

Being the Best:

Game-changing innovation in health

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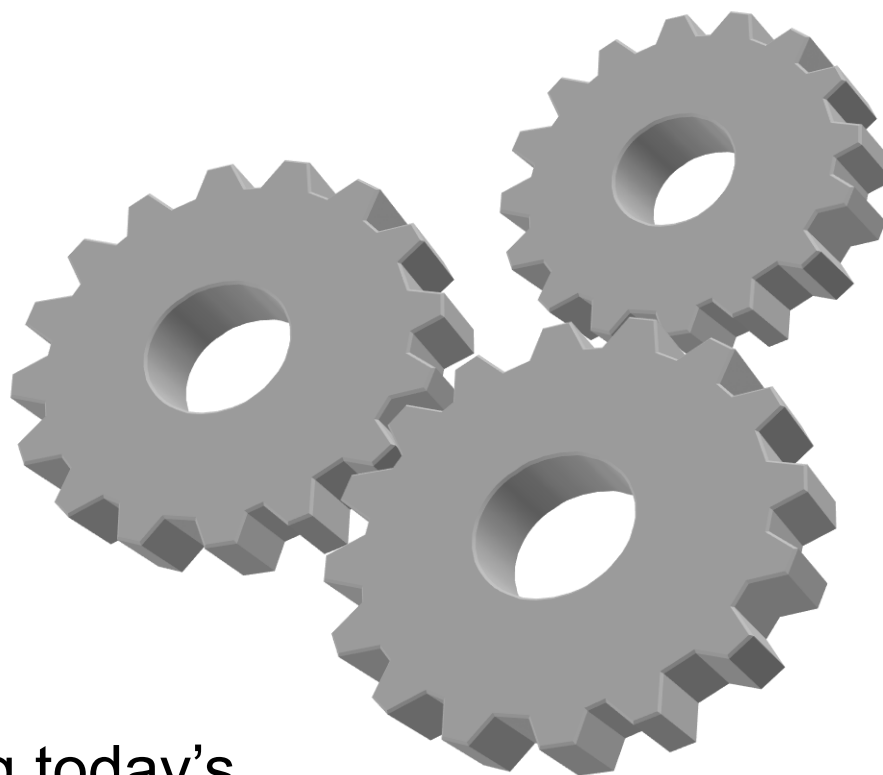
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Innovation in the National Health Service

Developing a successful culture of innovation



Telehealth &
Telecare

Spreading today's
technologies

A culture of Innovation

- Culture eats technology for breakfast
- Without an enthusiastic and receptive culture you are unlikely to succeed, no matter how potentially game-changing the technology



As Sir John Oldham puts it:
‘Service first, then kit’

What does a good culture of innovation look like.....

Key characteristics of innovative cultures



How did the NHS shape up.....?

How does the NHS shape up.....

Vision & Leadership

Currently ad-hoc, incidental rather than planned, **no real vision or investment, it's a cottage industry**

Encourage Partnerships & Collaborations

Some examples but limited and tend to unravel when the going gets tough, **no systematic approach, especially academia and industry**

Manage Risk & Learn from Failure

NHS does not do 'failure' well, for every success there are many failures, **we are too risk averse**

Create Space, Time & Resources

Simply don't do this, seen as additional not core, **the very best – like Google - create space**

Use & Share Evidence

Fragmented at best, no real sense of what good looks like, many takes on best practice, **need a single story**

Celebrate & Reward

Very limited, private sector really values innovators and innovation, **very little reward in NHS**, not a career path of choice

