Innovation strategy

2021 to 2025
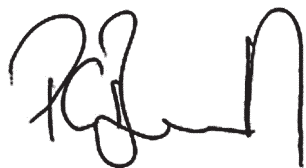
((we care))

Contents

Foreword

Kent Community Health NHS Foundation Trust has been recognised by the CQC as an outstanding organisation. This transformation has been achieved through dedication to providing the best care for our patients, striving to transform how care is delivered and capitalising on the digital agenda to deliver more efficient models of care.

Pivotal to this is a desire within the trust to innovate and improve; supported, progressed and celebrated through successes from quality improvement (QI), business development, research and #YesYouCan initiatives all of which feed into the trust's innovation potential.

In terms of context the NHS Long Term Plan stresses the importance of not only the generation of ideas, services or products new to the NHS which significantly improve the quality of healthcare but also the need to put that innovation into practice with systematic uptake at pace which the current context of COVID-19 has shown is achievable.

This strategy aims to put this necessary mandate of innovation, adoption and spread in place for us so that colleagues feel supported, nurtured and empowered to take ownership of the innovation agenda.

Paul Bentley, Chief Executive

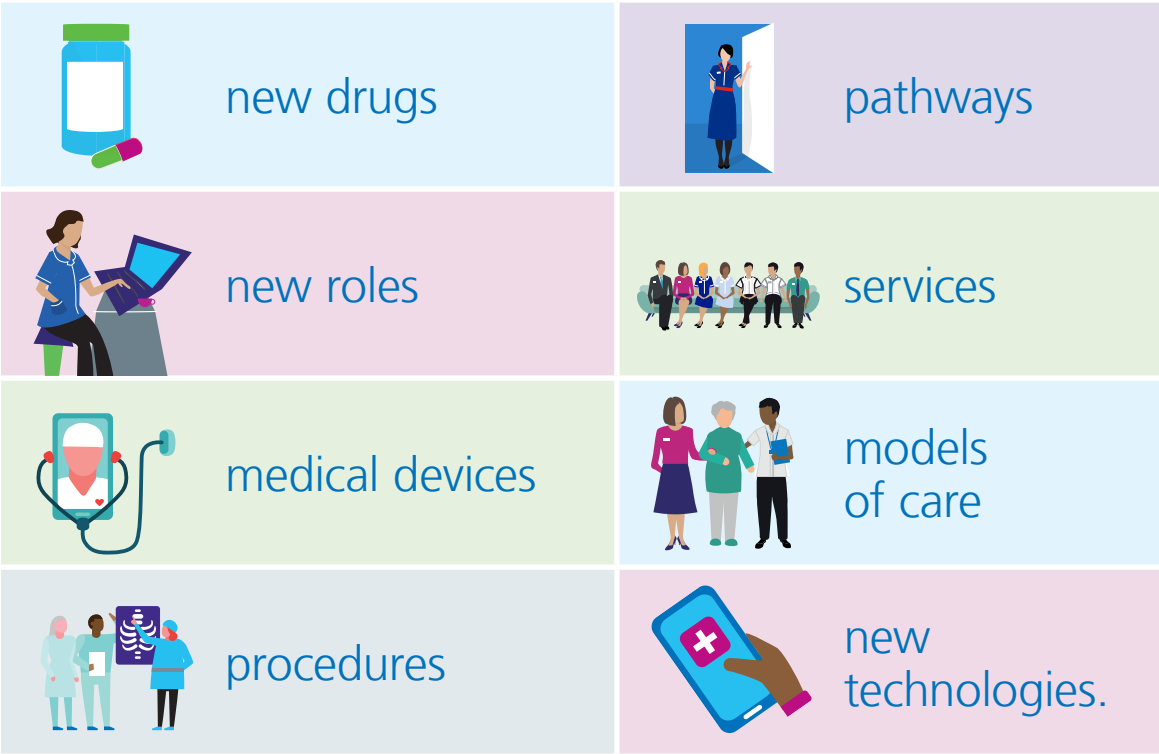Kent Community Health NHS Foundation Trust

Strategy on a page

What is innovation?

