# Enabling collaborative health research

## A qualitative longitudinal study of a large-scale co-production programme

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### CLAHRC Greater Manchester

- **Leadership in Applied Health Research and Care (CLAHRC) Greater Manchester**

- **Openness to critique**

- **The ‘practical reality’ of co-production in collaborative health research**

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#### Enablers

- **Leadership and management**
  - Openness to critique
  - Involving time and resources into reflection
  - Creating effective feedback mechanisms
  - Giving staff opportunities to shape things

- **Culture**
  - *Unique culture*—rather than *silo culture*
  - Shared sense of belonging to the organisation

- **External stimuli**
  - Other help to trigger reflection and action

#### Lessons learnt

- **Reflexivity can be painful:**
  - Realising some of the previous decisions were wrong
  - Critique can be taken too personally
  - Individuals can be too emotionally attached to the organisation

- **Adaptation**
  - Taking into account multiple and often competing points of view
  - Professional and epistemic differences
  - Internal evaluation too ‘holy’ while research too ‘critical’
  - Finding the balance and making decisions

- **Cross-cutting structures do not always function as intended**
  - Structure should *FOLLOW function*

### CLAHRC structure (2011-2013)

- Core of the CLAHRC:
  - Clinical lead
  - Academic lead

### CLAHRC structure (2014-2015)

- Systematic evaluation of CLAHRC projects
- Advisory Panel Review
- External CLAHRC evaluations (somewhat limited value in terms of actionable knowledge)

### CLAHRC structure (2016-2017)

- Hybrid health service delivery structures
- Collaboration and coordination within the organisation

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#### Sources of actionable knowledge

- **Strategic meetings at different organisational levels**
- **Feedback from staff** (away days, workshops, informal discussions)
- **Formative evaluations of CLAHRC projects**
- **Advisory Panel Review**
- **External CLAHRC evaluations** (somewhat limited value in terms of actionable knowledge)

#### Organisational reflexivity

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**We all want to make a difference!**

**There are multiple competing views about how to make a difference**

**Co-production approaches evolve over time**

**Both structure and function are important**

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**Reflect and act!**