

 <p>Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p><b>Name of Meeting</b> Quality, Safety and Improvement Committee</p> <p><b>Date of Meeting</b> 18 May 2022</p> <p><b>Agenda item:</b> 3</p>
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<h2>Public Health Wales' Innovation and Improvement hub</h2>	
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<p><b>Approval/Scrutiny route:</b></p>	<p>Business Executive Team 3 May 2022</p>
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<p><b>Purpose</b></p> <p>This paper outlines the approach approved by BET on 3 May 2022 to develop and implement the Innovation and Improvement (I&amp;I) hub in Public Health Wales.</p>
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<p><b>Recommendation:</b></p>				
<p>APPROVE <input type="checkbox"/></p>	<p>CONSIDER <input type="checkbox"/></p>	<p>RECOMMEND <input type="checkbox"/></p>	<p>ADOPT <input type="checkbox"/></p>	<p>ASSURANCE <input checked="" type="checkbox"/> <b>Error!</b> <b>Bookmark not defined.</b></p>
<p>The Quality, Safety and Improvement Committee is asked to note the paper for information and to provide <b>assurance</b> on the progress of the I&amp;I hub.</p>				

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**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

<b>Strategic Priority/Well-being Objective</b>	7 - Building and mobilising knowledge and skills to improve health and well-being across Wales
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**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	Not required
<b>Risk and Assurance</b>	None identified
<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes  Governance, Leadership and Accountability  Theme 7 - Staff and Resources  Choose an item.
<b>Financial implications</b>	None identified
<b>People implications</b>	None identified

## 1. Purpose / situation

Public Health Wales aims to create an organisational culture that supports and drives quality, improvement and innovation, which will help us to achieve the strategic objectives outlined in our long-term strategy – and become a public health institute of excellence. This ambition is set within a wider policy context; the Health and Social Care (Quality and Engagement) (Wales) Act (2020) and the Quality and Safety Framework (2021) require organisations to take a system-wide approach to achieving quality of care through continuous improvement. From April 2023, organisations must also be able to evidence how quality has been actively considered in all decision making.

The NHS Wales Planning Framework (2020-2023) sets out that every Health Board and Trust should have a defined approach to innovation as part of its Integrated Medium-Term Plan (IMTP). Further, it recognises that innovation is a 'key enabler for NHS Wales to deliver *A Healthier Wales* (2018) and further national context has been set out in Welsh Government's recently developed Innovation Programme for Health and Social Care.

At the Business Executive Team meeting on 25 January 2022, an approach for enabling Public Health Wales to achieve its ambition (whilst also complying with the Act and associated Framework) was outlined and supported. The approach comprises two parallel aspects: (i) developing and implementing Quality as an Organisational Strategy (QOS); (ii) developing and implementing an Improvement and Innovation hub (I&I hub). This approach was shared as part of the Board Development session on 28 April 2022 and supported.

This paper outlines the approach to develop the I&I hub which was approved by the Business Executive Team on 3 May 2022. The development of the I&I hub is one of the mitigating actions outlined in the Corporate Risk Register against Risk 207 – failure to meet the requirements of the Health and Social Care (Quality and Engagement) (Wales) Act (2020). It provides an overview of the scoping stage of developing the I&I hub by summarising evidence gathered on building a successful I&I hub. To do so, the paper draws upon learning and insights gained through a literature review of how organisations have developed agile I&I hubs (within and beyond healthcare) and subsequent external site visits (which comprised semi-structured interviews) (Appendix 2). It is also shaped by engagement with internal stakeholders and an organisation readiness assessment for quality improvement. The process undertaken meets the actions set out to develop the hub in the Quality and Improvement Strategy Implementation Plan and the timeline agreed at BET in January 2022.

## 2. Background

Improvements and innovations are essential to driving the quality agenda. 'Quality improvement has a fundamental role in improving all aspects of quality – including the safety, effectiveness and experience of care. All health and care systems should be seeking to improve these aspects of care for people using their services, on a continuous basis'.<sup>1</sup> The report by the King's Fund provides '10 lessons for NHS leaders' that will be of interest to Public Health Wales, including - making quality improvement a leadership priority for boards; sharing responsibility for quality improvement with leaders at all levels; developing skills and capabilities for improvement; having a consistent and coherent approach to quality improvement; and, enabling frontline staff to engage in quality improvement.

