



DERI
Directorate
of Education,
Research and
Innovation



East Lancashire Hospitals
NHS Trust
A University Teaching Trust

East Lancashire Hospitals NHS Trust
Directorate of Education, Research and Innovation

Innovation Plan 2022–2027



**Creating
improvements
through new ideas**

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1.0 Introduction and Trust context

The Directorate of Education, Research and Innovation (DERI) has an overall strategy which sets out how the Directorate will support the improvement activity within East Lancashire Hospitals NHS Trust (ELHT) through the delivery of high-class education and training to all colleagues, increased participation in research and the development and growth of innovation.

This plan is an integral part of the DERI strategy and describes how innovation will be developed as part of the Improvement Continuum within the Trust and build on the Trust’s reputation for improvement. This will ensure we can continue to provide an excellent service to all of our colleagues and support the development of improved Safe, Personal and Effective Care.

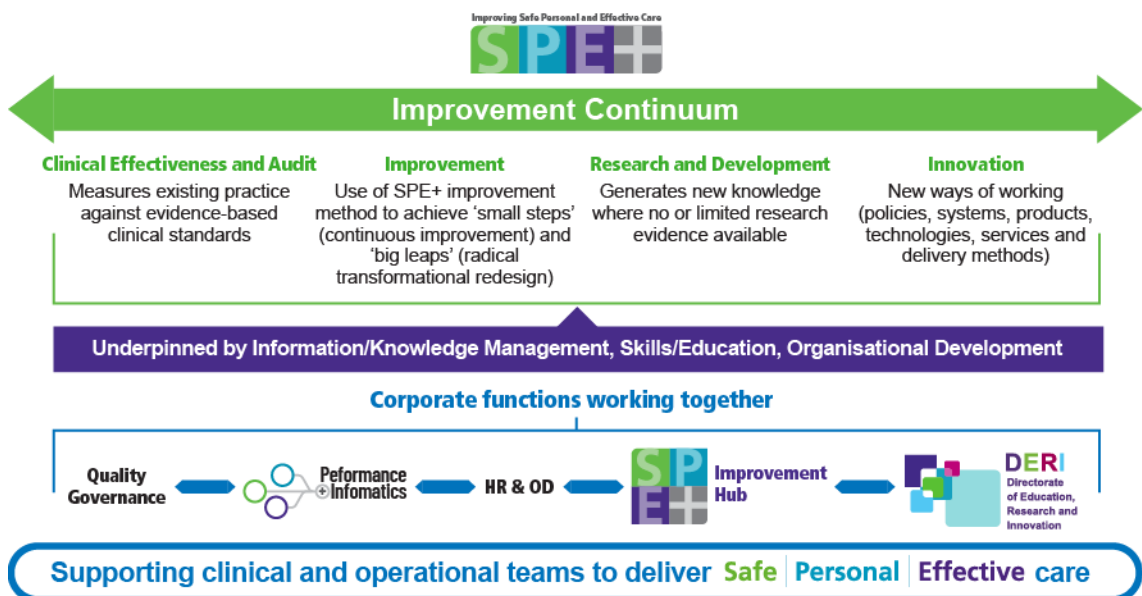
The plan describes:

- How innovation supports the Trust’s commitment to continuous improvement
- The national and regional context for innovation in the NHS
- The current provision of innovation support at ELHT
- How innovation activity will be increased and supported
- The future model and how it will be delivered

At ELHT our vision is:

“To be widely recognised for the delivery of Safe, Personal and Effective Care”

To help with the realisation of this vision there is a Trust wide approach to improvement (Improving Safe, Personal and Effective Care SPE+) with an Improvement Hub supporting delivery of key Trust improvement priorities and building capacity and capability for improvement as well as a recently formed (2020) Directorate of Education, Research and Innovation (DERI). Innovation is an integral part of both of these. This is illustrated within the Trust’s Improvement Continuum.



2.0 National context

Innovation is critical in enabling NHS England/Improvement (NHSE/I) to achieve its ambition in accelerating the pace and scale of change and delivering better outcomes for patients. The NHS remains a major investor and wealth creator in the UK, and in science, technology and engineering in particular.

NHSE/I oversee a number of innovation programmes including:

- Innovation and Technology Payment (ITP)
- The Small Business research initiative healthcare programme
- Clinical Entrepreneur Training Programme
- NHS Innovation Accelerator
- NHS Test Beds Programme
- Accelerated Access Collaborative

NHSE/I are committed to accelerating the adoption and spread of proven and affordable innovations, in partnership with the Academic Health Science Networks, as described in the NHS Long Term Plan (LTP) (2019). This is known as the Innovation and Technology Payment Programme (ITP) and covers devices, diagnostics and digital products.

