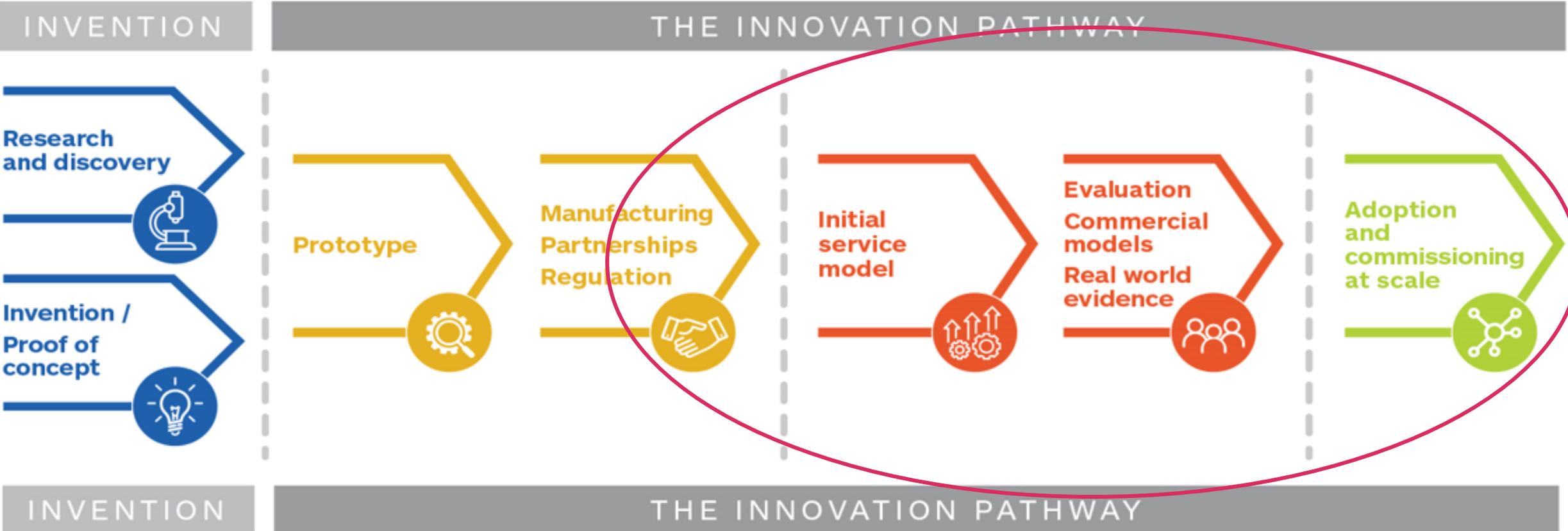


# Norfolk & Waveney ICB: Innovation Plans

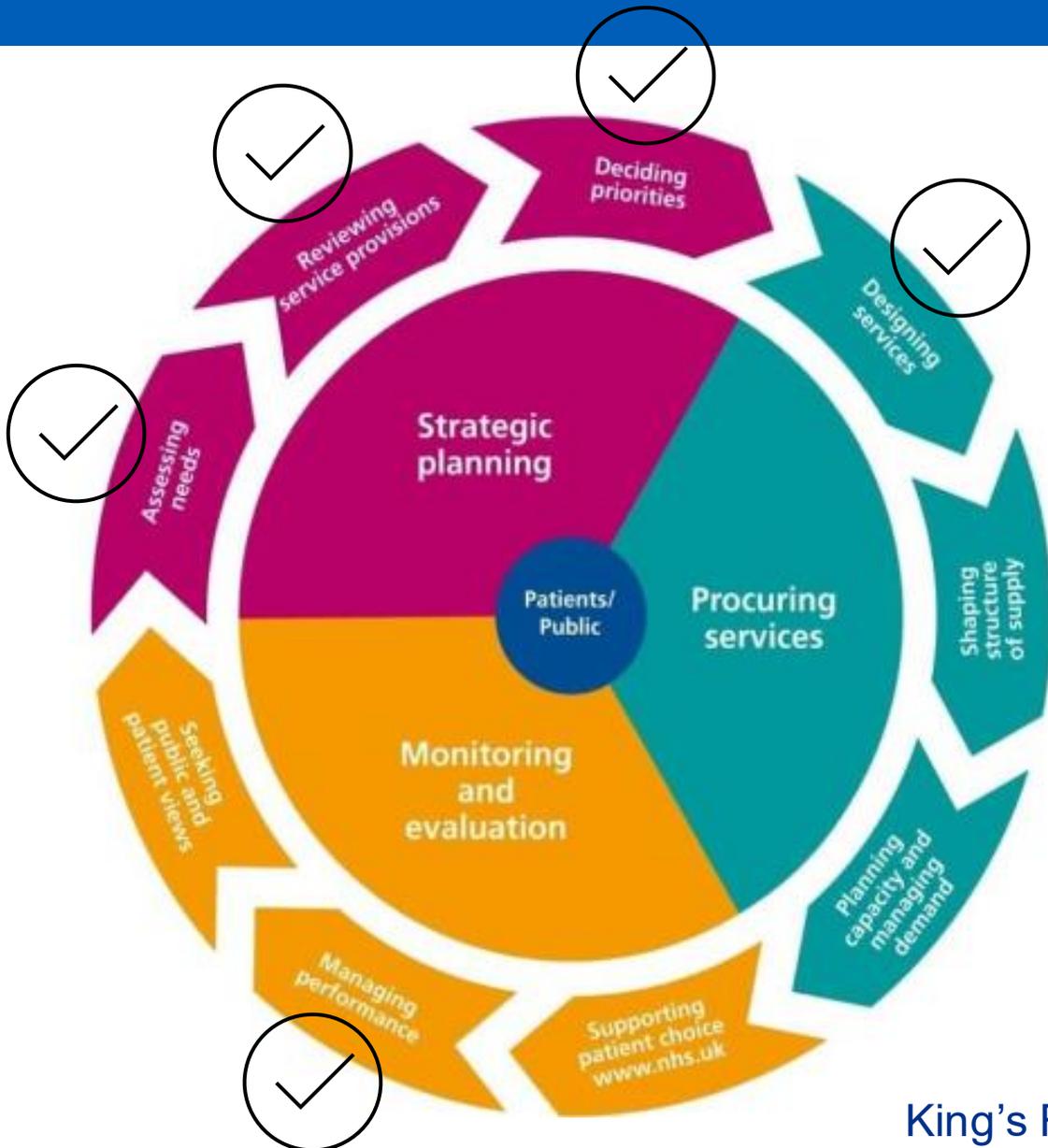
Dr Tim Clarke. Head of Innovation. N&W ICB  
Research & Innovation Team

[Timothy.clarke9@nhs.net](mailto:Timothy.clarke9@nhs.net)

# Our focus in the Innovation Pathway



# Where does Innovation fit within the commissioning cycle?



# N&W ICS Joint Forward Plan & our duty to promote innovation

## Duty to promote innovation

Innovation is central to addressing the challenges facing our health and care system. Innovation is a broad term, and to us, means new ways of doing things. This could be a new technology or treatment, a new service or even implementing an existing service in a new setting. Innovation is a cross-cutting