INNOVATION AGENCY

Academic Health Science Network
for the North West Coast

Business Plan
2017-2018

NHS

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EXECUTIVE SUMMARY

Our core purpose is to transform health, generate economic growth and advance technology

- **We are catalysts** for the spread of innovation at pace and scale - improving health, generating economic growth and helping facilitate change across whole health and social care economies

- **We connect** regional networks of NHS and academic organisations, local authorities, the third sector and industry - responding to the diverse needs of our patients and populations through partnership and collaboration

- **We create** the right environment for relevant industries to work with the health and social care system

OUR VALUES

We are committed to the NHS core values of:

Working together for patients; respect and dignity; commitment to quality of care; compassion; improving lives; everyone counts. And we have Innovation Agency values of:

Clear space to think creatively; doing things differently; courageous and achievement focussed; co-creating, co-designing, co-producing new ways of working; working as a team.

OUR FIVE GOALS

We have developed a business plan which focusses on five goals, following consultation with our partners and key stakeholders about the needs of our region.

Goal 1: Support system transformation through the adoption of innovations that enhance quality and value

Goal 2: Support innovation centres and SMEs to drive economic growth

Goal 3: Drive adoption of digital innovation to improve health and care for our population

Goal 4: Deliver the NHS Improvement Patient Safety Collaborative programme

Goal 5: Collaborate with the Network of AHSNs to accelerate the spread of transformational innovation across the country

BACKGROUND ON ACADEMIC HEALTH SCIENCE NETWORKS

AHSNs were established by NHS England in 2013 to deliver a step-change in the way the NHS identifies, develops, adopts and spreads innovation. AHSNs are predicated on partnership working between the NHS, local government, academia, the private sector, voluntary bodies and other external partners*.

AHSNs have shown that they can enable national innovation platforms, such as the Small Business Research Initiative (SBRI) for Healthcare, the Patient Safety Collaboratives and the National Innovation Accelerator programme, to drive implementation and adoption at a regional and national level*. We can identify areas of greatest priority and rapidly scale up those innovations which have the best prospect of improving outcomes and reducing costs within healthcare. NHS England has re-stated a commitment to funding Academic Health Science Networks. This licence will last for five years from April 2018.

The collaborative nature of the work of the Innovation Agency (the Academic Health Science Network for the North West Coast) means that we work with many strategic partners who are mentioned in this plan.

In March 2016, at the request of partners, the North West Coast Academic Health Science Network was rebranded as:

This clearly communicates our core purpose.

This business plan is the result of careful deliberation with our partners to identify areas in which we can have the most impact in accelerating the pace and reach of innovation.

* The review of Innovation Health and Wealth http://www.rand.org/content/dam/rand/pubs/researchreports/RR1100/RR1143z1/RAND_RR1143z1.pdf) outlined how AHSNs and the SBRI programme (run by AHSNs) contributed delivery of the Innovation, Health and Wealth Policy.

2016/2017 IMPACT HIGHLIGHTS

- **256 potential stokes avoided** through atrial fibrillation detection, potentially **saving around £5.6m** in NHS resources

  There are more than 10,000 people with atrial fibrillation (AF) who are not receiving optimal treatment in the North West Coast. People with AF who are untreated or whose treatment is not effective are at a five-fold greater risk of having a stroke compared with the rest of the population

  - Through public campaign work in Merseyside and Lancashire and use of innovative technology, abnormal pulses were detected in more than 60 people

  - More than 60 patients are now receiving treatment to prevent stokes, predicted to save at least two extra visits to clinic (120 clinic visits per year). This work is estimated to have saved up to £24,000 per person or £1.4m in NHS care costs in the first year alone

  - 130 AliveCor Kardia devices have been distributed to GPs and nurses in the region and 30 MyDiagnosticks are now in GP surgeries, pharmacies and in adult social care. MyDiagnosticks can screen about 100 patients per month; the Kardia can screen about 50 per month per user

