

Foundation of Nursing Studies



Inspire • Enable • Improve

The First 30 Years: 1987–2017

Dr Loretta Bellman and Professor Jennifer Hunt

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Foreword

I am honoured to be asked to write this foreword and join many in congratulating the Foundation of Nursing Studies on reaching this anniversary.

I had responsibility for some aspects of the work of the many private hospitals in an area of central London, ten years after Barbara Castle had challenged their very existence. The Wellington Hospital had a strong commitment to its nursing staff and to high standards of nursing. It saw an opening for the private sector to support nurses (most of whom worked in the NHS) and show goodwill to the NHS, whose own support for nursing research was limited. I am proud that my proposal to create an independently funded nursing research institute, made thirty years ago, has led to today's Foundation of Nursing Studies.

Many people can take credit for the way the organisation has changed and evolved over the years and it has never lost its focus on improving patient care through supporting nurses and their development. What started as a drive to implement research findings has grown to embrace the practice development movement.

The early work was supported and nourished by Dr James Bevan, Elizabeth Stallwood and Fay Buglass, who were followed by many outstanding nurses and others as supporters and Trustees. They would all acknowledge the significance of Theresa Shaw's arrival in 1998. She has played a vital role in developing the successful FoNS we know today.

On a personal note, I was delighted by the establishment of an award that recognises the leadership of my dear friend and professional mentor the late Sue Pembrey, whose work in practice development and research was so important.

The nursing programme at C3 Collaborating for Health looks forward to working with the Foundation over its next 30 years.



**Christine Hancock, Founder and Director,
C3 Collaborating for Health**

Introduction

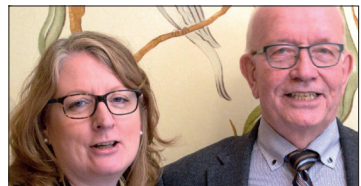
We are delighted to introduce this book charting the history of FoNS over the past thirty years. It is remarkable to look back on the growth of the organisation to date, starting with the ambitions of three people at the Wellington Hospital to contribute to nursing across the NHS.

FoNS' first strapline – 'Putting Research into Practice' – reflected a clear response to the advice and direction of key nurse experts from policy, practice and academia at the time. Arguably, challenges that the profession was experiencing to spread research and see it translated into improvements in practice remain present today. FoNS was in a unique position as an independent charity to speak out and challenge the status quo. Its approach of consulting widely and working collaboratively has earned tremendous respect, something that has helped sustain the organisation's activity and strengthen its presence over three decades.

FoNS has never stood still, seeking to stay in step with the needs of nursing across health and social care and to make sure everything the organisation does ultimately makes a difference to people who use services. Today, our ambitions extend beyond simply promoting the use and spread of research to an aspiration to inspire and enable a culture that values people, helps patients to experience care and services that are the best they can be, and allows staff to feel appreciated and supported. A vision we believe stays true to and builds on FoNS' early charitable objectives to advance the nursing profession and improve patient care.

We would like to take this opportunity to thank everyone who has been associated with FoNS over these thirty years – Trustees, Patrons, Staff and supporters, along with all the nurses and teams we have worked with; each one of you has played a part in sustaining and developing the organisation.

Finally, thanks to Dr Loretta Bellman and Professor Jennifer Hunt, authors of this book, and to all those who have contributed by sharing their memories and experiences. We hope you enjoy reading and here's to the next thirty years!



**Dr Theresa Shaw, CEO, and
Professor Tony Butterworth, Chairman**



**Richard Tompkins CBE
(1918-1992), whose
generous donation
helped get FoNS off
the ground**

The First Decade (1987-1997)

‘The recognition of the value of nursing research has become accepted; however, the needs of nurses for support in implementing findings and developing practice remain as strong as ever.’

Gill Stephens, former Chair of Trustees

In the beginning

‘The paper containing Miss Hancock’s suggestion that the Wellington Foundation should establish a research institute to monitor and implement higher standards of patient care... was unanimously welcomed.’

Nursing Projects Study Group minutes, 23 July 1984

The seeds of the Foundation of Nursing Studies (FoNS) were sown in the early 1980s at the private Wellington Hospital in London. While National Health Service (NHS) trained nurses chose to work there, the Wellington made no contribution to nurse training or to the dissemination of nurse-led innovation in clinical practice. Dr James Bevan, now FoNS President, together with Dr Arthur Levin, then head of the Wellington’s medical committee, and several senior colleagues, acknowledged their need to support change and innovation within the nursing profession. The hospital’s Matron, Elizabeth Stallwood, thought this an excellent idea and the Wellington Foundation Nursing Projects Study Group was established (see Appendix 1). The group welcomed a proposal by then Chief Nursing Officer for Bloomsbury Health Authority, Christine Hancock, to create an independently funded nursing research institute, to be known as the Institute for the Advancement of Nursing. Here then was an opening for the private sector to help; a chance for a gesture of political goodwill from the independent sector to the state, especially given the limited NHS monies for nursing research.

The Briggs report in 1972¹ had stated that nursing should become a research-based profession. In the 1970s and 1980s seminal works by prominent nurse researchers were published and there was a steady growth in nursing research activity in educational institutions. Suggestions for the function of the institute reflected the gaps in nursing research at that time. In particular there was a need to:

- Evaluate and coordinate existing research
- Undertake ‘action research’ in nursing practice
- Implement existing research findings, including teaching how to implement change
- Undertake commissioned research
- Provide an information service on all aspects of nursing research
- Bring scarce resources together for handling research applications and research funding

The name of the institute was changed to the Foundation of Nursing Studies when it was noted that the original choice bore a close similarity to the Royal College of Nursing (RCN) Institute for Advanced Nursing Education. James Bevan attributes the choice of name to a suggestion by Elizabeth Stallwood.

The ambitious objectives identified by the Nursing Projects Study Group were reviewed and refined between 1985 and 1987 during meetings of the FoNS Steering Committee and Professional Advisory Committee, members of which later formed the first Board of Trustees (Appendix 2 lists all Trustees, past and present). The key aim was to build a solid foundation by garnering professional and financial support, appointing a director, seeking an appropriate home and developing an organisational structure.

With no government money, fundraising was key to the establishment and development of FoNS, a non-political organisation. Potential donors were identified and approached. A patient of James Bevan, Richard Tompkins CBE, who founded the Green Shield Stamps empire (later to become the high street chain Argos), provided a generous donation. His legacy continues today with support from his widow, Elizabeth Tompkins. With his support, a pre-launch target of £250,000 was reached in 1987, enabling FoNS to become registered with the Charity Commission. Appendix 3 lists all supporters and donors, to whom FoNS remains extremely grateful.



**Dr James Bevan and
Elizabeth Stallwood**



Starting out

In 1988, FoNS appointed its first Director, Dr Ann Faulkner. Ann's first task was to produce an outline plan for the Foundation's first five years. However, the following year brought a 'parting of the ways'. Fay Buglass, an administrator originally from the Wellington Foundation, who was present at the inception of FoNS and contributed significantly to the development of the organisation, took over as Director in 1989. (A list of all staff can be found in Appendix 4). Fay's first report in the role set out the following objectives:



Fay Buglass

- The principal role of FoNS is to advance research-based nursing practice to ensure better standards of care for the patient and more job satisfaction for the nurse
- FoNS should not undertake research itself but should support projects that ensure research is effectively used and understood
- FoNS should be run with as small a permanent staff as possible to reduce core funding
- Before any major promotion of FoNS can take place, there has to be a clear and agreed idea of its 'unique selling point' (USP)

So, how could FoNS best support nurses to understand and use research in practice? How could it identify its USP? Fay consulted widely, seeking the views of key nurses in government and in clinical, academic and professional organisations across the UK. She found that the 'what' – the ideas FoNS was proposing – was welcome and much needed. The 'how' was somewhat harder to elicit, since the enthusiasm was not matched by practical suggestions!

Nevertheless, FoNS did get its activities under way, supporting a range of conferences and events in order to start bridging the gap between research and practice.

'In the late 1980s and early 1990s, when I was a Chief Nurse in Wales, FoNS' conferences were the only events I remember that addressed development of nursing practice to improve care, rather than the emphasis on management practice... Where research had been completed, the findings were very slow to be implemented – for example, Norton's work on nursing care to avoid pressure sores took almost 20 years before it was truly recognised by all. FoNS' conferences attempted to bridge the research/practice gap.'

Gill Stephens

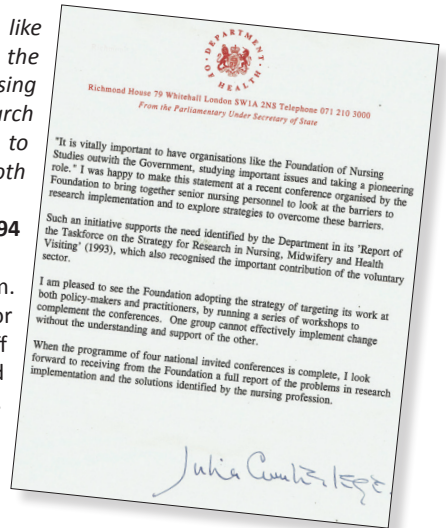
Throughout 1990, Fay continued to explore how FoNS could contribute to local and national nursing research strategies. This exploration, she concluded, had been a process of elimination, with the many and varied projects suggested highlighting the need to prioritise. Practical ideas, though, remained somewhat thin on the ground.

Putting research into practice

'It is vitally important to have organisations like the Foundation of Nursing Studies outwith the Government... to bring together senior nursing personnel to look at the barriers to research implementation and to explore strategies to overcome these barriers... targeting its work at both policymakers and practitioners.'

Baroness Cumberlege, Department of Health, 1994

The early 1990s saw FoNS start to gain momentum. With a further injection of funding from founding donor Richard Tompkins CBE, FoNS was able to employ staff on a more permanent basis. Appointments included Caroline Alexander as Project Development Officer, Amanda Purbrick as Fundraiser and Leah Roberts as Administration and Conferences Coordinator. FoNS now began to have a significant impact on local, national and international initiatives.



'I was very proud to be part of the Foundation and of helping to turn it into a useful, relevant and creative organisation to support the profession that I love... A degree in nursing... had instilled in me at an early age the value and importance of evidence-based practice, and the Foundation has been a champion and advocate of that at a time when the profession has really needed this type of independent support.'

Caroline Alexander, FoNS' first Project Development Officer and now Chief Nurse, Barts Health NHS Trust

FoNS moved from its base at the Wellington Hospital to a basement office in Buckingham Palace Road, signalling the start of a long-term relationship with Grosvenor Estates with support from the Westminster Foundation – a partnership that gave FoNS a new independence.

'We felt we ought to escape from the Wellington – and they also wanted the use of the room – so that's when we moved to Buckingham Palace Road.'

Dr James Bevan, FoNS President

'It felt like one man and his dog in a basement in Victoria... We were small but got round many important tables and helped through networking and listening. The resultant projects promoted and encouraged new ways of working to support the use of evidence in practice.'

Caroline Alexander

Although during the 1990s the nursing profession was steadily building a sound research base, researchers were still accused of failing to disseminate their work effectively, while practitioners were seen to lack understanding of research and implementation skills. Scepticism and negative attitudes to research persisted.

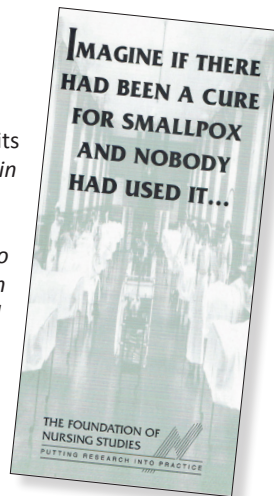
To challenge these views, and as a fundraising strategy, FoNS' Trustees agreed to distribute a leaflet with a thought-provoking heading:

Imagine if there had been a cure for smallpox and nobody had used it...

