



Transformation from within

Bevan Exemplar Programme
Cohort Four Evaluation Summary

Professor Nick Rich



Comisiwn Bevan Commission

The Bevan Commission, hosted and supported by Swansea University, provides independent, authoritative advice on health and care to the Welsh Government and leaders in NHS Wales, the UK and beyond.

As Wales' leading health and care think tank, its role is to observe, interpret, analyse, scrutinise and comment on health and health related issues.

The Commission is chaired by Professor Sir Mansel Aylward and draws its expertise from members based in Wales, the UK and internationally.

It was established in 2008 and focuses on how Wales may achieve its ambition of building healthcare services to meet the needs of the population and matching the best comparable systems elsewhere in the world.

The concept of prudent healthcare, pioneered by the Bevan Commission, is a cornerstone of Welsh Government policy, and its influence stretches beyond Wales to health and care systems across the world.

Its global reach is demonstrated by the firm links it has with national governments, academia and national health systems in Australasia, Europe and North America.

One of its key aims is to work with people to transform health and care services to ensure that Wales has a prudent health and care system that is fit for the future.

The Commission is translating its thinking into action by supporting health and care professionals across NHS Wales, called Bevan Exemplars, to try out and test out their own innovative and prudent ideas.

The Exemplar programme was launched in 2015 with over 200 projects completed to date so far. This year's projects have demonstrated a completion success rate of 84%, and have improved health outcomes, patient experiences and service delivery.

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The Author



Professor Nick Rich is a Senior Professor in Operations Management at Swansea University's School of Management and has a distinguished academic career.

He was a pioneer of lean ways of working in the 1990s and was one of very few foreign researchers to be awarded the Toyota Motor Corporation Fellowship of Japan whilst at Cardiff University.

Nick's engineering skills were then applied to a wide range of manufacturing and service businesses, including a year at the Royal Mint where he was part of the team making the medals for the 2012 Olympics.

After an experiment to enact a same day admission surgical pathway Nick developed a special interest in healthcare, patient safety and human factors, which led to him joining Warwick Medical School to conduct research into safer clinical systems for The Health Foundation.

Nick joined Swansea University in 2013 and is an expert in quality and safety management, lean healthcare systems and highly reliable organisations.

He holds a number of major UK and international healthcare research projects including those with The Health Foundation.

Nick has been working with the Bevan Commission since 2014 to provide academic support. His role is to evaluate programmes, disseminate learning and support the Bevan Exemplars.



All the support I've had makes you optimistic and hopeful that you can make a difference.

**Rowena Christmas,
Aneurin Bevan University
Health Board**



Executive Summary

The Bevan Exemplar programme has now completed its fourth cohort with a continued high success rate that have, once again, engaged in innovations that have transformed service delivery to help ensure that the NHS in Wales is fit for the future.

The passion and high levels of achievement and personal commitment demonstrated by this cohort is impressive and re-emphasises the talent of our staff across NHS Wales.

The projects undertaken by this cohort have addressed many challenging and difficult issues with vulnerable people and with staff in a period of increased demand, transition and flux.

The outcomes and results that have been achieved are of a high standard and add new capabilities and confidence to the NHS in Wales and to the leaders of the future.

The fourth cohort have also been a group that has united key themes of previous Exemplars and have been key to developing a critical mass of expertise in critical care pathways.

With more than two hundred Exemplars taking part in the programme since it was established in 2015, the Welsh NHS now has a significant group of motivated people with new ideas to help drive change from within and from bottom up. This includes areas such as general practice, ambulatory care, palliative care and electronic assistive technologies to name but a few.

The 'vital signs' of the fourth cohort include the following;

37 projects

were funded and the success rate of 84% was achieved by the cohort projects in terms of achieving their objectives within the timescales of the programme (slightly higher than cohort 3). The Bevan Exemplar alumnus is now over 200 individuals and their teams.

83%

of projects are capable of being spread to other teams across the nation.

92%

of the Exemplars and their teams believed they were better equipped to make a meaningful contribution to improved practice, acquired new skills and have benefitted from the experiential approach to learning that forms the foundation of the Exemplar approach.

96%

of Exemplar projects are directly aligned with national government goals and targets for improvement and achieving prudent health and care. This result is a very positive outcome and reinforces the continued investment in the prudent principles and the Bevan Exemplar programme itself.

The performance of this cohort strongly demonstrates achievements across the following;

- patient safety
- technological advances in practice, service delivery and redesign
- big data and the use of informatics
- diversification of staff skills so that a greater variety of patient requirements can be accommodated and redefinition of the value of staff members in the delivery of care



Having sampled and reviewed the fourth cohort of Exemplars I am happy to conclude that it is a success and has significantly contributed to improved health and care, and effective practice across NHS organisations in Wales.

