

# **ONE HEALTH** WORKING TOGETHER TO TRANSFORM LIVES



# FOREWORD

It is 70 years since the creation of the National Health Service by the Attlee Labour Government in the wake of the Second World War – an institution which sets us apart as a nation, and one in which the majority of Britons are rightly proud.

The University of Central Lancashire sees the NHS in its many forms as its most important partner. We have a long tradition of providing highly skilled talent to the NHS workforce across a wide range of specialisms, and our work in partnership with NHS Trusts in research and innovation continues to push boundaries in the treatment and prevention of disease and other key public health issues.

And it is partnership that stands at the centre of this 'One Health Strategy'. The strategy is focused on transforming lives, working together and creating innovative solutions. The University cannot achieve this on its own. To be successful we need to work with patients, user groups, other providers and other educators across the full spectrum of health, social work and social care professions in order that we fully understand the complexity of the issues, and so that we can create the most appropriate solutions together – solutions which are ready to apply in practice.

This is a very exciting strategy with huge potential to make a significant impact in our region. These are challenging times for all associated with the NHS – but by working in partnership, and through taking a holistic, 'One Health' approach, I am confident that we can meet our aim of transforming lives across Lancashire, the North West and beyond.

**David Taylor CBE** - *Pro-Chancellor and Chair of the University Board*



# ONE HEALTH WORKING TOGETHER TO TRANSFORM LIVES

Alongside the NHS, we celebrate our own anniversary in 2018: 190 years of education at this institution. Educating health practitioners has been a key part of our role for many years. We were amongst the pioneers of nursing education, working in partnership with the St John Ambulance Association, in the 1880s. We introduced programmes in Home Nursing in the 1890s and delivered science tuition to nurses at Preston Royal Infirmary from the 1920s.



The collective scale of our Faculties of Health and Wellbeing and of Clinical and Biomedical Sciences make them the largest area of the University's provision. But it's the breadth of our offering that means we have the capability to create and deliver a 'One Health Strategy'. We are one of only five universities in the country delivering Medicine, Dentistry and Pharmacy. Combine this with our extensive provision in nursing disciplines, paramedic practice, allied health professions, psychology, engineering, social work and social care, and we have the range of teaching, research and innovation required to map across the core public health issues faced by our region.

As both a mental health professor and practitioner, I personally champion a 'One Health' approach to linking specialisms to create the best solutions. Health issues are often societal in nature – lifestyle, education, nutrition, environment all have a role to play – and it's only by looking beyond the immediate needs of an individual 'patient', through inter-disciplinary collaboration, that we can help to fix these macro issues. The 'One Health Strategy' is the University's contribution to helping alleviate these challenges and the health inequalities faced by people and communities across the North West.

**Professor Mike Thomas** - *Vice-Chancellor*

*“UCLan has been a key anchor organisation that has served our county in developing a high calibre workforce and research that contributes to the development of our economy and wellbeing in its widest sense. The ambition expressed through One Health is a key milestone in turning the assets of the University to solving some of the complex issues in our health and care system. I look forward to collaborating with colleagues in turning the ambition into reality.”*

**Dr. Sakthi Karunanithi - Director of Public Health, Lancashire County Council**

# INTRODUCTION



This strategy document describes how the University of Central Lancashire (hereafter referred to as ‘the University’) will work to deploy the University’s collective expertise and networks to improve the health and wellbeing of people and communities.

The University provides almost the full range of health and social care professional education and so is uniquely positioned to facilitate new integrated ways of working, develop new roles and ensure our graduates are resilient and ready to meet future demands.

As a University that prioritises widening participation, we enable access to Higher Education and add social value to our local communities. Our expertise and

diverse approaches to engaging and empowering people and communities will be essential in developing innovative health solutions to transform lives.

We intend to enable better outcomes and improve the quality of evidence based care, through our renowned national and international research and evaluation activities, applying global learning to shape local services.

