INTRODUCTION

This document outlines a five year research strategy for Nursing, Midwifery and Allied Health Professions (AHP) at Central Manchester University Hospitals NHS Foundation Trust (CMFT). The strategy aims to increase research capacity and capability and promote evidence-based practice among multi-professional staff. Increasing capacity will ensure the development of clinical academic nurses, midwives and AHPs to take a leading role in research activity. Increasing capability will ensure more nurses, midwives and AHPs are able to apply research findings to inform and change clinical practice with a raised awareness of the value of research that underpins practice. This strategy has been developed following a series of discussions and events involving senior professional and academic leads in nursing, midwifery and AHP and the Research and Innovation (R&I) Division (See Appendix A).

There is a paucity of information nationally about nursing, midwifery and AHP research capacity and capability with no clear indication of the number of nurses, midwives and AHPs with research skills and qualifications. However, at CMFT we have evidence of research capacity and capability from a Trust wide survey administered to all qualified nurses, midwives and those AHPs working in the areas of physiotherapy, dietetics, speech therapy and occupational therapy. The survey was conducted in late 2008 and findings will be used as a marker against which to judge future successes (Appendix B). In addition, an external review of research conducted at CMFT in October 2008 (presented to a national external review panel) provided the opportunity to gather information on research active staff (including university staff with honorary research contracts), number and quality of publications and grant income (internal and external). A SWOT analysis indicated strengths in terms of commitment from senior professional leads and the R&I Division to support research in nursing, midwifery and AHP with particular strengths in applied health care research and health services research (Appendix C). Weaknesses included a lack of infrastructure for developing research capacity and capability with little evidence of opportunities to combine clinical and academic work. Feedback from the external review panel was positive, supporting the development and implementation of a research strategy to focus and galvanise research activity.

As the Finch Report made clear (UKCRC, 2007), the number of nurses, midwives and AHPs who have the qualifications and skills to lead research has remained low. No clear pathway has previously existed to combine clinical and academic careers. While all multi-professional staff should be competent evidence based practitioners, only some will be research active and fewer still will be research leaders. However, one of the main aims of the UK Clinical Research Collaboration is to develop a highly skilled workforce of trained clinical researchers and educators (UKCRC, 2007). To achieve this aim a flexible career structure will be necessary to develop the clinical academic role, combining both clinical and academic work. Currently, one role has to be pursued at the expense of the other. Creating such a clinical research environment will provide opportunities for the
development of future research leaders who can champion and address clinically relevant research questions to benefit patients and the organisations in which they work.

The National Institute for Health Research (NIHR) and the Chief Nursing Officer (CNO) for England, in Collaboration with the Economics and Social Research Council (ESRC) and Higher Education Funding Council for England (HEFCE) have established a major new initiative to boost clinical academic careers for nurses, midwives and AHPs. Resources are available to fund a number of research training schemes which will secure a comprehensive clinical academic training pathway.

The research strategy will address these national issues directly. It seeks to further establish Manchester as a national and world centre of health research excellence. The School of Nursing, Midwifery and Social Work at the University of Manchester is the leading research centre of its kind in the country, heading the league tables in the Research Assessment Exercise. Major research initiatives, such as the Biomedical Research Centre (BRC), the Manchester Wellcome Trust Clinical Research Facility (WTCRF), the Greater Manchester Collaborative Leaderships in Applied Health Research and Care (CLAHRC) and the Manchester Academic Health Sciences Centre (MAHSC) have seen Manchester establish itself as a world leader in health research, to which nursing, midwifery and AHP research makes a significant contribution. CMFT achieved Foundation status in January 2009 and is completing a major new building programme. 2009 will see all the Trust hospitals drawn together onto one site within walking distance of the University of Manchester. The focus on the provision of quality services for the people of Manchester and beyond, which was recognised in the gaining of Foundation status, combined with the new developments outlined above presents a unique and exciting opportunity in which to further develop research collaborations. The strategy seeks to capitalise and build on these new and exciting opportunities and developments nationally and locally.