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The Bevan Exemplar programme developed me as a clinical leader. It provided the training, network and skills to work with colleagues to make changes I would not have been able to make on my own.

Oliver Blocker, Cardiff and Vale University Health Board

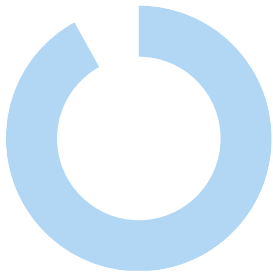


Transformation from within: the Bevan Exemplar programme

The Bevan Commission's primary purpose is to challenge thinking and practice to ensure that we have a health and care system that is prudent, sustainable and meets people's needs.

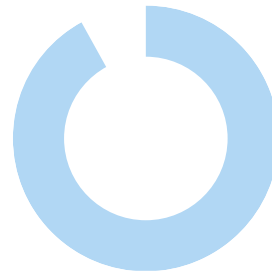
To help achieve this, the Commission uses its influence and expertise to support people who are committed and determined to play their part to develop their ideas that will transform the quality of health and care for the population of Wales.

The Bevan Exemplars are outstanding examples of innovative practice which support the four principles of Prudent Healthcare. The work they have delivered is making a real difference at grass roots level whether in primary care, the community or hospitals. Together they form a powerful movement for change within organisations across all areas of Wales.



92%

of the Exemplars and their teams believed they were better equipped to make a meaningful contribution to improved practice.



88%

believe the programme has positively influenced their ability to change NHS processes.

The Exemplars have produced some truly inspirational changes such as:

- developing a programme in partnership with patients, NHS educators and Continence Nurse Specialists (CNS) to help people with incontinence, support early intervention, prevent long-term complications and unplanned admissions to hospital
- developing an app that was designed following patient feedback, to guide patients who have had breast or axillary surgery for breast cancer through exercises aiming to maintain shoulder function and allow them to get into position for radiotherapy. This has led to a decrease in urgent referrals to physiotherapy
- improving safeguarding of patients in primary care by developing a group to share best practice, to prevent harm through early intervention and promoting wellbeing
- transforming the care of the 'walking wounded' by developing a trauma ambulatory care unit that enables patients to be treated safely and appropriately on the same day, avoiding admission to a hospital bed

All innovations are to be praised however the issue of adopting and spreading these to benefit others across Wales is a constant challenge. It was positive to find therefore that 83% of the Exemplar projects had the potential to be scaled across Wales and 94% saw a clear route for doing this. The Bevan Commission National Adopt and Spread programme beginning in 2020 will provide an opportunity to support this process.

Other key findings included;

- 84% of the Exemplars believe that, as a result of conducting a Bevan Exemplar project, they are part of a national network and are active parts of the Bevan Commission and its mission to improve the delivery of health and social care in Wales
- Many Exemplars reported a disconnect with their employer organisation with only 36% believing their Executive Boards were aware and engaged with their project
- Improving safety is a major outcome for any healthcare project and the evaluation found that 70% of Exemplar projects had reinforced the safety of processes to deliver care and support
- The Exemplars were also found to have improved service delivery (72%) and just over one in two had improved staff morale (54%)



A major benefit is the status of being linked to the Bevan Commission and being an Exemplar. When you say you are working on a Bevan Exemplar project then ears prick up and people get very interested. It gives the project real kudos.

Oliver Williams, Cardiff and Vale University Health Board



The methodology was great and allowed us to see what would work and importantly what would not.

**John Meredith,
NHS Wales Informatics Service**

A learning journey can also be daunting, even for the most clinically competent professional, and the review team found extensive evidence that the Exemplars will remain active members of the Bevan network of innovation and transformation.

It is interesting to see that previous evaluation reports have identified the pride and prestige of the Exemplars and this cohort is no different.

There appears to be significant value to individuals and organisations in having and being an Exemplar including;

- 92% of the Exemplars and their teams believed they were better equipped to make a meaningful contribution to improved practice
- 92% of the Exemplars have acquired new skills
- 92% confirm that they have benefitted from the experiential approach to learning that forms the foundation of the Exemplar approach

In terms of managing change, it was also pleasing to note that 92% of Exemplars propose that they have improved their approach and 88% believe the programme has positively influenced their ability to change NHS processes. These are significant findings and very important features of the Bevan Exemplar programme and its ability to equip staff as leaders of the future, with the capability to drive innovation now and in their future careers and placements.

