

ANNUAL REPORT 2014-15



Better Connected Research



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1. Introduction

A devolved regional NHS function hosted by Salford Royal NHS Foundation Trust, NHS Research & Development North West (NHS R&D NW) aims to co-create a strategic approach to research, development and innovation. Our ambition is to work in collaboration with universities, business, the third sector and NHS organisations to make the region:

- the location of choice to undertake high-quality health research
- nationally and internationally recognised and acknowledged for its research strengths
- renowned for its high-calibre R&D workforce and infrastructure to deliver high-quality research.

Our Team

With experience in R&D, NHS clinical services, the voluntary sector and academia, our core team comprises:

- **Dr Stuart Eglin**, Regional Director of R&D
- **Dr Lynne Goodacre**, Assistant Director of R&D
- **Gillian Southgate**, Assistant Director of R&D.
- **Jo-Anne Simpson**, Operations Manager and Executive Assistant
- **Leanne Gregory**, Project Administrator

The skills and expertise of the core team are complemented by those of our faculty of associates (see Section 8).

Our Approach

We contribute an established and evaluated track record, focusing specifically on:

- building R&D capacity throughout the full range of NHS organisations
- making and supporting connections across the boundaries of organisations and existing networks
- working collaboratively to facilitate the generation of ideas and research questions across multiple networks
- building the profile of Patient and Public Involvement (PPI) in R&D.

What We Do

We engage strategically with our key stakeholder including: Health Education North West (HENW); the NHS; Higher Education Institutions (HEIs); Academic Health Science Networks (AHSNs); Collaborations for Leadership in Applied Health Research and Care (CLAHRCs); local business; third sector, and health and social care organisations across the region to ensure that research, development and implementation remain central to the agendas of new and emergent NHS organisations and related networks. We also have an independent, entrepreneurial field of development that works with new and existing partners in health research. A particular interest lies in exploring new and creative ideas, as well as skills for learning and communicating R&D, and in sharing these with the health research community.

In addition, we host and support the North West People in Research Forum (NWPiRF), and champion the PPI in research agenda across the region and nationally.

Our work is varied and includes workshops, Catalyst events, meetings and forums, engaging professionals from all backgrounds – ranging from early-career researchers needing support with developing their research careers to CEOs developing regional health research strategies.



'The NHS aspires to the highest standards of excellence and professionalism... through its commitment to innovation and to the promotion, conduct and use of research to improve the current and future health and care of the population.'

**The NHS
Constitution
(Department
of Health, 2013)**

This Report

This report describes our work during 2014/15 to enable connections, develop collaboration and deliver capacity, through seven key projects. Further information about our work is available on our website at www.research.northwest.nhs.uk.

Team values

- Integrity:** Honest and sincere with a strong moral principle.
- Co-creation:** Focusing on stakeholder experience and interactive relationships.
- Inclusivity:** Embracing the wider health research community.
- Altruism:** Working for the greater good of the health research community, and ultimately patients and the public.
- Humility:** A modest team recognising the skills and abilities of others.
- Optimism:** Hopeful and confident for the future of health research in the region.



2. Let's Talk Research Conference

In September 2014, we held our first two-day conference, entitled 'Let's Talk Research' supported by HENW and the North West Coast AHSN. With a steering group that included early-career researchers, the event aimed to create an opportunity to showcase research and work with our partners across the region to provide opportunities to learn about tools and techniques for researchers.

With over 200 delegates attending, the programme included four keynote speakers:

- **Simon Denegri** (National Director Public Participation and Engagement in Research, National Institute for Health Research (NIHR)/ Chair of INVOLVE), on the important role played by patients and the public in research
- **Professor Margaret Whitehead** (WH Duncan Chair of Public Health at the University of Liverpool/Head of the WHO's Collaboration Centre for Policy Research on the Social Detriments of Health), on a new report of the Public Inquiry commissioned by Public Health England

- **Professor Ged Byrne** (Director of Education and Quality, HENW), on the national strategy for R&I being developed by Health Education England (HEE)
- **Clare Matterson** (Director of Culture and Society, Wellcome Trust), on the importance of engagement for the Wellcome Trust, a major funder of research in this country beyond.