Around the same time, the government released its *Report of the Taskforce on the Strategy for Research in Nursing, Midwifery and Health Visiting*. It stated:

'There is little merit in fostering research if it is to reach only a small audience and be isolated from mainstream clinical and managerial thinking and practice. It must be located within a coherent and systematic process of dissemination, utilisation and development.'

Department of Health, 1993



Meanwhile, the opportunities offered by FoNS were coming to the attention of the profession. Increasing numbers of requests for practice-focused and evidence-based projects were received and reviewed. For example, in 1995 FoNS provided financial support for the projects listed below. (Information about all projects, programmes and awards can be found in Appendix 5)

- An assessment of moving and handling practices among nursing staff
- Quality in measurement: the case of workload and outcomes
- The risk management of patient handling in the health services
- Patient-controlled analgaesia: keeping the patient informed
- The management of wandering in older people with dementia
- The role of the clinical nurse practitioner within gastroenterology and hepatology

A series of FoNS workshops focused on increasing the ability to access and critically evaluate research findings, and on the skills and knowledge needed to instigate and manage change. This work set out to debunk the mystique surrounding research and researchers. It also promoted the vital fact that research issues were best appreciated and understood when they had direct relevance to an individual's clinical area of practice.

FoNS became more widely recognised as a national resource.

'In the late 1990s, when I was Assistant Chief Nursing Officer at the Department of Health, I recognised FoNS as the key national organisation which demonstrated putting research into practice and I met many of the nurses who were awarded funding for their projects to bring about practice improvements.'

Gill Stephens

Key activities included organising conferences to spread research findings, having a presence at the RCN Research Society's annual conference, and supporting the launch and development of two new nursing networks: the European Quality Assurance Network (Euroquan) and the Professional and Practice Development Nurses Forum (PPDNF).



Encompassing fifteen member countries, Euroquan's key aim was to promote quality in nursing through stronger collaboration between nurses involved in quality improvement programmes. The PPDNF provided essential support to nurses in this new role, helping to define and promote the purpose of practice development.

Over time, several more professional or specialist nursing networks were established:

- Lecture Practitioner Forum
- National HIV Nurses Association
- Transcultural Nursing and Healthcare Association
- National Network for Learning Disability Nursing
- Evidence Based Midwifery Network

Reaching a milestone

Between autumn 1994 and spring 1996 FoNS hosted four conferences in England, Scotland, Northern Ireland and Wales, entitled 'Breaking Down Barriers: Effective Implementation of Research'. Invitations were sent to senior nurses in management, education, research, provider units and professional statutory bodies. The findings from these conferences resulted in FoNS' first position paper *Reflection for Action*, launched in June 1996 by England's Chief Nursing Officer Yvonne Moores.

'The report seeks, as does the Foundation, to bridge the gap between the worlds of research and healthcare delivery, and recognises the clinical importance of evidence-based practice becoming part of the normal business of trusts and health authorities.'

Dame Yvonne Moores, Chief Nursing Officer for England, 1992-99

Presented to an invited audience as a resource for strategic planning and for informing individual practice, the paper represented a significant milestone for FoNS' work in terms of the debate about making research a reality in practice and helping create a positive research-based culture.

'I think the Foundation enabled innovation, and championing that may not have happened if left to the NHS and statutory bodies alone. Let alone the investment in projects and programmes, the subtle pressure on encouragement of nursing leaders and politicians to promote the value of evidence-based nursing practice for good patient care over the years has been powerful.'

Caroline Alexander



From 1996 FoNS' conference programme grew rapidly. A consultancy project was commissioned by Guy's and St Thomas' NHS Foundation Trust entitled: 'Getting The Basics Right', while a series of locally based UK seminars enabled the wider dissemination of projects.

'We went from funding a few projects and awards to running a thriving conference programme across the UK, hosting networks, supporting many projects with individuals and organisations, hosting awards, publishing position papers and doing research into overcoming the barriers to the use of research – something we are still struggling to achieve consistently to this day! The Foundation was ahead of its time!'

Caroline Alexander



“ With so many exciting opportunities year on year, the job was so satisfying and I felt so trusted that I never left

**Dr Theresa Shaw,
CEO**

A Strong Vision (1997-2007)

FoNS, always forward thinking, recognised the Internet as a game-changing communications system and supported a project to survey its potential for nursing. In 1998, with support from a number of experts, including IT specialist Professor Denis Anthony, the Foundation's website (fons.org) was developed. In the same year, Dr Theresa Shaw was appointed foNS' Professional Development Officer.

'It was then that Theresa joined us and she transformed FoNS.'

Dr James Bevan

'I was working as a project co-ordinator in the NHS and saw the advert by chance. I had been a nurse tutor for several years before this and the post looked like a great opportunity. I arrived at a time when there was an increasing amount of project work, the funds were good and the financial position seemed stable... to an extent. I was very much thrown in at the deep end, there was lots to get on with. At the start, I had no intention of staying, I wanted to get back to the NHS within five years... year on year there have been so many exciting opportunities, the job was so satisfying and I felt trusted to get on with the work... I never left.'

Dr Theresa Shaw

Problems of success

The growth in activities resulted in 'problems of success', particularly increased legal responsibilities. So, while retaining its status as a charity, the organisation also became a charitable company limited by guarantee. Its main areas of activity now encompassed:

- Funding and support of projects to implement research into practice
- Organising conferences, study days and other events
- Supporting specialist nursing networks
- Disseminating evidence-based information
- Making policy recommendations
- Producing and supporting production of resources
- Giving small grants to locally focused activities that implemented research
- Rewarding excellence with nursing awards

Feedback from project leaders recognised FoNS as a facilitative and flexible organisation with a strong vision for the future of nursing. Indeed, the early start-up monies for projects often led to national recognition and wide adoption:

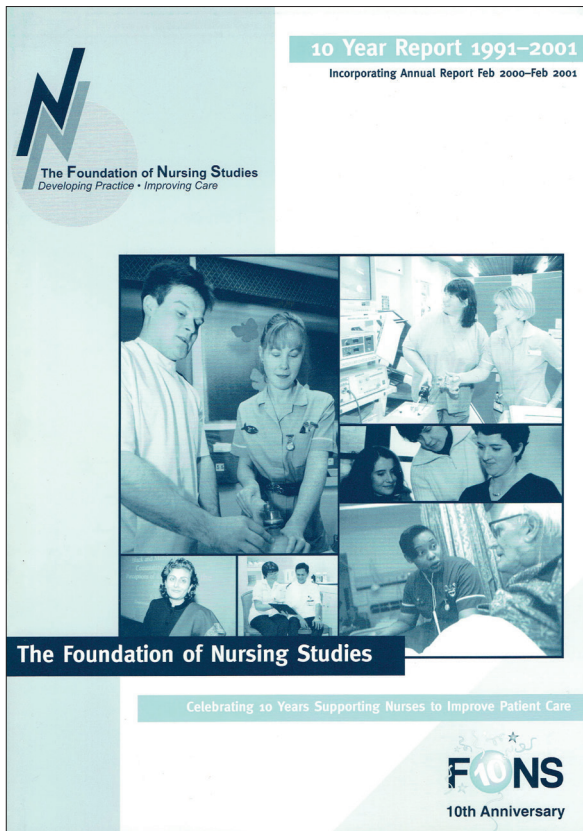
'Although the Nurse Practitioner Farmers' Health Project has now achieved national recognition and has a substantial six-figure budget, the first people to actually put money into the project were FoNS. This gave us tremendous encouragement and allowed us to develop the project.'

Dr Mike Walsh, Reader in Nursing, St Martin's College, Carlisle

Practising nurses, midwives and health visitors could also now apply for a Mallabar Award, from a generous endowment left to FoNS by Sir Jack Mallabar's charitable foundation.

'It's so nice to feel that the everyday work nurses do on the ward is recognised and worthwhile. You always think that it's the people high up who win awards like this, not ordinary nurses.'

Joanne Harvey, Mallabar Award winner



Box 1: The nature of FoNS

The Foundation of Nursing Studies is an independent charity, committed to bridging the gap between nursing research and healthcare delivery. Although a small and relatively young organisation, the Foundation has gained wide credibility nationally and in Europe. Work is with practitioners and policymakers at all levels and across a range of specialities; it is primarily aimed at supporting the role of nurses and nursing in the application of research into practice. To achieve this, the Foundation supports a range of projects, large and small, which involve the implementation and/or dissemination of research. The Foundation can offer financial support but also gives advice and administrative help. It has extensive experience of organising conferences and workshops, and also supports a number of professional forums and networks.

‘We can be a voice for the profession in a way that does not have any affiliation. We often hear what is being discussed in the profession, and we can say what we think because we do not have any party line.’

James Bevan, 10 Year Report, 1991-2001

‘FoNS’ help is actively sought by statutory bodies and professional organisations. We are on the outside and non-political. We are there to say what can be done to improve the standards of nursing care for patients around the country.’

Elizabeth Stallwood, 10 Year Report, 1991-2001

FoNS was in great demand for funding nurse-led projects across the UK, within NHS trusts, the community and higher education institutions. Also, FoNS subsidised the conferences it ran and supported to ensure attendance was affordable to ‘ordinary’ nurses. However, another ‘problem of success’ was that a consequence of this increasing demand for FoNS’ services was a financial loss. Despite the generosity of funders and donors, the financial position of the organisation became an increasing concern. In 2000, a new Fundraising Manager, Donna Clack, was appointed.

FoNS continued to identify priority areas for the future, which included expanding the funding base to meet a growing range of newly identified and ongoing programmes of work. This growth in activity led to the appointment of Kate Sanders as Assistant Professional Development Officer, further strengthening FoNS’ impact.



Kate Sanders,
Practice Development
Facilitator and
Managing Editor of
the *International
Practice Development
Journal*

'In the late 1990s I was lucky to have the opportunity to lead a project supported by FoNS. This put me in contact with the organisation for the first time. Of greatest benefit was the relationship that I had with Theresa, who was then a Professional Development Officer (or Practice Development Facilitator as we are called now). She provided me with endless support and encouragement, enabling me to think differently about ways of facilitating changes in practice. Involvement in this project had a huge impact on me. I learned so much but also realised I wanted to learn much more, and so I was delighted when I got the opportunity to come to work for FoNS in 2000. This opened up so many possibilities to work with and to learn from people who were much more experienced than I was in practice development. But it also gave me the opportunity to support others in practice; practitioners who are aiming to develop practice to improve patient care, as I had been.'

Kate Sanders

Developing practice, improving care

'I am sure Taking Action will make a significant contribution to improving the effectiveness of health services and the future role of the Foundation of Nursing Studies.'

Gill Stephens

As a follow-up to *Reflection for Action*, a key study into the use of nursing research, *Taking Action: Moving Towards Evidence-Based Practice* involved the four UK countries and was completed in

2001. This project demonstrated the success of work by FoNS throughout its first decade and beyond to instil the confidence, skills and motivation to use research more effectively in practice. However, it also highlighted how the use of knowledge – generated by research or other means – occurs in a complex social and organisational environment. This has clear implications for the research and development agenda, the education agenda, the organisation and management of acute trusts, primary care, voluntary and social care providers, and for individual practitioners. The implications for FoNS included refining its strategic vision in relation to the implementation of evidence within practice, further developing dissemination of evidence of good practice at organisational, team and individual practitioner level, and continuing to consult with and lobby statutory, voluntary and consumer organisations.

