

Bournemouth University and University Hospitals Dorset Partnership Strategy - May 2021

Introduction

University Hospitals Dorset FT (UHD) was formed on 1st October 2020 from the merger of Poole Hospital FT (PHT) and The Royal Bournemouth and Christchurch Hospitals FT (RBCH). The existing partnership between the former organisations and Bournemouth University (BU) was formalised via a joint Memorandum of Understanding and by including the 'University' designation in the new NHS Trust name.

Strategic aims of the partnership

By working more closely together the UHD and BU seek to capitalise on each other's strengths in order to transform the size and scale of their reputation for excellence (MoU 2020).

The partnership does not aim to replace or repeat each individual organisations strategy or plans. In this context the partnership has developed 6 strategic themes of mutual benefit to be supported by a development plan aiming to

“Develop a culture of innovation, research and education across the workforce and raise the profile of opportunities across BU and UHD.”





Strategic Alignment

Aim:

Better coordination of strategic objectives, plans, investments and benefits realisation by combining the skills and drive the two organisations.

Actions:

Leadership: UHD Chief Executive and BU Vice Chancellor meet twice a year to maintain relationships and develop strategic alignment.

Representation: Reciprocal Senior leadership membership of Trust Board and University Senate.

Engagement: Knowledge sharing in a steering group meeting regularly to inform each organisation's strategies and plans

Communications: Joint messaging to promote collaboration and identify opportunities of working more closely together. Be explicit about what does it mean to be a university hospital and the benefits for our staff, patients, students and community.

Accountability: The partnership will be monitored and developed by the inter institutional strategic group with partnership and delivery aspects addressed via the partnership steering committee. Annual benefits report.



Stimulus for Research & Innovation

Aim

Build an infrastructure to facilitate collaboration and a portfolio of research aligned with respective strategic goals.

Actions

Knowledge sharing: Promoting the partnership between investigators from the university and clinical teams from UHD to embed research in clinical practice.

Joint Working: Development of data sharing agreements and honorary contracts/ vehicles for partnership working to enable academic staff to work alongside clinical teams.

Supporting Innovation: Work in collaboration with the Dorset ICS Innovation Hub, fostering the development of digital health entrepreneurs and social innovation.

Maximising Grants: Develop a shared investment prospectus, working together to increase the number and quality of UHD/BU bids for research funding, and maximise the grant income awarded. Aim to achieve at least £100,000 National Institute of Health Research Capability Funding pa within 3 years.

Contribution to the Research Excellence Framework assessment for BU with high quality, impactful research projects and publications.



Education and Training of future workforce

Aim:

Working together to develop and deliver training opportunities for the healthcare workforce now and in the future. Building capability to become a Medical School.

Actions:

Developing education opportunities: Collaboration to support training, development and delivery at a size and shape that meets the needs of our BU and UHD teams now and in the future. This work includes training a digitally enabled workforce, matched funding for postgraduate studies and maximises utilisation of apprenticeship levy and other avenues of educational funding.

Clinical and non-clinical Placements and projects: Providing high quality practice placements and projects/live briefs to meet the needs of students from all the faculties at the university.

Monitoring and evaluating education: Education teams will work together to achieve quality analysis and respond constructively to feedback for continuous improvement.

Communication: Provision of mutually agreed lead placement contacts responsible for coordinating and supporting students in practice.

Seamless working: evolving corporate processes to support easier cross-organisational working considering library access, teaching space and internet access.

Supporting UHD teaching staff: to attend appropriate training, assessments and supervision agreed with BU.



Recruit and Retain Talent

Aim

Making BU and UHD great places to work and develop talent, collaborating across hospitals and all the faculties.

Actions

Engagement: Share successes and developments through website and newsletters. Listen to colleagues to build on these to further enhance our reputation for high quality research education and practice.

Staffing: Development of joint posts and representation on relevant senior appointment panels. Attract and develop talent, linking closely with education and training to create novel approaches to recruitment shortages.

Collaboration: On BU and UHD open days, encourage joint communication of opportunities between BU and UHD. Promote links and developments between all faculties with the potential for UHD to become an employer of choice for BU graduates.



Meeting future challenges

Aim

To work together to better solve each organisations future challenges including reducing health inequalities across Dorset.

Actions

Sustainability: Use learning and expertise from BU to develop an ambitious sustainability strategy in UHD, informing future capital developments and ways of working.

Investment: Collaborate with BU, LEP and Local Authorities to develop the Wessex Fields site into a public-private partnership for research, education and key worker housing.

Informatics: Develop the use of data and analytics to focus on population health management, adapting to an aging society, in response to the growing demands on healthcare.

Digital: Support the training and development of staff to enable them to play their part and move into key roles developing and delivering healthcare in a digital environment.

Value for money: Use BU expertise in digital and design to shape the most efficient use of facilities on the current UHD capital programme. Promote use of current facilities available across the organisations, reducing spend on external hire.



Wider private and public partnerships

Aim

Work closely with our partners from the Dorset Integrated Care System, Academic Health Sciences Network, the Applied Research Collaborative, Local Enterprise Partnership, and private sector as well as national and international organisations to the benefit of all.

Actions

Engagement: Develop a programme of 'sandpit' events between BU, UHD and other partnerships, bringing together expertise to solve issues and develop opportunities for future collaboration.

Participation: meaningful joint working with these teams to sharing expertise and resources to support their aims where they align with ours.

Understand and describe our unique and joint roles in contributing to partners' workstreams.

Communicate the benefits of partnership between BU and UHD as anchor institutions in Dorset with local business and people.

Conclusion

This strategy should be seen as promoting a “joint by default approach” between the organisations, complementing the existing work and strategies of each individual organisation, enhancing the work that is already done together and developing on both organisations strengths.

This strategy is underpinned by a jointly agreed work programme, governed by the partnership steering group with dedicated resources committed from both organisations to ensure delivery.

It is through delivery of this strategy in the next three years that we will expect to see benefits delivered and an ever increasing closer collaboration between BU and UHD for the benefit of service users, students, staff and employers.