Delegates were also able to participate in workshops, which featured primary research and a host of topics of relevance to researchers. There was also a poster competition, with delegates asked to vote for the poster that they felt 'engages you the most and communicates its message most effectively'. The winner was Alison Dewhurst, Senior Physiotherapist at Lancashire Care NHS Foundation Trust/PhD student, University of Central Lancashire.

You can see a Storify account of the conference at: <https://storify.com/kevwyke/let-s-talk-research-ltrconf14>

3. Releasing the Potential of NHS Researchers

Adopting an evidence-based approach to research-capability building, this programme is designed to support the development of a culture of research & innovation (R&I) across the NHS workforce by:

- supporting the career development of NHS-based early-career researchers
- encouraging the development of a culture of leadership within clinical teams that actively supports and facilitates R&I
- seeking to break down some of the barriers to research that exist within the NHS.

Getting Started in Research

For healthcare professionals working in the NHS, it can be challenging to identify the options and opportunities available to increase research skills and expertise. This workshop provided participants with the opportunity to explore some of the options, using a range of exercises to move from thinking about getting started in research to developing a tangible course of action to make this a reality.

The day included presentations from a range of speakers, from universities and the National Institute for Health Research (NIHR). There was also a range of interactive sessions designed to assist participants in moving forward.

Effective Networking and Collaboration for Health and Social Care Researchers

The development of networks and collaborations is a core skill for early-career researchers and yet one that is not often considered as an area of personal development. Networking and collaboration helps make research happen, as well as having great impact. This one-day workshop provided an opportunity to:

- increase understanding of the role of networking and collaboration
- explore how to develop a strategic approach to building networks and collaborations
- consider different approaches to developing networks and collaborations
- identify some of the personal skills inherent in networking, and approaches to increasing confidence.

NIHR/HEE Integrated Clinical Academic Programme

The NIHR/HEE Integrated Clinical Academic Programme provides a structured career pathway to support the development of clinical academics from non-medical professions.



release the clinicians from their clinical practice for 30 days to gain experience of what it is like to be part of a clinical research environment. The majority of internships are being undertaken in collaboration with a local HEI and being supervised by a research active academic. The funding also enables the interns to participate in a five day educational programme. NHS R&D NW ran this programme for the Northern Region and are co-ordinating the educational programme, the first part of which, a two day residential course, was held in Lancashire in February.

Using Social Media to Support Research

The use of social media in supporting and facilitating research networks and as an integral part of the research process is increasing. A workshop entitled 'Power in Your Pocket', held at the Let's Talk Research Conference (see Section 2), generated a great deal of interest. To develop this work, we have been running a programme of three linked workshops to support the development of a North West community of researchers who can take advantage of the technology available to them to support their R&D networks.

The workshops were aimed at early-career researchers working in or into the NHS in the North West, who wanted to develop their skills and expertise in using social media. They had to be able to attend all three workshops and to be committed

to applying their learning to host or participate in Twitter Chats and Google Hangouts (also open to the wider research community) between workshops. The programme aimed not only to develop participants' skills in the use of social media to support R&D activity, but also to help us in building a social learning research community in the North West. 25 places were available.

Peer-2-Peer Coaching Skills Programme

This programme provides an opportunity for clinically based researchers – and those within NHS trusts who are responsible for supporting them – to develop powerful coaching skills and techniques to build confidence, creativity and motivation, and to achieve goals. The programme is designed to overcome some of the challenges of combining research and clinical practice – including isolation, lack of confidence, feeling overwhelmed and procrastination – while also bringing alive the excitement, inspiration and potential of such activity.



