

# BPACHS Strategy

## 1 Context

### 1.1 History of formation of BPACHS

BPACHS was formed by three partners, Brunel University London (BUL), Central and North West London NHS Foundation Trust (CNWL), and The Hillingdon Hospitals NHS Foundation Trust (THH) in November 2018 with a vision 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. Subsequently the partnership has grown, with the addition of the Royal Brompton and Harefield Hospitals.

### 1.2 Experience of the first two years

The first two years of the partnership has demonstrated significant progress in partners working together, and a strong recognition of the potential benefits resulting from a focussed, local academic partnership.

In reviewing the strategy, however, it is evident that the initial strategic aims were overly ambitious for the partnership as a whole, with all partner organisations being unable to commit resources at the level required to deliver against the objectives as they stood.

The decision not to proceed with the proposed academic health campus on the Brunel University London site also necessitated a reflection amongst the partners as to the strategic direction of the partnership.

The partnership therefore determined that there should be a review of the strategy, and an update against all strategic pillars.

### 1.3 New Director appointment

In April 2020, the initial Director of BPACHS, Belinda Norris, moved to an executive post with one of the BPACHS partner organisations, and her replacement, James Ross, was appointed in September 2020. One of the initial requirements of the new Director was to revisit the partnership strategy, and this document is the fruit of that work.

### 1.4 COVID 19

The pandemic has heavily influenced the BPACHS work programme, and the altered focus of the partners in managing and addressing the coronavirus has meant that progress in 2020 against the strategic aims of the partnership has been necessarily limited. However, looking ahead to 2021 and beyond, the partnership has the potential to make significant progress and this strategy refresh has been developed with the post COVID environment in mind.

## 2 Strategic Vision and Ambition

The ongoing strategic approach of the partnership will be delivered through four workstreams:

1. Educating our workforce
2. Research
3. Quality Improvement
4. Digital Health and Innovation

In addition to the four key work streams, there will be three enabling pieces of work progressing;

- Growing the partnership
- Cross partner communication
- Supporting the development of academic health facilities
-

## **2.1 Educating the Workforce**

### **Aim**

The Centre will provide a hub for training and development and a range of inter-professional education to enable health and social care professionals and other staff to upskill/reskill to meet the

## **2.2 Research**

### **Aim**

The centre will create an environment that drives translational research focused on 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. The centre will facilitate connection between the NHS partners and the wider BUL research structures, including the new Research Institutes and associated research centres.

### **Objectives**

Build the research capability of all NHS partner organisations, through a programme of skills-based learning.

Develop staff exposure to, and understanding of, research practice and outcomes, including taster sessions to develop research skills.

Establish a forum where experienced academics and clinicians with ideas and proposals can come together to ensure that good ideas are supported and brought to fruition.

Ensure a strong focus on translational research, aiming to make a tangible difference to patient care.

Engage staff in implementing research outcomes, to improve and develop patient experience.

Develop skills in evaluation of outcomes ensuring that impact is effective.

Implement a structured clinical fellowship programme.

Achieve successful application for research grants.

Create effective translation of research into practice, innovation and commercialisation. Publish high impact papers demonstrating effective translation.

Ensure alignment of research efforts and practice and effective partnership working between BPACHS and Brunel University London Research centres.

### **Expected Outcomes**

Research activity is increased across the trusts including collaborative research benefitting multiple partners.

Flagship areas of expertise are developed within the centre, notably in rehabilitation and AHP led research.

A user-centred research programme is established that reflects the requirements and aspirations of the local community and end users.

Ensure the establishment of a clear, effective and appropriate ethical research framework.

## 2.3 Quality Improvement

### Aim

To create and support QI networks, sharing local QI initiatives, programmes, and outcomes, and support the development and implementation of QI initiatives across the partners.

## 2.4 Digital Health and Innovation

Aim

