Innovation in the NHS
Helen Baxter, Mark Taylor, Clare Allen
A Webber Training Teleclass

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

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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

We all have ideas…
How innovation currently happens…

We all have ideas…

Go with the first solution and implement quickly
Takes a long time
Rework

Initial idea from:
• Individual
• High priority area

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

The Opportunity

The V2D³ process

The vision to delivery accelerator process (V2D³)

The Opportunity

To save time & resources spent on redesign and reengineering

Implemented solution is often set up in a quick manner and adding a tested solution that has significantly higher level of value:

Implementation solution to a well thought out and tested solution that fulfils greater investment in up front set up and wide investigation

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Understand and Reframe

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

Vision - Mind shift

“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

- 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

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

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Mark Taylor
The National Innovation Centre and Innovation Hubs

Connecting up NIC & NHSI Planning
NIC Programme Management

Connecting up NIC & NHSI Planning
NHSI Perf. Management

Clare Allen
Spreading Innovation Through Professional Networks

NIH LIVE!
What is it?

How can we help?

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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"

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.

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.

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

September 24, 2007
Elaine Larson, RN, PhD, FAAN, CIC
Associate Dean, Columbia University School of Nursing
Professor of Pharmaceutical and Therapeutic Nursing

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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