  - For every person identified with AF from this screening, the research shows that one in 25 would have had a stroke in the given year

- More than £250,000 worth of matched investment has been pledged by partners including LGC, Bayer PLC, Boehringer Ingelheim, Bristol-Myers Squibb and Pfizer Alliance and Daiichi Sankyo

- **Genotype guided dosing** has brought **personalised medicine to more than 100 citizens**, establishing the correct dose of warfarin for patents with AF. Three hospitals have introduced genotyping into their clinics. Acceptability to patients and staff is high. A health economic evaluation is underway and will report in September 2017. We estimate that using this test avoids two clinic visits per person

- **£6.5 million secured** to support small and medium sized life science enterprises (SMEs) to develop health innovations from which citizens across the region will benefit

  - Six staff have joined the Innovation Agency commercial team, and partners have recruited a further six staff, to help 282 SMEs access the healthcare market; key outputs will include:

    - 34 new products launched;

    - 74 new products in development;

    - 49 new SMEs will be supported

    - 4.1 million residents in the North West Coast region will benefit from health innovations

- Investment by the Innovation Agency of around £1 million has enabled around **£100 million of additional funding** to be attracted to build innovation hubs and business incubators across the region so that life sciences SMEs can locate in the region, develop products, create jobs and improve health

  This additional funding has come from NHS, universities, industry, EU and UK Government. These investments led to the development of the following facilities:
  - Health Innovation Campus at Lancaster University - due to open in 2019
  - Bio innovation hub, the William Duncan Building at the University of Liverpool - opened February 2016
  - Alder Hey research and education centre, Institute in the Park - opened October 2015
  - Alder Hey Innovation Hub for digital and sensor technologies - opened March 2016
  - Centre for Integrated Health Science, Chester - opened April 2015
  - Accelerator Hub, Royal Liverpool and Broadgreen University Hospitals – due to open in 2017
  - Chorley Digital Park – due to open in 2018

- £4m external investment in the development of a Learning Health System – the Connected Health Cities programme. Emergency unplanned care for chronic obstructive disease, epilepsy and **alcohol related care** are the care pathways that we are focusing on in the region. The work comprises:
  - A collaboration between the Innovation Agency and the University of Liverpool, Lancaster University and AIMES Grid Services

- The development of linked health related data sets
- Analysis of the care pathway to identify improvements across the system
- An integrated plan for the workforce to support digital education
- Public engagement and patient and citizen collaboration
- Create a sharing environment that enlists the trust, and active involvement, of NWC citizens through the Northern Citizen Jury and the North West Coast Public Involvement and Engagement Senate

- Keeping people out of hospital by gaining funding to **increase domiciliary care technology investment** by £612,000 in one area of the region as part of the **Sustainable Technology for Older People – Get Organised** (STOPandGO) project. This is a Public Procurement of Innovation pilot project co-funded by the ICT Policy Support, European Union programme. The goal of STOPandGO is to produce and validate data that will support the development of improved procurements across Europe regarding the provision of innovative healthcare and social services enhanced by technology, for elderly people. It is hoped that the project will benefit more than 5,000 citizens and service areas include integrated care, domiciliary care and dementia

- Through our business support, innovation spread and European funding bids we have had a significant impact on the local economy, helping to secure £2 million from grants, revenue and venture capital funding for local small and medium size businesses (SMEs). We were responsible for the creation of **17 additional jobs** in in our region; and we played an active role in helping to secure a total of **49 contracts** for businesses and NHS Innovation Fellows

  - We have continued to support partners in their ongoing journey towards digital interoperability. In the Lancashire and South Cumbria region we have supported the Lancashire Person Record Exchange Service (LPRES), which through its electronic sharing of data is **improving the quality of care for residents and saving around £2 million per year** by joining up regional clinical record systems. We supported applications for the **Global Digital Exemplars**, gaining four in the Merseyside area, with a total investment of £45 million. Our Transformation Through Innovation Fund and digital investment fund supported our Alliance regional partners to further develop their **digital solutions for outpatients**. We implemented a programme to develop a **North West Coast Digital Strategy** to position the region as a hub for digital innovation and a magnet for investment

