



Strategy for

The Centre for Care Excellence

PERIOD: 2022 – 2025

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1. Executive Summary

This document sets out a Strategic Plan and vision for the **Centre for Care Excellence**, a partnership between Coventry University and University Hospitals Coventry and Warwickshire NHS Trust which commenced January 2020.

This Strategic Plan has been informed by a detailed survey distributed to stakeholders in both organisations which that explored research culture, capability and development needs and yielded over 400 responses. This Strategic Plan also considers the research strategies articulated by both organisations to ensure alignment between Coventry University and University Hospitals Coventry and Warwickshire NHS Trust. This document addresses challenges and identifies priorities and outcomes and thus sets out a road map from which operational delivery can take place.

2. The Context

2.1. Introduction

The **Centre for Care Excellence** (CfCE) is a unique and important development for all health service stakeholders and the wider community. The term 'Care Excellence' encapsulates continuous improvement of quality, safety and care outcomes through enabling leadership, research, innovation, audit and quality improvement. The Centre will become a world leader in health care excellence, enabled by the integration of research, innovation, practice and education.

The Centre's aim is to enable Registered Nurses, Midwives and Allied Health Professionals to develop the robust research skills necessary to develop and improve care by creating new evidence, sharing knowledge and expertise and translating research into practice.

We will set out our plan in **TWO Phases**. Phase One (Years 1 – 2) will be establishing the centre team, systems and support to Registered Nurses, Midwives, Allied Health Professionals. Phase Two (Years 2 – 3) will support the inclusion of all other Health Care Professionals as agreed by need and partner organisations. In this way, the Centre will develop a thriving clinical academic community at all levels across and within the organisations involved.

The Centre aspires to:

- Positively impact on the evidence base and the application of evidence in care provision to improve care outcomes and experience
- Develop the next generation of first class clinical academic researchers and integrated career pathways to enable clinical academic practice to flourish
- Deliver research-enriched educational activities including teaching, training, learning and practice-based developments
- Build a rigorous, inclusive and enabled impactful research culture with measurable global reach
- Recognise and support excellence in Nursing, Midwifery, Allied Health Professionals and latterly Clinical Health Care Scientists
- Support the visibility and influence of Nurses, Midwives, Allied Health Professionals and subsequently Clinical Health Care Scientists in creating and using best evidence.

The Centre will act as a catalyst and central hub for excellence for Nursing, Midwifery, Allied Health Professions and Clinical Health Care Scientists, stimulating, supporting, and initiating research, education, innovation and clinical practice development activity. The Centre will connect with other organisations, networks, fora and centres for excellence regionally, nationally and globally. Clinicians and academics working within CfCE will work across both Coventry University (**CU**) and University Hospitals Coventry and Warwickshire NHS Trust (**UHCW**).

Strategic and organisational support from both organisations will enable the Centre's key objectives of securing external grant income and impact, thereby ensuring sustainability. The Centre will promote collaborative inter-disciplinary, inter-connected and intercultural research, reflecting the modern healthcare context and the research and innovation at UHCW and CU, with global reach. It will be important in leading the national drive for clinically applicable and relevant research led by the Nursing, Midwifery and Allied Health Professions.

2.2. Background

We have focused our strategy building on organisational, local and national drivers. Both organisations share several values and strategic goals in relation to care excellence. For UHCW, the CfCE will support UHCW's Organisational Strategy (2022-2030) and is a key enabler within the Trust Research and Development Strategy (2022-2026) and the Nursing and Midwifery Strategic Plan. The University Research Strategy (2022–2030) sees CU achieving a top quartile research ranking and largescale investment in high quality research, meeting key criteria established by Research England. As such, CU wishes to focus on impactful research activity to maximise *'the effect on, change or benefit to the economy, society, culture, public body, services or health, the environment or quality of life beyond academia'* Research Excellence Framework 2014), undertaking research, which is original, significant, rigorous and conducted with and for beneficiaries.

The development of the CfCE provides a new opportunity for the organisations to work more closely together, in the pursuit of excellence in scholarship, research and education, and provides an opportunity for academic and clinical staff to impact in an innovative, enterprising and entrepreneurial manner. The joint ethos is one of support, trust, integrity, respect, partnership, and inclusivity and a key area of activity is to develop sustainable collaborations to support the communities we serve. This initiative leverages significant investment to develop and achieve shared goals.

3. Vision and Mission

3.1. Vision

“Excellence in Nursing, Midwifery and Allied Health, through partnerships in research, practice, education and innovation”

The overall vision of the CfCE is to make a positive difference to person-centred care, experiences, and outcomes, and to support all stakeholders in the application of translational evidence-based care.