PURPOSE

The purpose of developing a research strategy is to provide a clear and coherent focus for research leadership with an organisational overview that promotes co-ordination of health care research for nurses, midwives and AHPs at CMFT. The strategy presents a vision for research that links directly with the vision for health care research at Trust level (BRC), across Greater Manchester (MAHSC) and on a more national level, in line with NHS and Department of Health priorities to enhance high quality research (Department of Health, 2006). Hence, the contribution of nursing, midwifery and AHP research to the overall strategy of research in Greater Manchester and beyond will be strengthened. The purpose is to develop a sustainable research strategy that allows planning for future generations of clinical researchers. However, the strategy will also
need to be flexible in order to respond to rapid changes in NHS priorities and thereby maximise the contribution of nursing, midwifery and AHP research.

STRATEGIC AIM

The overall aim is to raise the profile of research in nursing, midwifery and AHP by increasing both research capacity and capability, thereby improving patient outcomes.

OBJECTIVES

1. To increase research capability in the Trust through raising research awareness and promoting a culture of enquiry and critical thinking
2. To increase research capacity, through increasing the number of research publications, research projects and the amount of funding gained for research
3. To build infrastructure that will support a research active environment
4. To encourage intra-disciplinary, multi-disciplinary and inter-agency research collaborations
5. To develop a high quality programme of multi-professional research with a particular emphasis on health services interventions, outcomes and patient and family experiences.
6. To contribute to the development of research career pathways for nursing, midwifery and AHP
7. To contribute to delivering a research workforce capable of delivering on the UK Clinical Research Agenda at CMFT
8. To ensure research that is conducted adheres to principals of good research governance and is ethically reviewed
9. To raise the profile of research conducted by nurses, midwives and AHPs in the Trust to internal and external organisations
10. To improve access to research training opportunities
11. To provide care to patients and families that is consistent with the best available evidence
12. To promote research collaborations that engage with services users at all stages of the research process
13. To create an environment that supports and values the development of research skills and experience.
ACTIVITY TO SUPPORT OBJECTIVES

1. To increase research capability in the Trust through raising research awareness and promoting a culture of enquiry and critical thinking

Implementation of the research strategy will increase research awareness in the workforce. A detailed questionnaire was recently sent to all nurses, midwives and AHPs in the Trust. The survey investigated research activity at CMFT and revealed that most respondents were keen to learn about research and to use research in their practice. Capitalising on this enthusiasm will maximise the potential of the workforce and contribute to the provision of quality, evidence-based services in the Trust. We will maximise links to education programmes at the Universities, the BRC and CMFT and other organisations, contributing where appropriate, to help ensure that nursing, midwifery and AHP staff understand and appreciate research knowledge and evidence-based practice. Research conferences will be organised to showcase relevant research being undertaken in Manchester and to promote awareness and collaborative research activity.

2. To increase research capacity, through increasing the number of research publications, research projects and the amount of funding gained for research

Implementation of the strategy will involve taking advantage of internal and external opportunities that provide financial support for pump priming initiatives and development of research proposals. This will include:

- Working with the R&I Division at the Trust to ensure the efficient, targeted dissemination of research grant information and deadlines to relevant individuals
- Working with the Trust Divisional Research Managers to identify individuals and projects requiring support
- Providing support, supervision and advice to individuals and teams wishing to develop a research proposal for funding
- Working to establish the strongest possible team and proposal, promoting links to the Trust statistics team or other source of specialist research expertise, where appropriate
- Working with the University of Manchester, other Higher Educational institutions (e.g. University of Salford) and the Trust to identify promising students and early career researchers and support them to develop a career in research.
- Encouraging established researchers to view CMFT as a vibrant research environment in which to conduct research studies.
Early 2009 saw the launch of the Clinical Doctoral Research Fellowship (Clinical Academic Training Scheme, CATS), an open competition for clinical nurses, midwives and AHPs to apply for PhD funding. An invitation to bid for funding for places on a Masters in Clinical Research programme also went out to tender. The School of Nursing, Midwifery & Social Work at the University of Manchester secured 10 fully funded places per year for the next three years on a new Masters programme. This presents an opportunity for clinical nurses, midwives and AHPs at CMFT to apply for this research training. Implementing the research strategy will involve taking full advantage of this new NIHR initiative. Other opportunities for bursary and fellowship funding will be explored, utilising RDInfo and other sources of information, where appropriate, to increase the number of nurses, midwives and AHPs studying for MRes, MPhil and PhD qualifications.

