

NHS Board Meeting
28th April 2021

Lanarkshire NHS Board
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SUBJECT: STRATEGIC ACADEMIC PARTNERSHIP REPORT

1. PURPOSE

This paper is coming to the Board:

| | | | | | |
|--------------|--------------------------|-----------------|--------------------------|---------|-------------------------------------|
| For approval | <input type="checkbox"/> | For endorsement | <input type="checkbox"/> | To note | <input checked="" type="checkbox"/> |
|--------------|--------------------------|-----------------|--------------------------|---------|-------------------------------------|

The purpose of this paper is to provide NHS Lanarkshire Board with an update on the progress in developing effective strategic academic links between NHS Lanarkshire and Scottish Universities.

2. ROUTE TO THE BOARD

The content of this paper relating to quality assurance and improvement initiatives has been:

| | | | | | |
|----------|--------------------------|----------|--------------------------|----------|-------------------------------------|
| Prepared | <input type="checkbox"/> | Reviewed | <input type="checkbox"/> | Endorsed | <input checked="" type="checkbox"/> |
|----------|--------------------------|----------|--------------------------|----------|-------------------------------------|

by the Executive Medical Director. The information within this report is also shared with, and discussed by, the NHS Lanarkshire Strategic Partnerships Working Group and the established Joint Strategic Governance Boards with respective University Partners where there is a formal agreement supported by the Board of NHS Lanarkshire and the University Senates.

3. SUMMARY OF KEY ISSUES

NHS Lanarkshire is committed to delivering world-leading, high-quality, innovative health and social care that is person-centred. Our ambition is to be a quality-driven organisation that cares about people (patients, their relatives and carers, and our staff) and is focused on achieving a healthier life for all. Through our commitment to a culture of quality we aim to deliver the highest quality health and care services for the people of Lanarkshire.

A key component of delivering high quality care is to be an outward looking organisation seeking to share best practice from elsewhere in healthcare and beyond and the ability to shape future practice by engaging with research and innovation through links with existing academic institutions supports this commitment. Closer links with academic institutions who train our healthcare professionals supports higher recruitment rates of graduates. Staff engagement in this work also supports recruitment and retention across the full range of the healthcare professionals working in NHS Lanarkshire.

The paper provides an update on the following areas:

- Academic status awarded to individual departments
- Honorary Academic appointments to NHS Lanarkshire Healthcare Professionals
- A summary of ongoing partnership working

4. STRATEGIC CONTEXT

This paper links to the following:

| | | | | | |
|--------------------------|-------------------------------------|-----------------------|-------------------------------------|-------------------|-------------------------------------|
| Corporate objectives | <input checked="" type="checkbox"/> | AOP | <input checked="" type="checkbox"/> | Government policy | <input checked="" type="checkbox"/> |
| Government directive | <input checked="" type="checkbox"/> | Statutory requirement | <input type="checkbox"/> | AHF/local policy | <input type="checkbox"/> |
| Urgent operational issue | <input type="checkbox"/> | Other | <input type="checkbox"/> | | |

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

| | | | | | |
|------|-------------------------------------|-----------|-------------------------------------|----------------|-------------------------------------|
| Safe | <input checked="" type="checkbox"/> | Effective | <input checked="" type="checkbox"/> | Person Centred | <input checked="" type="checkbox"/> |
|------|-------------------------------------|-----------|-------------------------------------|----------------|-------------------------------------|

Six Quality Outcomes:

| | |
|---|-------------------------------------|
| Everyone has the best start in life and is able to live longer healthier lives; (Effective) | <input checked="" type="checkbox"/> |
| People are able to live well at home or in the community; (Person Centred) | <input checked="" type="checkbox"/> |
| Everyone has a positive experience of healthcare; (Person Centred) | <input checked="" type="checkbox"/> |
| Staff feel supported and engaged; (Effective) | <input checked="" type="checkbox"/> |
| Healthcare is safe for every person, every time; (Safe) | <input checked="" type="checkbox"/> |
| Best use is made of available resources. (Effective) | <input checked="" type="checkbox"/> |

6. MEASURES FOR IMPROVEMENT

We will measure the progress we make towards our aim of delivering the highest quality health and care services for the people of Lanarkshire against the strategic priorities identified in the Quality Strategy and the Measures of Success contained within the associated Quality Plans.

In addition, this work will also be assessed through the measurement of growth in academic status of departments, joint honorary appointments and associated research outputs.