Innovation and improvement have thrived during the Covid-19 pandemic. This has been achieved by eliminating (or at least minimising) barriers, and working together across sectors (NHS, industry, academia) to introduce innovations and improvements at both pace and scale.<sup>2</sup> Developing an I&I hub at this time will enable Public Health Wales to harness the momentum and learnings from doing things differently.

### Summary of the findings

Scoping for Public Health Wales' I&I hub has involved a review of over 65 hubs in Wales, the UK and beyond.<sup>3</sup> All hubs focussed on either improvement or innovation, except for the Quality Improvement and Innovation Centre, South Eastern Health and Social Care Trust, Northern Ireland.

Several reports made a strong case for a hub or lab to support I&I<sup>4</sup>. Reasons for setting up the hubs varied. Some were principally set up to increase quality improvement awareness, capability and engagement among NHS frontline staff (Bunn et al., 2020; B. Jones & Woodhead, 2015), while others were designed as ecosystems to accelerate innovation, often focussing on one part of the 'innovation spiral' (Nesta, 2019) e.g., generating ideas or developing and testing.

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<sup>1</sup> Alderwick, H., Charles, A., Jones, B., & Warburton, W. (2017). *Making the case for quality improvement: lessons for NHS boards and leaders*. <https://www.kingsfund.org.uk/publications/making-case-quality-improvement>

<sup>2</sup> Doneddu, D. (2021). *The NHS Wales COVID-19 Innovation and Transformation Study Report*. <https://www.nhsconfed.org/sites/default/files/2021-06/NHS-Wales-COVID-19-innovation-transformation-study-report-June.pdf>

<sup>3</sup> The term 'hub' is used as shorthand for varying structures that exist to support an organisation's improvement and/or innovation agenda; some are called labs, units, teams or other related terms.

<sup>4</sup> Nesta. (2019). *A compendium of innovation methods*. <https://www.nesta.org.uk/report/compendium-innovation-methods/>

Puttick, R. (2014). *Innovation Teams and Labs: A Practice Guide*.

[https://media.nesta.org.uk/documents/innovation\\_teams\\_and\\_labs\\_a\\_practice\\_guide.pdf](https://media.nesta.org.uk/documents/innovation_teams_and_labs_a_practice_guide.pdf)

Puttick, R., Baeck, P., & Colligan, P. (2014). *The teams and funds making innovation happen in governments around the world*. [www.nesta.org](http://www.nesta.org)

A broad approach to supporting I&I is taken by some hubs, such as the Behavioural Insights Team. Established in 2010 as part of the Cabinet Office (now operating as a global social purpose company), the team worked across a spectrum of projects from healthcare to taxation, each time using behavioural economics and randomised controlled trials to solve problems and/or improve services. It began with a team that worked under the radar. In time, impact created through transformation in initial projects drove up the demand for its services.

In contrast to this broad-based model, other hubs operate in a more targeted way by aligning their activities to priority areas and/or to their organisational strategy. For example, work of the NHSX Innovation Lab (one of our site visits) is underpinned by alignment to the five NHSX priorities (reducing staff burden; helping access to clinical information; improving productivity; providing tools to access services directly; improving safety). Similarly, Alder Hey Children's Hospital Innovation hub publishes priority needs on its website and invites responses from industry with technical solutions (even if not market ready). Scottish Health Innovations Ltd (another of our site visits) appears in-between a targeted and broad approach; it lists a current priority area (frailty), though is open to exploring other ideas.

The quality improvement teams that we met with had three key functions – quality improvement training, including mentoring, quality improvement support and sharing learning. Quality improvement (QI) training was delivered by improvement experts, providing a range of training from basic to advanced level. The support to teams was provided by the same staff and varied in format from running large Collaboratives with several teams supported in parallel, to the provision of one-hour slots giving expert advice on improvement projects. Sharing of learning across the organisation included events, use of webpages to share improvement projects and resources and staff awards to celebrate success in delivering improvement (although it should be noted many organisations did not support an award system, preferring instead to outline an alternative approach to recognition via signposting toward external award initiatives).

To summarise the learning, for an I&I hub to be successful, it needs to:

- Have a clear mission and vision underpinning its activities.
- Be part of an organisation-wide approach to managing improvements in quality
- Be supported by senior executives championing I&I, creating the conditions for it to flourish, encouraging staff engagement and helping to overcome barriers.
- Identify and track metrics so it is clear what is working well (and, importantly, what is not). Successful hubs recognise and stop ineffective projects and learn from failures.