"Innovation is an idea, service or product, new…
to the NHS, which significantly improves the
quality of health and care."

(Department of Health, 2011)

This can include:

new drugs	pathways
new roles	services
medical devices	models of care
procedures	new technologies.

Innovation and QI are closely linked. QI enables
testing, refinement and roll-out of innovations.

Strategy aim

**To transform the innovation culture at KCHFT to progress
treatment options resulting in better care for our patients by:**

promoting innovation	nurturing inventors	adopting innovation	spreading innovation
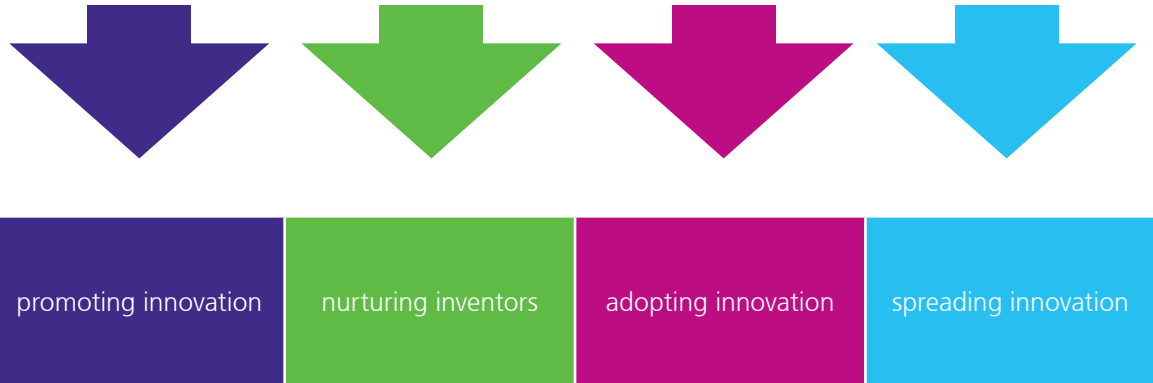
This is outlined in the following strategy objectives which help deliver the quadruple aim of quality:

1. develop the innovation agenda in terms of governance and leadership
2. promote our innovation culture
3. build external links and partnerships to maximise innovation potential
4. foster adoption and spread of innovation.

Leading to:

- enhanced patient experience
- better patient outcomes effectiveness
- increased staff satisfaction
- better value for money and efficiency.

About this strategy

Innovation is defined by the Department of Health (2011) as "an idea, service or product, new… to the NHS, which significantly improves the quality of health and care…". This can include inventions, such as new medical devices, or new technologies, such as virtual consultations. Innovation can also include new drugs, procedures, pathways, services or models of care. Typically, innovation is something fundamentally new and different from what we've experienced before.

This strategy aims to transform KCHFT's innovation culture. We want to progress treatment options which result in better care for our patients.

We will achieve this by:

- promoting and embedding innovation

- nurturing inventors and their invention, such as new services or products

- working with adoption experts to put new ideas into practice, such as prototyping, piloting, testing and evaluating. We may use QI methodologies, such as plan, do, study, act, to test and iterate the innovation in practice

- putting systems in place to promote diffusion of innovation for patient benefit as well as for the potential commercial or reputational benefit of the trust.

Links and enablers

This strategy will make sure innovation is not an isolated activity and that it remains linked to and enabled by a number of wider strategic work programmes, including:

1. **Organisational strategy:** This strategy is designed to contribute to the achievement of our organisational strategy to expand and advance what we can offer to our patients, their families, carers, colleagues and partners.

2. **Quality strategy:** As innovation allows us to capitalise on new technologies and new ways of working and use these to develop better quality products or interventions for patient, clients and service user's care.