7. FINANCIAL IMPLICATIONS

No financial implications are identified in this paper. The partnerships are supported by 'in kind' resources.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The Joint Strategic Governance Boards with respective University Partners oversee the delivery of this work and associated appointments. NHS Lanarkshire Strategic Partnerships Working Group has established governance arrangements for oversight of honorary appointment status. The Working Group is chaired by the Executive Medical Director and comprised of the Professional Leads for all Healthcare Professional Groups and also includes the Chief Executive.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

| | | | | | |
|---------------------------|-------------------------------------|------------------------|-------------------------------------|-------------------------------|-------------------------------------|
| Vision and leadership | <input checked="" type="checkbox"/> | Effective partnerships | <input checked="" type="checkbox"/> | Governance and accountability | <input checked="" type="checkbox"/> |
| Use of resources | <input checked="" type="checkbox"/> | Performance management | <input checked="" type="checkbox"/> | Equality | <input checked="" type="checkbox"/> |
| Sustainability Management | <input type="checkbox"/> | | | | |

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

An E&D Impact Assessment has not been completed for this work as it is covered by the overarching governance standards of all organisations within our partnership agreements.

11. CONSULTATION AND ENGAGEMENT

This approach to strengthen academic links between NHS Lanarkshire and University Partners was initiated in 2014 as part of the Board's action plan following the Acute Services Rapid Review in 2013.

12. ACTIONS FOR THE BOARD

The Board is asked to:

| | | | | | |
|---------|-------------------------------------|----------------------------|-------------------------------------|--------------------------|--------------------------|
| Approve | <input type="checkbox"/> | Endorse | <input checked="" type="checkbox"/> | Identify further actions | <input type="checkbox"/> |
| Note | <input checked="" type="checkbox"/> | Accept the risk identified | <input type="checkbox"/> | Ask for a further report | <input type="checkbox"/> |

The Board is asked to:

1. Note the development of academic partnership working with departmental university status;
2. Note the development of academic partnership working with shared honorary appointments and;
3. Endorse the approach to this work in supporting the Board's Quality Ambitions and agree on annual updates to the Board in April each year.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact Dr Jane Burns, Executive Medical Director.

NHS Lanarkshire Strategic Academic Partnerships Report March 2021

This report provides an update to NHS Lanarkshire Board with respect to ongoing work in strategic partnership with the following Universities;

1. **Glasgow Caledonian University (GCU)**
2. **University of Strathclyde (UoS)**
3. **Strathclyde Institute of Pharmacy & Biomedical Sciences**
4. **University of Glasgow**
5. **University of Edinburgh**
6. **University of the West of Scotland (UWS)**
7. **Open University**
8. **Queen Margaret University (QMU)**

Over the last year, progress in our strategic academic liaisons, like all other aspects of healthcare, have been hampered by the coronavirus epidemic. It is noted how supportive our university partners have been to NHS Lanarkshire (NHSL) during the pandemic and despite the increased challenges, a number of milestones have been achieved with various strategic university partners.

1. Glasgow Caledonian University (GCU)

1.1. University departments

Just prior to the start of the pandemic, three of our departments were successful in being awarded university departmental status. These are;

- **The University Department of Stroke Care at University Hospital Monklands**
- **The University Department of Psychological Services (pan-Lanarkshire)**
- **The University Department of Podiatry (pan-Lanarkshire).** It has been noted by the Head of the UK College of Podiatry that this is the first such university department of podiatry in the UK, so a UK first for the GCU/NHSL partnership.

1.2. Honorary Appointments

Five of our senior medical staff had their Honorary Chairs renewed for a further 3 years in December 2020;

- Prof Iain Wallace – ex officio but retains an Honorary NHSL contract
- Prof Roy Scott – ex officio but retains an Honorary NHSL contract
- Prof Graham Ellis
- Prof Mark Barber
- Prof Eamonn Brankin.

In addition one further senior medical colleague, Prof Ros Miller, was awarded an Honorary Chair. In February 2021 Dr Gary Tanner, Director of Psychological Services, was awarded Honorary Senior Lecturer status.

Mrs Margot Russell, Mr Peter McCrossan and Ms Claire James were awarded Honorary Fellowships of the School of Health and Social Care in 2019.

1.3. Partnership working

Nursing;

Partnership working has been key during 2020/2021. In terms of nursing (all fields) circa 40 GCU students undertook paid placement, as part of the emergency measures from April to September 2020. This incorporated students from adult and mental health nursing, which normally do not have placements in NHSL. Discussions are ongoing in relation to increasing placement capacity to include, as a matter of course, these fields as services reconfigure post-pandemic.