The programme is open to healthcare professionals working in the NHS in the North West who are involved in research or belong to teams responsible for supporting NHS-based researchers. It is designed to develop a range of skills and techniques that can be used for self-coaching and peer support, including:

- focusing on making progress with personal goals, performance and development
- gaining an introduction to basic coaching skills and techniques, including powerful questioning, creating awareness of choice, and working with intuition
- building relationships through peer support with the NHS research community in the North West.

The programme took place over 12 weeks and involved a two-day workshop, period of peer-to-peer coaching with support from facilitators, and a final one-day workshop. The initial two-day workshop introduced basic coaching skills and techniques through experiential learning. Participants then formed peer-to-peer triads and, over a 12-week period, gave and received peer-to-peer coaching (as six 30-minute sessions of giving and the same of receiving). The timing of these coaching sessions was arranged between the participants and could be face-to-face or via telephone or Skype. The final workshop drew together the lessons learnt,

evaluated progress, continued to build skills and looked ahead to what was next.

Leading Cultures of Research and Innovation

This is a novel and innovative programme of leadership development, informed by our stakeholder engagement and funded by HENW via Forerunner funding allocated to Cumbria and Lancashire Local Workforce Education Group (LWEG).

Aimed at service leaders within Cumbria and Lancashire, the programme supports participants in leading a culture of R&I within their services, and in increasing their services' engagement with – and contribution to – organisational and regional R&I agendas.

The content of the programme was informed by a series of stakeholder engagement events with service managers, which highlighted the need for a development programme that increased knowledge and also focused on leadership development. These two components were therefore interwoven throughout the four days. The programme, which is structured around the Healthcare Leadership model, comprises four interlinked one-day workshops (one per month) and three sessions in action learning sets.

Provided to three cohorts during 2014/15, this programme drew on a range of methods, with an

emphasis on experiential learning, and included factually based content, external speakers and interactive group work.

Innovation Workshop

It is without question that people working in the NHS have the ability to innovate; the importance of this agenda is highlighted consistently in health policy. However, while the key message being conveyed is that innovation is everyone's business, there is a need to support clinicians in delivering on this agenda.

We have been funded by the North West Coast AHSN to support its work through a series of half-day introductory workshops aimed at increasing engagement and understanding the innovation agenda. We have offered these workshops to NHS employees within member or partner organisations of the North West Coast AHSN.

Entitled 'Making innovation the business of everyone in the NHS', the workshop helps participants to develop a greater understanding of:

- innovation and its role in clinical practice
- the work of the North West Coast AHSN, and the role of innovation leads within NHS trusts
- the work of the NWC AHSN, and how the opportunities offered can support innovators

- how they may themselves contribute to the innovation agenda.

During 2014/15, this workshop was run three times, in different locations across the North West Coast area.

Research Portal

A challenge for many health and social care researchers is the ability to link quickly with relevant organisations to support their research, and develop their networks and collaborations. Our website includes the 'Research Portal', which provides links to the main organisations and networks operating within the North West that are relevant to the health and social care research community. The portal was developed as an online tool for those starting out in research and for those already involved in research, as a central reference point for networks. During 2014/15, this resource has continued to grow and evolve.



4. Catalyst Programme

The Catalyst Programme was established in recognition of the vast clinical and academic expertise in health research in the North West and the lack of effective networking among those with that expertise. The aims of the programme are to:

- identify research questions of importance to policy makers, commissioners, service providers, clinicians, patients and the public
- create new, exciting and innovative collaborations to develop research funding
- improve links between the NHS and universities to facilitate research and support changes in practice
- contribute to economic agendas of the North of England through attracting additional R&D funding
- give colleagues in the North of England an idea of strengths and potential gaps in research in the region.

Catalyst events are run both as stand-alone topic specific events and as part of our other programmes of work.

Leading Cultures of Research and Innovation in Clinical Teams

Held in July 2014, this event brought together prominent people from health and social care backgrounds across the North West of England who have an interest in developing a culture of research in clinical teams. The aim was to allow attendees to think about how this might work across their organisations, with a view to developing some innovative ideas that could be implemented in the future.