3. **Commercial strategy:** Innovation and invention is a key area of potential commercialisation.

4. **Digital strategy:** A key enabler to the achievement of our mission to prioritise innovation, transformation, productivity and partnership working.

5. **Primary care networks:** Making sure we work innovatively at place level, as well as at trust and at system level, as we move to a more preventative and integrated approach with our partners in the health and care economy.

6. **Quality improvement (QI) methodology:** Critical enabler to provide us with the tools to understand the impact of innovation in improving patient care.

7. **Patient involvement and engagement:** Making sure the duty to involve patients set out in section 242 of the NHS Act 2006 is part of the quality process. This will include partnership working to identify the most vulnerable people in society, enabling co-design of services and person-centred planning.

8. **Research:** Providing understanding of the health needs of our local population, access to novel interventions and often providing the evidence base for innovations.

9. **Equality and diversity:** This strategy is designed to contribute to and be influenced by our equality, diversity and inclusion objectives.

Context

Nationally, there is a number of important developments marking the focus on innovation and putting into place the innovation objectives outlined in the NHS Long Term Plan. These include:

- Creating the accelerated access collaborative to speed up access to technologies and products leading to better care for patients and has as its core aim to make the UK one of the most pro-innovation health systems in the world. At national level the following opportunities will be created which we can build on:

  » in 2020 a one stop shop for innovators will make it easier to test and develop prototypes in the NHS

  » demand signalling through an innovation portal, this will signal the health needs which innovation should address

  » integrated horizon scanning, for example joining up the search for the best innovation and making sure these are introduced to the NHS

  » world-leading testing infrastructure where innovators can test and improve their products in order to provide relevant evidence

  » adoption of proven innovation at pace and scale aided by the Academic Health Science Networks (AHSNs).

- The publication of the Department of Health and Social Care (2021) white paper Integration and innovation: Working together to improve health and care for all which stresses the need to develop innovations to support more joined up care, exploit digital and data and minimise bureaucracy with a strong focus on developing integrated and innovative approached to delivering strategic objectives.

- The government's Life Science Vision (HM Government, 2021) which articulates the need to build on cross-sectors collaboration to tackle COVID-19 and other diseases, build on our science and research infrastructure to harness health data, support the NHS to test, purchase and adopt innovative technologies and enable the commercialisation of innovative products.

- Launched in January 2021 the Innovative Licensing and Access Pathway (ILAP) is intended to make sure NHS patients have access to innovative medicines sooner by making sure closer collaboration of agencies and faster approval of medicines from clinical trials. Companies launching their medicines in the UK gain support from accessing the ILAP which involves close collaboration between the Medicines and Healthcare products Regulatory Agency (MHRA), National Institute for Health and Care Excellence (NICE), NHS England and NHS Improvement, the Scottish Medicines Consortium and the National Institute for Health Research (NIHR).

- Formation of the GetReal Institute in April 2021 to enhance the quality of real-world decision-making in Europe and facilitate the adoption of new technologies. Founding partners include NICE, Clinical Practice Research Datalink, Eli Lilly and Company, Hoffmann-La Roche, GlaxoSmithKline, International Alliance of Patients Organisations, Janssen, Norwegian Medicines Agency, University Medical Centre, Utrecht.

- NICE has launched a new in-house office for digital health set up to accelerate efforts to deliver innovation to the health and care system faster and support the growing digital sector. An updated evidence standards framework for digital health technologies was launched in May. This is designed to be used for digital health technologies that are being considered for commissioning in the health and care system.

- MedTech funding mandate policy effective from April 2021 aims to support getting a number of NICE approved medical devices, diagnostics and digital products to patients faster on the basis that technologies are innovative, effective, cost-saving, affordable and capable of delivering material savings to the NHS.