The NHS LTP recognises the critical importance of research and innovation to drive future medical advances, with the NHS committing to play its full part in the benefits these bring both to patients and the UK economy. The LTP describes the commitment to speed up the pipeline for the delivery of innovations in the NHS and ensure that patients benefit from proven and affordable innovation, making the best use of digital technology.

Within the Well Led Domain the Care Quality Commission assess organisational systems and processes for learning, continuous improvement and innovation. This strategy supports the Trust to evidence that it employs robust systems and processes for innovation activity.



3.0 Regional context

The Lancashire and South Cumbria Integrated Care System (LSC ICS) has overall responsibility for the delivery of health care services across a number of provider organisations. There is a need for greater collaborative working across care pathways and this will require the transformation of service delivery models; redesigned pathways supported by innovative ways of working and adoption of innovative technology will be fundamental to achieving this.

There are several regional organisations to support this:

The North West Academic Health Science Network/Innovation Agency (AHSN)

The AHSN works to improve the health and patient experience of people in the North West by supporting and accelerating innovation and quality improvement. They spread proven innovations and programmes that are available through the ITP.

They also facilitate innovation exchange opportunities between health providers, charities and commercial organisations including Small and Medium-sized Enterprises (SMEs). They provide funding opportunities for the exploration, evaluation and adoption of innovation.

Northern Health Science Alliance

The Northern Health Science Alliance (NHSA) is a health research partnership between NHS Trusts, HEI's and Academic Health Science Networks in northern England. It was established in 2011 with a mandate from member organisations to act, and add value, across the North on their behalf. It works with its members, industry and Government to mobilise assets for the benefit of people and the local economy. It does this by brokering research collaborations, building expert networks, attracting investment. It promotes innovation through:

- Providing opportunities to partner/collaborate with other organisations if the innovation would be of benefit to them.
- Refining ideas into more commercial solutions
- Early indication if another organisation may want to purchase the innovation
- Rapid closure of the innovation if it can be shown to already exist in another organisation or have significant flaws.



SEED

This is an alliance of organisations in Lancashire and South Cumbria who share common purpose. It comprises of the four HEI's (University of Central Lancashire, Cumbria, Edge Hill and Lancaster) working with the Lancashire and South Cumbria ICS in its widest sense with all the providers from health, education, business and VCFS sectors.

Its purpose is to:

- Speed up the adoption of research and innovation by combining academic capabilities in education and research with the health and care system
- Co-ordinate collective bids to funding streams and research grant providers
- Attract more inward investment and the best people
- Improve productivity, skills, jobs, economic growth and ultimately health and wellbeing

It operates as a hub and spoke model, coordinated by the Innovation Agency encouraging and supporting its members to:

- **Collaborate** – bringing partners together to work on health and care needs of common interest
- **Learn from research** – pulling in new capacity and capability from education that can be implemented into health and care
- **Improve** – research and education to improve population health, economic productivity and development of our own health and care workforce
- **Increase new resource** – putting our best teams together to bring resources to our region

NIHR Applied Research Collaboration North West Coast

The Applied Research Collaboration North West Coast (ARC NWC) consists of health and social care providers, NHS commissioners, local authorities, HEI's, public advisers and the Innovation Agency working together to learn more about health inequalities and overcome the barriers around translating these discoveries in health research into practice which improves lives.



ARC NWC's aims are to:

Engage and involve organisations which have a role in, or connection to, health and care service delivery, across social, primary, secondary care, public health and third sectors

- Embed public involvement and health inequalities in all our work, from idea generation to implementing findings
- Further develop partners' and local communities' research and implementation capacities and skills
- Develop a portfolio of high-quality applied research which responds to health inequalities
- Support and evaluate implementation of research findings that address health priorities, to increase the sustainability and resilience of health and social care systems, locally and nationally
- Shorten delays between research needs being identified, studied, and findings implemented
- Ensure broader economic gains through increased research investment regionally
- Collaborate with other ARCs and NIHR infrastructure to address national priorities



4.0 Local context and partnerships

In addition to work with the above organisations ELHT has developed relationships with a number of local partners and parties including local Academic Institutions (HEI's) and commercial organisations.

Local academic institutions

- University of Central Lancashire (UCLAN)
- Lancaster University

Commercial organisations

Relationships between the Trust and commercial parties can work both ways:

- Commercial organisations reach out to the Trust - TILs are a point of contact for commercial partners wanting to access the NHS as a way of developing, evaluating and commercialising products which may already be available in another sector or within health care in another country
- The Trust reaches out to industry to form partnerships to develop innovations
- There are a few ad hoc collaborations with local businesses. Currently there is no central oversight and support of these initiatives



5.0 Vision

Our vision is to be nationally recognised as an outstanding provider of innovative high-quality education and research in support of safe, personal and effective care for all.

Our key objective for this Innovation Plan is to be recognised across the region as an exemplar site for the development and adoption of innovative practice within healthcare through greater collaboration with local and regional partners.

Achieving our vision

We will deliver our vision through focusing on three strategic goals.



