities:	<p>Identify and value the work of research champions within organisations and across research networks</p> <p>Facilitate collaboration between our communities, networks, Integrated Care Systems and Higher Education Institutions</p> <p>Support existing and new research and innovation communities of practice</p>
What success looks like:	<p>Clear research development structures that are valued and invested in by organisations and are inclusive of clinical research activity and delivery and clinical academic pathways.</p> <p>An increase in successful applications and completion of training programmes, trainee numbers appointment to chief investigators, recognition of the healthcare, scientific & social care workforce in research strategies</p>



Create a Thriving Research Culture

Aim:	To grow a research culture across our communities, networks & Integrated Care Systems finding ways to develop and translate research knowledge and skills into practice
Objectives:	<ul style="list-style-type: none"> • Increase research awareness within the workforce at all levels • Increase research knowledge and skills development • Increase confidence and capabilities in using research knowledge and skills within job roles and digitally enabled environments • To share experience of research knowledge and skills with others
Activities:	<p>Provide opportunities at all levels and across all services to adopt evidence based practice, critical thinking and opportunities for innovation within organisations</p> <p>Utilise existing research related structures and networks in order to get the best support for our current and future workforce</p> <p>Provide opportunities for collaborative working and learning between organisations</p>
What success looks like:	A supportive environment that values innovation and the development of use of research knowledge, skills and experience.