

INNOVATE



Dorset ICS Innovation Hub Newsletter

EDITION 7: DECEMBER 2023

Welcome to the December 2023 edition of the Dorset Innovation Hub newsletter.

As we reach the end of 2023, in this the December edition of our Dorset Innovation Hub newsletter we wanted to highlight a few key activities and updates including: spotlight on Dorset Council (page 6), reflections on the community of practice event 'Understanding complexities of implementation' (page 3), Sandra's blog on 'Points of Learning to Consider in Benefits Realisation' (page 4), The 'Business case' workshop we ran with NHS Dorset which is available on [YouTube](#) to watch if you weren't able to join us on the day (page 3), and dates for our popular Fundamental of Innovation Adoption training for 2024 (page 7).

Who are we? The Dorset Innovation Hub made up of Dorset's NHS organisations, councils, public services, academia, voluntary and community partners that work together as a system to use proven innovations to support patients and service users. This means using all the tools in our toolbox to facilitate change. If you aren't already aware of 'change agents', please do find out more about their amazing work which helps us all working in improvement and quality. If you didn't already know, I am a supporter of the NHS Horizons 'The School for Change Agents' in fact I'd go further,... I am a change agent. Are you? [The School for Change Agents – NHS Horizons \(horizonsnhs.com\)](#).

I hope you find our December newsletter interesting and that you find a nugget of information or an opportunity that you can consider introducing or taking forward within your improvement and quality work. After all, we are all change agents 😊

However you recognise the season, we wish you a happy and peaceful time.

Sarah Chessell
Lead - Dorset Innovation Hub

✉ sarah.chessell@uhd.nhs.uk



@ChessellSarah
#DorsetInnovationHub

“When we all think alike, then no one is thinking.”

Walter Lippmann



In This Issue

- IU Learning Event: Exploring the case for sustainability
- Business Case workshop event
- Spotlight on DIH Partner Organisations
- Blog ~ Points of Learning to Consider in Benefits Realisation
- New publications
- Complexities of Implementation CoP event
- DIH Summit 2024
- Fundamentals of Innovation Adoption training 2024

Innovation Unit Learning Event Exploring the Case for Sustainability

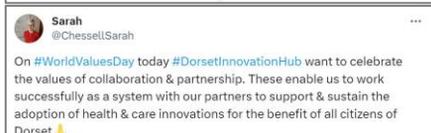
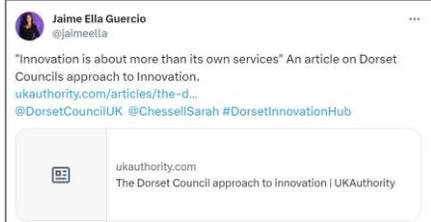
As the [Health Foundation's Adopting Innovation Programme](#) is due to end in 2024, our fourth and final [Innovation Unit](#) Learning Event was focused on building the case for sustainability. The Dorset Innovation Hub (DIH) being one of the four hubs set up under this programme. The event, on the 12 October, enabled all four hubs to come together to consider lessons and opportunities to adapt, sustain and spread impact beyond the lifetime of the programme, as well as think about what success and sustainability may look like in different contexts.

We were delighted that the DIH were represented at this event by several core team members, as well as joined by colleagues from Health Innovation Wessex. To help inform the discussions, the event was also attended by RAND Europe, who are the national programme evaluators, to present and explore some key findings from the formative evaluation of the Adopting Innovation Programme.

In the morning we were encouraged to reflect on aspects of the hubs that have been most powerful in starting to build capabilities, develop culture or create impact in support of innovation adoption. Although each of the four hubs have approached development of their service differently, it was interesting to observe some key aspects emerging from all hubs, including collaboration and relation building, accountability and visibility, and joined-up knowledge ecosystem.