It was around this time that Jo Odell, later to join the staff of FoNS, remembers receiving the organisation's regular electronic news alerts, which were:

'A "light of inspiration" at a time when I was working in the NHS... These emails provided me with information that kept me motivated to continue working with new methods and approaches that were very different to what was considered normal in the NHS organisation in which I was based, but that closely allied with my own values and beliefs.'

Jo Odell, FoNS Practice Development Facilitator

Increasingly, FoNS engaged in practice development initiatives, which included collaboration with the RCN Institute to support the UK-wide delivery of its Practice Development Summer Schools and a two-year consultancy undertaking (in 2001), facilitating a collaborative practice development project between an NHS trust and a university.

The new millennium also saw FoNS' awards programme go from strength to strength. In 2000, the first FoNS and *Nursing Times* Nurse Leadership Awards were presented, promoting the importance of nursing leadership at a clinical level, and recognising the vital work of Sisters and Charge Nurses. A number of other awards were established alongside the Mallabar Awards:

- The Richard Tompkins Award for Nurse-Led Care
- The Birmingham Hospital Saturday Fund Awards for Service User Involvement
- The Elsevier Award for Evaluation of Healthcare Practice

Awards were also established for each of the professional networks and forums, including:

- The Developing Practice Network (formerly the PPDNF) Award
- The National Network for Learning Disabilities Award
- The Transcultural Nursing and Healthcare Association Award
- The National Lecturer Practitioner Award



FoNS awards event at the House of Lords, with Lady Boothroyd officiating

These, along with the celebration events at prestigious venues such as the House of Lords raised the profile of FoNS, with the nursing press featuring photographs and reports of these occasions.

‘The work of the Foundation of Nursing Studies is not only important, but of lasting value to the nursing profession in ensuring that research actually makes an impact on patient care. The dissemination of research is the core activity of the Foundation, and their funding support to help nurses change the way they think, act and react to practice is an invaluable resource. The work in itself does not have the high profile that it should, it is not glamorous, but a commitment to ensure that nurses are empowered to make a difference. Such a commitment is essential to many nurses as access to research funding is so limited. It was my observation from my attendance at the annual FoNS Awards that a huge amount is being achieved. Long may it continue.’

Dr Ian Bullock, CEO, Royal College of Physicians

FoNS also ran a conference entitled ‘Developing Practice, Improving Care: The Realities of Using and Sharing Research, Evidence and Knowledge in Practice’. ‘Developing Practice, Improving Care’ not only became the strapline for FoNS, it also became the title of a successful project dissemination series, which started in print and continues online to the present day.

'I was impressed and grateful that FoNs was practice development oriented, rather than pure research. The practice focus was so important. Over the years FoNS has worked hard to reduce the theory/evidence into practice gap.'

Professor Angela Tod, Professor of Older People and Care, University of Sheffield

Box 2: A new mission statement for the organisation agreed by the Trustees

The Foundation of Nursing Studies supports nurses, midwives and health visitors in developing and sharing new ways of working to improve practice.

We operate within these core values:

- Listening to nurses
- Valuing the contribution of nurses, patients and carers
- Maintaining our independence so we can make a unique contribution
- Enabling nurses to bring together knowledge and practice
- Encouraging partnership and collaborative working

But despite this progress and undoubted successes, funding was always a concern. FoNS' annual report for 2002-2003 stated:

'Money is tight and we have had to adapt some of our plans to ensure we stayed within our budget.'

Elizabeth Stallwood and Fay Buglass

An example of these changes was making FoNS' regular newsletter electronic, saving £20,000 a year in printing and postage. More cost-effective ways of working and fundraising were now required, and Fundraising Manager Rosalyn Taylor began to expand discussions with charitable trusts and pharmaceutical companies, among others. There was a new focus on offering grants for smaller, locally focused practice development projects. Greater emphasis was also placed on offering appropriate support to nursing teams in facilitating practice change and improvement. FoNS certainly had that kind of expertise itself and also knew where to find it in others.

When Fay Buglass resigned the FoNS directorship in 2003, there was wide acknowledgement of her key role in developing the organisation since its inception. Dr Theresa Shaw moved from Deputy Director to the new Chief Executive Officer post. She rose to the challenge of leading an organisation which, like many small charities, was a victim of a falling stock market; over the previous year FoNS' cash reserve had lost 50% of its value.

New leadership, fresh start

'I was pleased to become a Trustee and later Co-Chair and then Chair. The things I remember most include the generosity and interest of funders, especially as it was easy to think that the NHS should fund such developments, the neverending enthusiasm and motivation of nurses awarded funding for their projects, and the total commitment of FoNS staff under the dedicated leadership of Theresa Shaw.'

Gill Stephens

The Developing Practice for Healthy Ageing initiative – a new two-year partnership project with Pfizer in 2003 – was vital to FoNS' continuing mission to promote practice development. The grant of £115,000 allowed FoNS to support a number of new projects.

'The grant from Pfizer was a lifesaver.'

Dr Theresa Shaw

Despite this, significant concerns remained over FoNS' ongoing financial viability, resulting in an extraordinary meeting of the Board of Trustees, at which three options were considered:

- To close due to lack of continuing finance
- To develop FoNS as an independent centre for practice development and seek new funding streams for the successful small-projects programme
- To discuss partnership with one or more partners, including national nursing organisations

Towards the end of 2003, new way forward was agreed and a process of downsizing began in 2004, including redundancies, a reduction in office space, ceasing the conferences and phasing out support for all the networks. To maintain cash flow a small sale of shares was undertaken and changes were made to investment and banking arrangements. Also, in line with Charity Commission guidance, new auditors were sought for the future.

Fortunately, the focus on practice development evolved to become the key way of working, attracting renewed support and funding.

James Bevan, FoNS' Chair since its inception, observed that the organisation was 'beginning to settle' and recognised the need for change. He announced his decision to step down, and subsequently accepted the role of President, which he continues to fulfil admirably to this day.

A new business plan followed in 2004, offering a fresh vision of the future. With initial support from Gill Stephens, then a newly appointed Trustee, Theresa Shaw proposed the idea of FoNS becoming a 'centre for practice development', with work focusing on four key areas:

- Practice development, supporting large- and small-scale projects
- Networking and sharing, including the Developing Practice, Improving Care Dissemination Series, an updated website and a regular e-newsletter
- Rewarding excellence, offering annual awards
- Collaboration and consultancy, including ongoing facilitation of the RCN Institute Practice Development Summer School and participation in the work of the International Practice Development Colloquium (later the International Practice Development Collaborative) in developing theory for practice development

'I was incredibly grateful for the support and funding from FoNS – it really helped us move things forward in the trust. At the time I was working as a practice development nurse and really appreciated the networking support through FoNS – I was able to meet colleagues and academics conducting work in practice development. This provided encouragement and help as well as academic information and strategies to adopt in my work.'

Professor Angela Tod

The improvements to the FoNS website enabled the monitoring of weekly visitors, showing there were between 8,000 and 9,000 per week.

'I feel that FoNS is a resource both to my students and me, and the much improved website is an excellent resource.'

John Driscoll, Lecturer, School of Higher Education, City College Norwich, and freelance CPD Consultant

The new business plan saw the organisation continue to progress. In September 2005, the Board of Trustees' minutes said:

'The auditors noted the improved position financially and in particular that for the first in a number of years FoNS was not running at a deficit.'

Having been Acting Chair since James Bevan's departure, Elizabeth Stallwood stepped down in 2006 to become a Patron of the organisation. The Board of Trustees was then co-chaired by Professor Jenny Hunt and Gill Stephens. Caroline Clarke joined the Board of Trustees, taking up the new role of Treasurer.



**Participants at FoNS’
highly successful Practice
Development School at
Herstmonceux Castle**

From Strength to Strength (2007-2014)

'The work that FoNS supported made a real impact on the evidence-based practice of nurses in our trust. Some of the structures we developed are maintained today – for example the Evidence Based Council.'

Professor Angela Tod

A series of new partnerships got 2007 off to a promising start:

- A partnership with the General Nursing Council for England and Wales Trust (GNCEWT) to fund a practice-based development and research programme
- Following a positive impact evaluation of the two-year 'Developing Practice for Healthy Ageing' initiative, ongoing support was provided by a collaborative partnership between FoNS, the Age Endeavour Fellowship, the Rayne Foundation, Pfizer and the Edwina Mountbatten Trust
- FoNS also became a partner in the City University research project 'Understanding the Experiences of Older People and Carers Using Urgent Care Services', funded by the Burdett Trust for Nursing

Demand for the nationwide small-projects programme continued to grow. For most of these projects, the support and funding from FoNS gave practitioners the opportunity to develop new ways of working that would have been impossible within the scope of everyday practice. Some of the projects receive, and continue to receive, local and national recognition:

'The team in Wolverhampton have recently received a trustwide award in recognition of their achievements in reducing hospital-acquired infections. This award was presented by Janice Stevens, the Programme Director for the MRSA/Cleaner Hospitals team at the Department of Health.'

Report to Trustees, May 2007

'Our small project was undertaken as a research project and the results have been shared nationally. Within the trust, we benefited by working more closely as a team and we have managed to change a few things too, which has been a great outcome.'

Paula Rogers, Research Nurse Manager, Royal Brompton and Harefield NHS Foundation Trust

Overall, in 2007 the FoNS website attracted 139,206 visitors, and more than 25,000 Dissemination Series reports were downloaded. The year finished well with funding from the Department of Health to establish a new FoNS practice development programme called 'Developing Practice for Enhancing the Care Environment', to support the implementation of the government's new Essence of Care Benchmarks, with Jayne Wright as Practice Development Facilitator.

As 2008 began, the Developing Practice Network was integrated into the new FoNS website for national and international contributors, to be known as the FoNS Developing Practice Subscribers' Area.

'I first got to know FoNS as a member of the Developing Practice Network... that went from strength to strength and actively supported those working in practice development at the time... there was a tension between what it was practice developers were setting out to achieve and being 'used' by management to support every type of project in practice. The work of FoNS helped to clarify and support practitioners in the development of a more academic and rigorous approach to practice development in practice.'

John Driscoll

FoNS' practice development initiatives attracted financial support from Antigone, the charitable trust founded by Baroness Martha Lane Fox, the Burdett Trust for Nursing and the London Strategic Health Authority in 2008. Appendix 6 offers an illustration of the expertise, influence and skilled facilitation that this type of backing helped FoNS to offer. The organisation's positive impact on the development of those it supported is clearly illustrated by the testimonies below:

'FoNS as an organisation and the individual team members have had direct and indirect influences on my career. This year I embark on a new adventure in consultant nursing. Without FoNS, I may never have known about it in learning disability nursing, nor gained the skills and understanding in practice development methodologies, nor undertaken a research dissertation for my MSc. As such I am personally very grateful for the support they have offered me... and the whole system working for people with learning disabilities.'

Daniel Marsden, consultant nurse, learning disabilities, Hertfordshire

'The impact of my working with FoNS has been positively immense in both my thinking and practice. It has helped develop me both personally and professionally. I have been able to look at practice through a different lens to understand the place of culture and context in shaping both my own practice and that of teams that I work with. Throughout their work the FoNS team weaves theory and research into all activities, which makes it both meaningful and "real" to frontline clinicians. Working with FoNS has helped stretch my own ability to critically think and reflect on practice, which has helped enable my ability to transfer thinking and reflection into action. Genuine and lived authenticity is a key theme throughout my working with FoNS.'