theme within the ICB and across the ICS, and we aspire for it to be integral to everything we do. We wish to ensure that the opportunities for receiving innovative services are equitable across the ICB boundary and will consider mechanisms to support the adoption and spread of innovations.

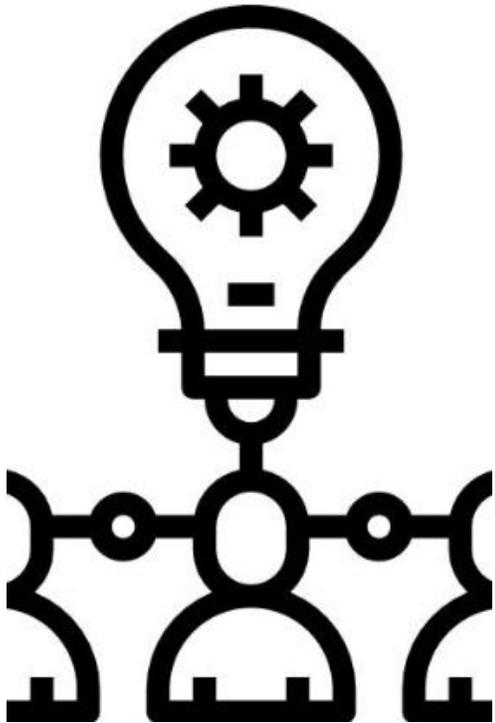
Our collaboratively developed strategy will ensure we have actions in place to work together, in conjunction with the Eastern Academic Health Science Network (AHSN), to identify innovation opportunities, promote innovation adoption and spread and ensure equitable access for our population. We will carefully consider innovations to be implemented to reduce the risk that they exacerbate existing poor health outcomes.