- Continually demonstrate and communicate the team's unique value by drawing upon creative communication strategies and tools.
- Consider carefully the 'route to market' e.g., handovers to other parts of the organisation, or as part of I&I adoption and implementation.
- Create the conditions and build capability for improvements to flourish.

On this last point, staff require (1) dedicated time to apply their new knowledge and skills, (2) access to structures and processes that support quality and safety improvement initiatives and (3) a learning organisation that values continuous learning and improvement.

### **3. Assessment and Recommendations**

Our workforce is supportive of an increasingly networked organisation design, based on hubs, relationships and strategic partnerships. An I&I hub for Public Health Wales should further act as a catalyst for change. To achieve this, the hub will need permission to act and the ability to demonstrate tangible outcomes. Initially, there will need to be quick gains within reasonably short time frames for the hub to build a reputation of credibility and visibility. The following section provides a summary of the activity and actions for the I&I hub which have been approved by the Business Executive Team.

#### **Purpose Statement**

The I&I hub will support Public Health Wales with a defined and strategic approach to building capacity and capability for sustainable continuous improvement and innovation.

To do this, we will:

- Support our staff to develop improvement and innovation capability and implement their ideas.
- Provide access to information, advice and good practice and look at opportunities to up-scale and spread new ideas and ways of working.
- Enable teams and services to share learning both from what did and didn't work.
- Work closely with NHS, industry, academia, and other partners to ensure that we import promising I&I ideas and solutions, as well as celebrate some of the work on-going in the organisation.
- Objectively measure our activities and quantify our outcomes.

#### **Operating model**

Creating the structures, capabilities and capacity to improve and innovate as part of daily work (for example, through an I&I hub) has enabled high-performing organisations within health, health and social care, public and private sectors to achieve both large-scale transformations and localised improvements.

The I&I hub will operate as a distributed model, with the Director of Improvement as SRO and the Head of Strategy and Innovation, Improvement Cymru, as lead. A core team will operate within the hub, funded through a combination of an investment bid and supplementary resource from the Regional Innovation Coordination hub (RICH) funding for Public Health Wales provided by Welsh Government<sup>5</sup> and Improvement Cymru:

- 1 x band 8b I&I hub lead (An Improvement Cymru funded post which will focus on the hub for 2 years)
- 2 x band 7 (One funded from the Investment bid; One from RICH)
- 1 x band 5 Project Support Officer (funded from RICH)
- 1 x band 4 admin (funded from the Investment bid)

It should be noted that the possible move of Improvement Cymru into the NHS Executive would impact the viability of the hub as a number of roles within the core team would be affected.

In addition to the core team, staff from across PHW will provide wider support to the hub activities as a distributed model of operation. Nominated representatives from each of the organisation's directorates will act as champions. These champions, embedded in teams across Public Health Wales, will advocate for and coordinate change through adopting and adapting best practices, helping to reduce duplication and communicating about opportunities.

In addition, existing improvement and innovation capability will be utilised from across the organisation in the establishment of a Faculty of internal innovation and improvement experts, supporting the distributed model of operation. The Faculty will initially consist of a small number of staff and will grow over time. The Faculty will be called upon to deliver, coach and support improvement and innovation training in-line with the dosing approach described in Appendix 3. Methodologies applied will include the Model for Improvement, Lean and Agile and will be in response to the work being supported.

In the first year of the hub, Improvement Cymru will support development of the team, delivery of training and coaching of learners undertaking improvement training – effectively taking on the role of Faculty for the first year. Additional Faculty will be identified from across the organisation to support additional methodologies as required.

The hub will develop its own unique identity and be supported early in its establishment to raise its profile, both internally and externally. This branding will increase visibility and support organisation-wide establishment.

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<sup>5</sup> The RICH funded posts will support the hub as part of their RICH programme of work but will have additional RICH activities to support as well.

*Approved Recommendations:*

- Recruit champions from across PHW to support the function of the hub.
- Develop an internal Faculty that will facilitate widespread training and coaching
- Create unique identity and branding for the hub.

