



Bevan Exemplar Cohort 6 (Fast Track)

Evaluation Summary

Professor Nick Rich, University of Swansea

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 Bevan Commission's Exemplar programme is designed to support staff from across health and care in Wales (termed Bevan Exemplars) to try out and test new, innovative prudent ideas. First established in 2016, the programme, which is now preparing to welcome its seventh cohort, runs annually with support from NHS Wales Health Boards.



The author

Professor Nick Rich is a world-renowned expert in High Performance (quality) and Highly Reliable (Organizational Safety) design.

Nick is a polymath which means he has two areas of specialism that focus on his manufacturing and services research (high performance) and his research with health and care providers, nuclear facilities and transportation systems.

Nick has written over 100 publications, he is an adviser to multiple governments, he has written 10 books, and he holds the Toyota Motor Corporation Fellowship of Japan. He was the Chief Industrial Engineer at the Royal Mint for the production of the Olympic and Paralympic Games medals (London 2012).

Nick is the Postgraduate Research Director at the School of Management and Nick is a very active supervisor of students at the school and also with colleagues in the Schools of Medicine, Health and Human Sciences and ESRI Energy research centre.

He is also a lead for the CEIC Green Public Services Programme and a lead for the Awen Institute which explores solutions to problems of an ageing society.



The kudos of being a Bevan Exemplar project has most definitely helped us to navigate through some of the challenges we've faced.

Andrea Basu, Service Lead for Public Health Dietetics, Betsi Cadwaladr University Health Board

Executive Summary

This document provides an evaluation of Cohort Six of the Bevan Exemplar programme, which was a 'Fast Track Cohort' developed in response to the Covid-19 pandemic. Under usual circumstances, the Exemplar programme is delivered over a 12-month programme cycle, however, due to the adverse context and need to rapidly support change processes across health and care settings in Wales, Cohort Six of the programme was delivered over an expedited six-month period.

Cohort Six of the Bevan Exemplar Programme ran from October 2020 to March 2021, at the height of the second wave of the Covid-19 pandemic.

This independent evaluation, undertaken by Professor Nick Rich and his research team at Swansea University's School of Management, was performed at the conclusion of the Cohort Six programme and draws insight from project and programme level data as well as participant experiences.

Despite the global pandemic, Cohort Six delivered innovations and transformational improvements to health and care providers at considerable pace and achieved significant change that made a positive difference to patient care and services.

The pandemic served as a catalyst to the Exemplars rather than a reason to delay or stop innovation with over 74% completing their project (and 95% meeting some or all of their

initial objectives). This is extremely surprising and given the circumstances one might have expected a significantly high "drop out" or delay rate but it did not happen.

The Fast Track Exemplars have, through extremely difficult and challenging times, realised a similarly high success rates as other cohorts (84% achieved some or full success of their projects) with similar types of 'return' to patients, staff, employer organisations and other stakeholders across Wales.



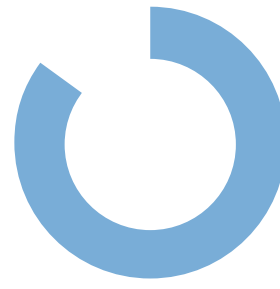
74%

of Exemplars completed their projects



84%

of projects support major government priority and policy



85%

believed they had embedded prudent principles into their day-to-day work

Such returns include greater availability of services, new digital services, enhanced safety and quality of care, and time compression to provide quicker service responses. This achievement is astounding given the unprecedented context of the time.

The Cohort Six programme is a significant success with many lessons concerning how to engage in innovation and transformation projects under this type of adverse conditions. The most important of which is how these projects managed to deliver their results.

Determination and leadership patterns appear to have been modified to overcome the organisational implications of Covid-19 and to negate the convenient excuse that the pandemic was a good reason to do nothing or wait to be told what to do. This cohort therefore joins a long history of achievement and 'best practices' in innovation and change management that has been achieved by previous cohorts in more stable conditions.

Many of these projects are now being fully embedded, shared at conferences, in academic papers and at award ceremonies, which will only further support the spread of good practice across Wales and beyond.

84% of projects support major government priority and policy areas across Wales and this cohort joins an active Bevan Commission Exemplar alumna that have, and continue to, deliver meaningful outcomes and impact.

The achievements also show that improvement and innovation remain strong in Wales, delivering outstanding results despite the current adversity. The programme success presents a series of excellent learning case studies of prudent principles in practice, consistent with findings of previous years but within half the time available to a typical cohort but also with high levels of embedding of the innovations undertaken (85% believed that they had embedded prudent principles into their day to day work).

The projects have delivered more confident and competent Exemplars, with a better aptitude for transformational change.

74% of the Exemplars believed they would use prudent principles and the methods they have gained in their daily professional practice.

For patients (and other forms of service user) there have been benefits in terms of safety, quality, delivery and experience of care despite a pandemic.

The addition of business case development training to the curriculum has equipped this cohort with managerial, investment and project skills enabling them to justify future change management projects. The benefits of this additional training and experiential learning is clearly evident in the project successes and in many other aspects of the evaluation.

29% of the Exemplars believe they have delivered impactful projects that should be adopted by professional bodies and colleges/universities as 'best practice' teaching case studies.



The project mentoring has been invaluable. I am grateful for all the opportunities the programme has provided and highly recommend the experience.

Dr Natalie Elliott, National Consultant, Allied Health Professional Lead for Dementia Cardiff and Vale University Health Board

The development of such case studies would support greater “All Wales” dissemination and would provide an annuity benefit for professionals that face similar challenges to their professional practice.

Recent investments in the Welsh innovation and dissemination ecosystem has been a major source of benefit to the Fast Track Exemplars with 63% believing there is a clear pathway to using transformational change across the whole of Wales. The investments in personnel at employer organisations and supporting organisations to the NHS, made prior to this year, have increased their activities during the pandemic and this is to applauded.

Staff morale and staff appetite for change has grown over the Exemplar programme and 47% of projects have already reached the stage of embedded change to working practices with 79% ready and capable for transfer across Wales.

Some Exemplars are finalising their projects and this result is likely to increase further when they complete and staff (returning from the front line) are trained in the new innovation.

Over 90% of Exemplars identified that their confidence and leadership skills had increased with a positive approach to change and a profound impact on their professional practice. They also identified an increased recognition within their organisation, as well as access to wider networks.

The evaluation team find that the pandemic has positively impacted on the Exemplar projects (90% belief) and 74% of Exemplars believed that

the pandemic had unleashed the capability to make many significant changes to working practices that traditionally would have taken a long time to implement under normal conditions.

90% of respondents also believed they had significantly improved their leadership skills during the programme and during the strange conditions of the pandemic.

Surprisingly 70% of Exemplars believed they did not need more investment despite the fact that most were doing this over and above their day job. 68% believed that they had delivered benefits to wider stakeholders beyond the patients and staff involved.

In conclusion:

This has been an exceptionally challenging year for Bevan Exemplars and their employer organisations, but the projects have demonstrated a resolute commitment to change and a resilience to generate transformational outcomes.

In his concluding remarks, Professor Rich praised Cohort Six as “a national success” and said that the results speak for themselves. He believes that the pandemic brought out a new resilience and reaction to adversity which is applaudable and the Exemplars have delivered an amazing array of projects that provide firm platforms for new improvements.

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