In the afternoon, the Innovation Unit facilitated conversations about hub sustainability, exploring what can/should be sustained, what formal/information authorisation or support is needed, as well as what evidence and buy in is needed. Highlights from these conversations included networks and contacts, focus on outcomes, ability to work flexibly and responsively, as well as leadership support, funding, and continuity of knowledge and expertise.

Finally, in mixed hub groups, we considered lessons for the wider system, focusing on which functions, principles or other ingredients are most important in setting up a hub. Although, as you would expect, there were differences in opinions on some elements, there was also agreement that it is essential for hubs to deliver on vision and values, narratives and behaviours, as well as supporting the development of a culture where innovation can happen.



Recent Events

Community of Practice Event Understanding complexities of implementation



On the 26th September 2023, the Dorset Innovation Hub held their latest Community of Practice event, which was themed on understanding the complexities of implementation.

Within this online event the term complex was explored, making the distinction between situations which are simple, complication or complex. Simple and complicated situations being those which are repeatable, predictable, solvable by logic, and can be split into projects e.g. administering a vaccine (simple) or the storage and distribution of a vaccine (complicated). Whereas complex situations are those where no one protocol will give success as there are changing environments, multiple interdependencies, and unpredictability e.g. hesitancy about receiving a vaccine.

We discussed that if we acknowledge and agree that the health and care context is complex, then there are implications to this which need to be appreciated to be able to manage and work with such complexities to a positive outcome or even to our advantage. In a [blog by Sonja Blignaut](#) these implications are condensed down into 7 key points felt to be important for those working in such organisations, which includes relationships as well as the importance of context and history when trying to understand an organisation.

A local case study on 'Digital inclusion to enable health management' was presented by Rachel Doe (Project Manager BCP Council), which illustrated some of the practical realities of working with complexities alongside learning points.

A copy of the slides from this event are available on the Dorset Innovation Hub's Innovation Community workspace within FutureNHS. For access to this please contact dorsetinnovationhub@uhd.nhs.uk.



Business case workshop

On the 10th October 2023, the Dorset Innovation Hub supported delivery of a workshop, together with NHS Dorset, which focused on the foundations of a business case and a deep dive into stakeholder management and engagement and benefits management. Following our successful workshops at the Bridging the Gap event in March, we wanted to ensure that we had the opportunity to provide Dorset colleagues with similar training. It was great to see people from a range of roles, considering what they need to make a compelling case for change.

The workshop covered what a business case is and why business cases are important. Business cases covering items such as:

- Why do you need to deliver change in this area
- What are the drivers for change
- Reviewing the evidence and best practice



- Provides information to enable a programme or project to be authorised from the outset
- Justifies the investment and secures a funding commitment from the organisation
- Gives stakeholders confidence that the project is worthwhile and aligns with overall strategic objectives
- Provides a basis for decision making through the life of the project, such as when scope changes
- Provides a baseline against which the benefits will be measured

Emphasis was also placed on the important role of people in business cases. People are essential for change, whether you are implementing a new product or new service into a pathway. It is vital that stakeholders are identified and engaged to understand and support how they can influence, support, and in some cases hinder progress.

Acknowledgement was also given to the consideration and identification of benefits. Encouraging wide thinking about benefits and the potential recipients of the benefits.

A recording of this workshop is available to view via the [Dorset Innovation Hub YouTube channel](#). Further business case training is currently in development, alongside PM lite and the Dorset Innovation Hub Fundamentals of Innovation Adoption [training](#).

Adapted from Katherine Misun's (Inward Investment Manager NHS Dorset) Business Cases blog, a full copy of which can be read on [Dorset Innovation Hub website](#).