One of our mechanisms to ensure our commitment for innovation will be delivered is through a new and jointly funded role (with Eastern AHSN). The Head of Innovation role will facilitate the introduction of proven innovations in medicine, technology, and care pathways. The Head of Innovation will be fully embedded within the ICS and hence will have the local relationships to understand the most relevant challenges to be addressed. They will also work closely alongside Eastern AHSN to gain access to Eastern's curated pipeline of solutions, which also contains local and national learnings on how to introduce and implement these solutions in a local context. Eastern AHSN will also support the ICS to leverage industry support and investment.

**Health and Care Act (2022)  
Statutory duty to promote  
innovation in the provision of  
health services**

The NHS Long Term Plan (2019), highlighted the importance of innovation in the NHS, including the role it has in **improving health outcomes**, and committed the NHS to developing the infrastructure required for innovations to thrive.

# Fostering a culture of Innovation across the ICS



Developing and nurturing a culture of innovation is an evolving process

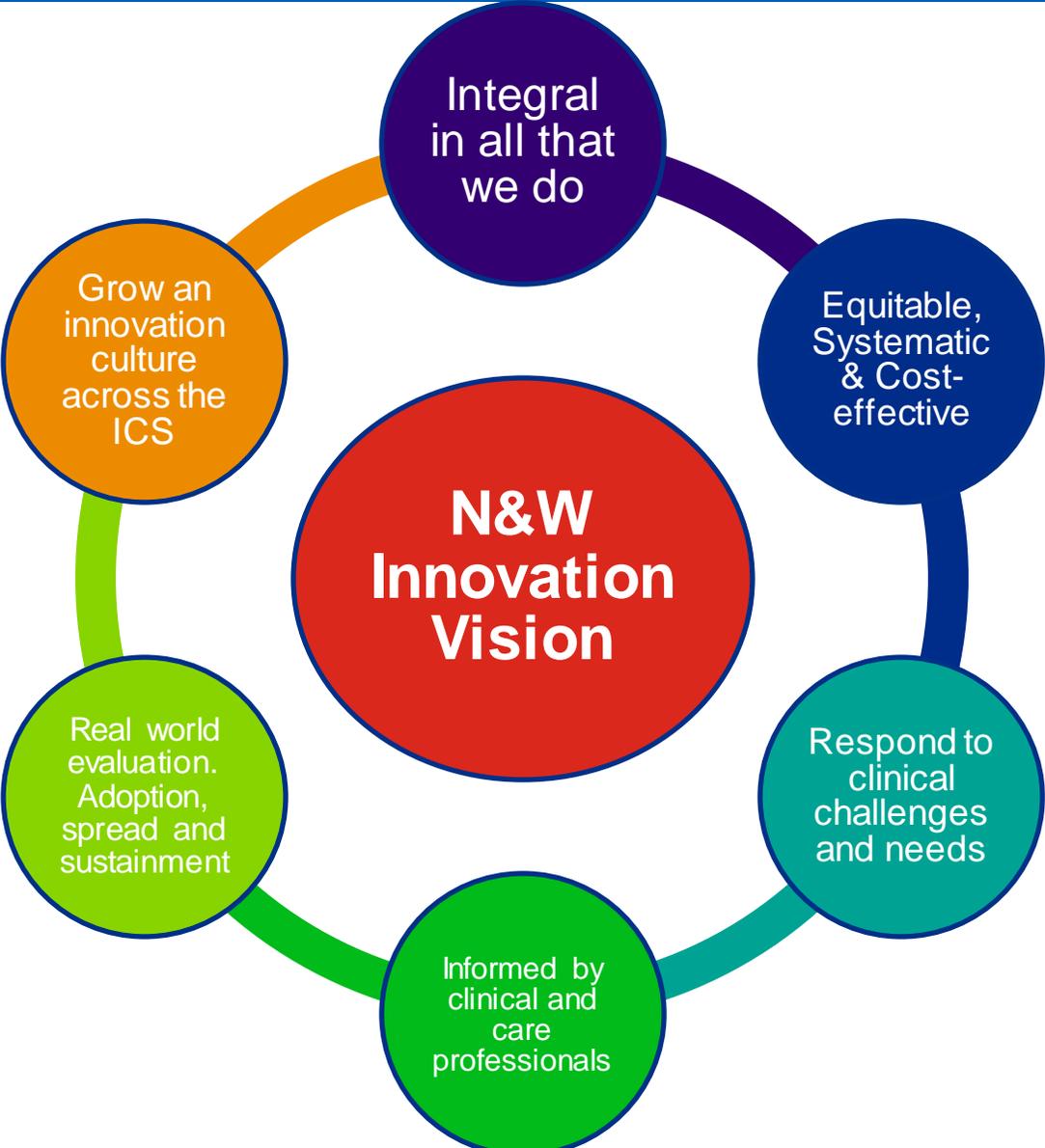
Aim to position the experience of implementation and system-level spread of innovations as a central concern