Nurses, midwives and AHPs supported by the Trust for postgraduate study should disseminate outcomes of their work in study reports, publications and/or presentations. Publishing the results of research is an indication of generalisability and opens up research studies to peer review. There is also much quality work in CMFT which is evaluated, but the results remain unreported. Traditionally, nurses, midwives and AHPs have not published to their full potential. Anecdotal evidence suggests that support to publish is a particular need at CMFT and this will be addressed. This will be achieved through a combination of advice, support and specific strategies to increase publication output (e.g. Publication Learning Sets).

3. To build infrastructure that will support a research active environment

CMFT, in collaboration with the School of Nursing, Midwifery and Social Work at the University of Manchester, has demonstrated commitment to developing research leadership and infrastructure with the appointment of a Chair in Nursing, a Chair in Midwifery and a Research Fellow. Attention to infrastructure will foster a stable base for research and evidence based practice and improve communication and research collaboration.

To increase the range of available expertise, and provide additional infrastructure, a Multi-professional Research Advisory Group will be established. The establishment of this advisory group will enhance the ability to communicate with professions and their representatives and promote partnership working. This will send a strong message of research leadership, strategic vision, clear objectives and a commitment to measuring outcomes. This group will have a clear remit to focus on the strategic development of research amongst nurses, midwives and AHPs in the Trust in order to contribute to the further development of Manchester as an international centre for health research excellence.
Membership of the Multi-professional Research Advisory Group will include representation from senior professional and academic leads, research active staff and international research collaborators. The group will foster strong links and communication channels with the School of Nursing, Midwifery and Social Work, the BRC, the WTCRF, the R&I Division, MAHSC and the Greater Manchester CLAHRC. The group will also work with the Manchester Beacon to ensure that there is adequate membership from service users. The proposed membership of the Multi-professional Research Advisory group is presented in Appendix D.

A Multi-professional Research Operational Group will also be established to ensure strategic objectives are operationalised into achievable and meaningful goals. Structures will be developed through which the research strategy can be implemented and effectively monitored. Group membership will again be multiprofessional and will include professional and academic leads, individuals from learning resources and the R&D office. All hospitals in the Trust will be represented in order to ensure the successful implementation of the research strategy at CMFT. The proposed membership of the Multi-professional Research Operational Group is presented in Appendix E.

Terms of reference will be agreed at the outset for both the advisory and operational groups so that a clear pathway for future development can be established, clarifying what needs to be achieved, by whom and when.

4. To encourage intra-disciplinary, multi-disciplinary and inter-agency research collaborations

CMFT and The University of Manchester already have established reputations for collaborative research. The research strategy will seek to capitalise upon, and develop these reputations. Following the success of MAHSC, partnerships with other NHS Trusts will be maximised. Excellent working links with the University Hospital of South Manchester NHS Foundation Trust (UHSM) are already in place, notably with the Chair in Nursing.

Nursing, midwifery and AHP research recently played a major part in the review of the Manchester BRC and received praise for the level and quality of research undertaken. There is a history of joint working with medical colleagues, most notably with research nurses, research midwives and AHPs and we will seek to further develop these collaborations. Large scale research projects and programmes require a multiprofessional research team and we will seek to maximise these collaborations utilising contacts with the BRC, MAHSC, and Divisional Research Leads and Managers. In addition, links to Clinical Research Networks will enable access to infrastructure funding for clinical studies and facilitate patient participation in clinical trials.
5. To develop a high quality programme of multi-professional research with a particular emphasis on health services interventions, outcomes and patient and family experiences.