3.2. Mission

Our mission is to conduct, generate, assimilate, and translate evidence to make a positive difference to person-centred care, experiences, and outcomes, and to support all stakeholders in the application of translational evidence-based care.

We will challenge existing practice by developing and encouraging clinical curiosity and use the robust skills of evidence-based practice necessary to improve person-centred outcomes.

We will engage in activities that will inform stakeholders and health and social care providers in supporting and enhancing health and wellbeing, illness prevention, management of health and independent living, through the delivery of research within our agreed themes.

The strength of our activity is that it is interdisciplinary in nature which fully aligns with regional, national and international strategy. Our approach is not about “finding cures” but harnessing our combined interdisciplinary expertise in conducting theoretically driven, person-centred, rigorous research, with the aim of improving health and wellbeing across the life course. We seek to impact policy, health and social care decision-making and practice, and individual and community health and wellbeing.

We will use innovative methodologies and approaches that are solution-focussed and are culturally sensitive with far reaching impact and influence on health and well-being practice and policy. The team will use their combined expertise to create and work on evidence-based projects, research and innovative activities to inform practice and education within CU, UHCW and beyond, to create national and international influence.

We will build capacity and capability amongst workforce across both CU and UHCW, influencing and evaluating workforce and role development to bring research closer to the point of care.

The Centre for Care Excellence Governance Framework is included in Appendix 1.

4. Aims and Objectives

The Centre for Care Excellence objectives are to further enhance patient care and academic excellence through its underpinning themes of **research, innovation practice and education** (*to be known as the RIPE*). We will develop leadership in each theme.

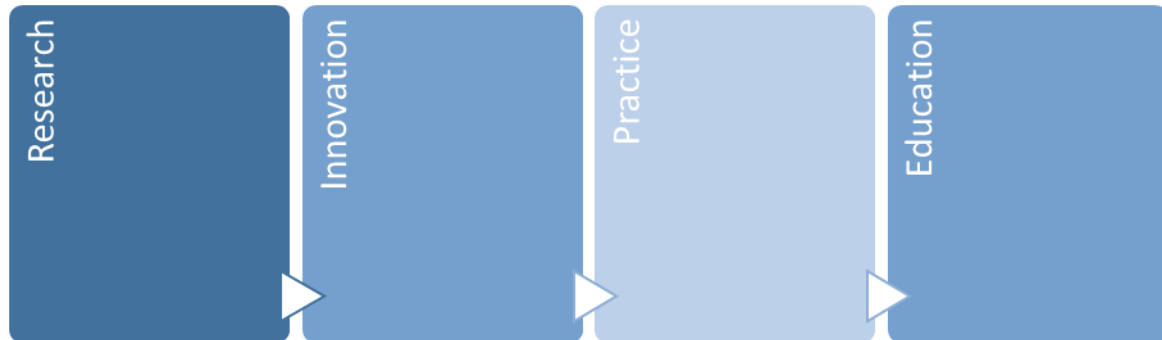


Figure 1 – CfCE Pillars

In this way we will become a beacon for excellence and innovation. We have developed 3 overall objectives with a series of high-level measurable actions underpinning them (See Figure 2).

We will design an innovative model of evaluation and apply a Impact Tracking Tool in terms of person-centred care reflecting staff and patient perspectives on an annual basis. At the end of three years (July 2025), we will complete a formal evaluation to report on our improved engagement and support from managers as measured by:

- 1) Collation of metrics to demonstrate impact
- 2) An end of year 3 survey
- 3) Mobility and activities across both organisations
- 4) Examples of sustainability will be captured to ensure future proofing

Our Objectives:

