Bevan Commission

...promoting health and health services improvement in Wales

Delivering Prudent Health: Creating a Social Movement for Innovation

The purpose of this document is to draw upon wider evidence to provide recommendations as to how Prudent Innovation can be delivered through a social movement for change, and how this can best be developed, supported, and sustained across the health system in Wales.

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1. Introduction

Health and healthcare services are struggling to keep up with the pace of change, putting pressure on an already stretched system. The changing patient demographic in requires more complex care, specifically in interventions for the elderly. Technological and medical advances are constant and public expectation is higher than ever.

Addressing these pressures will require a different approach involving everyone, patients and professionals. A Prudent approach to health is needed to improve outcomes through managing demand, reducing inappropriate interventions and increasing efficiency of care and services. We must transform what we do; using the assets and resources we have available. Prudent Innovation must become part of everyone's way of working, to help transform the existing model to one that reflects the Principles of Prudent Health.

Changing the way we work and the ways in which we have traditionally thought about things is difficult and complex, but fostering a supportive climate to change culture, within a framework for innovation will give us the best opportunity to achieve the necessary changes. This paper brings together three concepts to identify how social movement could drive innovation and deliver Prudent Health in practice.

2. Prudent Health

Prudent Health has been defined as:

> **"Healthcare which is conceived, managed and delivered in a cautious and wise way characterised by forethought, vigilance and careful budgeting which achieves tangible benefits and quality outcomes for patients"**
>
> (Bevan Commission, 2015)

Adopting this approach and its principles, as set out in '*A prudent approach to health; Prudent Health Principles*' it is everyone's responsibility. Prudent Health requires a collective approach, where patients and professionals work together to make decisions about an individual's care. Patients should use the NHS in a prudent way and health professionals should actively minimise waste and place greater value on patient outcomes. There are 4 principles that underpin this (Bevan Commission, 2015):

1. Achieve health and well being with the public, patients and professionals as equal partners through co-production.
2. Care for those with the greatest health need first, making the most effective use of all the skills and resources.
3. Do only what is needed and do no harm, no more, no less.
4. Reduce inappropriate variation using evidence based practices consistently and transparently.

These principles should be applied in practice at scale and pace to have the greatest impact in order to address the challenges in a timely and responsive way.

3. Innovation and social movement

3.1 What is innovation?

The definition from '*Innovation, Health and Wealth*' (NHS England, 2011) can be adapted to suit the purposes of this document and highlights that innovation may not necessarily be something new; rather it may be something that is applied in a different way:

"An idea, service or product, new to health and healthcare or applied in a way that is new, which significantly improves the quality of health and healthcare wherever it is applied"

(Adapted from 'Innovation, Health and Wealth', NHS England 2011)

Innovation has been recognised as being essential for changing the way we develop and deliver services (Martin and Evans, 2014). An innovation may be any initiative, whether large or small, that has a significant benefit on patient outcomes, quality, safety, effectiveness or efficiency in health and healthcare. However, for these benefits to be realised there must be application and widespread adoption. Innovation has three common features:

1. Idea generation; this should address an issue or identify an opportunity
2. Ownership of these ideas, to develop, pilot and test them
3. Share the initiative and approach taken, if it is proven successful

3.1 Why should we innovate?

Innovation will help to provide the driving force for Prudent Health, where ideas that are developed and delivered with Prudent Principles at their heart will add value to those in the system or using the system and improve health outcomes. We will need to change our existing model and the way we work and provide services. To achieve this we must:

- Co-produce new service solutions and preventative measures with the public, patients and professionals to ensure that individuals have greater ownership and control over their own health (Principle 1).
- Develop needs-based prioritisation processes and targeted public health campaigns to care for those who require it most, first (Principle 2).
- Ensure that interventions are delivered in the most justified and timely way (Principle 3).
- Standardise care appropriately through sharing and spreading effective innovations (Principle 4).