The day opened with presentations by:

- Dr Stuart Eglin (Regional Director of R&D), who introduced the NHS R&D NW team and the concept of the Catalyst event
- Liz Mears (Chief Executive, North West Coast AHSN), who talked about how a culture of research had impacted her through her career, and the importance of this culture to clinical teams.

The rest of the day was conducted using the 'Open Space' method, leading to 18 small-group discussions. In each case, the names of participants, key points and next steps were recorded in writing.

What is Open Space?

Open Space is a method designed to enable people with mutual interests to meet and progress ideas in a short period of time. Participants have control over what is discussed and can choose to include themselves in various forums generated on the day.

At the conclusion of the various forums, decisions are made about outcomes and further steps to progress them. Participants are expected to contribute further via the networks developed on the day.

Several themes were common across different groups, including finding the time to do research alongside a full-time clinical role; the challenge of allied health professionals and nurses leading research; and the language used to describe research, and its influence on whether or not people do research.

Identifying the Gaps in Dementia Research

Following a Catalyst event in January 2014 that looked at the gaps in dementia research, we were keen to continue to support both individuals and teams in developing their work on the dementia theme. It was clear that people had questions related not only to scientific evidence on care provision, but also to new and innovative approaches to care.

A half-day review and development workshop, held in October 2014, looked at:

- an overview of existing research evidence
- the current gaps in the research on dementia
- how to bring evidence together
- support for individuals and small teams.

The primary objective of the day was to provide an opportunity for individuals with similar research interests to get together and work in teams to formulate specific questions, and to develop a plan in place to ensure that these important questions could be answered quickly.

It was clear that everyone in the room had a passion for developing their project, but that further help and support would be required. It was agreed that another half-day workshop would be helpful to provide support to the teams present.





How Can We Demonstrate the Benefits of Involving the Public in Research?

Using the Catalyst model described earlier in this section, this event brought together prominent people from diverse backgrounds across the North West of England who have an interest in involving patients and the public in research.

Following an introduction to the day by Dr Stuart Emlin (Regional Director of R&D), there were presentations by Simon Denegri (National Director Public Participation and Engagement in Research, NIHR/Chair of INVOLVE) and Derek Stewart (Associate Director for PPI, NIHR Clinical Research Network). Both speakers emphasised the importance of PPI in research, and why we need to look at the evidence base.

Use of the Open Space method led to 16 small-group discussions, again recorded in writing. Common themes across groups included:

- engaging patients and the public in evaluating the impact of their involvement in research
- measuring the long term impact of PPI in research
- enabling patients and the public to set the research agenda.

Our team is working closely with the NWPiRF (see Section 7) to consider the further development of the topics discussed on the day.

Some examples of feedback from Catalyst events in 2014/15:

Leading Cultures of Research and Innovation in Clinical Teams

'A fantastic day, very useful to highlight key themes that are echoed throughout practice. Will take away the context to make changes in practice.'

'Great day – really enjoy the Open Space methodology and will be looking to use within our service back at work, thank you.'

'Was a little scared/cynical about Open Space but I have really enjoyed it and think it will provide a good platform for future work. Have made lots of useful connections too.'

'Excellent event, loads of ideas generated and new networks made. Everyone who is invited to a Catalyst event should say "yes" – thank you.'

'Excellent event, look forward to working with you on this agenda, keep up the good work, the patients need you.'

Identifying the gaps in dementia research

'A day well spent, energetic thinking!'

'Enjoyable day, met some interesting people who are inspirational.'

'As a non-researcher, I found this very informative. I was a little apprehensive at first, as I was afraid I may not understand the programme for the day, but I felt very involved and gained a lot of knowledge.'

'Really useful day, very thought-provoking, excited to be involved. Good to network and hear about CPD and funding opportunities.'

'Brilliant day – fascinating.'

How can we demonstrate the benefits of involving the public in research?

