



INNOVATION AGENCY
Academic Health Science Network
for the North West Coast



Business Plan Summary

2018 - 2020



European Union
European Regional
Development Fund



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Partnership with
Alder Hey Children's
Hospital NHS Foundation



Alder Hey Children's Hospital
Clinical Director of Innovation,
Iain Hennessey

"AHSNs are the innovation arm of the NHS".

Ian Dodge, Director of Strategy, NHS England



Introduction: Dr Liz Mear

This is a summary of our business plan for 2018 to 2020, which has been developed to meet the needs of our partners, stakeholders and population in the North West Coast.

We are one of 15 Academic Health Science Networks (AHSNs) at the start of another five-year licence after being established in 2013 by NHS England to accelerate the spread of innovations in health and care.

More than ever, we are seen as the 'boots on the ground' for the delivery of national initiatives to accelerate the spread of innovations. To quote NHS England's Director of Strategy Ian Dodge, "AHSNs are the innovation arm of the NHS".

Our staff teams are focussed on transformation; digital health; business support and economic growth; patient safety; European funded programmes; quality improvement and coaching; communications and events.

We are an 'agent for change', leveraging the AHSN Network and other national collaborations to import good ideas from other parts of the health and care system and to support, spread and export innovations which have delivered local value.

As innovation partner to our region's two transformation partnerships, our aim is to help deliver a step change in the quality of health and care services.

Please connect with us on social media and sign up to our newsletter mailing list to be part of our innovation community.

Yours,
Dr Liz Mear
Chief Executive





Core mission and purpose

Our core purpose is to transform health, generate economic growth and advance technology

- **We are catalysts** for the spread of innovation at pace and scale - improving health, generating economic growth and helping facilitate change across whole health and social care economies.
- **We connect** regional networks of NHS and academic organisations, local authorities, the public, third sector and industry - responding to the diverse needs of our patients and populations through partnerships and collaboration.
- **We create** the right environment for relevant industries to work with the health and social care system.

Our five goals are:

Support system transformation through the adoption of innovations that enhance quality and value

Deliver an Innovation Exchange to accelerate innovation into practice and drive economic growth

Develop and connect the digital health and care sector

Deliver the NHS Improvement Patient Safety Collaborative programme

Collaborate with the national AHSN Network



These goals are supporting work across the North West Coast region and are reflected in the region's system transformation plans. As we enter our second licence period, we remain committed to meeting the needs of our stakeholders.

Our values

In addition to adopting the values of the NHS, we have developed a set of values on which our Innovation Agency culture is based:

- Making a difference
- Honesty and integrity
- Collaborative and creative
- Caring
- Embracing diversity

Alignment with transformation partnerships

We have been an active supporter of our two transformation partnerships since their inception, sitting on Boards and working groups, offering a menu of support options and funding for region-wide programmes, such as the spread of health coaching.

Our role has included supporting various working groups to establish their programmes and providing an overview of a wide range of national and local innovations, including digital solutions.

In 2018/20, our focus is on working with the partnerships and their place based systems to identify where proven innovations and improvements can help them towards their Five Year Forward View vision. We will use established, evidence-based products and services as well as change model methodology.

To support the partnerships, the Innovation Agency has recruited two teams focussed on cultural and digital transformation.

During 2018, a workforce innovation programme has been commissioned from the Innovation Agency by Health Education England in each partnership area.

Collaborating nationally with AHSNs and commissioners

The Innovation Agency works collaboratively with the AHSN Network and national commissioners – NHS England, NHS Improvement and the



Dr Alena Machell

Office for Life Sciences – to accelerate innovation in health and care and support service transformation.

National initiatives supported on the ground by the Innovation Agency and the AHSN Network include products backed by the Innovation and Technology Tariff and the Innovation Technology Payment, which cover purchase costs for providers. A funding programme, SBRI Healthcare, backs innovations which match health care needs and this is managed by the AHSN Network. Other national programmes supported by AHSNs include the NHS Innovation Accelerator and the Clinical Entrepreneurs. Our collaborative work is based on eight themes, which all AHSNs are delivering alongside national and local partners. The eight themes are:

- Innovation Exchange and Economic Growth
- Patient Safety
- Medicines Optimisation
- Med Tech
- Digital and Artificial Intelligence (AI)
- Quality Improvement
- Research
- Genomics and Diagnostics

Together, we are rolling out these national programmes:



PINCER – a pharmacist-led information technology intervention to reduce errors in general practice



Transfer of Care Around Medicines – introducing electronic hospital discharge information to community pharmacies