3.3. What do we need for widespread innovation to happen?

NHS Wales is a large and complex organisation that provides healthcare to 3 million people and employs almost 80,000 people (NHS Wales, 2015). To make an impact at pace and scale there must be effective and sustained diffusion of ideas and initiatives across health and healthcare. Many people have ideas on how the health system, services, quality of care and financial issues can be improved, and it is their energy, passion and enthusiasm that must be captured and put into action. People, both within and outside the organisation, professionals and patients, are crucial for the

future success of NHS Wales. There are some excellent examples of innovation across Wales; the challenge comes with making sure that this is widely adpoted. Evidence suggests the following elements for the greatest chance of success (Figure 1):

a) **Engaging people and changing culture,** to one that has innovation at its core
b) **Innovation framework for action,** to support idea generation, development and application
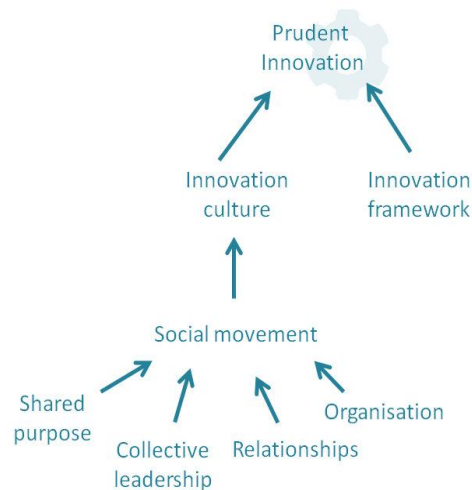
Figure 1: Prudent innovation is driven by a culture that enables it and a framework that supports it. A culture of innovation can be built through social movement, which relies on shared purpose, collective leadership, relationships and organisation. Innovation will allow us to radically transform what we do to be better, using the resources we have.

Case study: Southern Health NHS

In 2011 Southern Health NH underwent significant internal and external change, with new leadership, a new strategy and planned mergers and acquisitions. To improve patient outcomes and experiences it was identified that there would have to be a change in culture, to embed positive values and behaviours. Southern Health went back to basics and worked with staff to develop values and behaviours that describe the organisation and the staff's aspirations. These then become the basis of recruitment, management, reward and recognition, development, measurement and leadership.

Southern Health NHS recognises that leadership is not only delivered through formal management processes, but that it is part of everyone's day job, to redesign, integrate or grow services. Therefore every level of the organisation is given leadership training to empower the staff to make changes to their day to day working and to lead collectively to impact the lives of patients. This combined approach, focusing on social movement characteristics and programmatic change has delivered integration of services, more accountability and responsibility to staff and empowerment of the workforce and patients in Southern Health NHS.

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a) Engaging people and changing culture

Delivering change in the health service has traditionally been approached in a programmatic way; where the focus is on structure, organisation, planning and strategy (Bevan and Fairman, 2004).

Evidence suggests that to deliver change effectively, a different approach must be taken to engage, enthuse and mobilise the workforce into action.

The current culture within NHS Wales has been criticised for being unnecessarily bureaucratic and lacking in transparency and openness, causing serious concerns in respect of performance and breaches of care. (BMA Cymru Wales, 2014). Traditional leadership has been driven from the top down, creating a culture lacking empowerment, ownership, responsibility and accountability in the lower levels of the organisation. For a Prudent approach to be adopted in Wales, we need to turn this on its head by identifying and addressing these preconceptions to bring about a collective and social movement for change.

A social movement can deliver engagement, empowerment and ownership, trust and change at pace and scale. We describe a social movement as informal collaborations of energised individuals who own and bring about a defined change to ultimately improve health outcomes. There are 4 characteristics of social movements that are essential to build and maintain a social movement for change. These characteristics should be addressed and adopted by us all to transform the culture of NHS Wales.

1. **Shared purpose:** The purpose of the movement should be aligned to the values of an individual to support voluntary recruitment, active participation and commitment to the movement.
2. **Relationships:** Social movements are built on the development of strong relationships that result in recruitment of activists, the building of trust, and the development of cohesive and bridging networks that allow transfer of skills, resource and information; which combined leads to action.
3. **Collective leadership:** The challenges facing us cannot be addressed by individual leaders alone, and therefore it is the responsibility of everyone, patients, the public and professionals, to adopt informal or formal leadership roles to take ownership and accountability for change.
4. **Organisation:** To deliver tangible results a social movement must develop from having little-to-no organisation to one that is highly organised. The NHS is very good at putting effective strategy and plans into place and we should draw on these strengths to bring about change.

