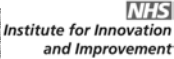


Innovation in the NHS

Helen Baxter, Mark Taylor, Clare Allen

A Webber Training Teleclass

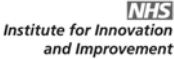


Innovation in the National Health Service

NHS Institute for Innovation and Improvement

Helen Baxter
Mark Taylor
Clare Allen

Hosted by Lauren Tew
lauren@webbertraining.com




Teleclass content

- Introductions - The NHS and NHS Institute
- Helen Baxter 'How innovation gets into the NHS'
- Mark Taylor 'The National Innovation Centre and Innovation Hubs'
- Clare Allen 'The Institute role in spreading innovation through professional networks'

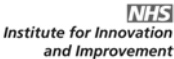


Objectives

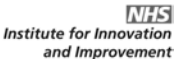
- To share how the NHS Institute for Innovation and Improvement develops innovative approaches through the work process
- To share the work of the National Innovation Centre and Innovation Hubs in England
- To share information on the Institute approach to spreading innovation through professional networks



NHS England:

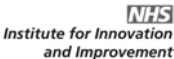


- National service, funded from taxes
- Care is free at the point of delivery
- Lots of potential patients (50,400,000)
- Hospitals (4,400) and family doctor practices (32,000)
- Regional organisations that manage health care in their area (10)
- National organisations that support the ones above (e.g. NIII)




The NHS Institute

- **A national coordinated focus on the biggest challenges to the service**
 - Bringing together new ideas, technologies and ways of working
 - Avoiding duplication of improvement efforts
 - Developing solutions for local implementation
- **Applying rigorous methodology to develop ideas**
 - Evidence-based impact and ensuring sustainability
 - Research and evaluation activities to learn about and refine our products to increase their impact
- **Co-production with the NHS**
 - Partnering with the service, patients and the public
 - Designing high impact, simple solutions embedded in the service
- **Fully integrated solutions**
 - Bringing in the best from across the NHS, industry and internationally
 - Expertise in learning and leadership giving individuals the capacity to make changes happen



The way we work



Build on what we know and generate new knowledge

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Helen Baxter

How innovation gets into the NHS

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Development of the work process

- Experience of improvement and innovation in NHS
- Literature Reviews
- Learning from other Innovative organisations
- Learning from product development
- Learning from User Centred Design

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We all have ideas...

How innovation currently happens...

Go with the first solution and implement quickly

Takes a long time

Rework

Initial idea from:
-Individual
-High priority area

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The Opportunity

Work up of solution

Rework and/or Redesign Effort

Limited added value

Energy and time spent reworking & redesigning the solution to improve it and gain additional value. The maximum increase in value is limited

e.g. The value at launch of the idea is only 50% of the potential value

Project start

Months

Years

Time

"Final" Solution (Realised Benefits)

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The Opportunity

Speed to initial solution is slower due to greater investment in up front set up and wide investigation

Implemented solution is a well thought out and tested solution that has significantly higher level of value

Opportunity: To save time & resources spent on redesign and reengineering

Project start

Months

Years

Time

Solution defined

Implemented final solution & "Final" Solution (Realised Benefits)

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The V₂D^a process

The vision to delivery accelerator process (V₂D^a)


V ₂ D ^a set up			V ₂ D ^a project delivery				Sharing
Project + organisation assessment	Project preparation	Project team mobilisation	Understand + reframe	Develop concepts	Test + learn	Design the delivery	Sharing Successes
Idea recruitment	Project set up	Project team preparation	Understand stakeholders	Generate ideas	Simulate	Refine + package	
Project selection	Home organisation set up	Project launch	Frame + reframe	Synthesise	Prototype	Introduce into service	
Project assessment			Observe + inquire	Select + enhance ideas	Field test + refine		
Organisation assessment			Features + mindsets		Consolidate		

Knowledge | Experience | Tools | Techniques | Contacts | Feedback

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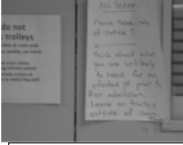
Understand and Reframe  *Institute for Innovation and Improvement*

Understand + reframe

- Understand stakeholders
- Frame + reframe
- Observe + inquire
- Futures + mindshift




Inconspicuous gel dispenser



A notice about a notice

Staff more frequently use gel when leaving a ward or department

Vision - Mind shift  *Institute for Innovation and Improvement*


“People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings.”

(John Kotter (2002), The Heart of Change)

Develop Concepts

Develop concepts

- Generate ideas
- Synthesise
- Select + enhance ideas

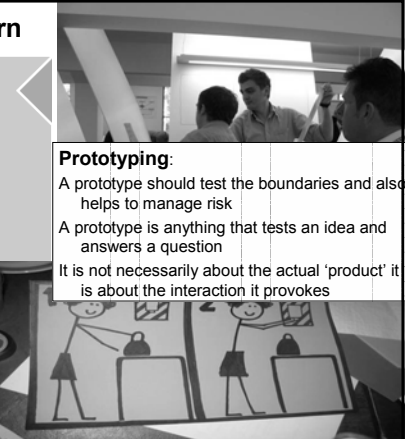



Test and Learn

Test + learn

- Simulate
- Prototype
- Field test + refine
- Consolidate

Prototyping:
A prototype should test the boundaries and also helps to manage risk
A prototype is anything that tests an idea and answers a question
It is not necessarily about the actual 'product' it is about the interaction it provokes



Design the Delivery  *Institute for Innovation and Improvement*


Design the delivery

- Refine + package
- Introduce into service

This element is considered throughout the process and is particularly linked with the **observation** and **testing** elements.