Atrial fibrillation – detecting AF, optimising treatment and preventing strokes



ESCAPE-pain – an award winning, community-based programme for people with chronic joint pain



Serenity Integrated Mentoring – bringing together mental health care and policing to help people with complex mental health needs who continue to present at A&E



Emergency laparotomy – an evidence-based emergency laparotomy pathway quality improvement programme



PreCepT – preventing cerebral palsy in pre-term labour by improving uptake of magnesium sulphate



Lancashire-based Sundown Solutions were one of the SMEs exhibiting in the AHSN Network Innovator Zone at the Health and Care Expo 2018



Innovation Exchange

Supporting economic growth is a priority for AHSNs. We set a goal of becoming a nationally leading host for healthcare business support programmes and this ambition is now being realised with the support and funding of Innovation Exchanges by the Office for Life Sciences. The Office for Life Sciences (OLS) has commissioned the delivery of Innovation Exchanges through AHSNs, as part of the Government's response to deliver the recommendations of the Accelerated Access Review. The investment in Innovation Exchanges supports a step-change in the capacity of AHSNs to accelerate the adoption of innovation and drive economic growth.

The core functions of the Innovation Exchanges are:

- Identifying need and communicating demand, helping innovators to understand what and where are the healthcare demands and the evidence requirements, and to prepare systems for promising products
- Signposting innovators working with the IA to additional support, market access, matching innovations to healthcare, adapting solutions to meet local needs, finding early adopter regions

- Identifying innovators working with local NHS partners and offering IA support, Bringing them to wider market attention as appropriate using innovation exchange mechanisms
- Evaluation in practice – brokering partnerships between commissioners and providers to undertake real world testing to create evidence to support adoption and spread
- Spread and adoption of innovations that deliver healthcare benefits – locally, regionally and nationally

Each AHSN is committed to delivering the above core functions and to improving local and collective approaches to support innovators meet the most important healthcare needs and enable adoption. Our strong partnership with our two STPs enables us to offer targeted and bespoke packages of support to the healthcare system, increasing the likelihood of successful adoption of innovation.



Inovus Medical



Innovation and economic growth

We deliver European-funded programmes of support for small and medium size local businesses with health innovations, connecting relevant companies where they can add value.

We lead and support funding bids in partnership with local health, care, commercial, voluntary and academic organisations and we direct partners to collaborations and sources of funding which support their needs.

We will build on our existing programme of organisational and personal development, for example through our Coaching Academy and Evidence Based Commissioning Programme, to increase capability within our system to adopt innovations.



Patient safety

We organise and lead the North West Coast Patient Safety Collaborative, which is funded by NHS Improvement and is committed to delivering three nationally agreed priorities as well as local initiatives. The collaborative brings together patients and carers, clinicians and managers alongside national and international safety experts, and uses a variety of practical quality improvement methods and approaches to address key safety concerns across their footprints.

We are establishing communities of practice in each of the national work stream areas to facilitate knowledge transfer and spread of best practice. Additionally, we are creating a cohort of 'patient safety advocates', one from each of our partner organisations across health, social care and academia, who we will support to be the leaders of patient safety improvement within their organisations through a sharing of experience, learning and quality improvement methodology.

The three national priorities are:

- **The Deteriorating Patient** - with an initial focus on National Early Warning Scores (NEWS) in acute hospitals and ambulance trusts as partners in a pan-system programme to make NEWS the common language across England for early identification and response to deterioration. Patient Safety Collaboratives have demonstrated that they can improve outcomes for patients including reducing deaths from sepsis, unplanned intensive care admissions and length of hospital stay; and can improve time to appropriate care

Sepsis team at the Royal Liverpool University Hospital



- **Maternal and Neonatal Health Safety Collaborative** - focus on supporting the NHS Improvement Maternal and Neonatal Quality Improvement Programme through quality improvement (QI) coaching, culture surveys and support for communities of practice. The aim of this programme is to improve outcomes and reduce unwarranted variation, including stillbirths, neonatal death and brain injury.
- **Safety Culture** - delivering local safety culture work plans and building on extensive local activity, complemented by QI training provided by our Coaching Academy.



Projected outcomes for the national AHSN Network 2018 – 2020

In the next two years, the AHSN Network will help:

- Prevent 4,000 strokes and save 1,000 lives
- Prevent 100,000 hazardous prescribing errors
- Reduce medicines-related hospital re-admissions by 2,000
- Prevent 1,400 children developing cerebral palsy
- Save £200m for the NHS and social care
- Support £60m of investment and the creation of 60 jobs



MedTech

The Medical Technology (MedTech) industry makes a vital contribution to economic growth in our country. The industry employs 95,000 people in 2,500 companies, mostly small and medium sized enterprises (SMEs).