# OUR **ONE** HEALTH STRATEGIC VISION

At the heart of the 'One Health' vision is an understanding and recognition that:

- ✓ **the reality that prevention and early intervention are more effective and cost-efficient than curing, fixing or improving problems;**
- ✓ **better education, information, advice and guidance about lifestyle have life-changing potential, underpinned by nutrition and physical activity;**
- ✓ **effective progress in tackling inequalities and improving health and wellbeing requires action on social, economic, environmental, cultural and commercial determinants of health;**
- ✓ **'Making Every Contact Count' (2016, Public Health England) is an opportunity to keep 'individuals' from becoming 'patients', for example, keeping people in their own homes, and helping them recover their health when they are discharged from care; and**
- ✓ **empowering people and communities to generate solutions to improve health and wellbeing is at the heart of our approach.**

Our vision is informed by the University's Corporate Strategy and Strategy for Lancashire along with regional and national strategies and policies (the Lancashire Local Enterprise Partnership Sector Skills Baseline Study for Health and Social Care; Lancashire and South Cumbria Sustainability and Transformation Plan; West, North and East Cumbria Sustainability and Transformation Plan; NHS Five Year Forward View).



# THE UNIVERSITY, WORKING WITH ITS PARTNERS, HAS FOUR DISCRETE AMBITIONS

**Enabling people and communities to improve their health and wellbeing through generation of innovative health and care solutions. It will do this by:**

- ✓ Ensuring the University's expansive expertise is effectively co-ordinated and mobilised to maximise the impact of 'One Health'.
- ✓ Building productive partnerships and collaborations to sustain and develop physical and mental health and wellbeing and reduce health inequalities.
- ✓ Influencing the development and implementation of policy to improve public health outcomes.
- ✓ Providing innovative services.

**Better equipping all our students to respond to and meet the future needs of the service users and populations that they will serve in their professional practice. It will do this by:**

- ✓ Being recognised as an innovative inter-disciplinary education provider.
- ✓ Enhancing the educational experience of our students, providing recognition of prior learning and progression opportunities, and embedding access to interdisciplinary experience across our portfolios.
- ✓ Increasing the employability of our students and adding social value through volunteering.
- ✓ Drawing on the University's long-standing Healthy University initiative, be an organisational role model of a healthy community, focused on the wellbeing of our students and staff.





**Create a flexible health and social care workforce fit for the future. It will do this by:**

- ✓ Identifying and strengthening our existing networks.
- ✓ Building new networks with all relevant stakeholders.
- ✓ Creating and applying an innovative employment model, encompassing flexibility, industry and developmental principles.
- ✓ Using innovative approaches to public health, health and social care education, meeting the needs of our students, partners, and their communities.

**Create unique research and learning opportunities for our students. It will do this by:**

- ✓ Supporting the development, implementation and evaluation of evidence based care pathways.
- ✓ Expanding the capacity and quality of our research across a wide range of health and social care disciplines, building on our reputation for global research excellence and innovation in the real world.
- ✓ Ensuring global evidence and best practice is brought into health and social care service developments.

*"The pressures the NHS is under are well-known and so making best use of the money, staff and services we have is crucial. This means NHS and Local Authorities working in partnership to develop solutions to help people to live longer, healthier lives with organisations and groups in communities and our educational partners across Lancashire and South Cumbria. This is recognised in the One Health strategy."*

**Dr. Amanda Doyle - GP and Chief Officer for Healthier Lancashire and South Cumbria**

# WHO WE ARE AND WHAT WE DO

The University of Central Lancashire's Corporate Strategy (2015-2020) reaffirmed our historic Mission to *'create positive change in our students, staff, business partners and wider communities, enabling them to develop their full potential by providing excellent higher education, research innovation and enterprise'*. We continue to be committed to the success of our region and believe this will be achieved by working in collaboration with all organisations who share our aspirations. Our core purpose remains the lifelong success of our graduates, many of whom develop their careers and make a positive impact in their local communities within the region. Our ambitions for the region reach beyond this scope and what is traditionally perceived as 'higher education'.

As a civic and anchor institution in our region, we believe the University has an integral role to play in alleviating social issues, driving economic growth, and addressing the factors that cause inequalities in health. At this point in time, one of the most substantial challenges facing our communities is that of the health and wellbeing of those communities. The health challenges facing the region and the country as a whole cannot be overcome by simply providing greater quantities of the same services, if that were indeed possible. A seismic shift is required, with new approaches to treating those who experience physical and mental ill-health and a strengthened focus on the upstream social, economic and environmental determinants of health, thereby preventing illness, promoting wellbeing and creating thriving and flourishing communities. Additionally, Health and Social Care is one of seven key business sectors in Lancashire that the Lancashire Local Enterprise Partnership (LEP) has identified as a future driver of jobs and wealth.