Learning & Development

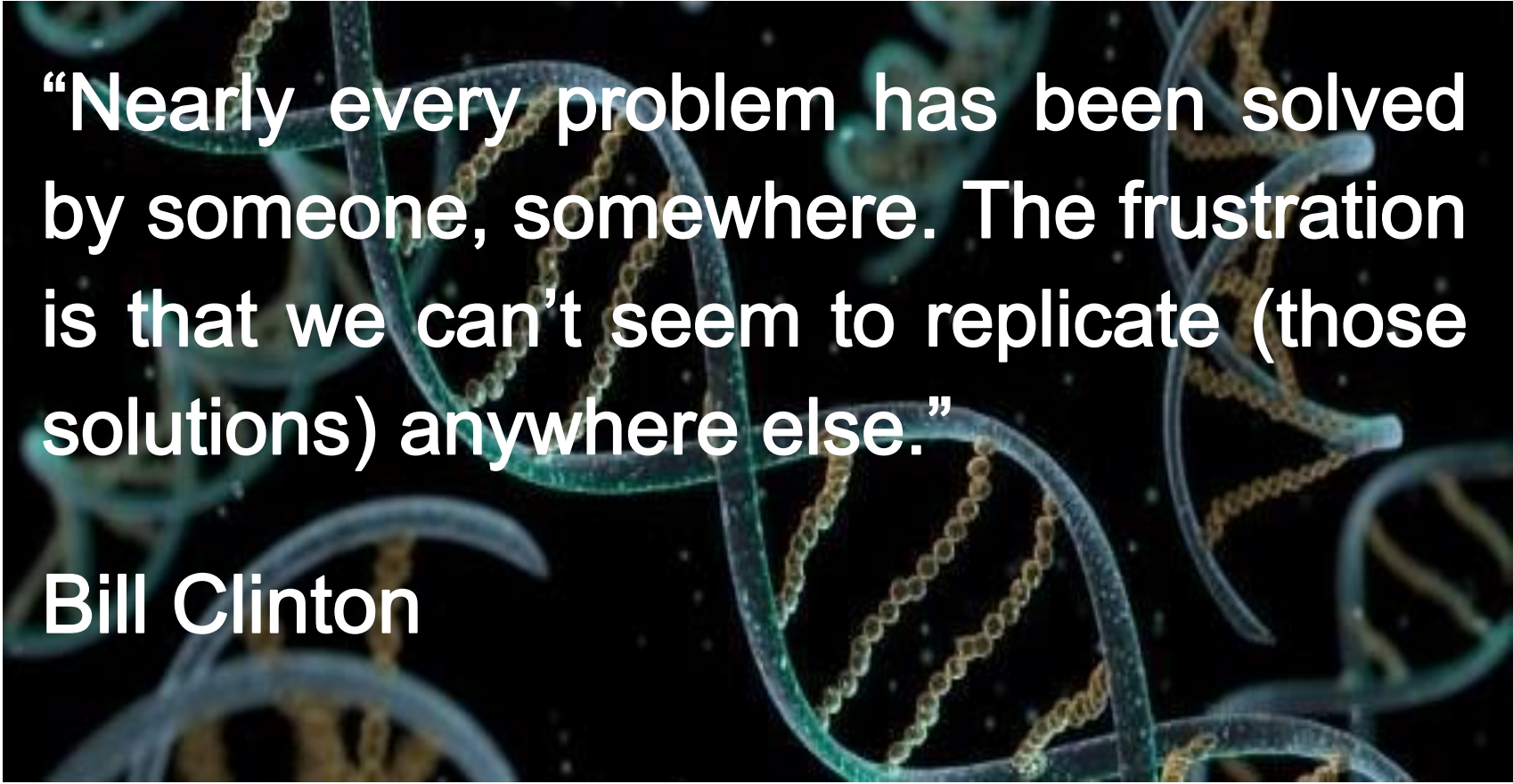
In the very best organisations everyone is an innovator, we are not making best use of our million plus staff, **need to hard wire innovation into L&D**

So what did we do?



Has it worked.....?

Yes, but there's still one problemdiffusion



“Nearly every problem has been solved by someone, somewhere. The frustration is that we can't seem to replicate (those solutions) anywhere else.”