In partnership with our Local Enterprise Partnerships (LEPs) and our ERDF programme partners we will focus on

providing greater support to MedTech SMEs, enabling the adoption of innovative technologies to secure sales growth and inward investment. In 2018 we part funded a MedTech champion to support this work, in a new post appointed by the Sci Tech Facilities Council Daresbury.



Digital and artificial intelligence

We are supporting the accelerated introduction of digital technology at scale to bridge the gap between citizen demand and capacity.

We work closely with programme leads at NHS England, NHS Digital, NHS Improvement and Office for Life Sciences, providing input to their plans and connecting national programmes to local partners and complementary initiatives.

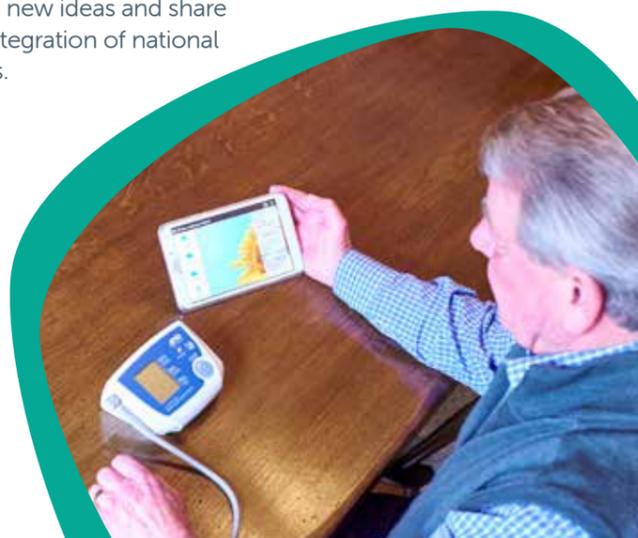
This includes national digital policy objectives such as integration of local health and care records, NHS Online, Buying Catalogue, Citizen.ID, Testbed 1.5 and 2 and Digitisation of Outpatient Care.

We are members of Cheshire and Mersey and Lancashire and South Cumbria STP/ICS digital steering groups as well as the Pennine Lancashire Care Digital Health Board and provide constructive input to the shaping and delivery of their related portfolios of initiatives.

We lead the Connected Health Cities programme, co-ordinating all partners in this project, which unites carefully selected local health data with advanced clinical algorithms and enabling digital technology to improve health services for patients in the North of England.

We support our local Test Bed the Lancashire and Cumbria Innovation Alliance and we are committed to rolling out the products of the Test Bed, where appropriate across our region.

Our Digital Co-ordination Group meets monthly around the region and acts as a forum to explore new ideas and share thoughts on the integration of national and local initiatives.



Quality Improvement

We offer coaching programmes to our health and care partners, to support a culture of learning and improvement and to enable the adoption and implementation of innovation.

This is through our Coaching Academy, which provides a rolling programme of Continuing Professional Development (CPD) accredited training courses for skills and knowledge for Putting Innovation into Practice.

We work with academic partners to develop online offers, hosting them on our Moodle site to enable access for all. We focus on coaching system leaders for improvement in adoption and spread, taking a theme based approach based on STP/ICS priorities; and a coach training programme for a continuously improving and safe culture that is sponsored by our Patient Safety Collaborative.

In the last year we have recruited more than 100 people to the Health Foundation's Q initiative and we will continue to provide opportunities for learning and networking in this community.

We will continue to work with the North West Leadership and Development Collaborative which includes Advancing Quality Alliance (AQuA), North West Leadership Academy, North West Employers and Health Innovation Manchester. Together we will provide a co-ordinated offer to STP/ICS partners that meets their needs.

We will continue our work to transform the atrial fibrillation (AF) pathway, detecting AF, optimising treatment and preventing strokes.



Research

Our approach is to work with the NIHR Clinical Research Network (CRN) North West Coast and the partnership of the Northern CRNs to support the engagement of primary care services and clinicians to increase participation in research, and involvement in our regional and national programmes of work, driving uptake of high value innovations.

Working with the NIHR CRN North West Coast we will develop a process to identify locally led and completed NIHR portfolio studies with research outputs that may be high value to the NHS and suitable for further evaluation or implementation.

Alongside the North West Coast CRN and CLAHRC/ARC NWC, we will leverage the region's research infrastructure, providing gateways locally into the regional research/innovation/adoption infrastructure to provide an integrated regional response to industry, using the AHSN Innovation Pathway or similar local framework pathway.