Dr Jonathan Webster, director of quality, nursing and patient safety, CWHHE CCGs commissioning collaborative, London

FoNS' popular Developing Practice, Improving Care Dissemination Series continued to be sent to all nursing and healthcare libraries across the UK and was made available to download free of charge from the FoNS website. The series now had four volumes, each containing ten reports

and three supplements based on awardwinners' projects. The series provided FoNS with an opportunity to disseminate widely the breadth of practice development work that it supported. It also enabled clinically based practitioners to celebrate and share the learning and successes that resulted from their work. Many of these practitioners were novice writers whom FoNS supported to be published for the first time.

Continue or crash?

In October 2008, FoNS, along with many other charities, fell victim to the Icelandic banking crisis as Kaupthing Singer and Friedlander Bank went into administration leaving the organisation with its current and deposit accounts frozen and no access to funds. An extraordinary meeting of the Board of Trustees was called to consider whether FoNS could survive the predicament. The Trustees initially agreed to adopt a short-term 'recovery position'. However, some activities were affected, including the prestigious FoNS Awards ceremony, which had to be cancelled. However, the experience of presenting the awards at the winners' workplaces proved to be a positive one for all! The practice-based research programme and the small-projects programme also had to be suspended.

But with finances closely monitored, the board's strategy proved effective and by June 2009 almost all the funds had been unfrozen. Activities resumed along with work to deliver the organisation's objectives. The seven key objectives, set out in Box 3, were built on previous success and expertise, reflecting a positive focus for the future.

Box 3: Seven key objectives for 2008-2011

1. Supporting and funding practice-based development and research that enables nurses to use effective strategies to lead sustainable development and change
2. Acting as a central resource for sharing practice-based development and research activity
3. Enabling the development of the practice community to facilitate learning with and from others
4. Championing good practice by showcasing and rewarding innovation in the delivery of patient care
5. Increasing knowledge and understanding of effective practice-based development and research
6. Influencing policy development that supports practice-based development and research
7. Developing the effectiveness of the board of Trustees and the Patrons

Board Trustees stepping down at this time were Professor Jennifer Hunt, who had been a Trustee for nearly nine years, and Sir Ron De Witt, after almost five years. Dr Caroline Shuldham OBE, came on board, bringing nursing management and clinical governance expertise.

The following six months saw a major upturn in fortunes of the charity. Substantial funding arrived for a new partnership programme with the Burdett Trust for Nursing, entitled: 'Patients First: Supporting Nurse-led Innovation in Practice'. A new Practice Development Facilitator, Diana Calcraft, who was mentored by Kate Sanders, was appointed to lead this programme.

FoNS was enjoying a higher profile. It was invited to have a presence at a variety of nursing and healthcare events to publicise its unique role and range of activities. A complete redesign of the website was also initiated, and the possibility of developing a web-based journal was raised:

'In 2009, we had the opportunity to rethink the way in which we wanted to use the website, to help us to develop and deliver a much stronger message about FoNS. We wanted to make the wealth of knowledge and experience about leading and facilitating improvement that our website held much more accessible to nurses and other health and social care professionals, and we wanted to create wider opportunities for networking and sharing, becoming a recognised centre or hub that nurses would gravitate towards.'

Kate Sanders

Rebranding: Centre for Nursing Innovation – Inspire, Enable, Improve

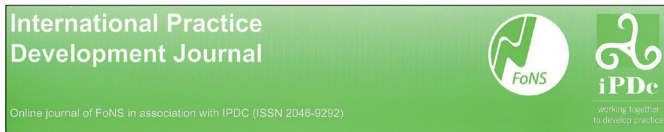
Trustee Professor Dickon Weir-Hughes was appointed Chair in May 2010. Three new Trustees were also appointed – Peter Gadd and Anthony Impey, both bringing business strategy and organisation development expertise, and Dr Loretta Bellman, with action research, higher education and practice development expertise.

The rebranding strategies for the next two years included:

- Identifying key performance indicators/measurable outcomes of success, as a charity and for the achievement of the strategic objectives listed in Box 3, on page 31
- Creating a new logo
- Developing the new website – the Centre for Nursing Innovation (see Box 4, page 34)
- Developing an online journal, the *International Practice Development Journal*

'The idea for the FoNS Centre for Nursing Innovation came from a traditional library that underwent a complete transformation to become a 'discovery centre'. The old building, which was a dark, quiet and uninviting space, was transformed into a bright, open environment which encouraged you to enter and explore its many resources and different spaces, for example, a gallery, an exhibition space and meeting rooms. And so we began to explore how we could create an accessible library to store, but make searchable, all the project reports that we hold, and also create spaces that would encourage discussion and the sharing of news and information about conferences and events.'

Kate Sanders



The *International Practice Development Journal (IPDJ)*, was an initiative between FoNS and the International Practice Development Collaborative (IPDC). The first issue of the online journal was produced in June 2011, with the aim of promoting the publication of scholarly practice development articles. Unique to the journal was its intent to support novice writers and reflective practice-based writing. Professor Jan Dewing and Kate Sanders were the launch Academic Editor and Managing Editor respectively and still hold those posts.

'In 2011 we were delighted to have the opportunity to launch a new online journal, the International Practice Development Journal...The readership is showing healthy growth as each issue is published.'

Kate Sanders

'The IPDJ opportunities enabled me to support two MSc students to publish their end-of-degree small work-based project... which would not have been enabled by any other journal. The process was so very supportive and enabling, which meant the practitioners had a positive experience of publishing their project activities – we all know how damaging the process of publishing papers in other journals can feel.'

Professor Victoria Traynor, University of Wollongong, Australia

Box 4: FoNS new website: the Centre for Nursing Innovation

An exciting virtual space to inspire and enable nurses to lead innovation and change in nursing and healthcare practice in order to improve patient care

Visit

Library for project reports, Improvement Insights summaries and the open access *International Practice Development Journal*

Common Room for news, events, the topical blog and information about tweet chats

Programmes for support, learning, facilitation and funding

Learning Zone for culture change resources, bespoke consultancy, the appraisal toolkit, facilitation services and Associate resources

About Us for news about how FoNS is working with its partner organisations to enhance nursing and nursing practice



JOHN BIRDSALL PICTURE LIBRARY

Our Vision

To inspire and enable a culture across health and social care that values people, where patients experience care and services that are the best they can be and staff feel appreciated and supported

Our Mission

To work in partnership with health and social care organisations to a foster a commitment to person-centredness by valuing staff and enabling them to develop the knowledge, skills and expertise to provide nursing that is safe, effective and caring

The FoNS Centre for Nursing Innovation

The growing profile and reputation of FoNS put it in a position to reach a wider healthcare audience and work for sustainable practice development. A new strategic plan for 2011-14 was drawn up with these goals in mind, containing five strategic ambitions:

- To generate and share knowledge on practice improvement, innovation and transformation
- To be a leader in transforming and improving nursing and healthcare practice
- To maximise FoNS' potential by strengthening and expanding partners and collaborators
- To be a stable, effectively managed and well-governed charity
- To enable staff to flourish and make a significant contribution to FoNS

Income generation had never been off the agenda and despite FoNS having achieved a more stable position, the issue could never be taken for granted; after all, the organisation had plenty of experience of being on the brink. The income generation and fundraising approach therefore focused on boosting relationships with existing funders alongside the adoption of new ways to strengthen FoNS and generate income that reflected the changing economic landscape. Four key areas were identified for action:

1. Nurturing existing donor and programme funders to ensure the sustainability of existing funding streams
2. Strengthening unrestricted income streams through the development and implementation of a Partners Programme. Such a programme would allow FoNS to attract a new unrestricted income stream by building relationships with, and offering services to, the corporate sector
3. Developing programmes of work that enabled the Foundation's marketing skills and expertise in innovation and improvement to expand income through consultancy
4. Increasing the number of FoNS Centre of Nursing Innovation Associates. Honorary Associates were also established to act as informal ambassadors for FoNS, promoting the organisation to others and spreading resources

'As a FoNS Honorary Associate, I act as a local advocate for FoNS in my university work and also in the local hospital. In both places I aim to raise awareness of the work of FoNS and encourage teams and individuals to get involved and to use the fantastic resources to help them work in person-centred ways. Many nurses are striving to make workplaces and care settings more person-centred and the FoNS resources are so useful to start them on the journey of considering how they too can develop workplace cultures that are safe, effective and caring. The resources also help me to share good practice and ideas from similar teams across the country.'

Ruth Magowan, Lecturer in Nursing, Queen Margaret University, Edinburgh

Both the Patients First and the 'Developing and Sustaining a Practice-based Strategy for Reducing Healthcare Associated Infections' programmes (in partnership with the Burdett Trust for Nursing and the London Strategic Health Authority respectively) continued to progress well. In September 2011, Jo Odell was appointed as FoNS Practice Development Facilitator and became the new lead for the Patients First Programme. When Professor Tony Butterworth CBE took over as Chair in December 2011, he brought with him fresh ideas for widening funding sources.

'When I became chairman FoNS was running on a shoestring with limited opportunities for expansion. During the early board meetings the dire state of the finances became clear. I was very keen to get finances on a sounder basis. I was astonished that they did so much with the little they had. But opportunities happened. Theresa was liked and trusted by key funders such as the Burdett Trust and the GNCEWT... I encouraged them to look for other sources, especially government, and to get more publicity both inside and outside the NHS.'

Professor Tony Butterworth CBE, FoNS Chair

'Working with Tony, has been very good. He has brought a great deal of experience as a Chairman but with a light touch. I can always pick up the phone to him. We have a good mix on the board; less nursing now, a wider range of perspectives. They are all very supportive.'

Dr Theresa Shaw



“ I was astonished that they did so much with the little they had

Professor Tony Butterworth CBE, Chair

Extraordinary times, extraordinary opportunities

FoNS' unique approach to supporting nurses across the United Kingdom to lead innovation in the workplace was continuing to transform the way nurses worked and cared for patients. National and international clinical and academic interest in this small, independent and dynamic organisation was increasingly evident.

In 2011, a refreshed Practice Based Development and Research Programme was launched in partnership with the GNCEWT (a second partnership cycle). Its aim was to respond directly to practice issues by providing greater direction on the use of practice-based research methodologies such as action research, appreciative inquiry and emancipatory practice development.

FoNS contributed to the business case for the establishment of a Centre for Practice Development at Canterbury Christ Church University. Theresa Shaw was awarded an honorary senior research fellowship and Kate Sanders an honorary senior lectureship. These appointments marked a commitment to collaboration between FoNS and the university, which included ongoing support for the IPDC practice development schools, Christ Church's professional and practice development master class series and FoNS' online journal.

'The practice development school was a unique experience in relation to previous educative experiences... I am in the fortunate position to now encourage other staff members to attend PD school and foster this culture within the organisation.'

Chris Benson, Director of Patient Care, St Peter's Hospice, Bristol

'I believe that attending PD school has allowed me to be the leader I have always wished to be. I am in the process of shaping the culture within our unit to one of collaboration, inclusion and participation. I have introduced and used many of the tools I experienced at PD school with good effect. I listen, ask for feedback and reflect with staff of all grades.'

Susan Bateman, Ward Manager, Strathcarron Hospice, Stirlingshire

A new programme, 'Creating Caring Cultures', funded by NHS London, was developed by FoNS in response to growing concerns about care quality amid increasing pressure on healthcare providers. With a commitment to providing direct support to nurse-led healthcare teams, the pilot programme, led by Theresa Shaw and Kate Sanders, focused on enabling the development of safe, compassionate and effective healthcare. Around the same time, Prime Minister David Cameron's Nursing and Care Quality Forum launched a call for evidence of good practice across a range of topics relating to improvement in nursing and care quality. FoNS submitted evidence from a number of projects relating to improving culture, person-centred practice, leadership and increasing time to care.