**Governance**

All work supported by the hub will be documented in a directory of activities. This will be reported monthly through a DCA to the Director of Improvement Cymru and every 4 months to QSIC. To complement this, good project management will ensure completion of a RAID log (Risk, Action, Issue, Decision). Project risks will be determined by a matrix review of likelihood and impact of any risks. Assurance will be provided to BET with an annual report and the corporate risk register updated as needed.

*Approved Recommendations:*

- Projects with low corporate risk will be reviewed internally by hub staff and the Head of Strategy and Innovation
- Projects with medium corporate risk will be reviewed internally by hub staff and Head of Strategy and Innovation, together with the Senior Responsible Officer (Director of Improvement Cymru), Leadership Team members and relevant corporate teams e.g., Finance, Information Governance, Safeguarding etc.
- Projects with high corporate risk will be reviewed internally by Improvement Cymru Leadership team and presented at BET.
- A monthly DCA to the Director of Improvement Cymru and a 4-monthly DCA in to BET and then QSIC will provide assurance of progress and delivery to SRO and the organisation as a whole, respectively. This governance structure will replace the Quality and Improvement Programme Board.

**Priority setting**

How the hub's work is prioritised will need to consider how our work impacts upon our population, service users and NHS colleagues, whilst also mindful of internal operational plans and strategic objectives. The hub should be strategically directed, to facilitate leadership adoption, and at the same time, the hub should encourage organisation-wide suggestions that find alignment with strategic priorities. The hub will also need a degree of agility to enable it to respond to any changes in priorities or urgent pieces of work.

It is important to note that to be effective, the roll out of innovations and improvements needs to be considered in the context of the system in which it operates. For example, there might be little advantage in increasing turnaround of microbiology test results if the wider patient-facing system isn't configured to take advantage of the local improvement.



*Approved Recommendations:*

- Annual priorities will be agreed by the executive team – with Health Protection and Screening agreed by BET as the priority directorate for intensive improvement and innovation support from the hub for 2022/23.
- I&I hub strategic priority areas will be agreed annually together with BET as part of the IMTP planning process.
- The hub will establish a network to form a Prioritisation and Opportunities group linking to an ideas pipeline.

**Supporting staff**

To be a continuously innovating and improving organisation, our staff need to be able to explore the issues relevant to them and devise solutions. Several NHS organisations use a portal to collate ideas for both innovation and improvement, including Welsh Ambulance Service Trust. Through careful design using existing platforms, the hub can be used to effectively harvest ideas from across the organisation.

Part of the role of the hub will be to encourage curiosity, support idea development and the testing of new ideas. This will be developed, in part, through horizon scanning and networking opportunities, which the hub will facilitate. The hub will also support evidence evaluation together with those introducing the improvement or evaluation.

Rapid prototyping will promote a 'fail or flourish fast' approach in areas where failure can be tolerated, and success can lead to significant benefits. Regarding failure, the hub should capture and share this learning.

All staff will be encouraged to engage as early as possible in the ideation process with the hub. In addition to the communications channel which will be created e.g., through a Teams App such as Yammer Communities to promote the wider work of the hub and keep staff informed of events and activities, a bespoke portal will be created to collect ideas and practical solutions. Hub staff will be supported by the Prioritisation and Opportunities group to review these ideas and support their adoption.

*Approved Recommendations:*

- The hub will keep a directory of all support provided and regularly report improvement and innovation activities.
- Staff will be encouraged to submit ideas for innovation and improvement for scrutiny to establish the idea's feasibility, viability and desirability.
- The hub will seek external networks and partnerships to keep itself relevant and support the adoption of innovations into the Trust.
- Host quarterly workshops, meetings and other events to bring staff together to develop the hub activities.

- Develop a portal and peer network to collect and review ideas and recommend viable solutions.
- A staff communications channel will be established following consultation with users.
- Webpages will provide resources, case studies and improvement projects. This will be a public facing resource accessible by the whole organisation and public, facilitating the sharing of learning within and external to the organisation.

### **Capacity and capability building**

The hub will focus on how to enable or upskill our staff e.g., modernising data sets in the digital space, utilising improvement skills. The hub will use the portal to gather intelligence and identify needs to support skill-building within the improvement and innovation space. This information will be shared with the People and Organisation Development directorate to ensure join-up with organisation-wide training opportunities and requirements.