Genotype testing at Warrington Hospital, to provide personalised prescription of warfarin

We will continue to work with the NIHR CLAHRC/ARC NWC and our nine universities to co-create a joint programme of work of evaluation in areas relating to health inequalities, building on our current programme of work around genotype-guided warfarin, patient and public involvement and consent for the 100,000 Genomes programme. Our two STPs and local authorities are also involved in this work. We will identify potential high value innovations for national implementation and evaluation to be assessed by the joint national CLAHRC/ARC and AHSN group.



Medicines Optimisation

The NHS spends over £16.8 billion on medicines and forecasts suggest that this is likely to grow to £20 billion over the next year.

There is strong evidence to suggest that this investment could help deliver greater value through effective medicines optimisation, which ensures that the right patients get the right choice of medicine, at the right time.

Our approach leverages the four principles published by the

Royal Pharmaceutical Society on medicines optimisation. In all our programmes, we have developed the implementation to take account of three key drivers:

- **Practice** - making sustainable change happen on the ground
- **Public** - how we work with patients and the public to shift the culture around the use of medicines in the NHS in England towards a shared decision making, patient-empowered and patient-centred culture

- **Policy** - how we use the learning from these programmes to ensure a flow of information, insight and experience from practice to help shape policy thinking



Genomics and Diagnostics

We have been a key supporter in the rollout of the 100,000 Genomes programme locally and nationally. At the beginning of the programme we supported bid-writing and pitching; and we sponsored the establishment of robust governance arrangements for the region-wide programme, with a view to rapid adoption and spread across the region. We sponsor the programme manager for adoption and spread in the North West Coast Genomic Medicine Centre, which is led by Liverpool

Women's NHS Foundation Trust. We will continue to support the mainstreaming of this work.

We have sponsored a pioneering, personalised medicine project in three hospitals involving genotyping of patients who are using warfarin in anti-coagulation clinics. The work is led by the University of Liverpool's Wolfson Centre for Personalised Medicine and funded by the Innovation Agency and the NIHR CLAHRC NWC.

Continued advances in genome sequencing and scientific knowledge will radically change the classification of diseases and risk profiles for UK citizens, with consequences for prevention and treatment pathways. Our approach is to continue to maintain the UK's pre-eminence in this field, to the benefit of our population, the NHS and the life science industries.

Enabling activities

Throughout the year, we organise or support around 100 events to bring together colleagues from different sectors to learn, share and collaborate. This is a key part of our approach and we organise a full calendar of events to support different work streams. For example, one of the biggest regular events in our calendar is the annual North West Coast Research and Innovation Awards, organised in partnership with NIHR CLAHRC NWC and NIHR CRN NWC to identify and promote best practice throughout the region; and to bring together partners in an evening of networking and celebration.

Our quarterly Digital Ecosystem events allow digital innovators from our region and across Europe and beyond to showcase their products and share good practice. These events add real value to our business partners and health and social care organisations.

We offer development and training opportunities to our Innovation

Scouts on a quarterly basis. Scouts are employed by our partner organisations; they have contact with their Boards and front line staff and are our agents for horizon scanning and spread and adoption of innovation across the region.

In our communications, the focus is on sharing opportunities and offers of support from national and local sources; promoting great work which is ready for spread; and acknowledging the important role of our partners.

In 2018-20, our primary focus is on adoption and spread and we will

include in our communications simple messages about how to identify and adopt appropriate innovations. This will enable service leaders to assess the value of adopting each innovation and will support widespread adoption across the North West Coast and the whole of the NHS. We will be reviewing the leadership cadres who benefit from these programmes and aligning them to transformation leadership development needs in partnership with AQuA and the NW Leadership Academy.



Approach to patient and public involvement and engagement

We have established a Public/Patient Involvement and Engagement Senate which meets every 12 weeks and comprises patients, carers, patient advocates and charities.

The Senate supports our Connected Health Cities programme by developing feedback surveys about sharing data and helping to develop a 'wizard' for patient consent as a first interface on apps.

Volunteers are recruited to test new self-care apps and other products developed by the businesses we support.

We have recruited a cohort of Atrial Fibrillation Ambassadors and are continuing to enrol residents to take on the role, which was created in partnership with the Stroke Association to use portable devices to test family and friends for atrial fibrillation.

We bring together innovative SMEs with patients and public to co-create innovations; and we form focus groups to try out innovations.



Contact us

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Tele-triage is being used in Wirral care homes, funded by the Innovation Agency



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