The research focus for nurses, midwives and AHPs will be on health services interventions, outcomes and patient and family experiences. Multi-professional staff use a wide range of research methodologies and methods to understand service user views of their experiences at the cutting edge of applied health care research and health services research, which will continue to be encouraged. High quality research on patient outcomes and experiences, combined with innovations in care and treatment, will inform service development and contribute to further establishing CMFT as a centre for high quality patient care.

The implementation of the strategy will promote the establishment multi-professional research teams, where the Chief Investigator or co-investigator is a nurse, midwife or AHP, who can build a track record and compete for external project and/or programme grants. Nurses, midwives and AHPs will compete with the best for research funding, taking full advantage of expertise in applied health care research and health services research, applicable to recent funding initiatives (NIHR Research for Patient Benefit and Programme Grants). Individual research projects will be linked to ongoing programmes of work so that researchers are not working in isolation but are engaged as part of a programme of work.

6. To contribute to the development of research career pathways for clinical nurses, midwives and AHPs

The UKCRN strategy promotes career pathways for nurses, midwives and AHPs that combine clinical and academic work. Implementation of the research strategy will enable the identification and support of talented individuals who have the necessary mix of clinical and research skills to apply for the various award schemes recommended by the UKCRC subcommittee (masters, doctoral, post-doctoral, senior clinical academic awards).

Support will be given to Consultant Nurses, Consultant Midwives, Advanced Nurse Practitioners and specialist AHP practitioners to encourage them to extend their roles as research leaders and effectively utilise their allocated research time.

By supervising, promoting, supporting and providing research advice and mentorship, linked to the NHS mentorship scheme, we can facilitate support for junior research staff and develop research leaders. We will work with the R&I Division and coordinate with the excellent facilities provided by the Research Office and BRC to strive for success in competing with the best researchers and securing major research funding.
7. To contribute to delivering a research workforce capable of delivering on the UK Clinical Research Agenda at CMFT

Research nurses, midwives and AHPs play a key role in providing a workforce to deliver on the UK clinical research agenda. A UK wide research nurse competency document has been produced which, together with a comprehensive local induction programme, can form the basis on a training programme for clinical research nurses. This can be adapted to meet the requirements of midwives and AHPs.

The Welcome Trust Clinical Research Facility (WTCRF), together with local topic specific research networks have the facilities to provide an excellent training ground for clinical research nurses, midwives and AHPs. CMFT have already invested to create a Lead Research Nurse position; this position is key to achieving the ambitious UK wide aim of increasing recruitment into clinical trials by 50 per cent within the next five years (Department of Health, 2008).

8. To ensure research that is conducted adheres to principals of good research governance and is ethically reviewed

Support and guidance will be given to anyone developing a research proposal, ensuring that they register with the Research Office at CMFT and have the appropriate research governance and ethical approval and GCP training before commencing their project.

9. To raise the profile of research conducted by nurses, midwives and AHPs in the Trust to internal and external organisations

A number of strategies will be adopted to maximise opportunities to raise the profile of research including:

- Encouraging nurses, midwives and AHPs at CMFT to publish their research at every opportunity, using innovative methods and approaches to encourage publication, such as Publishing Learning Sets
- Encouraging nurses, midwives and AHPs at CMFT to present and disseminate their work at national and international conferences.
- Working with CMFT and The University of Manchester press offices and communication teams to ensure that targeted, relevant information is communicated as efficiently and effectively as possible to a full range of individuals and groups within and outside of CMFT and University of Manchester
- Linking with professional bodies for nursing, midwifery and AHPs on a national level
• Utilising the websites and intranets at CMFT and the University of Manchester, aiming to maintain a dedicated capacity building presence on the R&I section of the CMFT web pages
• Linking with INVOLVE, Public Involvement Partnerships in Research North West (PIPRNoW) and other service users and members of the public to encourage participation in, and dissemination of, research at CMFT
• Maximising links and collaborations with other healthcare Trusts and organisations such as MAHSC.
• Utilising websites and intranets to ensure nurses, midwives and AHPs are aware of the roles of Research Managers allocated to each Division at CMFT.

