



STRATEGY DOCUMENT

Mission statement

REACH (the **R**esearch in **E**mergency care, **A**von **C**ollaborative **H**ub) aligns researchers from the two Universities in Bristol with health and care providers, health planners and other academic organisations, to create a collaborative partnership in Urgent and Emergency Care Research that has demonstrable impact regionally, nationally and internationally. REACH shares expertise and resources to coordinate and strengthen research capacity, development and infrastructure in Urgent and Emergency Care.

Aim

To maintain a collaborative hub that brings together academic organisations, health and social care providers and planners in a coordinated endeavour to prioritise, initiate, direct, build and strengthen Urgent and Emergency Care research across Bristol, North Somerset and South Gloucester (BNSSG) and the wider Southwest. REACH improves Urgent and Emergency Care (defined as unscheduled health or care needs requiring a same day response) for people by ensuring that research is aligned with local and national initiatives, institutions and priorities, and findings are disseminated and implemented through policy and practice. REACH prioritises work that seeks to understand and reduce inequalities relating to same day care, and fosters multiprofessional and interdisciplinary collaboration to improve system-level working.

Key objectives

Building upon the successful delivery of the inaugural REACH strategy (first 5 years), the strategy for the next 5 years will be delivered around five key work packages, to sustain the growth and impact of the collaboration.

Work Package 1 – Infrastructure:

- Establish a long-term and sustainable funding model for one or more academic support staff to administer REACH's activities and groups.
- Review REACH's branding and identity, ensuring a recognisable and consistent approach that emphasises REACH's achievements, impact and expertise (reflected in an up-to-date website and social media presence) **(review at 12 months)**.
- Review and expand as applicable the steering group membership, ensuring it continues to represent the local academic, provider and commissioner stakeholders **(review at 6 months)**.

- Seek additional infrastructure funding and capacity development, through support from steering group members and external applications including cross-disciplinary approaches **(review at 12 months)**.
- Strengthen links with public contributors, patient and 'expert by experience' groups, through the development of a patient and public involvement and engagement (PPIE) strategy that builds on links with established expertise and infrastructure in the region, and ensures appropriate positioning of the public voice in REACH's work **(develop by 12 months)**.

Work Package 2 – Research Prioritisation and Delivery

- Periodically review the key research priorities and over-arching strategy of REACH **(review annually)**.
- Work to ensure that REACH identifies and responds to local needs and priorities, and contributes to the development of urgent care services, pathways and workforce, with a focus on the temporal (24/7) challenges of urgent care, alongside prevention and the wider determinants of health.
- Respond flexibly to national and local research priorities and external funding opportunities arising from the NIHR and other funding bodies, including the Research Councils and charities. **(review annually)**.
- Actively explore diversification away from traditional research funding sources, including those that support early-stage innovation, methodological research and intersectional projects.
- Submit at least two grant funding applications relevant to REACH's priority topic areas (as determined by the steering group) each year **(review annually)**.

Work Package 3 – Develop Academic Capacity and Training

- Ensure effective links with, and support to, relevant undergraduate and postgraduate curricula in REACH's parent universities **(review at 12 months)**.
- Identify, promote and develop opportunities for interprofessional and multiprofessional research in Urgent and Emergency Care, with additional emphasis on developing capacity from within community and social care professions **(review at 12 months)**.
- Support at least one academic training award application for health and social care professionals relevant to Urgent and Emergency Care annually **(review at 24 months)**.
- Investigate opportunities to establish a developmental REACH fellowship post for a mid-career researcher transitioning towards independence.
- Act as a repository of academic expertise that enhances research and service delivery in the region **(review at 24 months)**.

Work Package 4 – Addressing Inequalities

- Ensure that an approach promoting equality, diversity and inclusion is embedded in all activities undertaken by REACH **(review annually)**.
- Identify an equality, diversity and inclusion champion within REACH who will lead on the delivery of this Work Package.
- Work with Steering Group members and other partners to engage effectively with underserved, under-represented and seldom-heard communities, building connections and collaborations with existing and established schemes and initiatives (for example, through the Research Engagement Networks) **(review annually)**.
- Explore novel approaches and methods to promoting inclusion and reducing inequality in urgent and emergency care research.
- Support at least one research funding or academic training award application from those under-represented in academic research annually **(review at 12 months)**.

Work Package 5 – Impact

- Establish a process for identifying, recording, and evaluating impact across the portfolio of REACH projects and activities that informs the 2029 REF submission of both Universities and creates demonstrable impact through enhancement of the UEC system, working with the Impact Acceleration Unit of the Bristol, North Somerset and South Gloucestershire (BNSSG) Integrated Care Board (ICB) **(review at 12 months)**.
- Identify opportunities to further promote the activities and achievements of REACH, that include and go beyond traditional social media and website content, and that maximises the visibility and policy influence of REACH’s work nationally and internationally **(review at 12 months)**.
- Continuously demonstrate research impact to benefit patients, staff and systems, and support the delivery of effective high-quality undergraduate and postgraduate teaching.
- Contribute to system-level planning, service and workforce development locally and regionally by offering academic expertise and challenge.
- Hold an annual REACH showcase event to highlight the achievements and impact of REACH’s work, and serve as an engagement opportunity with a wider network of national stakeholders (academic, delivery and policy).
- Develop and embed a knowledge mobilisation approach to urgent and emergency care research, making use of a range of public and professional stakeholder networks.

REACH Delivery Group

The Delivery Group is made up of:

- ⊕ Two co-directors (one from each university);
- ⊕ Research leads (from both universities);
- ⊕ Senior researchers and other core staff supporting the delivery of the REACH portfolio;
- ⊕ Implementation and knowledge mobilisation expertise.

The Delivery Group meets monthly and will collaborate to deliver:

- ⊕ A balanced portfolio of research projects aligned to REACH’s aims;

- ⊕ Co-ordinated delivery of the milestones and achievements outlined in this strategy;
- ⊕ An effective approach to identifying and addressing inequalities in urgent and emergency care research;
- ⊕ Horizon scanning of funding opportunities and prioritisation according to a 'bidding strategy' that considers priority topic areas and capacity;
- ⊕ Oversight of the completion of funded research;
- ⊕ Dissemination of research findings to academic, provider and wider public audiences;
- ⊕ Knowledge mobilisation and transfer with associated impact assessment;
- ⊕ Patient and public engagement across the breadth of topics and projects.

REACH Steering Group

- ⊕ The Steering Group will be chaired by one (or more) senior representatives from the regional Urgent and Emergency Care system.
- ⊕ Membership includes senior representatives from each of the following partner organisations:
 - University of the West of England;
 - University of Bristol;
 - University Hospitals Bristol and Weston NHS Foundation Trust/North Bristol NHS Trust;
 - Avon and Wiltshire Mental Health Partnership NHS Trust;
 - South Western Ambulance Service NHS Foundation Trust;
 - Sirona Care and Health;
 - BNSSG Integrated Care Board;
 - BSW Integrated Care Board;
 - NIHR Applied Health Collaboration (ARC) West;
 - West of England Health Innovation Network (HIN);
 - General Practice Collaborative Board
 - BrisDoc Healthcare Services;

Steering group meetings will also be attended by:

- ⊕ Two co-directors (one from each university);
- ⊕ Others members of the REACH Delivery Group by invitation.

The Steering Group meets every 4 months with the following objectives:

- ⊕ Oversee the REACH initiative on behalf of stakeholder organisations;
- ⊕ Monitor delivery of the REACH strategic objectives, work packages and milestones;
- ⊕ Identify and prioritise research topics, opportunities and associated activities;
- ⊕ Support research development, delivery, dissemination and adoption within regional networks and systems;
- ⊕ Ensure REACH acts to reduce inequalities in health and care
- ⊕ Identify and secure supporting funding and other resources as required;
- ⊕ Promote REACH, its activities and outputs;
- ⊕ Form and develop collaborative links regionally, nationally and internationally;

- ⊕ Ensure REACH's activities reflect the needs, priorities and values of the population and wider health service.

Funding

The infrastructure to support REACH will be provided by the University of the West of England and the University of Bristol, supplemented by additional income from other sources and partner organisations as available. This funding will be used to support:

- ⊕ Research infrastructure, administration, publicity, website and social media presence;
- ⊕ Research staff engaged in activities approved by the Steering Group;
- ⊕ Applications for external grant funding.

REACH will actively seek external funding to support research projects and training including research trials and other studies, personal and general training awards and infrastructure grants. Partner organisations may provide additional funding to support specific projects or staff requirements.

Milestones

Work Pack	Milestone	End of Q2 April 25	End of Q4 Oct 25	Year 2 Nov 25- Oct 26	Year 3 Nov 26- Oct 27	Year 4 Nov 27- Oct 28	Year 5 Nov 28- Oct 29
WP 1	Long-term sustainable funding model, including infrastructure funding.		Develop proposals to secure infrastructure		Infrastructure funding mechanism operational		
	REACH's brand and identity.	Review REACH branding & representation	Review and update brand, social and	Review and update brand, social and	Review and update brand, social and	Review and update brand,	Review and update brand, social and
	Steering Group Membership: Representation of local academic, provider		Annual review of membership	Annual review of membership	Annual review of membership	Annual review of membership	Annual review of membership
	Strengthening links with patient groups, public contributors		Public/patient representation		Impact of PPIE across REACH		
WP 2	Research priorities matched to overarching strategy, local and national priorities (urgent,		Annual review by Steering Group	Annual review by Steering Group	Annual review by Steering Group	Annual review by Steering Group	Annual review by Steering Group
	Research grant submissions in REACH strategic priority areas as determined by			One research grant submitted		Two research grants submitted	
	Diversification away from traditional research funding sources.		First application submitted to non-traditional				>1 active project supported by 'non-traditional'

Work	Milestone	End of Q2	End of Q4 Oct 25	Year 2 Nov 25- Oct 26	Year 3 Nov 26-Oct 27	Year 4 Nov 27- Oct 28	Year 5 Nov 28-Oct 29
WP 3	Links and support to undergraduate and postgraduate curricula at REACH's parent Universities.		1 student selected component / elective module		≥2 student selected component / elective module	REACH research informing taught program	
	Academic capacity development in community health and social care professionals, related to			Support at least one academic training		Support at least one academic training	

	Support for REACH academics progressing towards independence.				Support at least one REACH developme		
WP 4	Equality, Diversity and Inclusion within REACH.	Identify EDI champion in REACH	Produce EDI charter that embeds EDI in all REACH activities, building connections with	Support at least one research funding/training award application from those	Support at least one research funding/training award application from those under-represente	Support at least one research funding/training award application from those	Support at least one research funding/training award application from those under-represente
WP 5	Impact.		Establish process for identifying and recording impact			Submit impact case study for REF(s) drawing	
	Engagement		Annual REACH showcase	Annual REACH showcase	Annual REACH showcase	Annual REACH showcase	Annual REACH showcase