  - We **supported an electronic transfer of care system** in East Lancashire Hospitals which led to a **reduction in readmissions of 0.8 per cent, or 60 patients in a year, saving the trust £200,000**. We have now been engaged by NHS England to **spread electronic transfer of care systems to 12 trusts in our region**, in a pilot study which will be evaluated by a university partner

- Our community of Innovation Scouts has grown from 50 to 70, including a new cohort of mental health Scouts and senior staff from local authorities and universities. One of our Scouts programmes has involved spreading the use of 3-D printing of organs before surgery, which is now adopted by three of our hospitals, reducing anaesthetic and surgery time for patients

- We supported the bid for the Lancashire and Cumbria Innovation Alliance test bed and have been involved in the rollout of technology into residents' homes, with 100 residents now already benefiting from digital home solutions. We support the communications function of the programme; have a seat on the test bed Board and on the national adoption and spread steering group

- We were successful in our application for the region to be a three-star European Active and Healthy Ageing Reference Site – this will allow us to enhance services for our older and frail residents, drawing together our existing programmes to support active and healthy living for our residents

- We have been an active supporter of our two regional transformation programmes, sitting on Boards and working groups, offering a menu of support options and funding for region-wide programmes, eg the development of health coaching. We have worked with these regions to develop two roles for innovation adoption and spread. The post holders will be co-funded by the Innovation Agency and local organisations and will work across both regions to ensure the adoption/adaption and spread of innovative practice

- We have continued to support the rollout of the 100,000 Genomes programme which in 2016/17 sequenced the genes of 350 patients with cancer and 110 patients with rare diseases across seven hospitals in our region, with an eighth to go live in April 2017. We established and funded the post of Genomics Ambassador/Project Manager and our CEO is Vice Chair of the programme Board and sits on the national 100,000 Genomes Steering Board

- We have worked in a supportive role with all our Local Enterprise Partnerships (LEPs) and our jointly funded post with Liverpool LEP has enabled us to be a part of shaping the life sciences and health strategy for the region. We have helped to bring in over £140 million of investment to the Liverpool City Region

- Our work supporting NICE Guidelines in relation to reducing alcohol harms in our region led to the publication of a report about understanding the barriers to uptake

Full details can be found in our Annual Report for 2016/17.

CONTEXT 2016/2017

NHS England outlined their strategy to respond to reduced funding for health and social care and an ageing population, in the Five Year Forward View; implicit in the paper is a move away from competition towards collaboration.

The North West Coast response: NHS commissioners and providers have made significant progress in driving productivity improvements. The region has six NHSE **Vanguards** to design and test new ways of working;

- Healthy Wirral
- Cheshire and Merseyside Women's and Children Services (Halton CCG)
- The Neuro Network (The Walton Centre, Liverpool)
- West Cheshire Way
- Fylde Coast Local Health Economy
- Better Care Together (Morecambe Bay health community)

We also support a local 'Rugby Vanguard', alongside Halton CCG, using our local sports clubs to improve health of families.

The Innovation Agency has given bespoke support to the vanguards in the areas of senior leader development, a diagnostic programme, system modelling, health coaching expertise and logic modelling, plus funding for the products to support the 'specialist' vanguards.

The Innovation Agency was part of developing and applying for the Lancashire and Cumbria Innovation Alliance **test bed**, which is rolling out technology to support frail elderly people with dementia and other long term conditions to keep healthy at home. We have a seat on the Test Bed Steering Board and the SRO for the programme is the Chief Executive of our host organisation, Lancashire Care NHS Foundation Trust.