It considers the design of the product or service and how people can be enabled to adopt it.

Relationships with the wider system are critical

Underpinning Themes  *Institute for Innovation and Improvement*

- Relationship management
- Marketing + communication
- Research + evaluation
- Knowledge mobilisation
- Measurement
- Project management


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Mark Taylor

The National Innovation Centre and Innovation Hubs


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NIC Overview of Functions

NIC Team

**Innovations
Landscape
Programme**

- Landscape Modelling
- Post HITF Work Prog.
- Technology Adoption
- Network management

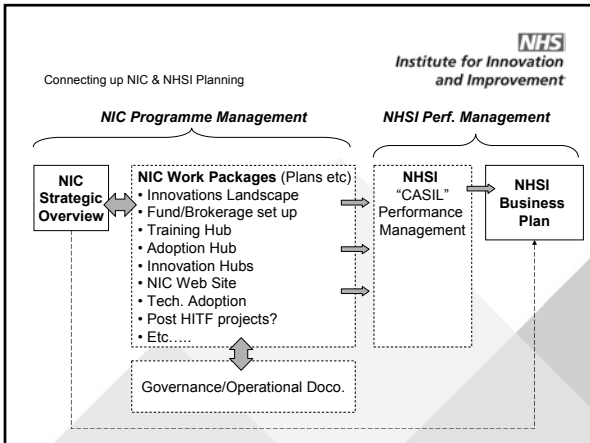
NIC Operations

- Innovation Brokerage
- Advisory (e.g. NIC Site)
- Network management

**Hub
Oversight and
Coordination**

- Innovation Hubs
- Training Hub
- Adoption Hub


Each of the above will have their own project plans and governance documentation. Interesting that we will be working with quite a number of "steering/strategy groups" (e.g. for each hub, the fund, post HITF, NHSI Board etc)




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Clare Allen

Spreading Innovation Through Professional Networks


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NHS LIVE!

What is it?

A free National learning network supporting staff, patients and their communities to realise local ideas for improvement!


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How can we help?

- Support for your improvement work
- Access to a like minded group of individuals
- Raising your profile
- Partnering, shadowing, facilitation with the private sector
- Sharing knowledge
- Celebrating success

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What our members say....

"Without NHS Live, our project would not be here today"

"NHS Live has given us the permission and space to look at our service in a very different and imaginative way"

"The network minimises the risk of reinventing the wheel"

"Permission to think big and bold"

"The commercial sector partnership gives this project an edge, a team member from outside the service gives a different perspective"

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NHS Networks

NHS Networks exists to help people in the NHS network with each other, supporting one another and sharing information so that they don't 'reinvent the wheel'.

The website holds a register of networks, ranging from national clinical networks to local professional networks.

When they register they are given their own web space, and they are encouraged to upload documents to share within their network, and to share more widely.

They can also talk to each other on the many forums, including a number of password protected forums such as the Community Matrons forum.

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NHS Networks has a weekly electronic newsletter which goes to more than 10,000 people across health and social care, pinpointing what is new on the website, and giving links to key publications and announcements in healthcare.

NHS Networks promotes and supports networking as a business process, and provides support literature and frameworks to help service delivery networks function effectively.

NHS Networks is currently looking to link up with networks internationally, and we would be pleased to welcome international networks to register on our site. We are hoping at some point to organise an international virtual conference looking at aspects of networking and sharing experiences and successes from different countries.

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CHAIN

CONTACT

HELP

ADVICE &

INFORMATION

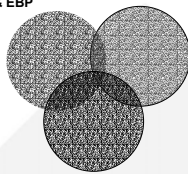
NETWORK

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CHAIN

CHAIN 1: Research & EBP

CHAIN 2 : Work Based Learning



CHAIN 3 : Innovation and Improvement
Subgroups : Clinical microsystems
: Lean
: Improvement Educators

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CHAIN Links.....


The people we know.....

With

The people we know of.....


And

The people we do not know but who would be willing to help us if only we knew who they were, what they know and how to reach them!



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How to contact the NHS Institute:

www.institute.nhs.uk


To join CHAIN
http://chain.ulcc.ac.uk/chain/join_chain3.html

Or send any questions to
Clare.allen@institute.nhs.uk
And we will do our very best to answer them!

Many thanks

Free Teleclass

**Infection Prevention:
Challenging Behaviour, Changing the Culture**




Elaine Larson, RN, PhD, FAAN, CIC
*Associate Dean, Columbia University School of Nursing
Professor of Pharmaceutical and Therapeutic Nursing*

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