Lead to an integrated innovation culture based on learning from each other rather than a more localised, or fragmented provider-led approach

Aim to develop innovation competencies across the ICS

Multi-level approach to developing innovation capacity which in turn will foster a sustained innovation culture

# N&W: Our Innovation Vision



# Our N&W Research & Innovation Strategy

## Why is research and innovation important?

Research and innovation can provide the evidence base and the innovative tools to help us achieve our system wide goals. It can transform how we deliver care and support better use of resources to address differences in life expectancy, health outcomes and preventable causes of disease. Making full use of the research evidence base when designing and implementing health and care services means they are more likely to benefit our population. Evaluating services helps to identify what works on a local level, so we can focus on providing health and care services which have the greatest benefit.

Research and innovation offer learning and development opportunities for staff, and can help with recruitment and retention, helping organisations to flourish.

Research and innovation takes place in all settings across our system and throughout the life course, from projects investigating the benefits of skin-to-skin contact for babies and parents, to understanding the best way for pharmacists to support the appropriate use of medicines in care homes.



**Focused on our communities**

**Driven by a confident and capable workforce**

**Collaborative and co-ordinated**

**Embedded in everything we do as a system.**

# Our Strategic Innovation 3-year Roadmap

## Year One

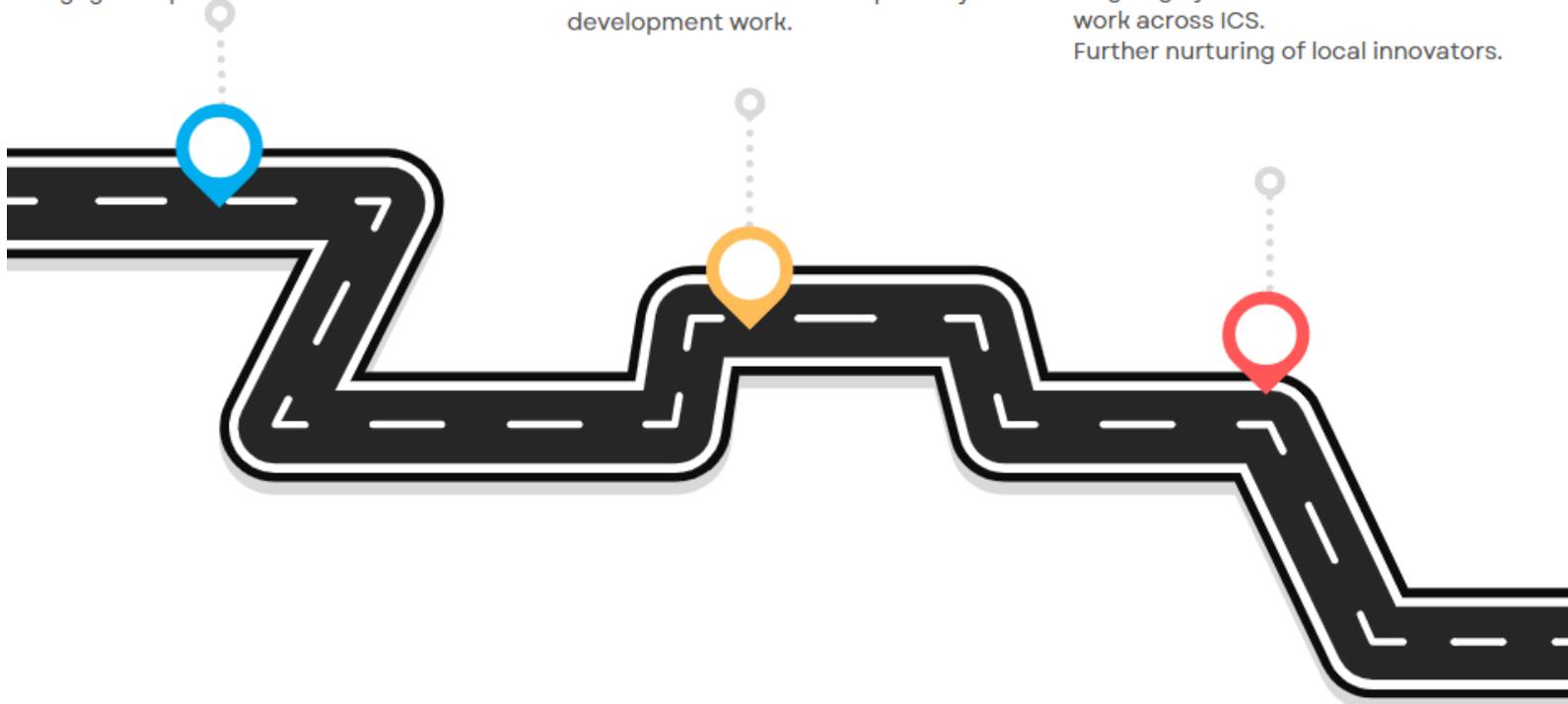
Develop systematic process & governance to match innovation to local need.  
Apply for innovation funding & start 1-2 innovation projects linked to JFP.  
Explore other funding & partnership (i.e. industry) routes to accelerate innovation.  
Deliver InSites funded work.  