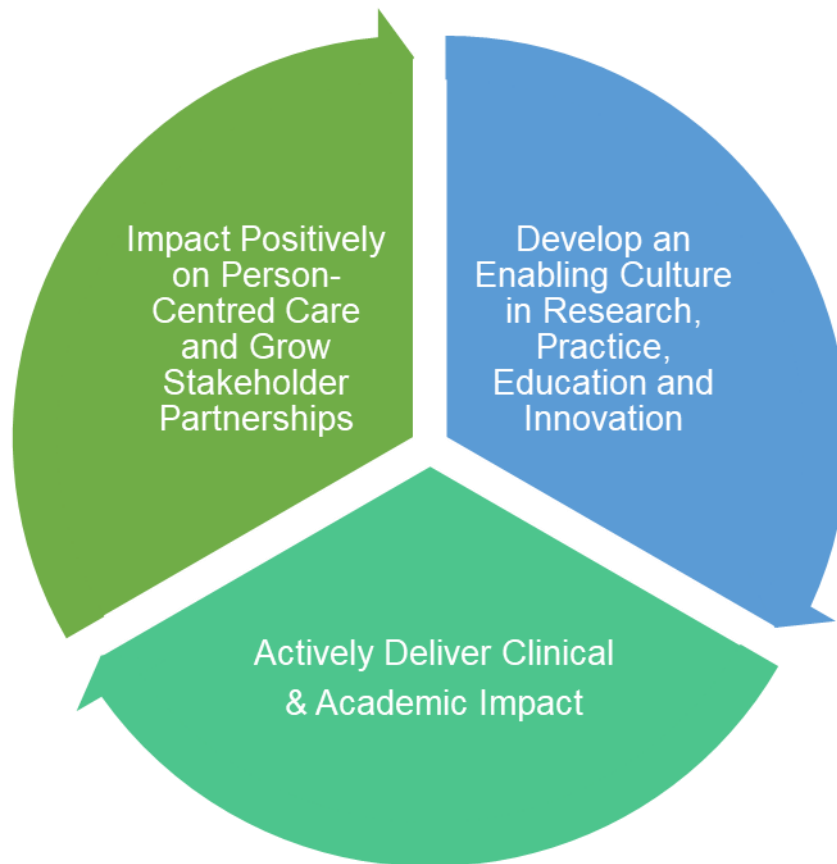


Figure 2 – Deliverable objectives CfCE 2022-2025

Objective 1:

Impact Positively on Person-Centred Care & Grow Stakeholder partnerships

Working with all stakeholders, we will align staff in both organisations to support the production of knowledge, and the integration of evidence in clinical practice, education research and innovation. Individualised person-centred care, based on best evidence is our desire.

We will demonstrate measurable impact in person-centred care and all stakeholder partnerships through strong 'Patient and Public Involvement and Engagement' (**PPIE**) and stakeholder co-creation for study development, delivery, evaluation and dissemination. We will actively support activities in a respectful culture of equality, diversity and inclusivity.

Through our activities, we wish to influence patients to actively manage their health and to be confident in the care provided by competent individuals. Through these activities we are aiming to be self-sustaining and generate additional income to enable the Centre to grow.

We note that 'impact' as defined for healthcare may include reduced mortality, better quality of life or patient experience, more effective treatments or processes, increase efficiency or other improvements. However, the Research Excellence Framework (REF, <https://ref.ac.uk/guidance-on-results/guidance-on-ref-2021-results/>) defines impact as '*an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia*'. For success, we will demonstrate impact that responds to both healthcare and academic drivers.

High Level Measurable Actions

- We will define and deliver impact in a way that responds to both healthcare and academic drivers.
- Annually, we will report on equality, diversity and inclusion in relation to our projects referring to: involvement of patients/stakeholders in programmes of research and wider activity; participant inclusion in our activities; co applicants and co-authors in research and projects led by CfCE staff.
- We will work across both organisations sharing grant income in terms of submissions and successful funding. We have agreed in each application that we will include representation from both organisations. We will report on this bi-annually.
- We will work across both organisations sharing publication submissions and success. Annually, we will report on the output and impact activity of CfCE staff including peer reviewed publications, reports, conference presentations specifically invited keynotes and contribution to, or invited positions of, leverage (regionally, nationally and internationally).
- We will be actively engaged in the REF process to support the creation of impact case studies and jointly authored papers in peer reviewed journals.

Objective 2:

Develop an Enabling Culture in Research, Innovation, Practice and Education

Through shared working and clear programmes of work, we will support individuals and teams to develop strong inter-disciplinary research champions and groups including Nurses, Midwives and Allied Health Professionals. By building on existing capability and capacity, the Centre will increase the number of research active health staff in both organisations and will provide support for future Clinical Academics.

By enabling better sharing of knowledge and expertise, the Centre aims to empower staff at every level to be able to develop ideas to make person-centred healthcare improvements. Nursing, Midwifery and the Allied Health Professions, have always undertaken Continuing Professional Development (CPD) to ensure they are at the forefront of knowledge in their field. This development takes this further by supporting practitioners to become creators of new knowledge as well as recipients of best evidence by creating opportunities and empowering access to career pathways, including internships and Fellowships across both organisations.

A key activity will be to provide mentorship and peer support to clinical and academic staff and students and to encourage individuals and teams to work with strong practice and/or academic partners regionally, nationally and internationally. Our approach will deliver clear impact on educational provision across both organisations such as teaching, training supervision, coaching and mentoring and leadership. We will map this provision and share at the CfCE Strategy Board and through national and international networks.