Post-registration studies continue to be supported at GCU through a financial agreement. Eighty five registered NMAHP staff are currently being supported to access academic programmes, commencing in September 2020. In addition NHSL is working with GCU on the Return to Practice programme for nursing and midwifery as the new employer-led model is introduced. Five staff will commence the programme in March 2021. Two staff are currently seconded to GCU 0.5 WTE each, as a means to progress joint appointments.

Allied Health Professions (AHPs);***Physiotherapy assistant practitioners/students***

Each year the physiotherapy department receives support from the Scottish Government to fund additional staff for winter. This year as part of the services winter planning contingency arrangements; the service put forward a plan to recruit 47 level four physiotherapy students.

These level four students are due to graduate as physiotherapists in the summer of 2021. The assistant practitioners/students started on the 5 January 2021 as part of a supported experiential learning experience.

The students were offered 8 weeks of employment working as assistant healthcare practitioners at an Agenda for Change band 4. At the end of their paid placement, each participant was offered a four-week traditional physiotherapy placement, thereby spending a total of 12 weeks within NHSL.

Whilst working as an employee, each assistant practitioner was given an NHSL healthcare support worker uniform, which identified them as an employee and not a student. At the end of their employment period the students reverted to their traditional GCU student uniform, thereby clarifying their role within the organisation.

The students' feedback is that they found this experience invaluable, and it will stand them in good stead as they come to finish their postgraduate degree course. Each of the staff members who have been supervising the assistant practitioners/students have offered to act as referees to help students gain employment as registered physiotherapists.

Furthermore, each employee/student will be issued a certificate on completion of their paid employment and their placement which they can include within their CV and educational portfolio.

These additional staff/students have been a vital resource in sustaining the physiotherapy service throughout their employment. This approach allowed registered physiotherapy staff to be released to assist in staffing pressures within the three acute site CCU and ITU wards. In addition, several physiotherapy staff members were trained to assist in initiating the COVID-19 vaccination programme.

AHP lecturer practitioners

- Dr Rachel McKay, NHSL Orthotic Services, has a 1 day per week, term time, teaching commitment within the Department of Vision Sciences at GCU.
- Mrs Debbie Wilson is a part-time Lecturer in Podiatry in the Department of Podiatry and Radiography within GCU and works within the NHSL Diabetic Foot Clinic at University Hospital Hairmyres as a Diabetic Foot Specialist for the remainder of her time.
- As an Honorary Fellow of GCU, Dr Claire James has an ad-hoc teaching commitment within the Department of Podiatry and Radiography at GCU.

PhD studentships

Currently, two AHPs staff members are jointly-funded part-time and undertaking part-time PhD studies. These staff members come from a physiotherapy and podiatry background and are midway through their PhD studies and progressing well.

Several flexible models of student placement were also instigated during the year. Over the last year, the method of delivering AHP student placements has changed significantly. Since COVID-19, the majority of placements have been delivered by students participating in remote clinical placements through "Near Me". Also, students have been undertaking quality initiatives and audits, thereby giving them an element of clinical experience, albeit not hands-on.

The NHSL Occupational Therapy Department also provided substantial support to a shielding final year occupational therapy student to complete their degree course by joining remote consultations on "Near Me".

However, as the majority of AHP professions rely on significant "hands-on" treatment as many elements of face to face treatments are being recovered as quickly and safely as possible.

Appendix 1 provides more details on projects undertaken as part of partnership working with GCU.

2. University of Strathclyde (UoS)

2.1. University Health Board status

In September 2020, UoS formally awarded NHSL University Health Board status, the first time UoS has awarded this to any health board and the culmination 2 years of successful and increasing collaborations. A communications plan is currently being evolved between the two partner organisations communications departments to appropriately celebrate this landmark award once the current pandemic situation eases.

2.2. Honorary Appointments

In the last few months, as our partnership has continued to evolve, a number of NHSL staff have been awarded honorary academic status;

- Prof Manish Patel, Visiting Professor
- Prof Andy Smith, Visiting Professor
- Prof Josephine Pravinkumar, Visiting Professor
- Prof Mark Barber, Honorary Professor
- Dr Gary Tanner, Honorary Fellow
- Mrs Margot Russell, Honorary Fellow
- Dr Mhairi Simpson, Honorary Fellow
- Mr John McPhelim, Honorary Fellow
- Mrs Katrina Brennan, Honorary Fellow
- Mr Robbie Rooney, Honorary Fellow.

