Innovation in NHSScotland
A guide for Non Executive Directors
This resource is one strand of a wider induction and development programme led by the NHS Chairs Group and the Public Announcements Office at the Scottish Government.

It was written with, and for, Non-Executive Directors of NHS Boards. However, the document and additional resources referred to within the document may also be of value to Executive Directors of NHS Boards.

NHS Boards should consider how to use this resource in relation to their local Board development. The Golden Jubilee Foundation would be pleased to provide support to Boards in this respect.
Introduction

Scotland’s National Health Service has made significant progress in recent years through continuous improvements in waiting times for access to high quality healthcare services and treatments. We have a world leading patient safety programme which is making a real difference to standards of care and to hospital mortality. Substantial progress has also been made to support people with long term conditions and outcomes for cancer, stroke and heart disease. Hospital stays are shorter, recovery times are faster, and life expectancy is improving.

We all know that healthcare delivery will be radically different in the years to come, and we must ensure that we continue to provide the high quality health services that the people of Scotland both expect and deserve.

Advances in medical technologies and treatments present the health service with unprecedented opportunities. Realising the potential that the ongoing revolution in healthcare practice offers, while managing the inevitable changes that will need to be made, is the challenge facing NHSScotland today.

Innovation must be at the heart of rising to this challenge. We need to be at the cutting edge of healthcare innovation, helping our NHS stay at the forefront of research and delivery and ensuring that Scotland is leading work in discovering new ways of working.
What is innovation?

Put simply, ‘innovation’ means a new idea or a more effective device or process.

The term innovation can be defined as something original and more effective and, as a consequence, new, that “breaks into” the market, sector or organisation.

In an NHS context, innovation may be linked to positive changes in quality, efficiency, productivity, or enhanced patient/customer experience.

Currently across NHSScotland, new ideas are happening every day with an aim of improving care and services for patients across the country.

These ideas can be at department or organisational level, be small changes to existing processes, or a revolutionary new medical device.
Staff at the heart of innovation

To continue to meet patient expectations and provide quality care, we must constantly develop. Being innovative in the way we work, and implementing effective new ideas, is an integral part of building a culture of improvement.

Culture is a key element of successful innovation. It would be great to say that the NHS specifically employed people who have creativity as an inborn trait. But it is not usually a naturally-occurring phenomenon. Creativity comes from encouraging and supporting our staff to seek innovation in their work.

NHSScotland has a workforce based on the following values:

- care and compassion;
- dignity and respect;
- openness, honesty and responsibility; and
- quality and teamwork.

Using these key values as a basis, we need to support staff by finding different ways to create the right environment for them to flourish, not just in their every day role, but in ‘side projects’, whether that is in ground-breaking medical research, developing new ways to treat patients faster, or even a new way of fulfilling their role better.

The end product of this is better patient care. Every piece of new research, every new project, or every new strategy we undertake, we do it to make a difference to the health and wellbeing of our patients.
The innovation ingredients

Bringing about innovative change presents some different challenges to those found with service improvement and development.

Several ingredients are required to create the building blocks for innovation:

- time and space to be creative;
- senior leadership to create a positive culture;
- access to new and emerging research;
- the opportunity to gather and assess evidence;
- the capacity to test new models and products;
- the need for training and staff development;
- the ability to fund transitional and double running costs;
- consideration of risk appetite and response to “failure”;
- the facility to raise awareness of change and its implications; and
- the involvement of service users to make sure very different services do match user needs, expectations and behaviours.

If these ingredients are not in proportion, then innovations may fail to happen or be slow to spread – meaning, most importantly, that those receiving care could lose out.
Case study:
Golden Jubilee Foundation Quality Framework

The Golden Jubilee Foundation has invested in a unique Quality Framework which provides assurance that safe, effective, person centred care is their top priority and delivered at all times through Governance, Quality Indicators and a Values Based Workforce.

The Quality Framework digital application allows staff to view and analyse up-to-date key indicators in quality, safety, performance and patient experience. The information can be seen by both staff and patients; it can be accessed at the touch of a button, accessed remotely with mobile technology, with the potential to view an individual ward, hospital, Board or across NHSScotland.

Using a ‘Once for Scotland’ approach to innovation, this unique concept can be tailored for use in all healthcare settings and is also transferable to provide quality assurance to other public service bodies.
Case study: The BRAIDLOCK®

The BRAIDLOCK® is an adjustable line-fixation device. Similar to a “Chinese Finger Trap”, it increases in diameter when compressed, allowing the insertion of a line, drain or catheter. When it is released, the diameter contracts, forming a tight grip on the inserted line.

Attached to the patient in one of three ways – by integrated Adhesive Pad, by hook and loop strap, or by suture – the BRAIDLOCK® is suitable for use in a variety of clinical settings including cardiothoracic surgery, obstetrics and gynaecology, plastic surgery, ENT, and neo-natal intensive care.

The Golden Jubilee Medical Device Alpha Testing process enabled the BRAIDLOCK® to be scrutinised by a range of clinical experts, focusing on the evaluation of the device and its potential for use within NHS Scotland and the wider healthcare environment, including any suggestions for amendment or adaptation.

A small number of BRAIDLOCK® devices have been supplied to the Golden Jubilee for further testing prior to any further recommendations being made.
The national context

The NHSScotland Innovation fund

Recently, a Route Map to the 2020 Vision for Health and Social Care announced the creation of an Innovation Fund for NHSScotland.