- Creation of the national innovation collaborative bringing together the NHS, social care, local authorities, NHSX and the Academic Health Science Network to accelerate the deployment of innovative technologies to enable care to be delivered in people's homes. This includes providing regional funding to support teams to scale projects that use technology to monitor and manage long-term conditions at home. Support includes health economics, business intelligences and marketing.

These national initiatives are intended to transform the innovation landscape in the UK and bring together decision-makers from across health and care so patients have access to new treatments faster. They will also help clinical colleagues to have access to the latest innovations, so they can use these to support improved patient care. They will also make sure industry is better supported to understand patient and clinician need as well as work more collaboratively with the NHS to help deliver innovative solutions to deliver better patient care.

These national initiatives will enable the realisation of local system priorities KCHFT is working towards with the Sussex Health and Care Partnership, the East London Health and Care Partnership and the newly formed Kent and Medway Integrated Care Partnership.

Moreover, these partnerships will allow us to focus on shared challenges facing health and social care in order to achieve impact at scale. Our ability to adapt and innovate as a trust and as a system will be key to meeting those challenges.

Objective one:
Develop the innovation agenda in terms of governance and leadership

Our ambition:

- We will achieve multi-professional clinical and operational leadership of innovation. This will be supported by the growth of professional development opportunities to motivate, nurture and retain intrapreneurs.
- We will actively stimulate the growth of innovation by providing targeted pump-priming funding calls.

Year 1	• Establish an innovation submission route to transparently assess, support and manage ideas.
	• Procure expert advice on intellectual property (IP) which includes: Patents, trademarks, copyright, design and know-how. IP protection is critical to foster innovation and making sure we reap the full benefit of any unique ideas, products or services.
	• Launch of intellectual property policy, guide and training.
	• Increase support to and profile of innovation leads.
	• Establish a multi-professional innovation group to support the delivery of the innovation strategy and embed the innovation agenda into practice.
Year 2	• Engage with staff networks and professional groups to support colleagues to engage with and lead on the innovation agenda.
	• Develop and launch an innovation fellowship in partnership with the Academic Health Science Network. This will be open to trust colleagues and system partners and is intended to support colleagues to develop skills in terms of enterprise, entrepreneurship and innovation as well as provide an overview of analytics and digital innovation evaluations.
	• Work with the patient and carer council and people's network to make sure participation and ultimately co-production of innovation.
Year 3	• Introduction of annual internal funding calls to pump prime innovation. Some calls may be tailored to address specific trust priorities and have an executive sponsor, for example virtual consultations.
	• Internal innovation audit to benchmark what is working well and what needs further improvement. This will inform future innovation strategy.

We will know we have it right when:

- There is a clear governance process in place to support and nurture innovators and harness innovation.
- There is a clear pathway for intellectual property management and revenue sharing in the trust which allows us to benefit from inventions and make sure that these are properly managed and commercialised for patient benefit.
- There is increased understanding of the different types of innovation in healthcare and the ways they might happen either internally (for example, research, QI, staff idea generation) or externally (for example, Academic Health Science Network or Applied Research Collaborative).
- Eight colleagues taking part in an innovation fellowship.
- Innovation is focused on patient and carer needs.
- Two innovation projects awarded pump priming funding.
- There is executive sponsorship and support of key innovation projects.

Enablers or co-dependencies:

Academic Health Science Network, Patient and Carer Partnership Team, professional leads, finance, expertise in health economic modelling to evaluate return on investment, business development, procurement, innovation leads, digital strategy.

Objective two:
Promote our innovation culture

Our ambition:

- Colleagues feel confident and empowered to pursue innovation opportunities that result in better care for our patients.
- Service innovation will be achieved through a coaching and mentoring approach where colleagues are supported to lead innovation and use technology to strengthen therapeutic relationships.