In addition, the following members of academic staff from UoS have been awarded honorary status within NHSL and have begun to collaborate and work with our departments and staff in a variety of areas:

| UoS | Academic Staff with honorary status in NHSL | University school/department |
|------------------------|--|--|
| Name | Title/Role | |
| Prof Roma Maguire | Visiting Professor of Digital Health & Care | Computer & Information Sciences, Digital Health & Care |
| Dr Kim Kavanagh | Honorary Senior Statistician | Mathematics & Statistics |
| Dr Robert Van Der Meer | Honorary Reader in Management Science | Management Science/Business School |
| Ms Gillian Anderson | Honorary Research Associate | Management Science/Business School |
| Mr Chandrava Sinha | Honorary Research Assistant | Management Science/Business School |
| Prof Terry Gourlay | Visiting Professor of Biomedical Engineering | Biomedical Engineering |
| Prof Phil Rowe | Visiting Professor of Rehabilitation | Biomedical Engineering |
| Mr Roy Bowers | Visiting Principal Teaching Fellow | Biomedical Engineering |
| Dr Sylvie Coupaud | Visiting Lecturer in Biomedical Engineering | Biomedical Engineering |
| Dr Mario Giardini | Visiting Senior Lecturer in Digital Health | Biomedical Engineering |
| Mr Chris Gourlay | Visiting Researcher | Computer & Information Sciences, Digital Health & Care |
| Prof Anja Lowit | Visiting Professor | Speech & Language Therapy |
| Dr Anja Kushmann | Honorary Chancellor's Fellow | Speech & Language Therapy |
| Dr Joanne Clelland | Honorary Senior Lecturer | Speech & Language Therapy |
| Dr Wendy Cohen | Honorary Senior Lecturer | School of Psychological Sciences & Health |
| Prof Maggs Watson | Honorary Professor of Pharmacy | Institute of Pharmacy & Biomedical Sciences |
| Prof George Crooks | Honorary Professor | Digital Health & Care Institute |
| Prof Feng Dong | Honorary Professor | Computer & Information Sciences, Digital Health & Care |

2.3. Partnership working

Mathematical modelling work

The mathematical modelling work around COVID-19 undertaken as part of our partnership with the University has been instrumental in NHSL's successful management of the coronavirus pandemic and has been recognised as arguably being better than Scottish Government's own modelling work. The UoS/NHSL modelling is recognised as an exemplar of the highest quality of clinical – academic collaboration, by other NHS organisations.

Strong links have now been forged with the Department of Management Science at the University, with the Departments of Rheumatology, Gastroenterology and Public Health and work is ongoing in reviewing and modelling services within NHSL to optimise patient pathways for the future.

Research, innovation and funding bids

Over the past year, the main focus across the UK for health research and health innovation funding has been in relation to COVID-19. Our partnership has, however, enabled us to collaborate on a number of non-COVID grant application bids, as outlined below.

- The Health Foundation (*NHSL-led grant application - circa £450,000*). The Health Foundation intends to set up four Innovation Adoption Hubs in the UK, with applications being open to the four component parts of the UK. The UoS/NHSL Innovation Adoption Hub (IA-Hub) bid has currently passed the first assessment stage.
- The Wellcome Trust (*UoS-led grant applications – costs dependant on PhD applicant salaries*). The Wellcome Trust has is establishing a funding stream to fund PhD programmes for Health Professionals
<https://wellcome.org/grant-funding/schemes/phd-programmes-health-professionals>.
 The aim is to offer health professionals outstanding research training in supportive and inclusive research environments – which we aim to help deliver. Two joint bids have been submitted to the Trust from UoS and NHSL.
 - *Co-creation of rehabilitation technology for supported self-management* –UoS, NHSL, North and South Health & Social Care Partnerships, GCU.
 - *Systems Intelligence and Systems Leadership in Health* – UoS, NHSL.
- Engineering and Physical Sciences Research Council ((EPSRC): *UoS-led grant applications - circa £,750,000*). Co-applicants on a project looking at improving asthma care through the co-design, development and testing of a transformative patient-centric digital asthma pathway driven by human centric Artificial Intelligence.

Significant links have been developed between the Department of Respiratory Medicine at University Hospital Wishaw (UHW) and the University Department of Digital Health & Care – the above grant application being one of the resulting outputs. The following describes some of the developing academic and research activities that are evolving.

It is useful to note that some of these activities have become more feasible due to the establishment of a Respiratory Research Fellow post within the department. This post – at registrar-level – has been jointly funded (50/50) by the NHSL’s R&D Research Capacity-Building Fund and by the clinical service; this joint clinical/research role is a model that other services may wish to consider if they are seeking to develop academic activity and research in their areas. The Research Fellow has now commenced a PhD at UoS.