b) Innovation framework for action

We have developed a framework to support individuals to with innovation across NHS Wales (see Figure 2). This model has been informed by models of good practice in other parts of the NHS and internationally. In this model we propose 3 components for innovation, identify, act and share.
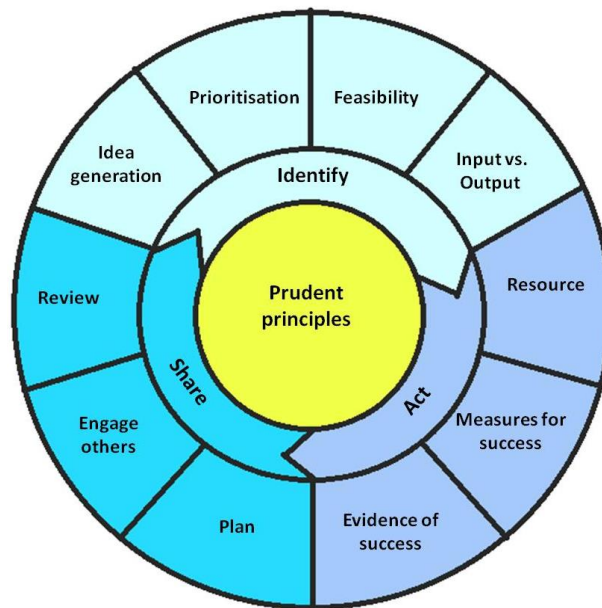
Figure 2: Framework for innovation. Core capabilties are surrounded by the three elements that take innovation from being an idea to widely disseminated; Identify, Act and Share. These three steps can be broken down further to form logical steps that should be taken.

The three components are held together by centralised Prudent Principles. Each of the three components is then broken down further offering a systematic approach to innovation. The cyclic nature of the framework allows for continual development and refinement of innovative solutions.

Identify: explore ideas. The world is full of people who have brilliant ideas about how to improve health and healthcare. These ideas need to be harnessed so that they can be put into action. Alternatively, there are people who identify the issues and challenges within a system. These challenges need to be channelled into idea generation so that they can be addressed. To embed a prudent approach to health we must identify what is currently being achieved and where the gaps are so we can then identify where and how to improve. In the framework, 'Identify' is further broken down into 4 steps for consideration; idea generation, prioritisation, feasibility and input versus output.

Act: pilot and test. Before an initiative can be disseminated across the health system it must first be piloted to test whether it will work on a small scale. In the framework, 'Act' is broken down into 3 steps for consideration; resource, measures for success, evidence of success.

Share: spread widely. If the initiative has made a significant benefit to patient outcomes, quality, safety, efficiency or effectiveness then there should be sufficient justification for it to be shared across the organisation to ensure continuity of care. Even if the initiative has not been successful it should still be shared. Failure should be recognised and accepted in a no blame culture. We learn more from the failures than from success. The approach taken must also be shared to effectively engage the wider organisation. There must be careful and comprehensive panning at this stage, to

ensure that great innovation is not lost. In the framework 'Share' is broken down into 3 steps for consideration; plan, engage others and review.

4. Action: How to deliver Prudent Health Innovation in Wales

It is clear that we need a combination of programmatic and social movement approaches to drive Prudent Innovation in Wales. The following proposed actions highlight an opportunity to begin to change the culture within the NHS as well as integrating a more traditional framework for innovation to deliver and sustain Prudent Health across Wales.

Support the delivery of the Bevan Commission Innovators Proposal

Early innovators are essential to start a movement to embed innovation. The Bevan Commission has proposed the Bevan Commission Innovators as a group that will kick start and test the process of co-producing innovative solutions to improve health and healthcare in Wales, and support change at all levels of the organisation. Three groups of early innovators will be able to identify and lead Prudent Innovation across Wales. These are the Bevan Commission:

- o Advocates –public and patient groups
- o Exemplars – open to all staff across the NHS
- o Fellows – clinical academics

The Bevan Commission Innovators proposal builds upon the key characteristics, identified from the evidence, that deliver widespread innovation and Prudent Health.

- **Shared purpose:** The Principles of Prudent Health will provide a common purpose for all Bevan Commission Innovators, taking them on a shared journey towards a common goal.
- **Relationships:**
  - **Recruitment:** Early innovators should be recruited through a voluntary application process and should be selected based on their passion, energy, commitment and determination to make change and deliver Prudent Health.
  - **Networks:** Each group of innovators; advocates, exemplars and fellows will form cohesive peer-to-peer networks, where a culture of trust and support can develop. These three groups will also form a bridging network, bringing together diverse skills, resources and information. Individuals will use personal relationships and networks to engage and support their peers to embed innovation, therefore giving the potential for exponential culture change.
  - **Support:** The Bevan Commissioners have a role to play in supporting the Bevan Commission Innovators, through coaching and mentoring. Support will also be given through training and workshops.
- **Collective leadership:** The Bevan Commission Innovators will be recruited from academia, the NHS and patient organisations, so that leadership for change comes from all levels of the organisation and is not based on hierarchy.
- **Organisation:** We will bring together highly motivated individuals and provide them with a support network and innovation framework to help the development and delivery of innovative

solutions. Each Innovator will be supported to become a Bevan Commission Innovator practitioner, who can then act as a champion to inspire, coach and support others.