Bill Clinton

So what next.....?

iTAPP

Innovation Technology Adoption Procurement Programme

Three stage process to work with industry to identify and diffuse high impact medical technology across the NHS

STAGE 1

Submission and rapid assessment
to test evidence

STAGE 2

Grouping and selection

STAGE 3

SHAs invited to select and diffuse
3 technologies

Combined worth in excess of £6bn (CAN \$9.5bn) annually

What sort of technology?



Doppler guided intra-operative fluid management

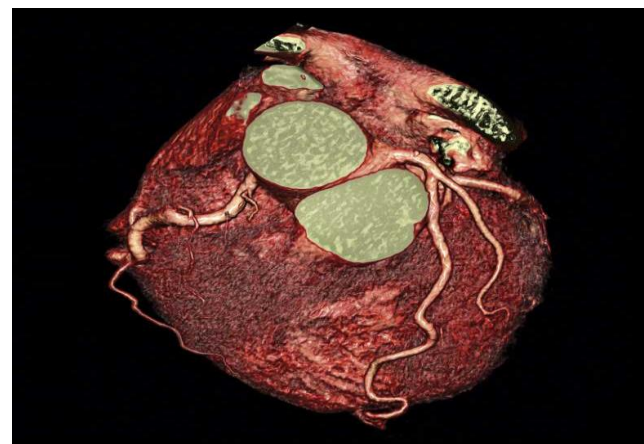
Benefits 544,000 patients

Claimed annual savings: £807m
(CAN \$1,285m)

CT scanning for chest pain in the emergency room

Benefits 720,000 patients

Claimed annual savings: £322m
(CAN \$513m)



Is it working.....?

Early days but.....

**Relationship with Industry is less about transactions
and more about partnership**

**For the first time the NHS has a simple evidenced based
list of high impact technologies**

**Technology selection linked to
need**

And finally.....



Assistive Technology – Whole System Demonstrators

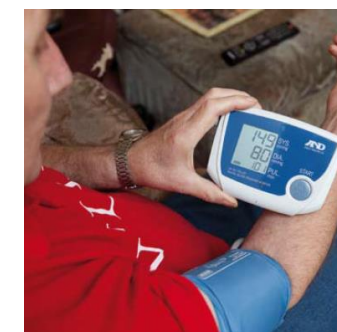
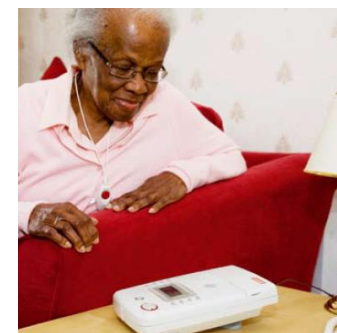
The WSD Programme

A two year research project funded by the Department of Health to find out how technology can help people manage their own health while maintaining their independence.

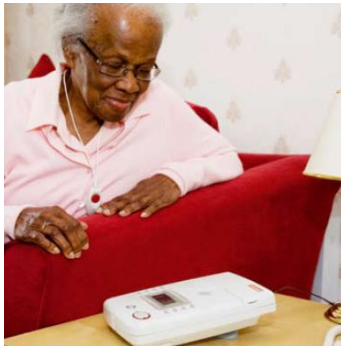
The largest randomised control trial of Telecare and Telehealth in the world. 6,000 members of the public are involved, 3 sites, dozens of health communities.

Why....?

We know the technology works, but there is a lack of robust evidence around the effectiveness of Telecare and Telehealth. The programme aims to help to close this evidence gap.