Year 1	• Develop and deliver a communications and engagement plan to promote innovation and increase staff innovation. • Introduce innovation awareness training, including awareness raising at induction, Academic Health Science Network support awareness and mentorship sessions. • Input additional slides in QSIR P, QI fundamentals and QI lite training on innovation to highlight clear linkage between QI and innovation. • Link with the re-imagine team working programme.
Year 2	• Develop innovation e-learning package. • Introduce virtual innovation training supported by action learning sets. • Create an innovation station to build a community around innovation and bring together those wishing to progress ideas and receive mentoring and support around innovation. • Share and promote sources of innovation funding, such as NIHR invention for innovation programme to support the development of medical devices. This includes funding streams for product development awards and challenge awards to fund medtech innovations in real-world healthcare settings, for example, funding could support training associated with the implementation of new technology.
Year 3	• Raise awareness of the clinical entrepreneur training programme offering clinical NHS colleagues and wider health professional opportunities to develop entrepreneurial skills. Successful applicants have access to mentoring and coaching, placements and internships, growth of relationships with commercial organisations, signposting to funding and time out for entrepreneurial activities. • Create an innovation staff award to recognise the importance of innovation. • Make sure innovation and improvement are embedded into the recruitment process through to business planning.

We will know we have it right when:

- colleagues feel supported to progress their innovative ideas
- there are multiple routes for colleagues to access innovation awareness training
- increased shared learning of good practice
- there is demystification of innovation
- submission of two funding bids to external sources
- raised awareness of national innovation agenda workstreams
- two submissions to the national clinical entrepreneur training programme
- innovation and improvement are part of the recruitment process
- innovators receive recognition internally for the novel work that they have done or inventions they have created.

Enablers or co-dependencies:

Innovation leads, communications, education and development, Academic Health Science Network, quality improvement, clinical capacity.

Build external links and partnerships to maximise innovation potential

Our ambition:

- We will establish innovation relationships and contacts, locally and nationally, to learn from existing good practice, increase early adoption of innovations for patient benefit and accelerate the adoption of digital health technologies.
- We will co-create and implement new transformation schemes through collaborative leadership in the integrated care system.
- We will develop collaborative partnerships with health and social care partners, patients and carers and industry and technology partners to maximise patient care.

Year 1	• Active and early involvement in the Kent, Sussex and Surrey (KSS) innovation leads network set up by NHS England and Improvement and the Academic Health Science Network. This will act as a consortium to share innovations between local areas (the spread), provide updates on the national innovation agenda and promote shared ownership of the challenges of getting innovation into practice (adoption).
	• Work with system partners to develop Kent and Medway Innovation Network as a space to identify and frame complex challenges of redesign through expert facilitation. When fully developed this hub will use improvement science and systems thinking techniques as key methodologies for exploring change in a safe environment to make sure complex change is understood in the wider local context.
	• Participation in KSS simulation network meeting, which is in line with the Health Education England (HEE) national strategic vision for simulation and immersive technologies in health and care. This explores how simulation-based programmes can be applied to help address system-wide challenges.
Year 2	• Work with system and technology partners to develop submission for NHSX digital health partnership award. This is aimed at accelerating the adoption of digital health technologies to support patients with long term conditions.
	• Benchmark innovation activity at community trusts.
	• Celebration of our good practice through submission of innovation case studies to the NHS community network.
Year 3	• Creation of an innovation portfolio for the trust to showcase to industry which demonstrates commercial opportunities and innovations including QI and service examples.
	• Submission of HSJ Awards and other relevant awards.

We will know we have it right when:

- as an organisation we have mechanisms in place to contribute to place based needs and system innovation
- there is shared learning and growth of innovation contacts between KSS partners, ICS partners and community trusts
- simulation is used to test and develop new innovative practices and technologies
- one submission to NHSX digital health partnership award
- three case studies submitted to the NHS community network
- five submissions to HSJ awards or other relevant award streams
- we have an innovation portfolio which can be used to raise the profile of the trust with commercial companies and provide services with the opportunity to showcase their innovations to industry.