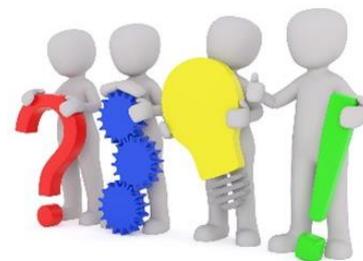
Blog ~ Points of Learning to Consider in Benefits Realisation

Sandra Courtiour – Dorset Innovation Hub

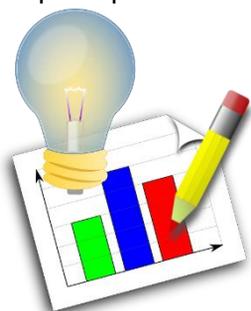


It is recognised and acknowledged that monitoring and evidencing the potential benefits and impact from a change / innovation adoption is crucial, but how do we go about doing it? Answering this question has been a priority area of work for the Dorset Innovation Hub. To support this, we have discussed the topic area with experts within the Dorset system and have worked to develop checklists, tools, and guidance documents to facilitate the process of assessing the impact of change from innovation adoption i.e., benefits realisation. In addition, to gain more understanding of the national framework for benefits realisation, I was fortunate enough to attend a one-day Benefits Management and Realisation course run by NHS England on 15 August 2023.

This course was a supplementary module run to compliment and support the core Building Better Business Cases training, recognising that benefits are a key aspect of the strategic, economic and management case within the 5-case module. The course was incredibly interesting, and I left with a strengthened appreciation of the specialist level of knowledge experts within this field of work have. But it is a field of work that needs to be accessible to all, as it is a key component of sustainability and spread. Therefore, to support accessibility, understanding and activity, several points of learning have been built into our benefits realisation approach.



- The importance of having a common set of terms and language. This not only assists with communication and understanding across organisations but supports minimising the duplication of efforts if national templates (or similar) need to be completed.
- The 80 / 20 rule states that 20% of benefits are likely to provide 80% of benefit value. This may be known to some as the Pareto principle. Although we encourage wide thinking when generating a list of potential benefits, in terms of focusing efforts and managing limited capacity, it is worth keeping this principle in mind to identify key areas for attention.



- Planning benefits realisation arrangements should start at the beginning of a project and be tracked throughout a project lifecycle. A crucial part of this is the inclusion of baseline measurements. You have a prime opportunity pre implementation to capture a true picture of activity and outcome, which can be used as a pre implementation baseline. It is so much more difficult and time consuming to try and piece this type of information together from historical system data, with questions of validity and interpretations commonly present.
- Utilise the expert knowledge that you have within your organisation, or even across organisation. This may be colleagues who have experience of undertaking a benefit realisation exercise or may be colleagues within departments such as Finance or Procurement.
- Be mindful of 'Optimism bias', which is the natural inclination to underestimate costs, underestimate timeline, and overstate benefits. There is national guidance available to help take account of this (HM Treasury Green Book supplementary guidance and Better Business case guidance) but also, discuss with others in your organisation, particularly those who are your organisation's business case approvers, to try and give as realistic a picture of expectation as possible.

We (Dorset Innovation Hub) will continue to use the above approaches to improve our benefits realisation processes, supported by checklists, tools, and guidance documents, striving to continually improve our ability to demonstrate a true picture of impact. Working together as a team, across the Dorset system, will be key in this, as will be ensuring that all learning generated through these exercises are shared and disseminated to inform and direct service planning and resource allocation in Dorset.

New Publications

Chief Medical Officer's Annual Report 2023 Health in an Ageing Society

The topic of the 2023 Chief Medical Officer's annual report is '[Health in an Ageing Society](#)', but in particular focusing on the issues which are about improving the quality of life in an adult's later years, rather than quantity. The report states that improving the quality of life can be broadly divided into 1) things which reduce disability and ill health, and 2) things which can be done to adapt the environment to allow an individual with a set amount of disability in older age to live as independent and enjoyable a life as possible.

Several key statements are delivered by this report which may be seen as of acute relevance to Dorset when considering the local demography together with outcome four from [NHS Dorset's joint forward plan](#).