High Level Measurable Actions

We will take a four pillared approach (See *Figure 1*) in line with our mission: Research, Innovation, Practice and Education (RIPE), collecting data on a shared information system along specific metrics. We will deliver year on year improvements, by annually reporting on:

- We will work across both organisations sharing grant income in terms of submissions and successful funding. This will include the type, value and number of studies/projects developed, submitted successfully, awarded and delivered aiming to improve funding and quality year on year. We will develop specialist working groups to focus this activity.

- We will work across both organisations to map the career development and experience of CfCE on our jointly appointed staff and any stakeholders who are associated with our activities. This will include internships, placements, fellowships and students from undergraduate to post-doctorate level. We will also report on the numbers and impact of CfCE staff who are mentors or are being mentored.
- We will jointly capture changes in practice as a result of CfCE activities, including examples from translational research, practice, education and innovation.
- In line with the research strategies of both organisations, we will increase the number of PhDs with specific focus on developing the capacity, capability and number of students and supervisors.
- We will work across both organisations sharing publication submissions and success. Our publications and outputs with a focus on 4* publications (Research Excellence Framework 2026/7). For our publications we will aim for the top quartile for research, and in particular top 10% of cited journals to enable CU to be in top 30 by 2030.

Objective 3:

Actively Deliver Clinical and Academic Impact

Success will be captured in terms of improved care excellence via research, education, practice and innovation in both organisations. Whilst income, high quality outputs and impact will be measured through the development of impact case studies we will also monitor our performance against specific centre and staff objectives. Alongside, we will also celebrate making a real difference and a positive research environment in terms of engagement, values, equality, diversity and inclusivity of all stakeholders.

We will work in collaborative teams within both organisations and with external partners on the production and submission of high-quality grants and project bids in order to produce impactful research and education.

Being successful also means also building on all the available opportunities for undergraduate, masters and PhD project supervision and access to sources of expertise for practice-related projects across the two organisations. Our team will engage in the support

and development of doctoral students and early career researchers as well as developing research placements.

We will secure meaningful recognition of excellence, including the generation of research and education that translates for real-world impact, high-quality publications, and other esteem measures, so that the Centre becomes a national and international beacon of excellence.

We will work collaboratively in the production of high-quality journal publications and peer reviewed outputs to show case our work and enhance the reputation of both organisations.

High Level Measurable Actions

- We will jointly report bi-annually on our impacts and making a difference in terms of clinical practice, academic outputs and translational research, education and innovation.
- We will set in place systems of measurement and tools that are accessible, inclusive and up to date and can be shared across both organisations to measure impact in terms of research, practice, education and innovation.

5. Governance & Infrastructure

Since its launch in January 2020, the leadership team of the CfCE sought to attract to the Professor posts and have succeeded in appointing to the senior team. The Centre is led by Directors (Professor Jane Coad; Professor Rosie Kneafsey) who, with the School of Nursing, Midwifery & Health (Dr Suzanne Hilton) and Head of Research and Development at UHCW (Ceri Jones), are integral to senior lead set up.

The CfCE team includes new senior Clinical Academic appointments. Each will develop their own profile of research but take ownership of leadership to ensure the success of CfCE.

We have also developed a strong group of experts and began early working activities as the foundation to a strong culture.

We have set in place a collaborative Joint Strategy Board (See Appendices 1 and 2) across both organisations where governance processes are agreed.

The NIHR Diversity Data Report 2020/21 revealed that women and those from minority ethnic groups are less likely to have clinical academic roles. There is also evidence to suggest that NMAHPs are less successful at securing national research funding than other healthcare professions. We are committed to supporting all our staff and a key metric of this work will be to monitor inclusivity data, with a view to reversing these national trends. This will be demonstrated throughout our culture and measurably determined through our Centre Affiliate scheme, with our data compared to national norms.

Our patients are at the heart of what we do. We are already supported by thriving patient and public research engagement groups and we will seek to expand and diversify membership.

We will develop excellent managerial, administrative and governance infrastructure to support and deliver our aims.

6. Conclusion

The Centre for Care Excellence is an innovative partnership between Coventry University and University Hospitals Coventry and Warwickshire NHS Trust. In this document we have set out a solid strategy fit for the future. This strategy will be dynamic in nature and will take us through the next 3 years of influencing, informing and being transformative in both organisations. At the core of this new strategy is that we will continue to foster world-class research and innovation activities with demonstrable impact and improvements to further enhance patient care and academic excellence through **research, innovation, practice, and education.**

Appendix 1



Appendix 2