The University is the largest provider of health and social care education and development in Lancashire and Cumbria, and is the third largest provider in the North West region (source: LEP Sector Skills Baseline Study, 2015). We are working with a wide range of Clinical Commissioning Groups, Local Authorities and NHS Trusts across four Sustainability and Transformation Partnership (STP) areas (with potential to extend into a fifth), and are well-placed to partner the NHS, local government, and private sector organisations to address the issues – by building on existing partnerships and by developing new ones. The University is uniquely qualified and capable to act as a catalyst for change and indeed as a health care provider, exhibiting new models of prevention and care that can substantially enhance the wellbeing of our communities and complement what is provided. To this end, we are committed to sustaining and improving both the physical and mental health and wellbeing of the Lancashire, Cumbria and wider North West population.

This document outlines the building blocks we are putting in place to deliver this change.





# THE REFRAMING OF HEALTH AND SOCIAL CARE - A HORIZON OF OPPORTUNITIES

There is no single cause behind the unprecedented challenges facing our health and social care systems and the health economy. These challenges have led to a position where our health and social care systems are unable to meet the demands placed upon them within the resources provided. We are all living longer, which places a substantial strain on systems. This is further compounded by inequalities across communities, particularly in areas of deprivation and high BME populations.

The Health & Social Care Act (2012) introduced new commissioning arrangements for health and social care that have transformed the dynamics of the health economy in recent years. Competition for increased numbers of skilled health and social care professionals, an ageing workforce and geographic disparity in the spread of resources across the country augment challenges faced by the sector.

The pressures on accident and emergency, primary care and other health, local authority services and third sector organisations in Lancashire and Cumbria are well documented, as is the need to increase the capacity and sustainability of the health and social care workforce and to address the significant health and workforce challenges in these areas. According to the NHS Success Regime: North, West and East Cumbria Progress Report (February 2016), the region has 'a workforce recruitment and retention problem that presents a major barrier to improved quality, performance and sustainability'. This experience is also true of Lancashire where a combination of skills shortages, the misalignment of training with employer requirements, and an ageing workforce become more acute the further the distance from the world class medical research powerhouses of the Christie Hospital in Manchester and Alder Hey in Liverpool.

There is evidence from more than one country to suggest that doctors tend to look for work in areas where they have been educated. According to a report from the Higher Education Careers Services Unit (HECSU) for the UK as a whole, 71% of employed graduates remain close to their home regions for work. Outside London, the North West retains more domiciled graduates and more students who studied locally than any other English region. According to Dr. Amanda Doyle, GP and Chief Officer for Healthier Lancashire and South Cumbria, *‘Lancashire and Cumbria have always had difficulties recruiting a sustainable medical workforce.’* This is further compounded by a lower availability of funding for medical posts across the area, in comparison with the rest of the North West region.

Recent public documents, including the UK Government’s Industrial Strategy and NHS England’s Personalised Health and Care 2020 Framework, emphasise the impact that digital technology continues to have on health and social care, in addition to highlighting the opportunities it brings. Digital technologies, digital skills, and the effective use of data are increasingly powerful enablers for the ongoing development and evolution of diagnostic, therapeutic and care delivery models. Electronic patient records, personal and wearable medical devices, enhanced data analysis, greater predictive diagnoses, and optimised online working practices and processes are all priority areas for development in the NHS and the wider health and social care sector.

The ‘Five Year Forward View’, published by NHS England, heralds a vision for a transformed health and social care system, working in an integrated way to improve health outcomes. This requires a seismic shift in approach – both ideologically and practically. The ideological shift is a move away from focussing on cure, to a more even-handed focus on prevention: keeping people out of hospital is better for the individual and for the resource footprint than taking care of them in hospital. Similarly, there is greater emphasis in helping patients adapt smoothly back into their lives on leaving hospital, requiring adequate provision of housing and social care. The practical shift required to make the ideology a reality is, as referenced in the LEP Sector Skills Baseline Study, to *“ultimately integrate the work of the NHS and social care professionals – increasingly working in multi-disciplinary teams – around well designed, sequential packages of care that enables individuals to better manage conditions and sustain independence”*.