'Great day, innovative and thought-provoking, very creative – visual minutes were a great idea to keep key points in mind and revisiting. Nice collaborative and networking feel, thanks!'

'A good creative day, I enjoyed the open space format, many thought provoking discussion that I will need to digest and develop learning from.'

'It has been an excellent day with a lot of ideas to help improve my research and patient involvement, thank you very much.'

'Great event – thought the open space format worked really well. Lots of really great ideas, enthusiasm and determination, thanks for organising it!'

'Thank you, a really good sharing experience. Well organised and a good cross section of people attending.'



5. Creative Learning Incubator

The focus of the Creative Learning Incubator is on encouraging the NHS R&D North West community to see learning as an essential part of work and the life that surrounds it. One of the underlying principles of the incubator is the importance of providing the opportunity to develop as a community of practice. The programme of activities is intended to be empowering. Selecting a set of ideas around co-creation, communication and creativity, and using an organic approach, workshops and learning tools are identified. These are used to take the community through a shared experience to enhance professional capabilities and simultaneously identify new and innovative ways of developing the work of R&D.

The incubator has been established to draw the arts and humanities into the practice management and communication of R&D in the North West.

Big Comedy Workshops

Big Comedy Shop delivers creative issue-based learning workshops with a comedy twist. Its workshops are designed to engage and challenge participants while encouraging them to have fun. Using comedy, they explore sensitive subjects, allowing participants to feel relaxed, and free to express themselves through drama and other creative sources. During 2014/15, we commissioned Big

Comedy Shop to run two workshops to explore different creative ways of communicating research with colleagues, patients and the public.

- one challenging the stigma attached to mental illness in the Chinese community, based on research by Echo Yeung, Senior Lecturer in Social Work at Liverpool John Moores University, exploring how Chinese people with severe mental illness came into contact with mental health services (see www.youtube.com/watch?v=0kh02jDx4yg)
- the other, entitled 'Move More, Sit Less, Every Day', based on the work of the Physical Activity Exchange (at Liverpool John Moores University), which conducts applied research focused on physical activity, sedentary behaviour, fitness and health in laboratory and various real world settings (see www.youtube.com/watch?v=Hu61LvD2w_M)

Some quotes on the two workshops:

'I think that today has been an example of how, when we talk about research and communicating the message, we're doing so much more than just telling people what was the subject of Echo's research. We're got a film that's going to communicate a very key message but also there's been a day when people have had the opportunity to come together, to share, to work together – and I hope it has also built their self-esteem.'

Gillian Southgate, Assistant Director of R&D

'We are particularly interested in looking at how we take musicians, artists, writers, improv artists and comedians, and draw them into the creative process, looking at how we can learn from creative people, and then transfer some of that to the research world to make it a much more free and open place. Comedy is such an interesting thing to bring to the dry world of research.'

Dr Stuart Eglin, Regional Director of R&D

'It was certainly a different approach, but when we thought about it, we were quite excited – because a lot of things that we do lend themselves to a visual medium, being very active and portraying some very important yet simple messages. So we felt that comedy was a really good vehicle to do that.'

Professor Stuart Fairclough, Professor of Physical Education Activity, Liverpool John Moores University

'I think it's really important that the public can see the impact of the research that we do, not only with sports performance but also in terms of general health and wellbeing. Everybody likes comedy and it just seemed a natural mix to blend the two.'

Dr Zoe Knowles, Public Engagement Lead/Reader in Sport and Exercise Psychology, Liverpool John Moores University



6. Partnering with Europe for Health Research

Horizon 2020 is the biggest-ever EU R&I Programme, with nearly €80 billion of funding available over seven years (2014 to 2020). It is expected that this money will attract further private and public investment. The hope is that Horizon 2020 will lead to more breakthroughs, discoveries and world-firsts by moving innovative ideas from the laboratory to the market. The programme aims 'to ensure Europe produces world-class science and technology, removes barriers to innovation and makes it easier for the public and private sectors to work together in delivering solutions to big challenges facing our society', reflecting the three pillars: 'Excellence', 'Industrial Leadership' and 'Societal Challenges'.