Outcome 4 from NHS Dorset Joint Forward Plan 2023-2028

These key statements include:

- **Urban areas are not where the growth in older people is occurring; more peripheral areas are where the increase in need will be seen.** These areas e.g. rural, semi-rural and coastal areas, are often underserved in health care, with less accessible transport links and insufficient infrastructure design for older adults.
- **Delaying disease onset enable adults to live for a much shorter proportion of life with significant disability.**
- **Multimorbidity is increasing.** Much of the medical profession is organised around single diseases or single organ systems in a way that is ill-suited to meet this increase. The medical profession and the NHS need to respond to the rise of multimorbidity; essential to this is the maintenance of generalist skills alongside specialist skills.

A copy of the full report, together with the CMO's recommendations, is available via [GOV.UK website](#).



National Institute for Health and Care Excellence (NICE) Early Value Assessment (EVA) for medtech

NICE introduced early value assessments (EVA) in December 2022 as an evidence-based approach to improve the care of people and effective use of NHS resources through quicker access to promising health technologies that address national unmet need, contributing to the NHS Long Term Plan.

As stated by NICE, a lot of digital health technologies and other medical technologies are coming onto the market. But there is no clear guidance for the NHS about which will make a real difference to patients. NICE aims, through the EVA process, to provide an expert opinion on which of these technologies could provide most value for the NHS, and what further evidence is needed.

EVAs provide the NHS with guidance about the value of a technology, including a recommendation for use while evidence is generated. Unlike full NICE guidance, technologies selected for EVA will not be expected to have a complete evidence base before they're recommended for use.

To date, 11 EVAs have been published with the most recent being:

- Virtual reality technologies for treating agoraphobia or agoraphobic avoidance (HTE15 published 15 Nov 23)
- Digital technologies for delivering specialist weight-management services to manage weight-management medicine (HTE14 published Oct 23)
- Artificial intelligence-derived software to analyse chest x-rays for suspected lung cancer in primary care referrals (HTE 12 published Sept 23)
- Artificial intelligence technologies to aid contouring for radiotherapy treatment planning (HTE 11 published Sept 23)

Further information on the EVA process and copies of publications are available via the [NICE website](#).



Spotlight on Dorset Innovation Hub Partners

The Dorset Innovation Hub is a service which operates in partnership with organisations across the Dorset ICS together with the Health Innovation Network Wessex and the NIHR Applied Research Collaborative (ARC) Wessex. This includes primary, secondary and social care, academia, local authority, economy, and industry. In this newsletter we wanted to share a copy of a poster recently created by Dorset Council which summaries Innovation at Dorset Council.



Unlocking the future of care and empowering Adults with our Innovate approach

Our recent peer review highlighted that our innovative Technology Enabled Care (TEC) offer was a national exemplar. We consider at all times how our residents can best benefit from our digital offer. We want our products and services to help people continue to live normal lives and remain independent in their own homes for as long as possible. We strive to be early adopters, running projects in an adaptive and agile way, so we can respond to feedback and learning.

We have a range of smart technology and devices at our TEC lounges in Dorchester and Wimborne that we can demonstrate, showing how different products help you live at home.

We make data informed decisions and always base our innovations on customer need and feedback. Our approach is rooted in data driven decision-making, analysing trends and opportunities for improving care, ensuring that our services continually evolve and adapt. Our Users are at the heart of our service, we ensure we understand user needs, desires and challenges to gain a deep understanding and involve users in testing and feedback to ensure services meet needs.

And we are future focussed, understanding the latest technological developments that can make a difference to the lives of you and your loved ones. Some examples of technologies we have been involved with are:

Proactive care with remote monitoring

We non intrusively monitor patterns and behaviours of daily life to identify soft signs and changes that might indicate a change in care needs.

Companionship

Interactive robotic pets that bring comfort and companionship and calmness to people, reducing anxiety and depression. Easy to use touch screen devices to support people to stay in touch with their loved ones and set reminders for medication.