# THE UNIVERSITY IS IDEALLY PLACED TO MEET THESE OPPORTUNITIES

# THE UNIVERSITY CULTURE

The University's values dovetail with NHS values. Working collectively in the health and social care environment, we will work with our partners in each location to understand their plans and the contribution we can make to support them in delivering their objectives. Our approach will be location specific, meeting the differing needs of each area in a complementary fashion, guided by national policy.

## THE BREADTH AND REACH OF OUR EDUCATION AND TRAINING PROVISION

As the third largest provider of health and social care education in the North West, the University has a very substantial health and social care training footprint, with a developing international reach. The University supports the development of the workforce across the whole health and care system, including technical and support services and leadership development.





The University trains a wide range of health and social care professionals. All students, including those returning to practice, undertake placements to enable them to experience work based learning and gain real life experience of health and social care provision. We continually improve the work based learning approach, working with professionals in the sector to increase the number of student placements and the quality and breadth of their experience. We strive to develop new provision aligned to workforce planning needs, such as the Occupational Therapy, Nursing and Physicians Associates. The University is committed to student placements which are of benefit to the organisations in which they are placed and the patients within their care, as well as providing high quality graduates to meet the future workforce needs. Recognising the future workforce supply challenges, the University is establishing apprenticeship routes to gaining professional qualifications to increase recruitment into the health and social care workforce.

The University is committed to integrating digital skills and technology in our academic programmes, thereby enabling the current and future health and social care workforce to exploit the many benefits of digital enablement. Our academic and technical staff have extensive experience and expertise in a wide range of medical and clinical technologies across all areas of health and wellbeing services. For example, in 2017 the University won the Guardian University award for Digital Innovation, for our work in developing an online Stroke-specific healthcare education framework. The applications of technology in learning and teaching such as life-size 3D medical imaging tables in medicine, high-accuracy motion capture sensors in rehabilitation sciences, virtual-reality scenarios in patient care, and online collaboration and communication platforms for nursing students, are all further examples of the value our digital resources and expertise can offer.

With changes in funding for NHS related courses, particularly the cessation of bursary funding for nursing students, and reductions in NHS budgets, the University is working on creating a model of 'development exchange' with NHS Trusts and social care providers. The University works with the NHS trusts to attract and retain NHS staff, and provides continual professional development for those staff, whilst in return the NHS Trusts develop additional UCLan students through placements above the number currently funded.

### **Each year within the five Sustainability and Transformation Plan areas surrounding the University:**

- ✓ **there are over 2,900 students registered on our health and social care courses,**
- ✓ **the students contribute over 1.6 million hours in clinical and social care practice placements into hospital and community services.**

# OUR CONNECTIONS WITH THE NHS, LOCAL AUTHORITIES AND COMMUNITIES

The University is proactive in engaging with a wide range of partner organisations and communities to ensure that we continue to develop partnerships and solutions to meet local needs and provide training and education to ensure the health and social care workforce is fit for the future. We do this in a number of ways:

## **Influence and Networking**

- Our teaching staff are well connected into local organisations and national bodies, applying their experience to lead, advise and shape the health and social care sector regionally and nationally. A number of our academic staff engage in clinical practice to maintain and enhance their knowledge, skills and experience. These activities ensure that the educational provision we provide is shaped to meet future workforce needs.

## **Outreach and Public Engagement**

- The University plays a practical role in its mission to educate and inform the general public, actively espousing healthy lifestyles, the importance of exercise and nutrition, and provides information and guidance on health and social care issues. We outreach into schools and communities, engage the public within our research, and convene a number of interactive events, such as, the annual Lancashire Science Festival, '1 in 4' mental health film festival and Preston Health Mela.

**Comensus** is a group of people, involving health and social care service users, carers and the wider community in scholarly activities across a number of Schools at the University. It has been developed to embed service user and carer voices within health and social care practice. Comensus members are involved in many local community events throughout the year and organise the annual '1 in 4 Film Festival' which aims to raise awareness of mental health issues to a broad audience. It is the only service user and carer led film festival in the UK.