In addition we have two **Healthy New Town** sites. There are 10 sites across the country covering more than 76,000 new homes with potential capacity for around 170,000 residents. This is an opportunity for the NHS to shape the way these new sites develop and to test creative solutions for the health and care challenges of the 21st century, including obesity, dementia and community cohesion.

The two sites in the North West Coast are Halton Lea in Runcorn with 800 homes, in the areas of our partner Halton CCG; and Whyndyke Farm in Fylde, Lancashire with 1,400 homes, in the area of our partner Fylde Coast CCG. We have been working with these sites to identify digital health technologies which can be used to improve the health of residents.

Regional transformation programmes

More recently plans have been developed across health and care economies, building on the shared challenges in our regions;

The Healthier Lancashire and South Cumbria programme has:

- a strong focus on prevention, with a view to improving health and well-being and reducing avoidable deaths including those from suicide. This preventative approach also extends to early diagnosis of people with conditions such as diabetes and cancer and people with long-term conditions such as diabetes and heart failure will be given advice and tools to monitor their conditions

- a strong focus on mental health not just physical health and there will be more investment into GP services and community care. To ensure that services work together to support local residents and their families, health and social care will be joined up

- For those residents who need hospital care the quality of hospital care will be a key focus to ensure that residents receive the best care of their nearest hospital, or at a more specialist hospital where specialised expertise is required

Cheshire and Merseyside 5YFV is England's second largest transformation area and due to its size and diversity, is working in three smaller Local Delivery Systems – North Mersey; the Alliance (Mid Mersey) and Cheshire and Wirral.

It includes the merger of the Royal Liverpool and Aintree University Hospitals and there is a focus on four themes:

- Support for healthier lifestyles;

- Joint working with local government and the voluntary sector to develop joined up care, with more of that care offered outside hospitals;

- Designing hospital services to meet modern clinical standards and reducing variation in quality; and

- Reducing costs in managerial and administrative areas, maximising the value of our clinical support services and adopting innovative new ways of working, including sharing electronic information across all parts of the health and care system

The programme places greater emphasis on achieving sustainability by accelerating the priority initiatives within the local health and care economies and existing programmes.

The Innovation Agency is involved in supporting both regional partnerships at a senior level and is co-resourcing posts in both programmes to support collaborative working and drive adoption and spread of innovation. We sit on working groups around high quality care and digital health, co-fund/ supported a number of programmes around health coaching, system modelling and reporting processes.

There remain significant technical opportunities to transform healthcare, particularly in digital health. The Government's ambition is for paperless working in the NHS by 2018 and 'digitally interoperable and real-time' health and social care records by 2020.

Local digital roadmaps have been developed to achieve these goals and trusts have been asked to fill out digital maturity assessments to underpin a new digital maturity index. 'Personalised Health and Care 2020' promised a new 'digital front door' for the NHS, combining NHS Choices and the NHS 111 service that replaced NHS Direct. NHS England's 'widening digital participation programme' seeks to increase citizen engagement. The North West Coast is in a strong position, having four out of 16 Global Digital Exemplar trusts in the region: Royal Liverpool and Broadgreen University Hospitals; Wirral University Teaching Hospitals; Alder Hey Children's Hospital and Mersey Care. In addition the test bed programme is using digital technologies to keep vulnerable people out of hospital.

The Innovation Agency has supported major interoperability projects such as LPRES in Lancashire and iLINKS in Mersyside. Moving forward, we plan to capitalise on these strong foundations and, using the building blocks of our CCG local digital roadmaps, describe a bold digital strategy for the region.

We will work with other partners to upskill citizens, patients and professionals in digital tools and technology such that our region can fully realise the potential of digitally enabled healthcare and is recognised as a prime area for investment in this sector.