FoNS now had a new range of publicity materials, which were distributed to international partners in Canada, Australia, New Zealand, Northern Ireland and The Netherlands, and continued to have a presence at key nursing events. During 2012, FoNS attended, or was represented at, approximately 30 events in Ireland, Australia, Finland, Belgium, South Africa and the UK.

In response to growing demands on nurses' time, the format of the Dissemination Series was changed to a shorter, more accessible one-page summary, 'Improvement Insights'. This wealth of information for nurse-led change and innovation in clinical practice was, and remains, easily accessible via the website.

And after almost fifteen years, FoNS' time at the Buckingham Palace Road offices was coming to an end. The Trustees considered a number of options before settling on a move to offices at The Kings Fund's headquarters in central London in 2013.

'When I arrived they still had the offices in Buckingham Palace Road. A splendid address but hopeless as an office. I had worked with The Kings Fund and knew that they rented out office space on their campus to suitable organisations. It was a better location, plus it offered a lot of strategic links and good connections across the health service.'

Professor Tony Butterworth

That 'FoNS thing'

The Patients First Programme, funded by the Burdett Trust and led by Jo Odell, continued to flourish.



**Jo Odell, Practice
Development Facilitator**

'I was thrilled and excited when I was successful in securing the role of Practice Development Facilitator and lead on the Patients First Programme. My main role is providing workplace support for nurse-led teams working in health and social care UK-wide, who are participating in the programme. It is a great honour to work alongside the project leaders and teams as "a critical friend" and watch them grow and flourish as they work with patients and staff to implement their projects to put their patients first.'

Jo Odell

An email from one of the participants (Box 5) clearly demonstrates the impact of working with FoNS on a ward sister, on a colleague she interviewed and indeed on the whole team.

Box 5: 'Fairy' feedback via email

'I have taken over as the Band 7 now permanently and Kam has taken over as the Band 6. Her interview was amazing and I think she has a big thanks to FoNS for it, her whole thought process has changed. I interviewed her with a colleague [Paul] who did not know about Patients First and he said he felt like crying he was so amazed by her thoughts.

I have set a notice board up on the ward called the 'What's important to me' board. We work in such a busy, fast environment that I think it's become too easy to overlook the excellent work staff do, so my board holds their values and beliefs. It has their name in the middle and what role they have and then they design it as they wish. Angela, one of our healthcare assistants who is very feisty and passionate about her job, has gone first and just stood grinning next to it, really lovely.

Paul... asked if we can rub a bit of this 'FoNS thing' into staff on his ward. Perhaps you can be the FoNS Fairy Jo and get everyone thinking...'

New developments in 2013 included:

- Establishing an annual 'Chairman's Dinner' for partners and key leaders, which offers a space for networking and debate on contemporary issues affecting health and social care practice and informs future work of FoNS
- A commission, by NHS Central London, West London, Hammersmith & Fulham and Hounslow Clinical Commissioning Groups, for Kate Sanders to provide facilitation to enable the development and implementation of a patient experience and engagement strategy
- A nurse leadership consultancy project. Jo Odell was approached to facilitate group clinical supervision for nurse leads in Hampshire. This was an opportunity for six lead nurses at different organisations across the county to come together to reflect and learn from their practice in relation to adult safeguarding nursing issues
- FoNS was invited to be a partner at Innovation EXPO 2013: Spreading the Learning from Locally Focused Innovation, and to lead two half-day seminar programmes. Nine project teams took part to showcase the impact the work of FoNS, the Burdett Trust for Nursing and the GNCEWT is having on patients' experience of healthcare
'The presentations at EXPO were brilliant. It gave me a high profile, which in turn led to more opportunities and presentations.'

Andre Hutchinson, 2017, Nurse Manager Adult Mental Health Services, Montgomeryshire

- An application to the Department of Nursing at Canterbury Christ Church University for individuals to pursue academic accreditation for the work undertaken as part of a FoNS programme was accepted with a memorandum of understanding
- A three-year partnership, in collaboration with Clarity Informatics and with a launch event at The King's Fund, to support the refinement and rollout of an appraisal toolkit for nurses. The NMC's announcements regarding revalidation expedited the process
- The previous Richard Tompkins Award became the annual Richard Tompkins Nurse Development Scholarship, a leadership/development opportunity, supported by a grant of £5,000 from Mrs Elizabeth Tompkins and the Tompkins Foundation

Evaluating the work of FoNS

A grant was awarded by the NHS Institute for Improvement and Innovation to undertake a review of FoNS' work over the previous ten years.

The independent review, led by Dr Kim Manley CBE in 2013, was undertaken to support the ongoing work of the Creating Caring Cultures programme. Its focus was to identify what could be learned about how person-centred, compassionate and safe cultures can be achieved and sustained through reviewing the reports of eighty-two FoNS projects over the previous ten years.

Overall, the evaluation concluded that FoNS had enabled insights into the creation of caring cultures and how they are sustained. In addition, the review supported the view that practice development typologies deliberately intend to address workplace culture whereas service improvement typologies do not (Shaw 2013¹). Furthermore, the role of action research was highlighted as a practice-based research approach that can achieve successful culture change in tandem with the development of practitioners individually and collectively, and contribute to the body of knowledge. The review, *Insights into Developing Caring Cultures: A Independent Review of the Experience of The Foundation of Nursing Studies (FoNS)*, can be downloaded at fons.org/resources/documents/CultureReviewFinalReportMarch2013.pdf

Professor Dominic Upton and colleagues from the University of Worcester were appointed to undertake an independent evaluation of the Patients First Programme. Professor Upton's review, *An Independent Evaluation of the Patients First Programme*, is available at fons.org/resources/documents/University-of-Worcester-PF-Evaluation-Final-Report_Nov2013.pdf

It explored the extent to which the aims of the Patients First Programme had been achieved over the first three years of operation, the added value of the programme for individuals taking part, their practice and patient care, and the longer-term outcomes and benefits of the programme. During the first three years, a total of forty projects were funded, by the Burdett Trust, covering a wide range of clinical settings and patient groups.

Overall, the structure and format of the programme was successful in supporting the delivery of practice development projects, through providing learning opportunities in appropriate skills, involving patients in decision-making processes, and influencing outcomes relating to patient care. Around three-quarters of individual projects resulted in changes in care that have, at least in part, been continued or mainstreamed into everyday practice. Project leads have been encouraged to share their practice within their own organisations and at local, national and international conferences.

The key areas of concern identified in the evaluation were around teams having sufficient time to spend on the project, engagement of colleagues and patients in the projects, and the lack of continued support at the end of the programme.

Exciting times for the website, social media and online journal

Ongoing monitoring of the FoNS 'virtual' Centre for Nursing Innovation revealed an increasing database of contacts. Email newsletters were used to promote FoNS events, scholarships, bursaries and other work, including 'themed' items, for example highlighting journal articles, projects and resources related to a particular speciality or methodology.

In October 2013, FoNS hosted its second tweet chat on Twitter with @WeNurses on the topic of 'Getting Evidence into Practice'. A total of 115 people from many different backgrounds and experiences took part. The following questions were asked to prompt discussion:

- What evidence is used and valued in your workplace?
- What opportunities are there for collecting and using different forms of evidence? Who could help?
- What support do clinical teams need to use evidence in practice?
- What practical steps can teams take to get evidence into practice?

There were exciting developments too for the *IPDJ*. Readership of the journal was growing and funding was now being provided by member organisations of the IPDC. Sponsorship opportunities had also been developed, enabling organisations to sponsor the publication of an article. Articles were still subject to double blind peer review, but this opportunity enabled sponsors to promote aspects of their work via the journal. Additionally, special issues began to be published including, for example, an issue on person-centredness in September 2015.

Marketing activity included licensing agreements with EBSCO and ProQuest. Both are organisations that manage international academic search databases including Cinahl and the British Nursing Index.



Kate Sanders (left) with Debbie Warren, FoNS Communications and Administration Officer

A Small Team with a Huge Impact (2014-2017)

The success and reputation of FoNS was recognised when Theresa Shaw was named among the *Nursing Times* Top 50 Leaders, in collaboration with the NHS Leadership Academy.

'Leadership is very important and especially being seen to be leading... At times it has been very challenging and personally testing... but I learn from things, move on and focus on the positive... Trustees have been very steady, very encouraging. Tony [Butterworth, Chair of Trustees], more recently has given me more confidence... he has been very, very good in terms of development of the organisation... I've had the chance to meet lots of people, such as Chief Nurses. But it is the actual work and outcomes that make the difference... I enjoy most being out there and doing things in the clinical setting.'

Dr Theresa Shaw

Activities encompassing Theresa's collaborative leadership and the staff's expertise and innovative approach continued across the UK and beyond.

The Department of Health awarded a grant for a project entitled 'Enabling Compassion Across Health and Social Care', which included the development of a short animation entitled *Getting Started with Culture Change* aimed at matrons, ward managers and staff at similar levels. Since the release of the video on YouTube in April 2015 there have been more than 6,000 unique views. An associated set of online resources was developed for teams to help them to develop the culture of care (fons.org/learning-zone/culture-change-resources.aspx).

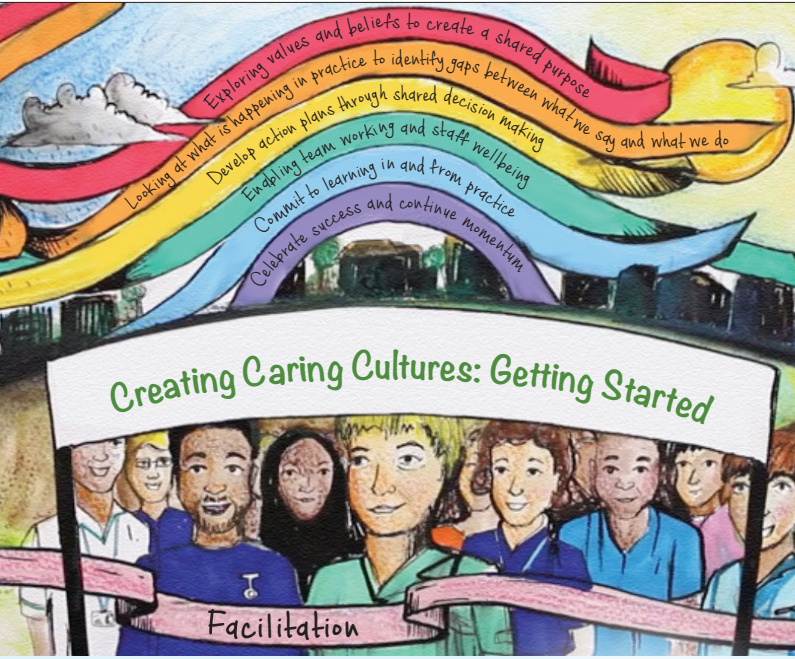
The recognition of and growing interest in the FoNS' Creating Caring Cultures model included a commission from South Tyneside NHS Foundation Trust for FoNS to work with 26 ward managers/community team leaders across the trust.

Nottingham University Hospitals NHS Trust also acknowledged FoNS' influence on its trustwide shared governance model. This work was supported through FoNS' Practice Based Development and Research Programme in partnership with the GNCEWT, with the trust noting that '*without FoNS it simply would not have happened*'.