**The Centre for Children and Young People's Participation** is concerned with promoting and researching children and young people's inclusive and impactful participation. The Centre provides forums in which research topics can be identified by children, young people and professionals interested in bringing about positive change on issues that concern them and in communities and services. Through our work across Europe and beyond, the Centre has developed an international reputation for facilitation and provides consultancy to not-for-profit organisations,



governments and institutions seeking to develop and implement participation strategies. Across the UK we support child-led research and the development of co-produced services and evaluation, financed by local, national and European government agencies.

**Community Engagement** - The University established the Centre for Volunteering and Community Leadership (CVCL) in 1999, which is the largest university based programme in the UK. In addition to external projects securing over £3m in external grants, CVCL has directly supported around 14,000 UCLan students and local young people through volunteering and social action and contributed over £10m to the local community in terms of staff and student knowledge transfer/ time. It is at the cutting edge of youth led community cohesion, featuring as best practice in numerous national and international publications, including the Cabinet Office Report into Community Cohesion - Our Shared Future for the Pendle schools based Centre for Citizenship initiative. The Centre has a partnership network of over 500 local schools and community centred organisations across Lancashire, nationally and internationally. CVCL provides UCLan students with experiences that will enhance their personal/career development in preparation for when they graduate.

**The Centre for Citizenship and Community**, in collaboration with the Royal Society for Arts and the London School of Economics was established in 2013. The Centre's work, based on community engagement and networks has produced tangible outcomes in four clear areas: wellbeing, capacity, citizenship and cost. The implication of the Centre's Connected Communities approach for effective place-based prevention, positive wellbeing and public health, is significant. In addition, the University hosts a diverse national primary care network, focused on the development of geographically-based Community Oriented Integrated Care (COIC), which has the potential to enrich and extend the One Health strategy in practice, through collaborative learning on how to build local communities for health in which health services might be aligned across a geography with the assets of its communities towards the goal of health for all. Through membership of the editorial board of the London Journal of Primary Care (LJPC), the University collaborates with the Royal College of General Practitioners, who fund the LJPC.



# GENERATING PUBLIC VALUE, KNOWLEDGE AND EVIDENCE THROUGH RESEARCH AND EVALUATION

The University is actively involved in applied research and is committed to developing its research portfolio across Health and Social Care, employing world leading researchers and providing excellent facilities. In the 2014 Research Excellence Framework, for Allied Health Professions, Dentistry, Nursing and Pharmacy, over 50% of UCLan's outputs, impact and research environment were classed as 3 or 4 star, meaning that 50% of our research in this area is internationally excellent or world leading in terms of originality, significance and rigour.

Lancashire Clinical Trials Unit (CTU) specialises in complex intervention trials with a developing portfolio of feasibility study design and intervention fidelity measures to enhance clinical and organisational relevance on trial findings and early adoption. The Lancashire CTU team supports national and international trials in the areas of: population and public health; stroke; midwifery; cancer; musculoskeletal health and mental health.

The full value of health to society, and to individuals and their families, cannot be inferred simply from markets and economics and the University's Applied Policy Sciences at Westlakes, located within the Lancashire School of Business and Enterprise, is developing and testing a robust and defensible framework for measuring and articulating public value across a range of policy areas drawing upon regional, national and international case studies. Working within the context of the One Health strategy, applied policy sciences will provide a powerful approach for identifying and optimising the public value associated with health and wellbeing across many policy areas. In addition, public value is being used in evaluating, framing and optimising the complex, multi-sectoral inter-organisational networks involved in the delivery of health and wellbeing in contemporary society.



# HOW WE WILL DELIVER THIS STRATEGY

**The 'One Health' strategy will be delivered through a programme approach under the following headings.**

## A ONE HEALTH UNIVERSITY

The University is a large and complex organisation. It has traditionally been organised in such a way that 'subject silos' have been the approach to driving deep but thin seams of educational and operational excellence. This is also true of how the NHS operates. However, to have a transformational impact on the health and social care agenda requires innovative thinking: a holistic strategy requires whole system solutions. It is with this in mind that the University is creating a 'One Health' University approach as a principle to underpin our efforts across this wide area of provision, in all health and social care disciplines. This game-changing step will unify our expertise under a single strategy and leadership. This truly inter-professional collaborative working will ensure a 'One Health' service user-orientated approach to everything we do.