10. To improve access to research training opportunities

Establishing clear communication channels will enable rapid dissemination of research opportunities and initiatives that will impact on healthcare. Specifically, this will involve:

• Providing education and action learning for facilitation of critical thinking, research skills, evidence based practice and change management
• Coordinating the dissemination of relevant information on research training opportunities, referring individuals to Trust and BRC education programmes, relevant external opportunities, and providing targeted training, such as learning sets, where appropriate
• Working with the senior nursing, midwifery and AHP professional leads and CMFT Organisational Development and Training Team to coordinate access to research and education opportunities for nurses, midwives and AHPs, linking with the CMFT Learning Development and Training policy
• Working with the University of Manchester and CMFT to identify promising students and early career researchers and provide advice and support to enable them to maximise their potential as the next generation of healthcare researchers.
• Ensuring that research training advice and support is focused to ensure that CMFT employees development supports the Trusts quality agenda and fits in with their KSF requirements
• Ensuring that researchers have completed a Good Clinical Practice course before embarking on their research work at CMFT
11. To provide care to patients and families that is consistent with the best available evidence

CMFT has always been committed to delivering evidence based practice but wishes to see a fundamental shift to also carry out quality research that underpins practice. The hospitals that make up the Trust and the clinical activity therein provides the optimum environment for health care research enabling nurses, midwives and AHPs to engage in all aspects of research, from recruitment and delivery of clinical trials to independent research as Chief Investigator. The Trust has set out its ambition to provide the best patient experience in the NHS in its Quality Strategy which will be delivered through a Quality Campaign.

Service improvement activities have been underpinned through a detailed programme of work undertaken by key staff, developing skills in improvement methodologies which have enhanced critical thinking ability. Data collection processes, data interpretation, analysing the patient experience and demand management are just some of the programmes of work which will provide a rich source of material for undertaking research for patient benefit.

The new hospital buildings provide an opportunity to consider the impact of the environment on patient care and health outcomes and provide a truly healing environment.

The Trust has already commenced a programme of work that focuses on nursing metrics based on the best available evidence and informed by our patients which has engaged nurses across the Trust and has the wider potential for further developing the evidence base for nursing practice.

Synergy between the Quality Campaign, service improvement and this research strategy will be essential if patients are to realise the benefits of this strategy.

12. To promote research collaborations that engage with services users at all stages of the research process

The University of Manchester has an established record of involving service users in research. We will seek to link with and develop this experience further at CMFT, developing partnerships with Manchester Beacons, Public Involvement Partnerships in Research North West (PIPRNoW), INVOLVE and other relevant public involvement initiatives in order to maximise opportunities and collaborations. This will increase the quality and relevance of the research being conducted and help shape the evidence base that informs clinical practice at CMFT.
13. To create an environment that supports and values the development of research skills and experience.

The University of Manchester is one of the leading research universities in the UK. The Faculty of Medical and Human Sciences, and the School of Nursing, Midwifery and Social Work in particular, are at the forefront of health research internationally. Indeed, the School has been placed top of the table for nursing and midwifery research in the UK Research Assessment Exercise (RAE). The strong links with School of Nursing, Midwifery & Social Work will be further strengthened to attract the best researchers into the Trust, supporting these researchers to be role models for other researchers and clinicians in CMFT and wider afield. Working closely with the R&I Division, the library, the BRC, MAHSC and CLAHRC will encourage external partnerships and collaborations to make CMFT a research and researcher-friendly environment.

Nurses, midwives and AHPs will be encouraged to take on the role of Chief Investigator on research proposals and through the provision of targeted support, advice, mentorship and training, a research active environment will evolve which encourages innovation and the development of best quality clinical services for CMFT. For AHPs, research and clinical collaborations will need to be sought from a range of Higher Educational Institutes to ensure success with funding applications.