A new commitment to weekly blogs created an opportunity for FoNS to publicise its ethos and beliefs in a less formal and reflective way. Subjects covered included workplace culture, working appreciatively, exploring creativity and team working.

'I read their newsletter and blogs often and share these with others. I contact them and share my work with them too.'

Professor Belinda Dewar, Professor of Practice Development, University of the West of Scotland



Creating Caring Cultures: a range of free resources to help clinical leaders get start with culture change

As health and social care staff, we all want to be kind and caring and make sure that services are safe and effective. To help people to achieve this, FoNS has created a number of freely accessible resources, including an animation, booklet, tools and guides.



Please visit: www.fons.org/learning-zone/culture-change-resources.aspx

The quality and level of all the activity undertaken by the FoNS team, including the ever-increasing number of consultancy and collaboration developments, impressed the Trustees. Nurses with whom FoNS had worked were also acknowledging the value of the organisation.

'I see FoNS as a small team with a huge impact. I think they probably can't measure the true impact they have, as it is the by-products that are often invisible that have the ongoing impact.'

Chris Benson

Reaching out, growth and reward

At the request of the Trustees a lunch was hosted by the FoNS President, James Bevan in 2013, for the charity's Patrons (Appendix 2). This was an opportunity to update the Patrons on new developments and engage in lively discussion regarding key strengths of the organisation and potential future developments, and to explore their ongoing contribution to the charity.

Reflecting on current and future opportunities, a new strategy document was developed for 2014-17, underpinned by the charity's commitment to:

- Advancing the nursing profession for the ultimate benefit of patients and their families
- Supporting nurses to be the highly skilled and caring practitioners they wish to be
- Promoting investment in innovation and transformational activities that result in more effective, safe and caring workplace cultures that put people at the centre and enhance everyone's experience of health and social care

While FoNS had an outstanding reputation with the nurses it had worked with and with its partners, the organisation needed to broaden its networks to reach a wider health and social care audience. It was important to ensure that FoNS' expertise and support reached the nurses and teams in most need to achieve an even greater impact on the quality of care as reflected in the strategic objectives (Box 6). The strategic plan was launched at the chairman's successful partners' annual dinner with the proposed areas of work warmly received.

Box 6: Strategic ambitions and objectives 2014-2017

- To be a leader in transforming and improving practice across health and social care
- To generate and share knowledge on practice improvement, innovation and transformation
- To raise awareness of FoNS' work and maximise its wider impact
- To maximise FoNS' potential by strengthening and expanding partnerships and collaborations
- To maintain good governance and sustain steady growth

Three new Trustees joined the Board: Tim Callaghan, bringing financial expertise, Dr Lisa Bayliss-Pratt, bringing expertise in education and quality, and Dr Ann McMahon, bringing research and innovation expertise.

The following year brought new opportunities and initiatives alongside progress with existing projects. The charity's financial position had improved, especially with regard to the increase in unrestricted income. It was also seen as a good time to review the investment strategy and provision for investment management.

Funding was successfully extended until 2016 for the Patients First Programme. A new award was founded in memory of Dr Sue Pembrey OBE, a significant nurse leader in the field of practice development and research. A team leading a Patients First project was honoured with this award, which was presented at the annual FoNS celebration event.

'I love that FoNS sees it as important to reward the hard work and effort of the everyday practitioner, not just with a publication and support to do so, but also with the prestige of those same practitioners and their organisations attending an annual awards event in recognition of the work undertaken.'

John Driscoll

Knowledge: validating, facilitating, developing, reviewing, disseminating

'We have been widely acknowledged as having expertise in working with people, facilitating and enabling rather than doing and telling.'

Dr Theresa Shaw

This expertise has resulted in several organisations using FoNS in an advisory capacity and to deliver key new initiatives. For example:

- Having joined the FoNS Partners' Programme, the *British Medical Journal* requested that FoNS review its online resources to make them more accessible to nurses
- FoNS was funded by the Department of Health to run a series of revalidation workshops to support nurses in social and primary care

There were now 25 Honorary Associates:

'I am proud to be associated with FoNS in my Associate role. My initial impression of FoNS was of a team that understood practice development in the "real world" context and the high value placed on connecting with both practitioners and practice, along with making research in practice development real to practitioners and frontline care delivery.'

Dr Jonathan Webster

While FoNS had always participated in the practice development schools at Canterbury Christ Church University, it was now hosting a week-long residential IPDC Practice Development School in East Sussex, with up to 30 participants. It was hugely successful and is now a regular event.

Janice Sigsworth and Jill Down stepped down from the Board of Trustees and were succeeded by Philomena Corrigan and Deborah Sturdy OBE, bringing extensive nursing and social care experience and commissioning expertise.

Up and away in 2016

At a Trustees and staff awayday, the future needs of the nursing profession were considered, along with the landscape of health and social care. Other areas debated included the future of the *IPDJ*, opportunities for new partnerships and ways to strengthen further FoNS' funding base.

This was the final year of the Practice Based Development and Research Programme in partnership with the GNCEWT, which had started in 2007. Many of the project leaders and team members had no prior experience of research or practice development, and therefore for some, there had been a huge amount of learning. The funding had enabled the successful support of twenty-one nurse-led teams over a period of a decade (Appendix 5; fons.org/programmes/development-research.aspx).

'FoNS were incredibly supportive, especially Kate Sanders, who led me through the first stage of the project planning. Overall, the experience of being involved with FoNS was hugely positive, rewarding and empowering.'

Fiona Brand, Psychiatric Liaison Nurse/Research Nurse, John Radcliffe Oxford Health NHS Foundation Trust

'The support during the programme directly reflected the organisation's values – inspiring, enabling, improving... learning about participatory action research – this course of action pulled at my very being, and I was determined to make it work... I vividly recall one of Kate's much-valued site visits, to discuss the plans for the project. She carefully presented... a mental health project that went over the intended two years and that had been okay as that was what was required to make the difference. Headstrong and idealistic, I stated I did not intend to overrun. Eventually I achieved the necessary approvals to start the project some two years later and finally presented my dissertation report to FoNS four years after the funding had been awarded. The outcomes of that project are still being produced and disseminated. There have been various battles, both personal and professional... when others may have got frustrated or given up on me, it was always gratifying to know the [FoNS] team were there holding me to my commitment to be the best I can be.'

Daniel Marsden



It was also the penultimate year for the Patients First Programme. In addition to the independent evaluation of the first three years of the programme (Upton et al 2013, see page 40), the sponsors, the Burdett Trust for Nursing, reviewed the impact on practice of the projects funded between 2009 and 2014. The findings showed that FoNS' work delivered impact as intended. Participants rated the programme and the support received highly. When the programme ends, it will have supported ninety projects (Appendix 5).

'The support we received from Jo Odell was fantastic. She was very inspiring without being judgmental.'

Paula Rogers

'From our first contact and first workshop the whole team were very impressed with the warmth and professionalism displayed by the FoNS team, especially Jo Odell who was our FoNS Facilitator. It was so fantastic to have the time, space and encouragement to explore our practice. We were introduced to practice development methodology and encouraged to use creativity to think widely. Another huge benefit of the Patients First Programme is meeting with the other teams from all over the UK. Meeting with inspirational teams and sharing ideas and experiences with them really helped us to keep going, and to try new ideas in our workplace. Each and every member of our team would say that the whole experience has truly been a privilege and allowed us to flourish.'

Ruth Magowan

Box 7: The wide range of subjects covered by the Patients First Programme

The list of the most recent Patients First projects clearly illustrates the huge variety of subjects encompassed by the programme:

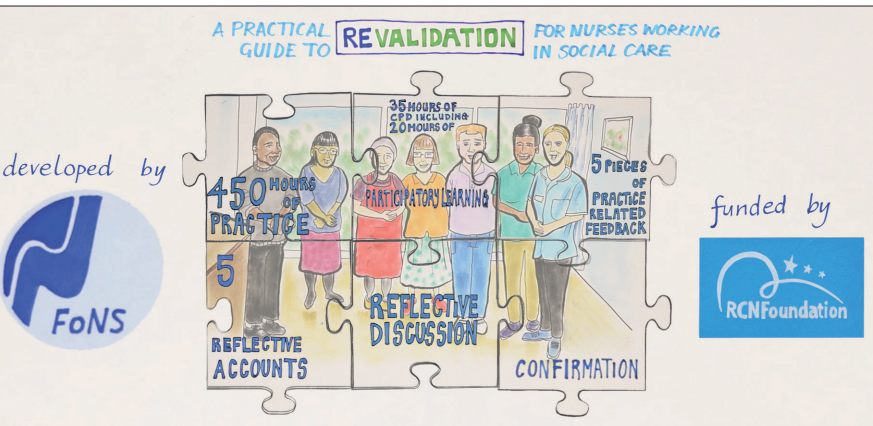
- Patient Safety in a Community Hospital
- Improving the Journey for the Patient Undergoing Orthopaedic Surgery
- Nurse-led Clinics for Children and Teenagers in the Children's Haematology and Oncology Day Unit
- Chestnut Tree House's Hard to Reach Families Project
- Putting Patients and Carers First: A Project to Improve Patient Experience on an Acute Elderly Care Ward
- Early Discharge in Neutropenic Sepsis
- Assuring the Nursing Care that Matters Most to You
- Developing Support for Patients with Negative Body Image Due to Lipodystrophy
- ARISE – Anxiety, Recovery, Inclusion and Social Empowerment Programme
- Enhancing the Experience for Patients with Dementia Admitted to an Acute Ward
- Five Ways to Wellbeing for Patients with Inflammatory Bowel Disease
- Using Transformative Learning to Improve End of Life Care

The Creating Caring Cultures programme enjoyed ongoing success, with its purpose to help nurse-led teams to create healthcare workplaces that are person-centred, conducive to the delivery of high-quality care and that provide a supportive place for staff to work. Evaluation data revealed that participants in the programme:

- Recognised the need to be more person-centred with staff
- Had a better understanding of culture, its impact on services and how to inspire a shared vision
- Recognised the importance of learning from others and challenging one another
- Gained an increased awareness and understanding of how to encourage and empower staff, teambuilding and staff development
- Recognised the importance of celebrating successes and achievements, and had developed strategies to support and appreciate staff

Collaborate, revalidate, generate, facilitate, innovate and disseminate

The involvement of FoNS within the social care sector had become an important area for development. The charity became a collaborator in the 'Teaching Care Homes Pilot Programme', a Care England initiative funded by the Department of Health. Its aim is to create 'centres' that demonstrate excellence and innovation in nurse-led care, where care is the best it can be and the learning environment benefits staff and students. This work has the potential to raise the profile of care homes and improve their image.



FoNS launched a series of resources to help nurses prepare for revalidation

Another area where FoNS has offered support for nurses is revalidation, via a programme entitled 'Preparing for Revalidation: Workshops for Nurses in Social and Primary Care', supported by the Department of Health. The sessions were particularly aimed at nurses working in the care sector and primary care. Following the success of this work, FoNS secured a grant from the RCN Foundation to develop an animation for the care sector on the revalidation process. The organisation has received a wide range of positive feedback, including from the Nursing and Midwifery Council (fons.org/programmes/care-sector.aspx?page=revalidation). A new rolling annual contract was agreed with Clarity Informatics, supporting the appraisal toolkit for nurses.