**To deliver this approach, we have engaged and secured the commitment of our workforce, ensuring that all of the expertise and resources inside the University work to the same health improving agenda. This approach will enable innovation in health and social care education and connect to other expertise that exists within the University.**



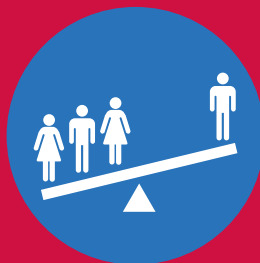


# WORKFORCE DEVELOPMENT

As the leading Higher Education provider in the area it is incumbent on the University to work with partners to meet future workforce needs. It is essential that, to fulfil our University Mission, we create opportunities for our students to develop successful and satisfying careers which have a positive impact on the local communities from which they are recruited and strive to remain part of once they graduate.

The change required in health and social care will inevitably require a transformative approach to leadership in the sector. Widening participation is a key aspect of how the University operates; using apprenticeships and Foundation Degrees to enable local people to access Higher Education and professional training. These avenues increase workforce supply of health and social care professionals and engage employers, subject to affordability, working in partnership with the University.

The development of the current health and social care workforce through the provision of flexible, individually tailored continuing professional development (CPD) is vital to support workforce transformation. Our CPD offer provides a bespoke range of educational provision, delivered by experts from across the University; recognising that the workforce of the future will be increasingly reliant on the use of digital technologies, including the use of artificial intelligence, robotics and information technology skills across the whole health and care system.





# RESEARCH AND EVALUATION; WORKING GLOBALLY, ACTING LOCALLY

The University will increase the volume of our high quality research, building on the Lancashire Clinical Trials Unit approach and our global research networks. Investment has been made to create two innovative cross-disciplinary research institutes, led by world renowned researchers in healthcare and community empowerment.

**The Lancashire Research Institute For Global Health and Wellbeing (LIFE)** brings together researchers from the Faculties of Health and Wellbeing and Clinical and Biomedical Sciences at UCLan, to enhance and enable globally relevant health and wellbeing research. LIFE will be focused on accelerating research, innovation, enterprise, and implementation to improve people's health and wellbeing. The LIFE team supports researchers to develop research funding bids based on topics related to "thriving across the life course" and is where large scale research projects are likely to obtain funding in the near future.

**The Lancashire Research Institute of Citizenship, Society and Change (LRICSC)** will produce high quality research to address urgent questions for people and society, within new political and global contexts. LRICSC will seek to advance wellbeing, public good, civil society, democracy and sustainability by focusing on impact and action and by pioneering distinctive and innovative methodological approaches. For example, LRICSC will use existing networks and maximise impact of previous research from participating Institute Centres to develop a "Living Lab" in the Preston area, contrasted with a Learning Village in rural East India. This place-based approach will support and develop existing human, cultural and ecological resources for transition to a sustainable future.



# OPTIMISING DIGITAL AND TECHNOLOGY

We recognise that integrated working is enabled by integrated care planning systems, and that the majority of community and primary care providers use a common platform. Rural health and social care systems will increasingly be delivered remotely, using innovations in digital solutions. The University is responding to the need for students to understand digitised healthcare and the opportunities it presents for better patient and user outcomes, by embedding training and understanding of common healthcare systems, for example EMIS, in our academic programmes.

We will support our staff, students and wider community through empowerment, not only as workers and learners, but as citizens living in a modern and digitally-enabled world. A society that is able to confidently use technology and data, for example to access and understand their own online medical records, or to care for themselves their family, friends and neighbours more effectively in the home and community, will significantly contribute to health and wellbeing at large. On our Westlakes Campus in Cumbria, the West Cumberland Medical Education Centre (WCMEC) is working with partners to develop a model of care for remote and rural medicine. The WCMEC has initiated a number of digital and telehealth collaborative pilots designed to test out new ways of utilising digital technologies in order to improve access to health and care services and improve health outcomes.

# TRANSFORMING PRIMARY AND COMMUNITY CARE

In England, the NHS and social care landscape is heavily fragmented, difficult to navigate and unable to meet growing demand.