Through voluntary recruitment of early innovators who have energy, passion, commitment and determination, and combining the characteristics of social movements and programmatic change we can make Prudent Innovation happen across Wales (Figure 3).
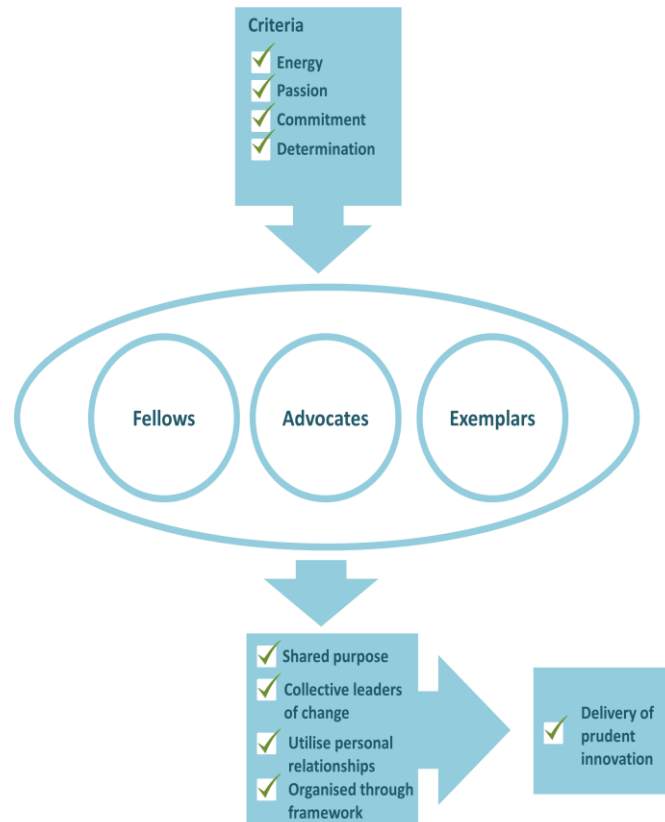

Figure 3: The Bevan Commission Innovators Network can deliver prudent innovation using a collective approach to change.

Case study: Morriston Hospital, Swansea

Renal dialysis is usually performed in a clinic, 3 times a week, for up to 4 hours each session. The nephrology department at Morriston Hospital recognised an opportunity to introduce nocturnal haemodialysis to their services, through a collaborative approach. This would allow patients to be treated at night, in their own homes; thereby co-creating a solution to improve the quality of the patients' life. The staff at the hospital have now trained 30 patients, allowing them to choose a time and place convenient for them, and giving them more control and responsibility over their health. One patient said, "Nocturnal dialysis has allowed me to feel normal. All the restrictions to my life have been fixed". There has also been improved compliance with dialysis and supportive therapies and a reduction in costs of two thirds in relation to conventional dialysis. Using the resources that we have in a more Prudent way has tangible benefits to the patient but also to the wider organisation.

5. Conclusions

For Prudent Health to become more than just a concept in Wales, and for it to be integrated into the everyday lives of patients and staff, we must change the way we work and find innovative solutions to deliver better outcomes for patients and the public. Using all the resources we have, engaging staff, public and patients to help and be part of the solutions will be essential in achieving Prudent Health at scale and pace. Transformational culture change is required to ensure that we have leaders within the organisation who feel empowered to act on their ideas. This can be achieved through a social movement approach, where activists work towards a shared purpose, forge personal relationships and networks and lead change from within.

For change to happen there must be synergy between current and new approaches. Programmatic approaches should be complemented with social movement to ensure that the energy and the passion of the organisation is harnessed and directed to the delivery of tangible results through framework and strategy.

The actions laid out in this document are not the final solution, but will provide a starting point to 'get the ball rolling' from which we can continue to learn and evolve. Empowering and encouraging people to participate will allow us all to act on our ideas to address the challenges that face us. This process will take time, and will not come without its own challenges, but we must be brave and hold our nerve.

6. References

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Disclosures: