

IMPACT: IMProving Addult Care Together
(UK Centre for Evidence Implementation in Adult Social Care)

What is 'IMPACT'?

IMPACT stands for 'IMproving Addult Care Together'. It is a new **£15 million** UK centre for implementing evidence in adult social care, funded by the **Economic and Social Research Council** (ESRC), part of UK Research and Innovation, and the **Health Foundation**. It will be led by Professor **Jon Glasby** at the University of Birmingham, with a Leadership Team of 12 other academics, people using social care services, and policy and practice partners - along with a broader consortium of key stakeholders from across the sector and across the four nations of the UK.

IMPACT will be an '**implementation centre**', drawing on knowledge gained from different types of research, the lived experience of people using services and their carers, and the practice wisdom of social care staff. It will work across the UK to make sure that it is embedded in, and sensitive to, the very different policy contexts in each of the four nations, as well as being able to share learning across the UK as a whole.

As it gets up and running, IMPACT will seek to:

- Provide **practical support** to implement evidence in the realities of everyday life and front-line services
- Build on the learning from previous approaches in a **diverse and fragmented sector**
- Bring key stakeholders together to share learning and co-design our work in inclusive and diverse '**IMPACT Assemblies**' (based in all four nations of the UK to reflect different policy and practice contexts – see below for further details)
- Work over **three phases of development** ('co-design', 'establishment' and 'delivery') to build a centre that creates sustainable change in the adult social care landscape

What is IMPACT trying to achieve?

In the words of one of the people using services who has helped to shape proposals for the new centre, IMPACT believes that ***“good support isn't just about 'services' – it's about having a life.”***

In pursuit of this wider vision of adult social care, key objectives for the new centre are to enable practical improvements on the ground, and make a crucial contribution to longer-term cultural change, by:

- **Supporting more widespread use of evidence** in adult social care, leading to better care practices, systems and outcomes for people who use services, their families and communities
- **Building capacity and skills** in the adult social care workforce to work with evidence of different kinds to innovate, improve care and deliver better outcomes
- **Facilitating sustainable and productive relationships** between the full range of adult social care stakeholders to co-create positive change/innovations and improve outcomes for people using adult social care and their families
- Improving understanding of the **factors which help and hinder** the implementation of evidence in practice, and using this to overcome longstanding barriers to positive change

To do this, IMPACT will need to **collaborate** with people with lived experience of adult social care services and a range of existing policy and practice partners - and its work will need to be **embedded** locally, regionally, nationally and across the UK.

What happens next?

IMPACT will start its initial engagement work from **1st June 2021**, and will spend the rest of 2021 consulting with key stakeholders across adult social care, and across the four nations of the UK. This will include:

- A **survey of key stakeholders** to help identify priorities for the sector, and to help develop a draft work programme and ideas for delivery
- Five linked '**IMPACT Assemblies**' (two in England and one each in Scotland, Wales and Northern Ireland). These will bring together people who use services, carers, practitioners, managers, policy makers, commissioners, providers and researchers in a series of interactive sessions to: identify and build consensus around IMPACT's priorities; test and refine proposed delivery models; and support subsequent scaling up and cultural change. After IMPACT's initial co-design phase, we envisage that these might become ongoing advisory boards for the new centre
- A national exercise to build **links with user-led organisations and community groups** that work with and for people with seldom heard voices
- A **review and synthesis** of the key principles and frameworks currently used in social care and health to support **co-production** (until this reports, IMPACT will draw on the 4Pi National Involvement Standards developed by the National Survivor User Network to shape its initial approach)

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IMPACT will then have a one-year establishment phase in which its key projects, delivery models and work programme will be refined in discussion with the sector, ready for delivery (2023-2027).

Who is IMPACT's Leadership Team?

IMPACT's Leadership Team will combine geographical leadership roles with perspectives from particular parts of the adult social care system:

- Jon Glasby, University of Birmingham (*Centre Director and geographical lead for England - Midlands/South/West*)
- Sue Yeandle, University of Sheffield (*Deputy Director and geographical lead for England North/East*)
- Alison Bowes, University of Stirling (*geographical lead for Scotland*)
- Deirdre Heenan, Ulster University (*geographical lead for Northern Ireland*)
- Sarah Jenkins, Cardiff University (*geographical lead for Wales*)
- Clenton Farquharson, Think Local Act Personal (*lead for lived experience*)
- Emily Holzhausen, Carers UK (*lead for carers*)
- Karolina Gerlich, Care Workers' Charity (*lead for care workers*)
- Luke Geoghegan, British Association of Social Workers (*lead for social work*)
- Jim Thomas, Skills for Care (linking to Skills for Care and Development) (*lead for workforce planning*)
- Karen Hedge, Scottish Care (*lead for service providers*)
- Richard Webb, Association of Directors of Adult Social Services (*lead for strategic planning*)
- Ewan King, Social Care Institute for Excellence (*lead for knowledge mobilisation*)