The University has education, research and provision capabilities across a wide range of the necessary disciplines. The 'One Health' approach will enable the University to apply new ways of working and make the vision a reality through opportunities to create integrated primary care centres – or polyclinics – operated by the University and its partners, and situated in locations selected for their strategic importance and acute needs.

We have established the Mackenzie Institute of Clinical Research at our Burnley Campus, to promote and facilitate primary care research and appointed a Professor of Primary Care. Also in support of developing primary care, together with North Cumbria University Hospitals NHS Trust, Cumbria Partnership Foundation Trust and Cumbria Health on Call, we have formed an innovative "Alliance Practices" programme, allowing clinicians to protect time for teaching and clinical care.

Furthermore, the University is developing an academic base for the national 'Primary Care Home' programme, through the establishment of a 'Division of Primary Care', in partnership with the National Association of Primary Care (NAPC).

## **The University's partnership agreement with the NAPC aims to:**

- ✓ Develop a curriculum of integrated primary care;
- ✓ Generate multi-disciplinary learning modules / seminars to feed into current undergraduate training at the University;
- ✓ Create postgraduate learning opportunities to support the delivery of the principles of the Primary Care Home – eg population health management, preventative care, workforce planning; leadership and management;
- ✓ Establish innovative research to evaluate the impact and benefits of the Primary Care Home model delivery within community settings and the translation of new models of care in different settings;
- ✓ Develop mechanisms to ensure appropriate dissemination of learning / promotion of evidence-based practice;
- ✓ Develop integrated community engagement initiatives; and
- ✓ Develop new roles / new ways of working to meet current and future challenges.

We will continue to support the Community Oriented Integrated Care approach, which aligns community assets and community infrastructure towards the goal of health for all, through collaborative learning within the emergent Division of Primary Care.