Enablers or co-dependencies:

Academic Health Science Network, innovation leads, education and development, communications, business development, commercial strategy, digital strategy.

Objective four:
Foster adoption and spread of innovation

Our ambition:

- We will improve and transform care for our patients and service-users through exploration and adoption of the latest proven evidence-based innovations.
- We will achieve sharing of innovation for patient benefit, as well as for the potential commercial or reputational benefit of the trust.
- We will collaborate with experts in adoption to put new ideas into practice, including prototyping, piloting and testing. This may include using QI methodologies such as plan, do, study act (PDSA).

Year 1	• Strengthen links with Kent, Surrey, and Sussex Academic Health Science Network (AHSN) particularly for:
	1. the innovation exchange, which is targeted at identification and adoption of high value innovation. Work with AHSN to review priority areas for us against their database of national innovations
	2. innovation case studies of interest to the trust
	3. transforming digital health and maximising the potential of artificial intelligence
	4. building links with industry.
	• Use multiple sources of information to find and share updates on innovations for example, Beneficial Changes Network which has captured 700 recognised beneficial changes as a result of collaborative working across health and social care including from stakeholders with lived experience.
	• Explore funding opportunities offered by the National Innovation Collaborative to accelerate the deployment of innovative technologies to enable care to be delivered to people at home.

Year 2	• Share data from the innovation observatory and National Institute for Smart Data Innovation to raise awareness of gaps in research related to ageing and upcoming technological innovation which may prompt service development or adaptive change.
	• Use QI tools and methodologies to test whether individual innovations can be spread across the trust and find out whether there is further commercial application to these innovations.
	• Develop a plan to capitalise on workstreams from the accelerated access collaborative which is a dedicated unit within NHSE/I working across government, industry and the NHS to support the adoption of all types of innovations into healthcare including medicines, diagnostics, devices, digital products, pathway changes, and new workforce models.

Year 3	• Where potential high-impact innovations have been created, promote applications to NHS innovation accelerator which provides intensive support for fellows to scale high impact, evidence-based innovations across the NHS and wider healthcare.

We will know we have it right when:

- there is an effective system of horizon scanning and demand signalling in place to enable the Academic Health Science Network to filter through information on innovations relevant to our services
- we review, assess and adopt two national high-value innovations into practice
- KCHFT research priorities are informed by areas of unmet need related to ageing and smart data
- three applications for external innovation funding are submitted.
- piloting Plan Do Study Act (PDSA) cycles indicates that individual trust-created innovations have the flexibility to be adapted to differing local circumstances and contexts with potential to be applied within the wider system.

Enablers or co-dependencies:

Academic Health Science Network, digital strategy, commercial strategy, finance and commissioning, workforce capacity and QI.

Glossary

Term	Definition and explanation
Adoption	Putting the innovation into practice.
Copyright	Used to protect items such as written works, diagrams, charts etc.
Designs	In terms of intellectual property this may refer to 3D objects such as laboratory equipment or database rights to protect collections of work for example, results, samples, which have been systematically arranged.
Entrepreneur	Entrepreneurs are typically innovators who set up a set up a business or spin-off company for their innovation.
Innovation	An idea, service or product, new to the NHS which significantly improves the quality of health and care.
Intellectual property (IP)	Intellectual property is something that you create using your mind, for example a story, an invention, an artistic work or a symbol. You can own IP if you create it and it meets the requirements for copyrights, a patent or design or you have a brand that could be trademarked.
Intellectual property policy	Policy introduced in order to protect the tangible output of intellectual activity, for example a new idea or invention.
Intrapreneur	An intrapreneur works inside a company to develop an innovation and add to the organisation's success.
Know-how	Refers to any secret, technical information that is valuable and identifiable including results, experimental techniques, formulae etc.
Patents	Patents are used to protect inventions for products or processes and are registered with a patent office.
Spread	The systematic uptake of the innovation into widespread use.

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Patient Advice and Liaison Service (PALS)
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