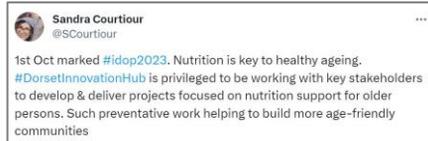
For more information please contact our team
technologyenabledcare@dorsetcouncil.gov.uk



New Dorset Innovation Hub Partnership ARTS UNIVERSITY BOURNEMOUTH

We are delighted to share that Arts University Bournemouth have recently joined the Dorset Innovation Hub as a partner organisation, with representation on both our core team and programme group, bringing expertise on how culture and creative technologies can be used to positively impact health and well-being for communities and individuals.

X (Twitter) news



Dorset Innovation Hub Summit 18 June 2024 at the Dorset Museum, Dorchester

This inaugural Dorset Innovation Hub summit will benefit anyone seeking to make improvements in a health and care setting.

This free CPD certified event is open to all and promises to be full of fresh insights on the successful adoption and spread of innovation, along with hearing from leading voices on the latest national and local developments and sharing lessons from experts in fields such as co-production with communities and scale up in digital health and care.

Confirmed speakers for the event include:

- Malte Gerhold: The Health Foundation
- Patricia Miller: Dorset Integrated Care Board (ICB)
- Christina Cornwell: Innovation Unit
- Richard Harding: Hartree National Centre for Digital Innovation

A copy of the full brochure for the event is available on the [Dorset Innovation Hub website](#) and booking is via [Eventbrite](#).



The brochure features a blue header with the CPD logo and the Innovation Hub logo. The main title is 'Dorset Innovation Hub Summit' with the tagline 'Using innovation to support communities to live their best lives'. The date and location are 'Tuesday 18th June 2024 Dorset Museum, Dorchester'. Below this is a network diagram. The 'Keynote speakers include:' section lists Malte Gerhold, Patricia Miller, and Christina Cornwell with their titles. At the bottom, there is a 'Dorset Innovation Hub partners' section with logos for various organizations including NIHR, AHS, Bournemouth University, Dorset ICB, and NICE.

Fundamentals of Innovation Adoption Training 2024

We are delighted to announce that the 2024 dates for our Fundamentals of Innovation Adoption training are now confirmed:

- Tuesday 16 April 2024 at The Corn Exchange, Dorchester
- Thursday 04 July 2024 at AECC University College, Bournemouth
- Thursday 26 September 2024 in Dorchester (venue TBC)
- Wednesday 06 November 2024 at AECC University College, Bournemouth

Within this training you will gain a further understanding of the challenges of innovation adoption, as well as develop skills and knowledge to be better equipped to successfully implement changes into practice.

During this interactive training you will:

- Explore the definition of innovation & challenges of innovation adoption
- Learn about the key steps when taking forward a change project
- Develop skills in using supportive frameworks and tools

Complete a copy of our [booking form](#) to book a place on this free CPD certified training. Each event runs from 10:00 to 16:30.



The brochure has a blue and orange design. It features the Innovation Hub logo and the text 'Meet the Dorset Innovation Hub team and develop skills in frameworks and tools supportive of innovation adoption'. The title is 'Fundamentals of Innovation Adoption'. The dates are listed as '16 April 2024, 04 July 2024, 26 Sept 2024 & 6 Nov 2024'. A central question asks 'How can we ensure that proven innovative solutions are taken up successfully across the health and care system?'. The bottom section is titled 'Booking via' and provides the website 'ourdorset.org.uk/innovation/' and email 'dorsetinnovationhub@uhd.nhs.uk'.



Contact details:

The Innovation Team provides innovators with advice and hands-on support to adapt, adopt and sustain proven innovation and develop ideas into new services and products that will benefit the Dorset ICS and wider NHS.

If you would have a project that you would like to discuss, or if there is anything in this newsletter that you would like further information on, please do contact us.

 dorsetinnovationhub@uhd.nhs.uk

 <https://ourdorset.org.uk/innovation/>