Two new undertakings generated by FoNS are both expected to have a long-term impact:

- The FoNS Professor in Practice Learning has been established at the University of Bangor, a partnership that also includes the Betsi Cadwaladr University Health Board. The post aims to strengthen the clinical practice learning environment through a greater focus on practice development and culture change, with FoNS providing expertise for the incumbent Professor Deborah Roberts
- A review of practising mental health nurses, led by FoNS. The aim was to add clarity to the potential future specialist role of graduate and mental health nurses. The initiative included facilitating a series of roundtable discussions across the UK, which contributed further to understanding the key issues for mental health nurses and practice. The report: *Playing our Part* (Butterworth and Shaw), published in March 2017, can be found at: fons.org/library/archives/publications

FoNS' expertise in mentorship, support and consultancy continues to be sought. Mentorship continues to be offered to the practice development school participants.

'The mentorship enabled me to practice some of the new approaches and encouraged me to be brave and think differently in relation to my management style.'

Chris Benson

Other leading organisations seeking FoNS' advice and support include:

- Dementia UK
- The Health Foundation
- Queen Margaret University Edinburgh, for its innovation and improvement in older people care project
- RCN Nursing Advisory Group
- RCNi editorial advisory board¹
- University of Bangor, for its realist evidence synthesis, 'Implementation of Nursing Workforce Planning using Technologies'

1. The RCNi is the publishing arm of the Royal College of Nursing.



Playing our Part

The work of graduate
and registered mental
health nurses

An independent review
by the Foundation of
Nursing Studies

Emeritus Professor Tony Butterworth CBE
Dr Theresa Shaw



The *Playing our Part* report from the review of practising mental health nurses, led by FoNS

FoNS' commitment to dissemination has resulted in the following developments:

- The *IPDJ* being listed with the Directory of Open Access Journals – an international online directory that indexes and provides access to quality open-access, peer-reviewed journals, and that promotes best practice in open-access publishing
- The *IPDJ*'s adoption of DOI numbers, which increases the searchability of articles. FoNS joined CrossRef, one of the organisations that register DOI numbers
- The eleventh and twelfth volumes of Improvement Insights being published on the website (fons.org/library/dissemination-series.aspx)

'I have been invited to speak at many nurse meetings at the trust to discuss my experience of the project, which has offered an opportunity for other nurses to understand there is support outside the trust. Even if people are not successful in achieving formal grants, the FoNS website is supportive through publications and many other resources.'

Paula Rogers

A new Trustee, Jonny Landau, offering legal expertise, was welcomed to the board. The Trustees recognised that the financial management overall was now strong; this included the positive steps that had been taken to protect funds. They also recognised the need to prepare for and celebrate success, with FoNS reaching its thirtieth anniversary in June 2017.

2017 – Significant developments

It is now thirty years since FoNS came into existence. The influence and impact that the charity has had on patients, professionals, policy and practice is reflected throughout its history to date, the key events of which have been recorded in this book.

'I think FoNS has enabled innovation and championing that may not have happened if left to the NHS and statutory bodies alone. Let alone the investment in projects, the subtle pressure on and encouragement of nursing leaders and politicians to promote the value of evidence-based nursing practice for good patient care has been powerful.'

Caroline Alexander

FoNS continues to be at the helm of projects that address issues of central importance to healthcare. Theresa Shaw's blog (Box 8) provides insight into the 'Teaching Care Homes' pilot programme that FoNS has been supporting in partnership with Care England. The pilot programme was launched at a celebration event held at the House of Lords.

'A few weeks ago we had our final day with the teams we have been working with from five care homes across England. I remember blogging about the teams at the start of the programme. I talked about their inspiring and, at times, emotional narratives and stories about the ways they, and their colleagues, were trying to provide a sense of 'home' for residents and person-centred care for them and their families. One of the many things the pilot programme set out to do was to shine a light on what is really great about many of our care homes up and down the country and the tremendous commitment of staff who work in care homes. It has been great to see how, through the pilot programme, individuals have become more confident in talking about their experiences, most especially through the blogs they have shared about day-to-day experiences that, in my view, make them exceptional.'

Dr Theresa Shaw

Box 8: Shining a light on what's great in care homes (Theresa Shaw's Blog, 2017)

I thought you might like to read what some of the participants in the Teaching Care Homes pilot have to say about the work they do every day:

'There's no need for care homes to feel isolated.'

'As care home nurses, we must never forget we are custodians of another life.'

'Taking the time to "stop, look, listen" in care homes.'

'The hidden talent of the care workforce.'

'As a nurse leader, your role is to empower your team.'

'I'm just a care home nurse.'

'Care home nursing offers the ability to build relationships with those we care for.'

'The essence of good teamwork.'

'Helping new care home managers establish themselves in their role.'

'If I woke up in a perfect care home – how would I know?'

I think you will agree that these people and teams have much to be proud of!

The lifelong learning process of sharing and developing knowledge is a two-way process.

'It is such a pleasure and a privilege to work with nurses and health and social care teams that are so enthusiastic and motivated. I am constantly learning from them but I also get to see how their knowledge, skills and confidence grow. I have a sense that, for many, the experience of working with FoNS has a lasting impact, which hopefully goes on to influence their future ways of working with others.'

Kate Sanders

FoNS has been asked to develop a programme entitled 'Leading the Development of Person-centred Cultures', for clinical leaders at the Hospice of St Francis in Hertfordshire. The work involves bespoke facilitation and a series of workshops over a twelve-month period. Other organisations are also seeking bespoke learning opportunities that support facilitative leadership and culture change. The International Practice Development School will take place again in 2017, returning to the inspiring surroundings of Herstmonceux Castle in East Sussex.

Funding for a new programme to replace Patients First has been approved. It is entitled 'Inspire Improvement Programme: Supporting Nurse-led Health and Social Care Improvement at the Frontline', and will run for three years from 2018. Its aim is to inspire those leading clinical teams to increase their skills in facilitating person-centred cultures, with a commitment to continuous improvement of care and services at the frontline of practice.

As for the FoNS 'virtual' Centre for Nursing Innovation, the database now holds almost 8,000 contacts (Friends and Associates). Downloads of *IPDJ* articles continue to increase.

The screenshot shows the website for the Centre for Nursing Innovation (FoNS). The header includes the FoNS logo, the text 'Centre for Nursing Innovation Inspire Enable Improve', and a 'LOGIN' button. Below the header is a search bar with the text 'Enter keywords' and a 'Search >' button. A navigation menu contains links for Home, About Us, Library, Programmes, Common Room, Learning Zone, Supporting FoNS, and Login Zone. Below the menu is a secondary navigation bar with links for Project Reports, Improvement Insights, Evaluations, Archives, and Journal. The main content area shows the breadcrumb 'Home > Library > Journal > IPDJ Home' and a 'AAA' accessibility icon. The 'IPDJ Home' section features a green banner with the text 'International Practice Development Journal' and 'Online journal of FoNS in association with the IPDC (ISSN 2046-9292)'. Below the banner, it states 'The International Practice Development Journal is OPEN ACCESS' and provides information about the journal's focus on practice development and related fields. A sidebar on the right contains a 'Search Journal' section with a search bar and a 'Search >' button, and an 'About the Journal' section with links to IPDJ Home, About IPDJ, About IPDC, Editorial Board, Permissions, and Contact Us.

The Uniqueness of FoNS

'FoNS is being human. Having a clear theoretical foundation. Facilitating person-centred care and building relationships. Making a difference to how people feel about themselves. FoNS is helping to translate policies by enabling people.'

Theresa Shaw

How unique is FoNS? The organisation invests in developing people and practice, and through this achieves significant change. But the complexity of clinical change and development should not be underestimated. Local support from someone with research experience is of benefit to project teams – either as part of the team or as an external advisor. However, such people do not always have practice development knowledge and experience, and they are not always able to overcome the complexity of the clinical contexts. FoNS has this expertise and practical wisdom. Also, project work is not often prioritised amid the busyness of providing everyday services, meaning project leaders may not get the time and resources they require, often doing much of the work in their own time and struggling to engage with staff due to time pressures. FoNS recognises these issues and has the troubleshooting experience and facilitation expertise to address them.

'I can think of no other organisation that independently promotes nursing and midwifery practice across all care and services, working with practising nurses and making every attempt to share the learning through the NHS, private care and nursing homes... It is the one place that nurses can go for help and support in promoting their own practice.'

Gill Stephens

'I think the beauty of FoNS is the way they've developed schemes to make a little go a long way. In the endless austerity the NHS has faced in the 33 years I have worked for it, that [support from FoNS] enables seeds to grow and with that optimism and "can do" to flourish – priceless assets!'

Brigid Reid, Chief Nurse, NHS Barnsley Clinical Commissioning Group

A different way of working that is unique and important:

'FoNS' independent nature is central. The profession is not used to having that to call upon or use. There is more to be done in developing an alternative view to current ones; we need to establish that different views within a profession should be supported, rather than persist with the assumption that "if you're not with us you are against us". I've made the case that as a charity, FoNS can say things that others can't – it can be a "critical friend" although it has to be said some organisations are not keen on critical friends. As an example of mutual support, we should look at the ability of the medical profession to look after its own. Charities have a role in this respect – FoNS cannot be afraid of anybody.'

Professor Tony Butterworth

What is the secret of FoNS' success?

'A patient- and nurse-focused nurturing organisation.'

Paula Rogers

'I have the utmost respect for FoNS... the staff, while highly qualified and experienced in facilitative practice development activities, have the ability to advance practitioner knowledge and demonstrate leadership without coming across as authoritative. These attributes extend right through the organisation, from the administrator to the CEO.'

John Driscoll

'My experience of working with FoNS is made up of many elements (all very positive): compassionate; skilled in helping translate theory and research into practice; person-centred; authentic and respectful; skilled facilitation. Values and beliefs are reflected in behaviours which are in turn reflected in how FoNS works with both individuals and teams.'

Dr Jonathan Webster

Looking to the future, Theresa Shaw has written:

'This value of putting people at the centre is something that has remained strong for FoNS, for people who use services and for staff. So much so that I increasingly think that it is the opportunity to feel supported and acknowledged that has the greatest impact, over any funding resource we can offer. We are now in an era that we could never have imagined in the late nineties, with resources stretched to the limit and demand across health and social care higher than ever. Despite this, I believe that FoNS' commitment, using approaches that begin by connecting at a human level with nurses and staff teams across health and social care, remains an important and invaluable contribution.'

FoNS blog, January 2017

A new strategic plan for 2018-2021 is currently being developed as there is still much to do in this political, social and economic time of austerity, profound change and uncertainty. Thirty years on and the need is as strong as ever to support, develop and sustain nursing, enabling it to lead on:

- Developing person-centred cultures of care
- Increasing user involvement in practice-based research and development
- Creating new knowledge for person-centred practice
- Influencing local and national health and social care policy

Is there another organisation in the UK, or indeed globally, that can match what this small, independent charity has achieved and continues to achieve? Over the past thirty years, documentary evidence, project evaluations, interviews and survey reports, together demonstrate the direct impact that FoNS has had on the quality of health and social care in diverse settings, and on research-based practice, professional development and lifelong learning for nurses, including significant career progression.

‘What immediately impressed me about FoNS was its commitment to implementing evidence-based practice using action research and practice development research, which is still not easily funded by other funding sources.’

Professor Victoria Traynor

‘FoNS is making a tangible and visible difference to many teams all over the UK and empowering nurses to really improve care for the people they work with. It would be great to see many more teams have the privilege to learn together and, with the support of FoNS, learn how to make a difference.’

Ruth Magowan

The legacy of FoNS

‘The influence of the Foundation has extended throughout Europe and beyond and continues to do so with such skilled people as Theresa and her staff to guide it. I feel very proud to have been there at the beginning and to see it grow into a body that is a wonderful resource for so many and which offers opportunities to creative practical nurses everywhere.’