Initiate innovation culture & competency development work.  
Convene ICS Innovation Network.  
Integrate innovation within ICB prioritisation process.  
Engage ICS partners around Innovation.

## Year Two

Review and refine innovation processes and governance.  
Scope and develop a longer term ICS innovation plan / ambition.  
Embed innovation in to NHS planning & contracts.  
Systematic process for sharing innovation learning across ICS.  
Deliver innovation projects and evaluate.  
Focus on scale-up, spread & sustainment of impactful innovations.  
Continue culture and competency development work.

## Year Three

Innovation embedded in programme team and provider planning processes.  
Innovation team and ICS innovation network sustained.  
Innovation supports longer term ICB & ICS planning.  
Ongoing and sustained innovation culture and competency development programme.  
Ongoing cycle of funded innovation work across ICS.  
Further nurturing of local innovators.



# Themes / feedback from engagement with ICB teams and providers

- Innovation happens in pockets but is not factored in financially / strategically so often is not spread or sustained
- Innovation is important and we need to ensure that this is promoted in contracts and done in collaboration with providers
- Recognition that if innovation is introduced and successful then **this may lead to contract variation / change**
- Innovation is fragmented and not joined up across providers and the ICS. Innovations are not shared, equitable or systematic
- Pilot culture, where pilots are seen as accelerating innovation but then often revert to historic ways of working. It might not be the piloting but **what we do with it after / planning** that is more the issue
- Innovation needs to be considered as part of **a longer-term strategy for the ICS** and influence how we plan and commission our services
- Innovation needs need to be predominantly clinician and community / citizen lead and thought about from a **longer-term investment**