6.0 Investment in colleagues, patients and carers to develop and foster an innovation culture

Currently the potential for innovation that exists within our work force is relatively untapped. East Lancashire as a region has a proud tradition of innovation and within ELHT there are many examples where 'different ways of doing things' have been rapidly tried and adopted. This has been particularly evident during the response to the pandemic. The appetite and courage to innovate is present within the organisation. What is lacking is the infrastructure to promote, support and capture this activity in a proactive and coordinated manner so that ideas can be scaled-up and shared and any commercial opportunity realized.

As part of the delivery of the vision there needs to be in place an infrastructure. Initially this will require some investment but as innovation opportunities are realised this will support further investment and growth in this capacity.

The initial step will be the formation of a core innovation team within DERI but also working very closely with the Improvement Team. This core team will support a network of innovation champions, who will be appropriately trained to support the agenda across all clinical and non-clinical divisions.

Key initial objectives of this team will be to:

Short Term 1–2 Years

- Support development and promotion of the innovation program
- Identify and train local innovation champions
- Develop close links with patient and carer groups
- Identify initial areas to be focused upon and explore/create linkages to Trust Improvement Priorities
- Produce a Trust wide innovation reward scheme
- Develop closer relationships with local, regional and national innovation partners
- Develop and deliver a Trust-wide information and awareness program to raise the profile of innovation and opportunities to develop ideas and solutions with appropriate support



Medium Term 3–5 Years

- Increase the number of colleagues who are involved in innovation activities year on year over the course of the plan
- Have recruited and trained a minimum of 10 Innovation Champions with representatives from all care groups
- Have developed and implemented an Innovation Leader training package to develop the next cohort of leaders to take the Innovation Plan further and to include innovation leadership within all leadership training programmes across the Trust
- Implement a pathway to involve patients, their families and carers in the development of innovation.



7.0 Investment in infrastructure to support innovative practices

As well as developing the innovation team as identified previously there will be a requirement for the development of physical and organisational infrastructure.

Short Term 1–2 Years

- Education, Research and Innovation Facilities – completion of the DERI building (MediPark) or similar estate on RBTH and expansion of facilities at BGH, will provide the ideal environment for innovative solutions to problems to be discussed, designed and tested. This building will provide physical and digital capability to support this as well as providing a building and environment to support close working between teams
- The Medical Innovation and Commercialisation Accelerator Programme (MedIComm) – collaboration between UCLan and Lancashire NHS Trusts supported development of innovations into commercially viable products and services that met a clinical need. The programme ended in 2023 but the Trust continues working in partnership across the system and with HEI's to develop links and relationships with industrial and business partners as well as technical expertise in fields such as commercial development and intellectual property
- Enhanced digital infrastructure to capitalise on the opportunities presented by increasing digital capabilities including developments in augmented and virtual reality as well as realising the potential afforded by access to use of 'big data'.



8.0 Greater collaboration with innovation agencies and organisations

Increased adoption of nationally promoted innovations

Within the current regional structures there are opportunities to participate in the adoption of nationally approved innovative practices and products. Currently ELHT has an ad hoc adoption of such products with no clear co-ordination or monitoring of their adoption. This means that significant opportunities may be missed and invitation to participate in future innovative developments limited. We will strengthen our relationships with the AHSN to ensure we are a leading adopter of new innovative technologies and to develop our reputation by effective networking both locally and nationally.

Increased Membership and Presence at local and regional innovation groups and meetings

ELHT presence at some regional meetings has been sporadic and there are some groups of which ELHT is not a core member despite being one of the largest teaching Trusts in the region and having one of the largest populations. This means that access to innovation support and investment opportunities is currently limited. We will ensure we become full members of all appropriate groups and partnerships so that we can develop productive collaborative partnerships; securing access to innovation support and investment to support the development of the innovation culture at ELHT.

This will enable us to:

Medium Term 3–5 Years

- Have five revenue generating contracts in place, reflecting our increased interactions and developments with local businesses
- Be the leading adopter of appropriate innovation technologies (as identified by the NHS/Innovation Agency) in the North-West
- Have core membership of all relevant innovation groups across the North of England

9.0 Taking the plan forward

The Innovation Plan will be reviewed at the Innovation Committee and updates provided to the Research & Innovation Operational Delivery Board (RIODB) and the DERI Strategic Board. Progress in implementing the DERI strategy and plans will be reported 3 monthly to the Executive Team, 6 monthly to the Trust Quality Committee and Finance & Performance Committee and annually to the Trust Board via the DERI annual report.



10.0 References

CQC (2021) Enabling Innovation and Adoption in Health and Social Care.

CQC: London

https://www.cqc.org.uk/sites/default/files/20210208_InnovationPrinciples_report.pdf

NHSE (2019) NHS Long Term Plan. NHSE: London

<https://www.longtermplan.nhs.uk/>