Elizabeth Stallwood

‘It is great to see FoNS maintaining its place supporting nurses in practice and in promoting evidence-based care. As nurses and organisations are under increasing financial pressure the role of FoNS is needed as much, if not more, than ever.’

Professor Angela Tod

‘I am so pleased to see the organisation, which I helped to found, is still going strong and hope that the next thirty years will be just as successful.’

Fay Buglass

FoNS enters its fourth decade in a stronger position than ever – indeed, at the first board meeting of the year, it was noted that under Theresa Shaw’s leadership the organisation has been transformed in terms of impact and financial stability. It is also important to acknowledge here the ongoing support of Mrs Elizabeth Tompkins and the Tompkins Foundation, which has backed FoNS from the very beginning.

A final word from the Chair of Trustees...

'The biggest impact FoNS has had on me has been through its theoretical approach to practice development. It has really helped me to think differently.'

Tony Butterworth

...and a tribute from one of FoNS' nurse award winners

'I will continue to use FoNS as a source of reference throughout my career as I believe that being part of FoNS has given me permission to be the leader that I wanted to be.'

Susan Bateman, Ward Manager, Strathcarron Hospice, Stirlingshire

All those who have been involved with FoNS would support these messages.

Appendices

Appendix 1

The Wellington Foundation Nursing Projects Study Group (July 1984)

- Dr Eve Bendall, CEO, English National Board for Nursing and Midwifery
- Elizabeth Stallwood, Matron/Director of Nursing, Wellington Hospital
- Janet Duberley, Professional Development and Training Officer, South West Thames, Regional Health Authority
- Mrs Edwards, Bloomsbury District Health Authority (representing Miss Christine Hancock, Chief Nursing Officer)
- Jennifer Hunt, Director of Nursing Services, Royal Marsden Hospital
- Dr Jill Macleod Clark, Lecturer in Nursing Studies, Chelsea College
- Mr Ronald Pearce, Ronald Pearce Associates
- Fay Buglass, Secretary, The Wellington Foundation.

Appendix 2

Patrons and trustees

Trustees

Dr Lisa Bayliss-Pratt*
Dr Loretta Bellman*
Dr James Bevan (founding Chair)
Professor Tony Butterworth CBE*
Tim Callaghan*
Caroline Clarke (Treasurer)
Philomena Corrigan*
Sir Ron de Witt
Jill Down
Peter Gadd*
Bruce Gilligan
Professor Jennifer Hunt
Anthony Impey*
Jonny Landau*
Dr Arthur Levin
Alan Masters
Dr Ann McMahon*
Professor Julianne Meyer
Marie-Helene Osterweil-Cohen
John Philips
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Professor Janice Sigsworth
Elizabeth Stallwood
Gillian Stephens
Jonathon Stone
Deborah Sturdy OBE*
Elizabeth Tompkins
Professor Dickon Weir-Hughes
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Baroness Julia Cumberlege of Newick
Sir Ron de Witt
Professor Jennifer Hunt
Elizabeth Stallwood
Gillian Stephens
Elizabeth Tompkins
Baroness Mary Watkins of Tavistock

Appendix 3

Donors and supporters

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Burdett Trust for Nursing	J. A. Nasmyth Trust
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Clarity Informatics	NHS London
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The International Practice Development Collaborative
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The Linbury Trust
The Mallabar Trust
The Slater Foundation
The Tompkins Foundation
Hunter Thomson Esq.
The Wellington Hospital

Thornbury Nursing Services
Elizabeth Tompkins
Tower Homes
Trigger Innovations
Mrs van den Arend
Vauxhall Motors
Westminster Foundation
Joanna Wilde Silver
E. Wulfsohn
Wyeth Foundation
Wyeth Pharmaceuticals

Appendix 4

Staff

Caroline Alexander (Project Development Officer)
Fay Buglass (Director)
Malcolm Brown (Accountant)*
Diana Calcraft (Practice Development Facilitator)
Beth Chidgey (Administrator)
Donna Clack (Fundraiser)
Dr Ann Faulkner (Director)
Rebecca Hellmuth (Administrator)
Sue Hichisson (Office Assistant)
Marcini Hunter (Accountant)
Gayle Inman (Administrator)
Joanne Odell (Practice Development Facilitator)*
Julie Partridge (Conference Organiser and Administrator)
Amanda Purbrick (Fundraiser)

Diana Roberts (Office Assistant)
Dr Leah Roberts (Administrator and Conference Organiser)
Kate Sanders (Practice Development Facilitator and Managing Editor of *IPDJ*)*
Dr Theresa Shaw (CEO)*
Paul Sinclair (Accountant)
Ros Taylor (Fundraising)
Debbie Warren (Communications and Administration Officer)*
Liz Welsh (Communications and IT Coordinator)
Jayne Wright (Practice Development Facilitator)
**Current staff team*

Appendix 5

Archives of projects and awards supported by FoNS

Projects

From a project on patient-controlled analgesia at Middlesex University to a project entitled 'Developing a Workshop to Support and Empower Patients with Negative Body Image', at Addenbrokes in late 2016, the Foundation of Nursing Studies has supported a huge number of projects of almost infinite variety. The total now stands at more than 230 – unfortunately far too many to list here!

However, the full rundown of projects can be found on the website at fons.org/library/archives/project-archive

Awards

FoNS ran an awards programme covering four categories:

- The Mallabar Award for nurses, midwives and health visitors who have developed good practice initiatives that have improved patient care. This award was funded by FoNS
- The Richard Tompkins Award for Nurse-led Care, for nurses, midwives and health visitors who have developed nurse-led initiatives that improve the accessibility and responsiveness of services for patients. This award was funded by the Tompkins Foundation
- Birmingham Hospital Saturday Fund (BHSF) Award for User Involvement in Care, for nurses, midwives and health visitors who have worked in partnership with patients, carers or other users to develop practice initiatives. This award was funded by BHSF
- The Elsevier Award for the Evaluation of Healthcare Practice for nurses, midwives and health visitors who have undertaken a project that demonstrates how developments in healthcare practice can be evaluated. This award was funded by Elsevier Publishing

In addition to the above awards, FoNS was delighted to work with the *Nursing Times* in 2000 on the leadership awards for Sisters, Charge Nurses and Community Team Leaders. FoNS has also supported a number of awards for nursing networks, including the Developing Practice Network, the Lecturer Practitioner Forum, the Transcultural Nursing and Healthcare Association and the National Network for Learning Disability Nurses.

Details of the awards and winners can be found on the website at fons.org/library/archives/awards-archive



Recent scholarship and award winners include:

Richard Tompkins Nurse Development Scholars

2013:

Chris Benson, St Peter's Hospice, Bristol

2014

John Lansdell, Princess Alice Hospice, Esher, Surrey

2015

Giselle Cope, St Andrew's Healthcare, Nottingham

Karen Birch, Kettering General Hospital NHS Foundation Trust

2016

Rachel Bevan, Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust

Rebecca Lacey, Nottingham University Hospitals NHS Trust

Susan Bateman, Strathcarron Hospice, Stirlingshire

2017

Sarah Brooker, Newcastle upon Tyne Hospitals NHS Foundation Trust

Siobhan Weaver, Cambridgeshire Community Services NHS Trust

Sue Pembrey Award

2015

Patients First team, Compton Hospice, Wolverhampton

2016

Wendy Newnham, Virgin Care



Winners of the first Sue Pembrey Award with members of the judging panel and Pembrey Family

Appendix 6

An example of FoNS' expertise, influence and skilled facilitation

The challenges and rewards of working with an external facilitator

**Myra Savin, Partnership Manager and Lisa Pendleton, Community Matron
(Project Leaders)**

Project dates: September 2007 – September 2009

The Foundation of Nursing Studies funded a chronic obstructive pulmonary disease (COPD) and asthma project with Hounslow Primary Care Trust (PCT) to evaluate, design and implement self-care management plans for ageing patients in the above disease areas. The project was supported by an external facilitator commissioned by FoNS and the PCT's Partnership Manager and Community Matron, who are the project leads. The benefits of working together meant that, as we are all from multidisciplinary backgrounds (non clinical and clinical), different objectives and thoughts were brought to the project. Thinking outside our specialist areas culminated in better communication, due to the wider knowledge base, particularly in non-clinical pathways. Working from different perspectives was an excellent opportunity to share ideas, opinions and knowledge that can help inform and build constructive objectives. Using reflective practice improved us as practitioners, and the support of the external facilitator introducing this technique to our project brought positive input into our work.

As patients were the 'focus' of our project, we worked hard to involve them and their carers, together with PCT staff from across all professions and disciplines, to create an integrated working group and representative steering group. This collaborative approach was pragmatic and supported the diverse group to be more cohesive and feel on a level playing field.

We learned that 'our' particular way or idea isn't always the best; that there are other methods that may be better or more appropriate. It's like a light going on saying 'why didn't I think of that?' That eureka moment where you say 'yes – that's right!' It is a real confidence base happening, where you realise how much benefit there is to be gained from working together. Thus, when needed, our decision making became more action led, more reflective and more consultative. Barriers can be broken and trust established by sharing each others' experiences.

Politics surrounded the project: patients raising awareness of weaknesses or non-compliance in provision of services and wanting answers to questions like why there is a postcode lottery, particularly in the area of pulmonary rehabilitation, which many see as essential to progression in managing COPD. Diplomacy is required in such debates – 'supporting' the patients while signposting and explaining the problems that have created these situations. We have to respect individual patients'/carers' views, while maintaining a professional but sympathetic attitude.



Working as individuals brought together to lead this project meant we had to be respectful of each other and our expectations; to be conscious of our workloads outside the project, understanding the pressures we were each working under and having confidence in our project partners. This gave us a clear understanding of each other's talents, experiences and individuality. We learned from one another that some of us are 'action led', others more reflective, less pragmatic, and some theoretical. We learned not to be afraid of 'questioning' each other; asking for explanations, exploring, unpicking our ideas and suggestions. This is a continuing learning cycle, the benefits of learning from one another. We have the reassurance that we are appreciative of each other's contributions and commitment to the project benefits for the patients and carers in the community, and appreciative of how they allowed us to engage with them and visit them in their home, giving us their time and valuable contributions. It was sometimes difficult for us to understand other perspectives, and the use of scenarios helped us to visualise and empathise, allowing us to see what perspectives we can share.

Coordination of time was a major issue. Time resources were limited as the project was run alongside our main workload, including other projects, such as the community matron rapid response and early discharge – both areas that need immediate action and attention. Making time to do the project work, attend meetings, interview patients, share knowledge with colleagues and evaluate was challenging. But we adapted to knowing when and where we needed to meet, where we could rely on one another and what was important.

Having an external facilitator was initially rather strange and uncomfortable. We were used to working under our own critique, and suddenly being put in a position where we were asked to justify all our thoughts and processes was somewhat unnerving and certainly made us think more before speaking or acting! We are now better at critiquing each other, giving praise and compliments where due and giving feedback when things may have not gone according to plan, or where we have just 'lost the plot' a little and not only need, but now want to know why others think it went that way. It made us better at understanding why we and others do things. Being accepting and understanding with our steering and working groups, when there are challenges and comments that we feel are unnecessary, we have responded positively and constructively.

This learning process made us aware that everyone involved in the project had a contribution and a part to play to enrich the project. It may not be our perspective or the way we may like to do things, but the project was not ours – it belonged to the project group and as such, support, cooperation and appreciation were needed to make the project a real collaboration.

“

I see FoNS
as a small
team with a
huge impact