# Our Strategic Objectives & Goals Dec 2023 – Dec 2024

OBJECTIVES	GOALS
<p>To raise the profile of innovation across ICS partners and emphasise the importance of embedding innovation</p>	<ul style="list-style-type: none"> <li>• Regular communications to ICS raising profile of innovation and showcasing innovation</li> <li>• Work with programme teams and PMO to ensure that innovation is highlighted in provider contracts, informs NHS planning processes and is planned and budgeted for.</li> <li>• Support programme teams to foster a culture of innovation and advise on implementation of innovations</li> <li>• Work with HIE and regional colleagues to establish innovation resources inc. innovation selection tool</li> <li>• Apply for innovation funding sources aligned to objectives referenced in the JFP, Clinical Strategy, R&amp;I strategy, Acute Clinical Ambitions, ICS Digital Road Map and ICB prioritisation process, CORE 20+5</li> </ul>
<p>To develop systematic processes for the identification, selection and governance of innovation/s to meet N&amp;W population healthcare needs and clinical challenges</p>	<ul style="list-style-type: none"> <li>• Work with PMO to develop processes that fit with ICB prioritisation processes</li> <li>• Develop &amp; test innovation selection process. Work with HIE and InSites to match innovations to innovation need – establish 1-3 innovation projects that fit with priorities &amp; showcase impact</li> <li>• Use InSites and HIE funding to test out innovation process and evaluate</li> </ul>
<p>Promote healthcare equality and equity through supporting the sharing, scale-up, spread and sustainability of impactful innovations across N&amp;W ICS</p>	<ul style="list-style-type: none"> <li>• Establish a register of innovations and develop case studies to share across ICS</li> <li>• Advise on spread, scale-up and sustainability of innovations across ICS</li> </ul>
<p>Promote an innovation ready culture and grow an innovation capable and competent workforce</p>	<ul style="list-style-type: none"> <li>• Develop interdisciplinary networks and invite ICS representatives to innovation exchanges</li> <li>• Invite ICS staff interested in innovation to a peer network</li> <li>• Provide learning opportunities relating to innovation, evaluation, adoption and spread</li> <li>• Develop innovation review panel</li> </ul>

# ICB / ICS Innovation offer

Innovation scoping /  
matching through  
reviews and horizon  
scanning

Innovation and  
implementation  
advice / support

Innovation needs /  
clinical challenge  
identification

Innovation and  
implementation  
outcomes &  
evaluation advice /  
support

Innovation funding  
application support  
and oversight

Sharing innovation  
lessons / outcomes  
across the ICS to  
support spread and  
sustainment