In early 2013, the Scottish Government Health and Social Care Directorates commissioned the Golden Jubilee National Hospital and NHS Tayside to explore ‘Innovative Models of Investment that could offer opportunities for healthcare organisations to attract development monies for research, service development and innovation work’. These development monies would be linked to healthcare priorities with a remit to consider strategic partnerships across a range of sectors.

In 2014, it was announced that the Golden Jubilee National Hospital would be working on behalf of NHSScotland to raise funds from a variety of sources, including donations and European grants. The fund will not be used for mainstream services or research activities that are currently funded through existing routes. Instead, it will support initiatives that create and turn excellent ideas into services for patients.

The aim is that the people of Scotland will get better and quicker access to world-leading care as the fund makes the early roll-out of proposals possible. It is also intended that the fund will support new ways for people to record and monitor their own health through the use of new technologies that puts people more in control of their own health.

For more information on the Innovation Fund, please contact: comms@gjnh.scot.nhs.uk
The Innovation Partnership Board

The Innovation Fund will be overseen by the Innovation Partnership Board (IPB). The role of the IPB is to make sure there is quick and widespread take up of innovations that make a big difference across Scotland. In addition, they will give money to NHS boards to enable them to support their staff to bring ideas forward.

Scottish Health Innovations Ltd

Scottish Health Innovations Ltd (SHIL) works in partnership with NHSScotland to protect and develop new innovations that come from healthcare professionals. By developing these ideas, SHIL creates new products and technologies that will improve patient care and generate income for NHSScotland.

SHIL services include:

• project management;
• market research;
• sourcing funding;
• Intellectual property protection;
• sourcing of development partners;
• spinout set up; and
• regulatory consultancy.
SHIL was set up in 2002 by NHSScotland and Scottish Enterprise to provide this support to NHS innovation. It was recognised that there was a wealth of potential in the knowledge of NHS employees in terms of how to improve care and that there was no means of support to make the most of this. Since SHIL came into existence they have successfully developed many ideas and projects that have come from NHS staff. These vary from basic ideas to more complicated research projects.

Visit: [www.shil.co.uk](http://www.shil.co.uk)

**Health Innovation Procurement Portal**

Launched in 2014, the Health Innovation Procurement Portal (HIPP-Scotland) is an online platform which has been designed as a single-point resource to develop stronger partnerships with industry. It provides potential suppliers with information, guidance and support on how to develop ideas and innovations into products and technologies that may be of use to NHSScotland, or to further develop established innovative products. This initiative forms part of the response to the Scottish Government’s ‘Statement of Intent for Health and Wealth’.

The Innovation Portal is available now at: [www.hipp-scotland.org](http://www.hipp-scotland.org)

NHS staff in a range of areas and disciplines can opt to be portal assessors.
Scottish Health Technologies Group (SHTG) Innovative Medical Technology Overview (IMTO)

The purpose of SHTG’s Innovative Medical Technology Overview (IMTO) process is to provide manufacturers/sponsors of non-medicine technologies the opportunity to submit primary clinical and cost effective evidence for independent assessment within NHSScotland, with a view to improving the opportunity for the adoption of their technology across the NHS.

More information on SHTG is available: http://www.healthcareimprovementscotland.org/our_work/technologies_and_medicines/shtg.aspx

Case study: The BRAIDLOCK®

The Braidlock is one of the technologies that have been assessed within the pilot stage of the IMTO process.

Following the BRAIDLOCK® manufacturer’s submission, and the subsequent independent IMTO assessment of the submitted clinical and cost effectiveness evidence.

SHTG are currently considering the outputs from the process.
Supporting innovation

Across NHS Boards

To further develop NHSScotland’s capability to undertake high quality work in innovation, it is planned to start a process of identifying particular areas of specialisation within Boards to create Specialist Innovation Lead Sites.

As well as building on areas of strength in innovation, the advantages of Specialist Innovation Lead Sites are:

- less duplication and a more efficient/effective targeting of resources;
- a dynamic ‘snowball effect’ through enhanced reputation and the development of experience and knowledge in particular fields;
- opportunities to more formally align NHS innovation work to other institutions specialising in related areas such as Research and Development and the life sciences business sector to create innovation clusters; and
- greater clarity for the IPB and others in deciding where best to allocate funds.

The NHS Innovation Champions Network, with representation from all NHS Boards, was established in 2013 and is working on the consideration of developing into a broader Innovation Cluster for Health and Social Care Innovation in Scotland.

In line with the Scottish Government’s ‘Can Do’ Economic policy, the Cluster unites all of Scotland’s Health and Social Care providers and stakeholders into one network with the dual purpose of stimulating economic growth and transforming health and care. The Cluster is also aligned to Scottish Enterprises Open Innovation Hub and Highland’s and Island’s Enterprises Health Accelerator providing cross sector opportunities for innovation.
How can Non Executives support innovation?

As a Non Executive Member of an NHSScotland Board, we would like you to consider how you can engage with your Board’s Innovation Champion and the wider infrastructure to drive Innovation priorities.

You should also:

- think about how your Board supports a culture to support new ideas;
- establish what/how resources can help NHSScotland’s innovation agenda;
- ask about local improvement or innovative projects;
- consider the risks involved with supporting or not supporting innovation; and
- consider how your organisation can support the innovation ingredients in a sustainable way.
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