Effective working relationships with the R&I Division to keep the Trust website up to date and provide useful, relevant information, will promote CMFT as a centre of excellence for research involving nurses, midwives and AHPs.
KEY PERFORMANCE INDICATORS

This strategy represents a major initiative in which to develop CMFT as a leading host of nursing, midwifery and AHP research. The survey of research activity and awareness in the Trust will be used as a baseline measurement and guide for the strategy. It is anticipated that the survey will be repeated in five years time (2014) and will act as a useful benchmark against which to measure research performance. In the meantime, working with Divisional Research Managers and the R&I Division will allow monitoring of a number of factors to evaluate performance. These include:

- Success with external research grants
- Increased publications in peer reviewed journals and professional journals
- Increased number of postgraduate, doctoral and postdoctoral researchers
- Increased applications for PhD Studentships/personal awards
- Increased numbers of presentations at national and international conferences
- External speaking invitations
- Success with opportunities provided by the BRC
- Increased recruitment into clinical trials

It is envisaged that the Research Advisory and Operational Groups will set further performance indicators, where appropriate.

TARGETS

Preliminary targets have been presented in this document for years 1 to 3 of the research strategy. Success against targets will be reviewed in year 3 so that further targets can be set by the advisory group for years 4 and 5. In addition to the targets identified, the advisory and operational groups will determine required outputs against each of the research strategy objectives. Specific responsibility for increasing recruitment into clinical trials will be led by the Lead Research Nurse.
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<th>Year</th>
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<tr>
<td><strong>Year 1</strong></td>
<td><strong>Organise a research conference to showcase research in CMFT and university</strong>&lt;br&gt;<strong>Develop an innovative, publishing learning set</strong>&lt;br&gt;<strong>Increase publications in peer reviewed journals by 10%</strong>&lt;br&gt;<strong>Identify talented individuals who can develop an application for an NIHR/UKCRC PhD Studentship (aim – 2 PhD applications)</strong>&lt;br&gt;<strong>Identify talented individuals who can apply for funded MRes places (aim – 2 MRes applications)</strong>&lt;br&gt;<strong>Increase applications for BRC/CMFT funding opportunities (aim – 2 applications)</strong>&lt;br&gt;<strong>Increase applications for external research funding (aim – 1-2 applications for project grants)</strong>&lt;br&gt;<strong>Increase recruitment to clinical trials by 10%</strong></td>
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<td><strong>July 2009-June 2010</strong></td>
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<td><strong>Year 2</strong></td>
<td><strong>Continue publishing learning sets</strong>&lt;br&gt;<strong>Increase publications in peer reviewed journals - further 10%</strong>&lt;br&gt;<strong>Identify talented individuals who can develop an application for an NIHR/UKCRC PhD Studentship (aim – 2 PhD applications)</strong>&lt;br&gt;<strong>Identify talented individuals who can apply for funded MRes places (aim – 2 MRes applications)</strong>&lt;br&gt;<strong>Increase applications for BRC/CMFT funding opportunities (aim – 2 applications)</strong>&lt;br&gt;<strong>Increase applications for external research funding (aim – 2-3 applications for project grants)</strong>&lt;br&gt;<strong>Increase recruitment to clinical trials by 10%</strong></td>
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<td><strong>Year 3</strong></td>
<td><strong>Continue publishing learning sets</strong>&lt;br&gt;<strong>Increase publications in peer reviewed journals - further 20%</strong>&lt;br&gt;<strong>Identify talented individuals who have completed a PhD to apply for senior clinical/academic postdoctoral awards (aim – 1 application)</strong>&lt;br&gt;<strong>Identify talented individuals who can develop an application for an NIHR/UKCRC PhD Studentship (aim – 3 PhD applications)</strong>&lt;br&gt;<strong>Identify talented individuals who can apply for funded MRes places (aim – 3 MRes applications)</strong>&lt;br&gt;<strong>Increase applications for BRC/CMFT funding opportunities (aim – 3 applications)</strong>&lt;br&gt;<strong>Increase applications for external research funding (aim – 2-3 applications for project grants and 1 application for programme grant)</strong>&lt;br&gt;<strong>Increase recruitment to clinical trials by 10%</strong></td>
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OUR VISION