Organisations that succeed in embracing improvement as a central business strategy, design a distributed system of learning and application throughout the organisation. The dosing approach (described in detail in the Appendix 3 'Building capability') supports a progression of learning, throughout all roles in the organisation. In line with the Science of Improvement (SOI) training model in place across NHS Wales, the hub will provide the quality assured training developed by the Improvement Cymru Academy (ICA) which is based on the Model for Improvement in line with the dosing approach. This training includes the provision of Fundamentals (one day) and Practitioner (four days) training and comprises taught face to face and/or virtual sessions with access to the ICA learning platform and learner resources. Improvement Foundation is available through ESR. ICA would continue to provide Improvement Coach and Improvement Expert training. ICA will train those staff recruited to the hub to expert level.

Additional training that is broader than SOI will also be provided by experts within and external to the organisation in line with priorities. This will include methodologies such as Lean, Agile, User-centred Design and Digital. Training will be offered to individuals whose roles enable them to utilise the skills developed and as part of a targeted piece of work the hub is supporting.

#### *Approved Recommendations:*

- Application of the dosing approach would make best use of the existing improvement resources within the organisation and facilitate a more targeted approach to QI training. See Appendix 3 for further details.
- Staff who are trained as Improvement Practitioner, Coach or Expert have protected time for supporting and implementing improvement locally with

their teams. Practitioners would typically use 10% and Coaches/Experts 20% of their worktime to support improvement projects and/or training.

## **Sustainability**

During the two-year pilot programme for the hub, a review will be necessary to explore sustainability options. This will be based on a needs assessment, and how the hub is best able to be supported in the longer term e.g., annual investment plans of 5% of organisational expenditure.

The value from the hub should be seen through health and well-being outcomes for the populations served, as well as through positive impacts upon staff. Both macro-level and project specific measures will be developed to determine the success of hub activities.

The hub will link to external sources of funding to help grow ideas. In the same way, the hub will not host internal awards, but will support staff to take their innovations and improvement work to externally hosted awards where they will receive greater recognition and networking opportunities.

The review of other hubs has highlighted a variety of options for consideration regarding the future position of the hub within the organisation. A seemingly increasingly popular model combines improvement and innovation with governance, audit and professional training.

### *Approved Recommendations:*

- After year 1, review operation and outline sustainability plans for the hub beyond year 2 of operation.
- After year 1, review the business model, and in line with current work exploring how to generate value from commercial opportunities in the NHS, outline the business case for income generation.

## **Conclusion**

The Quality, Safety and Improvement Committee is asked to note the paper for information and to provide **assurance** on the progress of the I&I hub.

## Appendix 1: Y1 Delivery Plan

Outlined below is a high-level delivery plan for the first year of operation of the hub. The list of proposed activities is not exhaustive, and it is expected the hub will need to be agile to respond to opportunities as they arise.

Q1:

- Deliver a Board Development Session on Quality
- The Board and hub will jointly identify where tailored support will be focused to prototype the development and delivery of innovations and improvements and this support will commence. We will gather intelligence on what innovation priorities exist, sharing learning where possible and relevant, and shortlist projects for further development and proof of concept investment.
- The hub will review IMTP/operational plans to identify strategic priority areas and common themes for further support
- Recruitment to the hub will commence
- A workshop will be scheduled to bring staff together to understand communication needs for improvement and innovation and how to meet those needs
- The infrastructure for the provision of training in improvement science will be identified
- Governance processes established and operationalised

Q2:

- Staff recruited and handover from Improvement Cymru staff to the newly appointed hub Lead and associated staff
- Development of hub website
- Continue to work with public health service area that was identified in Q1 for innovation or improvement proof of concept support
- Improvement Cymru Academy initiates development of skills for hub staff if required

Q3:

- Continue to work with public health service area that was identified in Q1 for innovation or improvement proof of concept support
- Prototype a portal to propose improvements and innovations for delivery
- Establish a network to form a Prioritisation and Opportunities group linking to an ideas pipeline.
- Prepare for launch of hub to all PHW teams
- Develop a communications platform to easily engage with staff on I&I topics
- Initiate the development of the Faculty and champions, progressing to a distributed model across teams and service areas.

Q4:

- Having prototyped the hub in one part of Public Health Wales, begin to plan for scaling across the organisation.

- Create an information portal to collect ideas and prioritise them, with appropriate governance arrangements.
- Continue to progress the network of innovation champions from across Public Health Wales
- Begin to develop hub sustainability
- Share available learning on the website to share across the organisation and beyond.
- Evaluation of hub operation and early lessons learned.