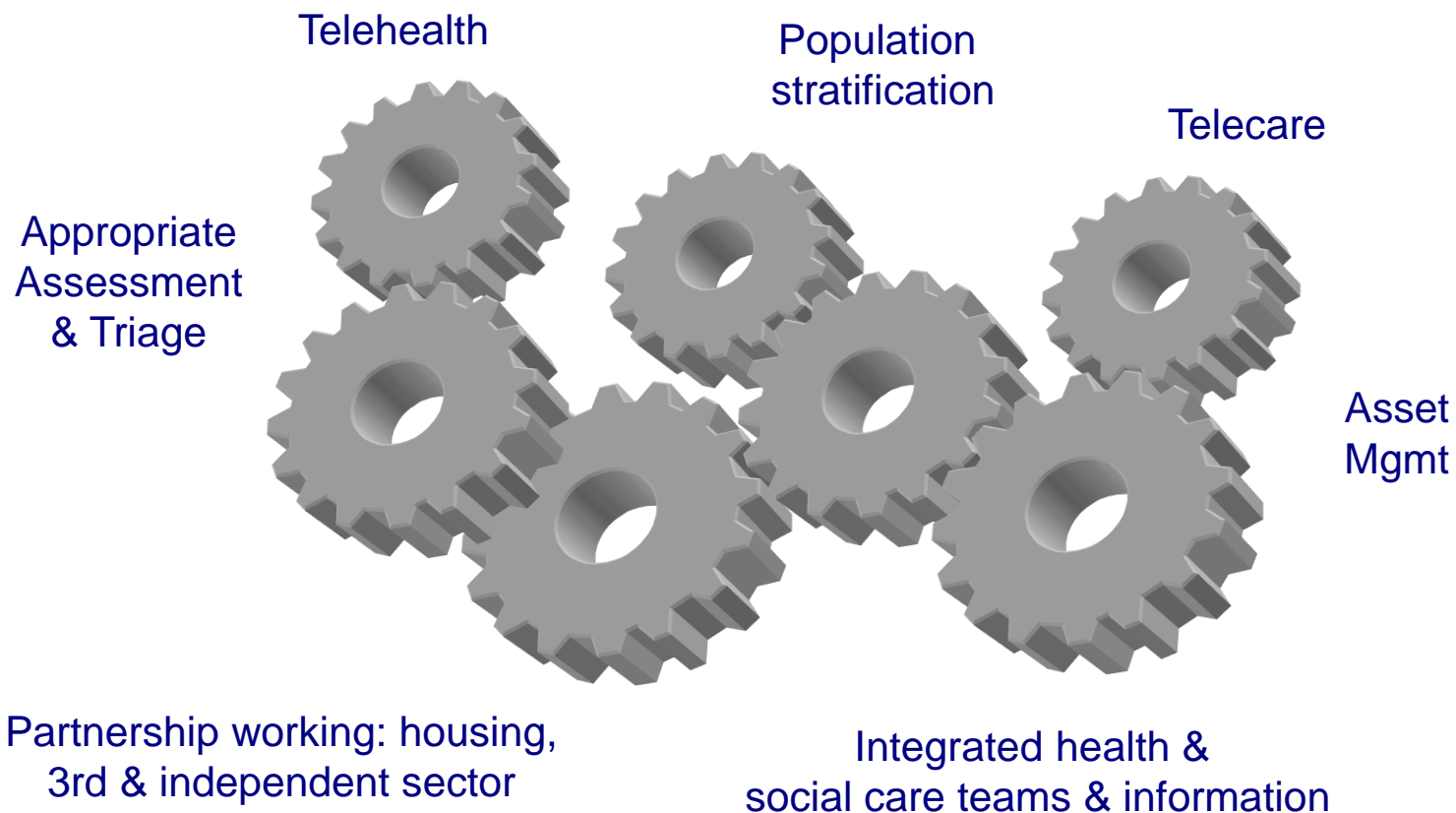
What have we learnt



- Technology is only part of the story, you must re-design services to maximize the benefit of the tech
- That includes looking again at skill mix and facilities
- Clinical engagement is essential, but takes time
- Patients are suspicious, and building trust takes time
- Our data was not as good as we thought, disease registers were out of date or inaccurate
- Some population groups were very difficult to reach
- Good project/programme management is essential
- What you do on a small scale does not necessarily scale

But.....

If you get it right, and focus on the whole system



The rewards are significant.....

A final thought on culture.....

For every minute you focus on the potential opportunities from game-changing technology...

...you need to spend at least twice as long thinking about culture change and how you will take people with you.