- A sustainable research strategy that leads to significant increases in output
- A prestigious, internationally renowned centre of Nursing, Midwifery & AHP research.
- Real patient benefit as a result of research endeavours relevant to the patient population of CMFT

REFERENCES


APPENDIX A

Contributors to the development of the research strategy document

Kinta Beaver (Professor of Nursing)

Liz Birchall (AHP Lead)

Helen Cameron (Assistant Director of Nursing)

Karen Connolly (Head of Midwifery)

Jane Grimshaw (Corporate Lead Nurse)

Beverley Hopcutt (Therapy Service Manager and AHP R&I Lead)

Tina Lavender (Professor of Midwifery)

Cheryl Lenney (Director of Nursing)

Karen Luker (Professor of Nursing)

Dawn Pike (Assistant Director of Nursing)

Helen Pidd (Director, WTCRF)

Tim Twelvetree (Research Fellow)

Jayne Wood (R&I Divisional Director)
APPENDIX B

Executive Summary

This executive report summarises the main findings of a survey conducted by Kinta Beaver, Professor of Nursing and Timothy Twelvetree, Research Fellow, at the School of Nursing, Midwifery and Social Work at the University of Manchester and Central Manchester University Hospitals NHS Foundation Trust (CMFT). The survey was distributed to all Nursing and Midwifery staff at CMFT and to the four largest Allied Health Professions (AHPs)—Physiotherapists, Dietitians, Occupational Therapists and Speech and Language Therapists. The survey sought to assess the value given to research and development (R&D) activity, the skills, potential and barriers to R&D at the Trust and to evaluate and the knowledge and experience of and views on, existing R&D support.

724 questionnaires were received, representing a response rate of 24%. This included 549 responses from Nurses, 53 from Midwives and 119 from AHPs. The survey revealed a number of interesting conclusions. These included:

- The critical mass of those with postgraduate degrees is small and needs to be developed. Although the number will roughly double should all those currently undertaking a postgraduate degree/PhD complete their studies, there is still a considerable way to go for a sufficient body of Nurses, Midwives and AHPs capable of leading research to be reached.
- There is a need to provide more support to Trust staff undertaking higher degrees, with 48% of respondents stating that they were studying for a postgraduate degree in their own time and 45% were paying for their studies themselves to some extent. This support should come from the Trust and through drawing in funding for bursaries and fellowships.
- CMFT should make sure that adequate support is given to ensure that those qualifying with postgraduate and research degrees are supported to remain at CMFT and are able to use and develop their research skills and train others in research skills themselves.
- Although staff expressed much interest in research, a lack of time is still perceived to be a major barrier to involvement and the Trust needs to explore ways to promote research as a more mainstream activity and ensure that interested Nurses, Midwives and AHPs are offered meaningful support to conduct quality research.
- Although a respectable proportion (11%) of respondents had published in a peer reviewed journal and 21% had presented at a conference, more needs to be produced at national and international level in order to cement the reputation of research at the Trust.
- Respondents were generally happy with library and information resources
- Views on practice development were positive and respondents’ experiences of it were generally seen as a valued and supported activity.

It is clear from the survey that there is much work that needs to be done if the research capacity of nurses, midwives and AHPs at CMFT is to be further developed. This needs to be from the ground-up, through all aspects of research capacity building, including drawing in research income for bursaries, fellowships and project funds and supporting postgraduate researchers to develop their clinical research skills and outcomes.

A copy of the full report can be obtained by contacting timothy.twelvetree@manchester.ac.uk
# SWOT Analysis from CMFT External Review Held in October 2008

## Strengths

### General

- Commitment from nursing management and the R&I Division to support and strengthen research in nursing, midwifery and AHP's.
- Strong collaborative links with School of Nursing, Midwifery & Social Work at University of Manchester.
- Particular strengths in applied health care research and health services research that complements CMFT’s strengths in biomedical research.
- Large nursing, midwifery & AHP workforce in a diversity of areas. Research nurses working across all Divisions.