Collaborative academic activity includes:

- 1) Co-supervising a UoS PhD student investigating digital health applications to improve asthma care.
- 2) Collaborating on digital-based pulmonary rehabilitation project developed by KAIA Health & Software GmbH.
- 3) Collaborating on a pilot project to monitor air quality in NHSL sites with a view to reducing transmission of infections.
- 4) Reducing Childhood Exposure to indoor Air pollution in Homes and schools (REACH project) – collaborators on grant application submitted to UKRI, MRC.
- 5) Collaborating on a novel saliva-based COVID-19 test that will inform some of the work of the national NHS COVID-19 Assay Development and Innovation (CADI) group.
- 6) Collaborating on a major international collaboration – the Horizon 2020 European study – *Analysis of the model of care for advanced chronic disease patients (ADLIFE)* project as one of two UK sites looking at TEC solutions to support self-care and management and practitioner decision making support in relation to a range of key long-term conditions.

Pharmacy

Treatment with medicine is the most common healthcare intervention. Pharmacy teams are the experts in medicines and provide advice on the safe and effective use of medicines in all care settings. In 2020 the General Pharmaceutical Council approved new standards for the initial education and training of pharmacists which will transform the education and training of pharmacists and incorporate the skills, knowledge, and attributes for prescribing to enable pharmacists to independently prescribe from the point of registration.

PhD studentships

Currently one member of pharmacy staff has commenced a part-time PhD that has been jointly funded part-time.

3. Strathclyde Institute of Pharmacy & Biomedical Sciences

NHSL has a long standing relationship with the Strathclyde Institute of Pharmacy & Biomedical Sciences. In the academic year 2020/2021 NHSL hosted 142 undergraduate experiential learning placements for pharmacy students from UoS, this was the most for any board in Scotland. This was provided through a mix of face-to-face placements and virtual experiential placements. Feedback from students has been very positive.

NHSL is now working with Prof Mags Watson to develop a research strategy for NHSL pharmacy services and to capture the variety of work that is already underway within the service.

4. University of Glasgow

Work is ongoing in primary care to develop more undergraduate teaching practices.

Expansion of the Medical School: A capacity plan is being developed to define what NHSL could provide in the future in terms of additional capacity to the University.

5. University of Edinburgh

NHSL now has 1/2 students in the new Edinburgh curriculum for medicine from AHPs professionals to study medicine, and another two successfully applied for next year.

6. University of the West of Scotland (UWS)

6.1. Strategic level

Due to restructuring and personnel changes within UWS engagement at a strategic level had been slow to progress however in January 2021 the Strategic Partnership board between UWS and NHSL was re-established and work plan reengaged to progress strategic levels

6.2. Operational level

The relationship with UWS continues at an operational level. During the period of paid placement NHSL employed 420 nursing and midwifery students from April to September 2020. As with GCU, work continues to build up placement capacity as services recover, with a view to increase placement capacity and accommodate increased Scottish Government nursing and midwifery student targets.

The BSc paramedic science programme has commenced its first year at UWS, as regional provider. NHSL has supported 28 students within non-SAS placements for year one and will continue to evolve placement support and capacity as the years progress.

UWS is the national provider for the Operating Department Practitioner programme. NHSL continues to provide practice placements for circa 20 students on this programme as part of the perioperative workforce.

In addition to pre-registration studies UWS is the provider for health visitor qualification and Scottish Government funded provider for school nursing. In addition to the post registration programmes highlighted above, the Service Level Agreement for NMAHP post-registration studies is currently supporting 143 NMAHP practitioners.

Dr Judith McLeod has recently been appointed to UWS as Divisional Research Lead and meetings are scheduled to explore future collaborations.

9. Open University

Work continues with the Open University as NHSL enters into its fourth year of involvement with the institution for pre-registration nursing. There are currently 37 NHSL employed healthcare support workers engaged in the BSc nursing programmes with recruitment underway for the 2021/2022 cohort.

Discussions to examine a similar model for AHP professions with the Open University were delayed in 2020/2021 due to COVID-19 and will be reexamined in 2021/2022.

10. Queen Margaret University (QMU)

Whilst there is not a strategic partnership currently with QMU, at an operational level practice learning placements for a number of pre-registration AHP programmes are supported by NHSL. Additionally NHSL supplements the Scottish Government funded School Nursing programme by accessing the post-registration programme at QMU for existing NHSL employed staff.

This report has been prepared by;

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