Funding opportunities under Horizon 2020 are set out in work programmes, of which several – published in July 2014 – are relevant to health, in particular 'Health, Demographic Change and Wellbeing' (part of the 'Societal Challenges' strand).

Responding to this challenge, R&I under this work programme aims to:

- improve our understanding of the causes and mechanisms underlying health, healthy ageing and disease
- improve our ability to monitor health and to prevent, detect, treat and manage disease

- support older people to remain active and healthy
- test and demonstrate new models and tools for health and care delivery.

During the first two years of Horizon 2020 (work programme for 2014/16), the EU will have invested some €1,200 million in this challenge.

Our programme of work is designed to support NHS organisations in the North West of England in becoming involved in European health research. During 2014/15, we have continued to:

- develop the knowledge and skills to bid for funding through Horizon 2020
- work with the North of England EU Health Partnership and the NHS Confederation EU office to make sure that NHS trusts maximise this funding opportunity
- provide information and support on a range of other EU health research funding schemes and research opportunities
- make connections with other European regions to enable pan-European research collaborations
- broker connections between the NHS, HEIs and small and medium-sized enterprises to support collaborations to bid for EU funding.

7. North West People in Research Forum

During 2014/14, we have continued to support the development of the NWPiRF, which encourages PPI with – and Public Engagement (PE) in – health and social care research in the North West.

The forum aims to:

- support researchers to involve and engage patients and the public
- support patients and members of the public who are, or wish to become, involved in health research
- share learning about PPI and PE in research
- form a link between researchers and patients/the public
- raise awareness about and opportunities to get actively involved in health research in the region and further afield.

We have:

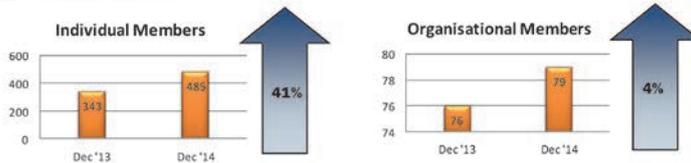
- continued to host the support staff for the forum
- looked at wider opportunities to promote public involvement and engagement in research
- contributed to the forum's Executive Committee, with Dr Stuart Eglin (Regional Director of R&D) sitting on this
- provided funding for the forum, together with the North West Research Design Service (part of the NIHR) and the Greater Manchester Primary Care Patient Safety Translational Research Centre.



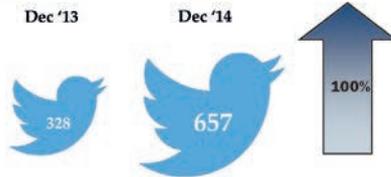
Promoting and supporting public involvement and engagement in research across the North West



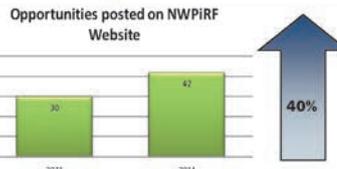
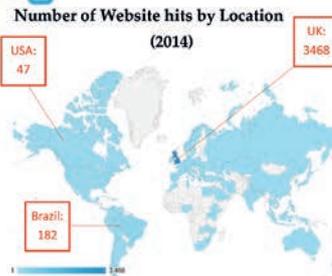
Membership



Twitter Followers



Website Statistics



Achievements for 2014

- **June:** Inclusive Research for Better Social Care event (86% of participants felt the event was good/very good)
- **June:** HSRN Annual Symposium poster presentation: "Supporting public involvement and engagement in research: The North West People in Research Forum"
- **September:** NHS NW R&D Let's Talk Research conference workshop: "Reaching out to Communities" (100% of participants felt the workshop was Excellent or Good)
- **November:** INVOLVE Conference oral presentation: "Regional initiatives to support public involvement in research: Experiences and future directions" with People and Research West of England and South Yorkshire Patient and Public Involvement Strategy Group

'Found it a really informative day. Enjoyed the group work and sharing ideas for a good game plan'

'I will be able to advise researchers better on where to go and how to approach patients/co-researchers for their NIHR grants'

'I will incorporate the ideas in a research application I am developing'

Information and advice

- Three e-bulletins sent out
- Training information resource launched on website
- 39 requests for information since March 2014



'OK to Ask' 2014

In many cases, doctors do tell patients about clinical research. But the NIHR wants to encourage patients and their carers across the country also to ask their family doctor or consultant about research, and whether it might be right for them or their loved one.

On International Clinical Trials Day last year – 20 May 2014 – we supported the NIHR in promoting the fact that it is 'OK to ask' about clinical research. The idea was to encourage everybody to get involved – and patients, medical professionals and the public to support the campaign so that people might benefit from research. The campaign called on patients and carers to ask their doctor about NHS research that they can participate in.

The NIHR team had a stand in the foyer of our building, distributing literature and advising people on how to get involved.



8. Developing Our Team

Establishing a Faculty of Associates

At a meeting in April 2014, we introduced the idea of getting together a group of associates who support our programmes of work, helping to design and develop these programmes further. Our aim was to build up this community as a 'faculty'. Those present at the meeting identified a number of reasons to be an R&D associate, benefits that associates could offer, and requirements to become an associate.

As a result, we have developed a faculty of associates, all committed to our team values and approach, formalised through both a memorandum of understanding on the roles/responsibilities of associates and contractual agreements for specific pieces of work, including banding-based payments that meet the appropriate NHS procurement policy. In addition to three face-to-face meetings during the year, regular discussions have taken place between the core team and associates using social media, e.g. Google Hangouts.

Our associates come from a wide range of fields, including leadership, organisational development, workshop facilitation, psychology, coaching and mentorship, the creative arts, knowledge and information management, and research. Many of the programmes we develop are co-delivered with our associates, ensuring that we bring a breadth of expertise to all that we do.

Our associates:

- Mark Duman
- Su Fowler-Johnson
- Dr Jan Goss
- Bec Hanley
- Dr Claire Harris
- Will Med
- Valerie Michej
- More Than Minutes
- Gill Phazey
- Nick Ponsillo
- Ged (Geraldine) Reilly
- Sue Roberts
- Taravandana Lupson
- Steve Williams
- Kevin Wyke

Mindfulness Workshop

Two of our associates provided a half-day workshop for the team on mindfulness practices and how these can be used in our day-to-day lives at work. There was also some practical meditation work done.

Team Awayday

At our annual awayday, team members met for a day of planning for the following 12 months, including projects and budgets.

Contacting us

If you would like to work with us and make a difference to health research in the North West, then please get in touch. We can deliver bespoke pieces of work, collaborate to support teams and organisations with the R&D agenda, or support and advise on a range of R&D issues. Full details of all our programmes are available on our website.

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Telephone number	0161 935 8435
Website	www.research.northwest.nhs.uk
Email	info@researchnorthwest.nhs.uk
Twitter	www.twitter.com/@NHSNWRD
LinkedIn	http://uk.linkedin.com/pub/nhs-r-d-north-west/55/324/745
Facebook	www.facebook.com/NHSRandDNW
Slideshare	www.slideshare.net/NHSNWRD

Abbreviations

AHSN	Academic Health Science Network
CEO.....	Chief Executive Officer
CLAHRC...	Collaboration for Leadership in Applied Health Research and Care
CPD.....	Continuing Professional Development
EU	European Union
HEE	Health Education England
HEI	Higher Education Institution
HENW.....	Health Education North West
LWEG.....	Local Workforce Education Group
NIHR	National Institute for Health Research
NHS.....	National Health Service
NW	North West
NWPIRF....	North West People in Research Forum
PE.....	Public Engagement
PPI.....	Patient and Public Involvement
R&D	Research & Development
R&I.....	Research & Innovation
WHO.....	World Health Organization