The IMPACT Leadership Team will be supported by four additional '**critical friends**', who will provide advice, support and challenge:

- Henk Nies (Director of Strategy and Development, Vilans, Centre of Expertise for Long-term Care, The Netherlands)
- Elizabeth ('Liz') Hanson (Research Leader, NKA, the Swedish Family Care Competence Unit)
- Judith Phillips (Research Director, UK Research and Innovation Healthy Ageing Challenge)
- Graeme Currie (Warwick Business School)

Who is currently a member of the IMPACT consortium?

At the time of writing, the broader IMPACT consortium includes the following partners – but we will be looking to work with additional partners as our thinking and delivery models develop:

- Age UK
- Behavioural Insights Team
- Care England
- Cartrefi Cymru
- Citizens Cymru Wales
- Digital Social Care
- Dunhill Medical Trust
- Generations Working Together
- Housing Learning and Improvement Network
- Independent Health and Care Providers (NI)
- Inspire
- Learning Disability England
- National Care Association
- National Care Forum
- Northern Ireland Confederation for Health and Social Services
- Northern Ireland Council for Voluntary Action
- Office for National Statistics
- Philippa Russell OBE
- Race Equality Foundation
- RAND Europe
- Royal College of Occupational Therapists
- Sara Dunn Associates
- Stirling & Clackmannanshire City Region Deal
- UK Home Care Association

What might IMPACT’s work programme and delivery models look like?

These will be subject to co-design with the sector, but we propose selecting priority areas and subsequent projects based on criteria such as potential to: **benefit significant numbers of people** using adult social care, carers and/or social care staff; **reduce inequalities**; maximise **return on adult social care investment**; and **benefit from implementation of existing evidence**.

Applying these principles might lead to some of the potential priorities below, but these will be subject to consultation with the sector:

<ul style="list-style-type: none"> • Prevention and wellbeing • Person-centred and assets-based approaches • Carers’ health, well-being and social inclusion • Sustaining and supporting the adult social care workforce 	<ul style="list-style-type: none"> • Strategic planning and leadership • Unmet care and support needs and ‘self-funders’ • Technology in care • New models of provision • Care, housing and health
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Once we have agreed our key priorities and overall work programme, we want to explore if some of the following approaches would help to meet the needs of the sector (see Table 1 – these are set out for illustrative purposes only). Two of these are what we’ve called **‘proactive’** (where we identify key priorities for the sector, seeking local sites and services where we will facilitate projects to support the implementation of evidence in practice); while two are more **‘responsive’** to the more immediate needs and priorities of the sector. Underpinning both proactive and responsive forms of delivery will be a commitment to **scaling lessons learned up and out** – via a range of different approaches, depending on the nature of the project and desired outcomes.

Table 1: Possible delivery models – these are initial ideas and will be subject to testing and change as part of the co-design phase (included here for indicative purposes only)

	Delivery models	Type of challenge/opportunity
<i>Proactive</i>	Change and Improvement Demonstrators (CIDs)	Major strategic issues; longer-term projects using coaches to facilitate local change, support local evaluation and apply learning in other contexts
	Collaborative Learning Networks (CLNs)	Short-term/intensive problem solving, bringing people together to better understand each other/work on practical solutions
<i>Responsive</i>	Implementation and Sustainability Brokerage Service (ISBS)	Responsive approach, deploying individual change agents/knowledge brokers, placed within local organisations to enable collaborative working
	Online Platform and Repository (OPR)	Responding to diverse queries about adult social care sector matters (in all their diversity); building a trusted repository of practical implementation resources

All: scaling/sharing learning via: action learning sets, web resources, professional guidance, training, links to FE/HE, 360-degree immersive videos etc.

How can I find out more and get involved?

If you want to find out more as IMPACT starts its work, please email impactcentre@contacts.bham.ac.uk with your name, role and location (for example: ‘Jon Glasby, service user, Birmingham’; or ‘Jon Glasby, social worker, Birmingham’).

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