### Specific

- Appointment of Chair in Nursing (joint appointment) to provide leadership in nursing research
- University appointed Chair in Midwifery with dedicated time to work with midwives in Saint Mary’s Division
- Appointment of Research Fellow to work closely with clinical staff in raising profile of research
- Many School of Nursing staff with honorary appointments have a strong international research profile.
- Majority of research funding from NIHR (although primarily to university staff with honorary research contracts)

## Weaknesses

### General

- No previous history of infrastructure for developing research in nursing, midwifery and AHP’s
- Historically, a lack of strategic vision for increasing research capacity and capability
- Little evidence of opportunities to combine clinical practice and academic work
- Limited understanding of the value of higher degrees by research. Historically, few clinical nurses as PI’s and holders of external grant awards
- No integration of research in nursing, midwifery and AHP’s into the broader research agenda of the Trust
- Large workforce located at a number of geographical locations

### Specific

- No previous dedicated lead for research in nursing, midwifery & AHP’s
- Support for research varies depending on department (not an equal playing field)
- Lack of incentives or rewards (e.g. promotion) for engaging in research activity
- Nurses engaging in unfunded research projects with little output (e.g. publications). Perception of lack of access to statistical support.
- Children’s nurses located off site.
### OPPORTUNITIES

**General**

Developing a sustainable research strategy with clear objectives and targets that clearly builds on the current strengths of the Trust but is flexible enough to accommodate future changes of direction.

UKCRN career pathway for nurses in clinical research. Developing a highly skilled workforce of clinical researchers and educators, combining clinical practice and academic work.

DoH focus on research for patient benefit and applied health research.

Developing a critical mass of clinical researchers in nursing with skills in clinical practice, research and teaching who can support and develop others.

Work collaboratively with university and local NHS partners to benefit research in nursing, midwifery & AHP’s at CMFT, creating a credible research culture and environment.

**Specific**

Effective leadership from Chairs in Nursing & Midwifery.

New MRes course to be hosted by School of Nursing, Midwifery & Social Work in 2009.

Improve communication channels by establishing a non-medical research committee which links into overall Trust research strategy and via CMFT website.

University has two Chairs in Nursing who are joint appointments. Professors Beaver (CMFT) & Deaton (South Manchester) are working collaboratively on a showcase event for research in 2009.

### THREATS

**General**

Lack of dedicated time for research due to clinical demands of posts or not being able to take advantage of dedicated time allocated.

Lack of investment in research in nursing, midwifery & AHP’s.

Communication barriers due to size of nursing workforce with approximately 3,000 qualified nurses currently located at 6 hospital sites.

Talented individuals perceiving that they are working in isolation, feeling unsupported and undervalued.

Giving nursing, midwifery & AHPs a voice in wider research vision of the Trust.

**Specific**

Support and resources focused on individuals working in specific locations with financial support from medical staff – inequalities. Lack of open competition for resources.

Nurses, midwives & AHPs who support themselves (study time, tuition fees) through higher education (MPhil, PhD) may be lost to CMFT on completion of degree.

Clinical nursing, midwifery & AHP workforce does not have a track record of leadership in research. Reliance on university staff with honorary contracts for outputs.
APPENDIX D

Proposed initial membership of Multi-professional Research Advisory Group

- Professor of Nursing (Chair)
- Professor of Midwifery
- Director, Wellcome Trust Clinical Research Facility
- Post doctoral researchers
- Assistant Director of R&D, NHS NW
- AHP lead
- Assistant Director(s) of Nursing

Propose: meet every 3-4 months, 3-4 meetings a year

APPENDIX E

Proposed initial membership of Multi-professional Research Operational Group

- Director of Nursing (Chair)
- Professor of Nursing
- Head of Midwifery
- AHP R&I lead(s)
- Assistant Director(s) of Nursing
- Lead Research Nurse
- Corporate Lead Nurse
- Research Manager, Medical Division
- Trust Librarian
- Research Fellow
- R&I Division Representative
- Nurse/Midwifery Consultant(s)

Propose: meet every 2-3 months, 4-6 meetings a year