Innovation culture  
and competency  
development /  
training

Showcasing  
innovations to meet  
ICS needs

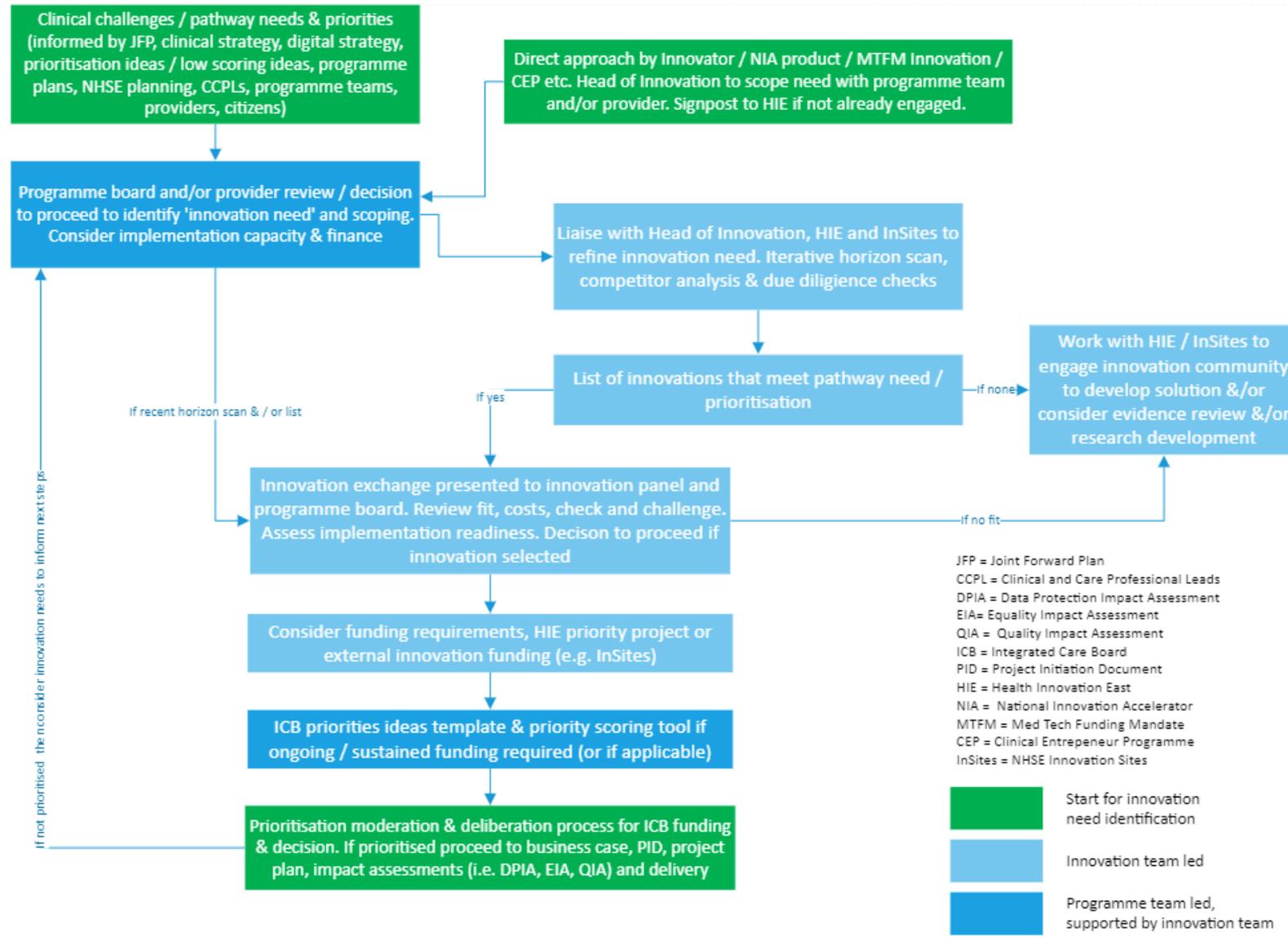
Integration of  
innovation in ICS  
strategies &  
commissioning of  
services

# Norfolk & Waveney ICB/ICS InSite:

## What are our system innovation needs & priorities for innovation?

<p>Support primary care to implement modern general practice access, including use of digital tools, making it easier for patients to contact their GP practice.</p>	<p>Develop Diagnostic Centres. Initial focus on respiratory diagnostics.</p>	<p>Focus on elective care including cancer care. Implement digital technology to enable elective recovery &amp; focus on longest waits.</p>	<p>Improve the rates of cervical &amp; breast screening uptake for Inclusion Health groups.</p>
<p>Primary prevention to reduce smoking, improve physical activity &amp; support healthy weight management.</p>	<p>Decrease falls &amp; improve fracture prevention. Empower care homes to support management and escalation of deteriorating residents.</p>	<p>Redesign dermatology &amp; skin cancer pathways to create a new system wide standardised pathway.</p>	<p>Increase Bowel cancer screening uptake for inclusion health groups within underserved communities outreach approaches.</p>
<p>Increase Covid, influenza &amp; Pneumonia vaccination rates for those with respiratory conditions such as COPD or other clinical risk factors within inclusion health group communities using a variety of different innovative approaches.</p>	<p>Cardiovascular disease prevention. Develop population health management interventions targeting High Blood Pressure &amp; Cholesterol. Include home monitoring for CVD prevention.</p>	<p>Early cancer diagnosis.</p>	

# Innovation selection & decision-making process: Feb 2024



# Contact Us

[NWICB.researchinnovation@nhs.net](mailto:NWICB.researchinnovation@nhs.net)

[Timothy.clarke9@nhs.net](mailto:Timothy.clarke9@nhs.net)