

Knowledge Transfer Partnerships

KTP BENEFITS

Knowledge Transfer Partnerships are designed to benefit everyone involved

- 🔄 Businesses will acquire new knowledge and expertise
- 🔄 KTP Associates will gain business-based experience and personal and professional development opportunities
- 🔄 Universities, colleges or research organisations will bring their experience to enhance the business relevance of their research and teaching

Knowledge Transfer Partnerships

Accelerating business innovation; a Technology Strategy Board programme

<http://www.ktponline.org.uk>

ANCHOR TRUST KTP ANCHORS SUCCESS

ABOUT THIS CASE STUDY

In this Knowledge Transfer Partnership (KTP), Anchor Trust collaborated with the University of Sheffield to identify evidence-based best practice in relation to recruitment and retention of care staff working with older people in nursing and residential homes.

ABOUT THE SPONSOR

The Economic and Social Research Council (ESRC) is the UK's leading research funding and training agency addressing economic and social concerns, providing high quality research to business, the public sector and Government.

FAST FACTS

- 🔄 Development of innovative audit tool leading to evidence-based analysis
- 🔄 Cycle of culture change, creating new business opportunities
- 🔄 Development of relevant and up to date teaching material
- 🔄 Strong links between company and academic partner, with a further KTP planned
- 🔄 Associate employed by host company and nominated for Business Leader of Tomorrow at KTP Awards 2005

The Company



“The KTP scheme has been an excellent way to establish a mutually beneficial collaboration with our partners at the University of Sheffield. Now that such a partnership is in place, we hope that it will mark the start of an extended alliance which will continue to support the development of our business through high quality research.”

Jane Ashcroft, Managing Director at Anchor Trust

Anchor is a not-for-profit organisation which provides support, care and housing to older people.

ABOUT THIS PROJECT

Recruitment and retention are major problems to both the cost and quality of service delivered. The majority of workers in the care sector are female and the drivers for retention are not purely monetary. The aim of this KTP was to implement new strategies that can reduce costs associated with recruitment activity and to improve the quality and continuity of care delivery.

The Associate worked with the Company to develop better data sets relating to the movement of staff, recruitment and retention and associated costs.

Academic study of literature was complimented by in depth interviews with senior directors of the Company, home managers and care staff.

BENEFITS

The KTP led to the development of a truly innovative audit tool that allows home managers to identify not only issues of concern to staff, which may lead to them leaving their employment, but also suggested methods of managing and overcoming such concerns to improve the work experience of all those involved. The tool reveals levels of satisfaction with features of employment, along with the degree of importance of these features to an individual.

The KTP has been able to prioritise and define new management practices that will contribute to the quality of future service delivery. During the project, Anchor was able to define new best practice approaches that have been based on extensive research. Analysis can now be made on a home-by-home basis and such an evidence-based approach to developing new management practices has ensured that any improvements are based on sound foundations.

The extensive research undertaken during the project has resulted in an intensive implementation of new practices within company sites

throughout the UK. By highlighting specific priorities that have been defined during the project, the changes have been highly targeted in order that they can deliver maximum future benefits to service delivery. In summary, the outcomes of the project have initiated a cycle of culture change that is now in place and has created new development opportunities for the business.

RESULTS

- 🌀 Development of innovative audit tool leading to evidence-based analysis
- 🌀 Improved quality of service
- 🌀 Culture change within company
- 🌀 New development opportunities available

The Associate

“The KTP program has been an excellent opportunity for me to gain real work experience whilst being able to continue professional and academic development. As well as experience of project management, I have been able to complete a professional qualification and gain membership to a recognised professional body.”

KTP Associate, Mark Atkin

Associate Mark Atkin's role during the KTP was to define and implement new management practices across the company. These were focused on improving service delivery and were related to potential cost savings. The project resembled a consultancy which was performed by the University partner within the company.

BENEFITS

The nature of the KTP meant that Mark had to work closely with many middle and senior managers, as well as front line staff and customers. A big feature of his work was to ensure that “end users” (e.g. staff and customers) were included in all stages of design and development.

Mark has developed a range of interpersonal strategies which have assisted him to motivate all levels of staff within the Company, learning to listen to and appreciate people's concerns.

Anchor Homes is to fund his salary for a further 12 months after the KTP ends in a project management role, in order that work can be properly embedded within the Company management structure.

RESULTS

- 🌀 Professional certificate in Management of Health and Social Care (distance learning course at Open University)
- 🌀 Registered Practitioner in Prince2 Project Management
- 🌀 Employed as Project Manager
- 🌀 Gained NVQ Level Four in Management
- 🌀 Nominated for Business Leader of Tomorrow at KTP Awards 2005

The Academic Partner

“The KTP initiative with Anchor has been very beneficial from the academic partners' point of view. This is the first KTP project which I have been involved in and I have found it has stimulated new research ideas, fed into modernising our teaching materials and generally been a very positive experience.”



Professor Pam Enderby, Professor of Community Rehabilitation and lead academic supervisor at the University of Sheffield

The KTP was facilitated by the Institute of General Practice & Primary Care at the University of Sheffield.

This project has stimulated Anchor and the academic partners to work together on a new proposal for submission for a further KTP project in a related, but separate, area.

The KTP has also resulted in Anchor continuing to fund the Associate for a further year to embed the work undertaken into the structure of the company and to support his completion of his PhD.

RESULTS

- 🌀 Submission of papers to peer reviewed journals
- 🌀 Development of an evaluated audit tool for inclusion in the company's management approach
- 🌀 Development of relevant and up to date scenarios to assist in teaching
- 🌀 Strengthened links with company, with a further KTP planned