The projects undertaken were reviewed to test for creep in the project scope and the resourcing of the projects to ensure that the Exemplars were supported in their efforts. **It is important to report the following;**

- 30% of the Exemplars believed their projects needed additional resources (to support staff costs in the main for continued support or back fill)
- 25% of the Exemplars identified a lack of financial resources as a limitation to the project undertaken

The team also found that 46% of the Exemplars worked in settings where staff that supported the healthcare process or skills development process, had traditionally resisted change.

The success rate therefore of the projects within a single year is a very impressive result especially when the evaluation also found that staff were more engaged and willing to engage in change as a result of participating in the Bevan Exemplar programme.

The final part of the review was focused on the support programme and its delivery. The evaluation confirmed that the Exemplars thoroughly enjoyed the network meetings at which they would learn, build relationships and test/challenge each other.

The syllabus and delivery of the programme was universally acknowledged as one of the best courses that the Exemplars had attended and they had enjoyed being a part of such a learning experience.

A woman with glasses and a patterned top is looking at a document. The background is a plain wall with a door handle visible on the left.

“

I couldn't have done my project without the Bevan Commission. They've opened doors and given lots of support to meet the right people and put things in the right places.

Donna Egbeare, Cardiff and Vale University Health Board



Key Recommendations

The key recommendations are as follows:

1. To expand the engagement and dissemination of the Exemplar programme with key stakeholders, based on its high utility to the participants and their employers
 2. To scale up programmes to a national level of adoption, including the creation of ongoing resources to support the sustainable adoption of the innovation by similar process teams or to allow an innovation to be adapted to a new setting
 3. To enhance the business case development skills of professionals in Wales to justify improvement cases and the broad range of 'payback' and benefit that the Exemplars have provided
 4. To develop an alumni package for past Exemplars so that they can maintain momentum for innovation and keep their knowledge up to date via professional and continuous development
 5. To internationalise the 'Bevan wisdom' in terms of the translation of the Exemplar programme to be adapted for other countries and as a means of creating a globally recognised methodology for innovation and improvement
 6. To formally document all the Bevan improvements made to specific pathways such as the critical mass of improvements that have helped experiments in General Practice, palliative care, working with children's services, the use of information based applications and artificial intelligence, intermediate care as well as many other areas in which Exemplar projects have combined
 7. To enable people to be able to access previous Exemplar projects to encourage learning, adoption and spread
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Bevan Exemplar Cohort Four: a personal reflection

I am delighted to end my review of the latest Bevan Exemplars with a positive message yet again. Like their predecessors, the fourth cohort of Bevan Exemplars have achieved a high level of success in the implementation of projects that have seen ambitious changes to working practices using technology and service redesign.

Participants have had the chance to understand and remove root cause problems or explore the impact of new technologies on existing organisational and inter-organisational processes. The level of success is impressive as they have just a single year to implement their innovative idea and then transition this into embedded working practice.

The benefits of the Exemplar projects for Welsh people, patients, staff and the growing network of Bevan collaborators (schools, charities and Welsh support agencies) creates a very powerful movement for change.

With over 200 Exemplars working in Wales and a commitment to continue to implement new generations of change, the findings of this report show there remains a strong appetite for positive transformation and planned interventions to ‘join up’ systems and providers.

The process of joining up is both a local activity to continuously improve and also a national focus so that staff share their knowledge and experience to ‘scale up’ and spread Bevan Exemplar innovations into settings and locations that could benefit from the sharing of such knowledge.

It is pleasing to see how employer organisations have promoted their ideas and channelled projects into the Bevan Exemplars programme. As a result, they have seen their investments produce greater robustness to the delivery of services and the skills of the staff involved.

The term ‘eco system’ has entered modern terminology to describe the collaborations, networks and stakeholder engagement of individuals and organisations in healthcare change and this cohort reinforces this broad appreciation for multiple stakeholder engagement to manage key healthcare challenges.

Collaborations have included with local schools to promote healthcare messages to Welsh youths and their families, and a greater immersion with industry partners and small businesses to test innovations in a Welsh market.

I have been so impressed by their collaborative approach in all areas of their work which have added a new level of performance and a new translation of prudent principles into a multi-stakeholder context.

The quality of learning, leadership skills and annuities which come from equipping staff with the skills to make innovative and transformational changes is very high and fits well within organisations that will need to continuously change and adapt.

The scheme is underpinned by the international expertise, kudos and credibility of the Bevan Commission. It provides a combination of time out to develop their ideas, peer-to-peer networking, advice from a range of professionals and expert mentoring from the Bevan Commissioners.

The continued success of the programme demonstrates the value it brings to people in Wales and shows how the ambitions of the Welsh Government’s key policy ‘A Healthier Wales’ can be made a reality at a local and national level.

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