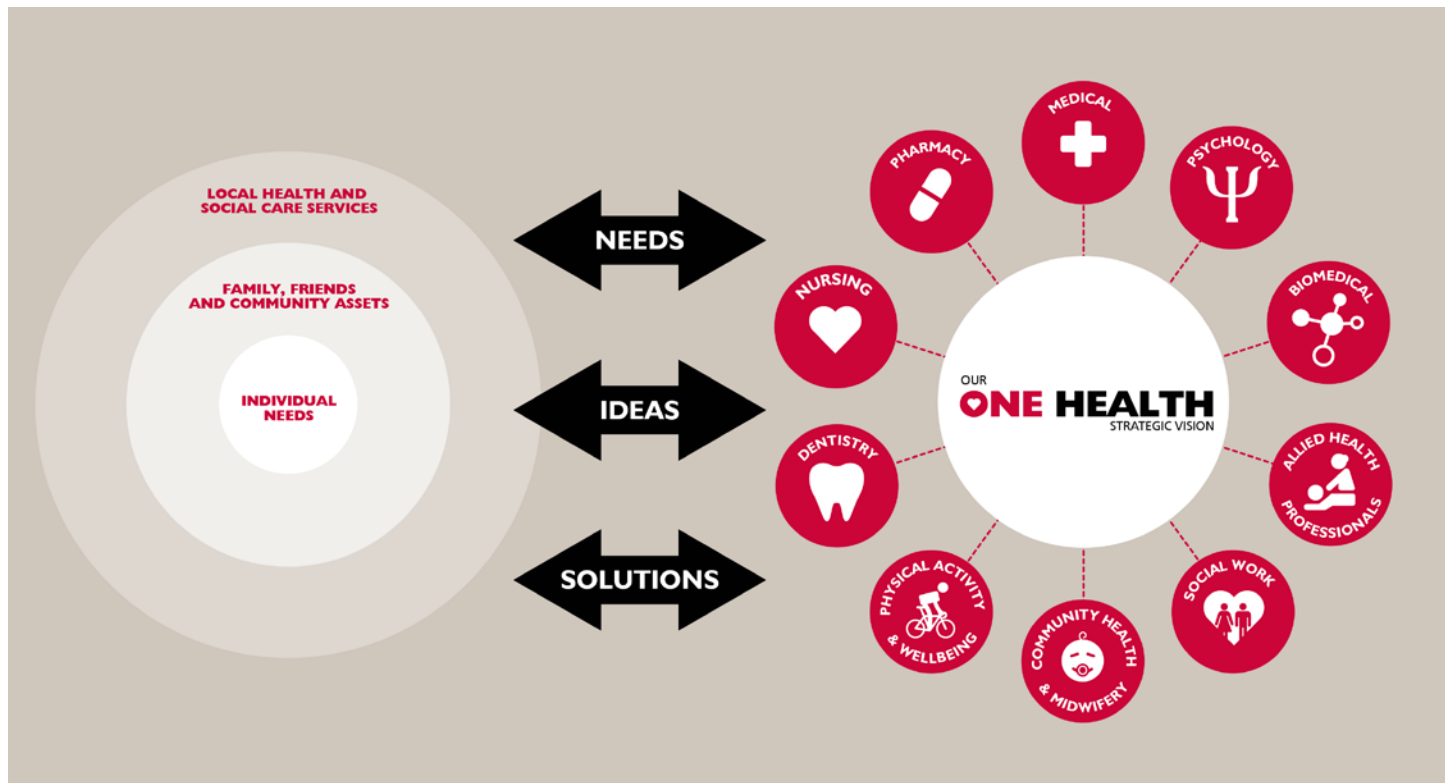


## DEVELOP THE CONCEPT OF 'HEALTH HUBS'

Aligned to the 'One Health' approach, the concept of 'Health Hubs' will be created in partnership with health and social care providers. The University is uniquely equipped to have a positive impact on the challenges faced by the health and social care system regionally. The Health Hubs will bring together expertise across a range of disciplines to collaboratively develop innovative solutions to real world problems. We will work with local communities and the community assets that are already in place, to identify issues and apply academic expertise to develop innovative solutions. The University's Healthy and Sustainable Settings Unit has long-standing expertise in applying this thinking, appreciating that many health challenges are interrelated and can be best tackled through comprehensive, integrated programmes in the contexts and places where people live their lives. As highlighted by the World Health Organization, *"health is created and lived by people within the settings of their everyday life; where they learn, work, play and love."*

We will identify health problems/issues that matter to local communities through meaningful community engagement and empowerment approaches. We will work with communities to generate innovative solutions to address health problems/issues.

## THE FOLLOWING DIAGRAM ILLUSTRATES THE APPROACH OF PLACE-BASED ENGAGEMENT TO ENABLE AND EMPOWER COMMUNITIES TO GENERATE INNOVATIVE SOLUTIONS.



Furthermore, the involvement of regional, small and medium enterprises (SMEs) will be central; potential solutions and market intelligence will be shared to enable SMEs to create new products and services. The Health Hubs will offer support to prove concepts, validate and evaluate solutions, take products to market and form a network of innovation.

# DIRECTING OUR RESOURCES TO MAXIMISE IMPACT

We will ensure that key stakeholders and partners are able to influence and shape our 'One Health University' journey and enable the delivery of our 'One Health University' strategic objectives. The 'One Health University' Forum will meet every six months and provide an interactive forum to generate initiatives and build partnerships and will:

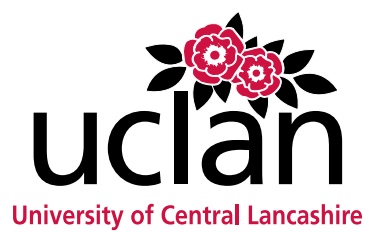
- ✓ **engage key partners (internal and external) in consideration of proposals for action;**
- ✓ **ensure effective liaison and alignment with the Sustainability and Transformation Plans, LEPs, etc;**
- ✓ **agree desired outcomes and objectives;**
- ✓ **create innovative collaborations with small, medium and large enterprises;**
- ✓ **enable communication and engagement; and**
- ✓ **remove internal and external barriers**

Using a programme approach, the 'One Health' Leadership Group (internal) will meet monthly to facilitate effective deployment of University resources to support local projects and activities and take the role of a programme board.

If you are interested in collaborating with us to deliver this strategy, wish to comment on this content or find out more about any of the initiatives mentioned in this document, please contact us by email: **OneHealth@uclan.ac.uk**







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