OUR CORE PURPOSE AND GOALS

Our core purpose is to transform health, generate economic growth and advance technology

- We are catalysts for the spread of innovation at pace and scale - improving health, generating economic growth and helping facilitate change across whole health and social care economies

- We connect regional networks of NHS and academic organisations, local authorities, the third sector and industry - responding to the diverse needs of our patients and populations through partnership and collaboration

- We create the right environment for relevant industries to work with the health and social care system

In 2017/18 our goals focus on addressing priorities defined by local stakeholders; informing and supporting system transformation priorities; returning on inward investment generated last year; taking advantage of digital technology opportunities; and delivering our commitment to NHS Improvement to improve patient safety and build regional capacity to build and sustain a positive culture of 'safety first'. This year will also be a transition year to more shared work with the national network of AHSNs, which will support the adoption of innovation between AHSNs and accelerate the learning about how innovation can be successfully adopted in different sectors of the health and care system.

We will focus on opportunities which strengthen healthy and active ageing; and cutting across all five goals is a commitment to integrate the management of physical and mental health.

Goal 1: Support system transformation through the adoption of innovations that enhance quality and value

"The Innovation Agency informs and facilitates to introduce innovations through their expertise of proven innovations and what has worked elsewhere."
An Innovation Agency Board member

What we will do:

The Innovation Agency is committed to supporting our two regional transformation collaborations to deliver system change. We are supporting formal structures of collaboration by championing a culture of innovation, and supporting organisations and systems to achieve a state of 'innovation readiness'. This will in turn support service transformation and achieve optimal effective use of health and care resources.

We will deliver a strategic framework for spread and adoption in which we will drive the adoption of proven innovations and provide practical tools and techniques for implementation; and we will provide an improvement framework to support putting innovation into practice.

We will further develop our partnership working and secure the support of leaders within our health economy in order to succeed in delivering adoption at scale. To facilitate this, we have created a new, joint role within each of our sustainability and transformation partnerships to lead on spread and adoption.

Building on our Putting Innovation into Practice programme and our network of Innovation Scouts, we will develop Adoption Accelerator programmes, providing structured support to drive faster uptake of innovation.

We will:

- Work in a consultancy style, to offer our Putting Innovation into Practice programme, providing access to an on-line self-help toolkit and resources, access to knowledge and skills sessions and locally delivered workshops, working with university partners to develop accredited innovation modules

- Support the Innovation Scouts, Evidence Champions and the Q community to be engaged and positioned so that they maintain a clear focus on improvement through innovation, use digital solutions and develop an innovative culture across our systems to achieve better value in health and care. They will be invaluable in supporting effective transfer of knowledge, and will be a source of expertise for the wider health and care system through mentorship, coaching and virtual learning opportunities

- Continue to support the adoption of innovations (particularly digital) showcased on our Innovation Exchange, our on-line platform aiming to raise awareness of innovations for health and care services. Innovations will be clustered according to our partners' priorities and care pathways and we will notify users of the platform when new innovations of relevance are identified

- Maintain collaborative work with universities, local and national improvement bodies; (Health Foundation, NHS Improvement, North West Leadership Academy, AQuA and Haelo) to enable us to increase knowledge and skills across our system in quality improvement methodologies and evidence based improvement science, including for example an online Quality Improvement tool called LIFE

- Further develop our successful application of design thinking methodology to systems collaboration. The demand for training and coaching for our Massachusetts Institute of Technology (MIT) accredited hackathon events across our geography (and beyond) has increased as it proves to be an excellent way to support organisations and individuals to be innovative. Our hackathons will continue to energise people and allow participants to think differently and to find new ways of doing things to improve quality and increase value, further developing the culture of innovation and improvement that we work to embed. We will use this methodology to co-design and run a national Innovation Leaders' Summit to identify and address the barriers to the adoption of innovation

- Support high profile spread and adoption programmes where we are a partner in either a regional, national or international community of interest. This maximises our access to the latest innovation and provides a platform to promote the adoption of local innovations, supporting our aims to spread innovation, improve health and economic growth. These include:

  - Healthy and active ageing (through the Northern Health Science Alliance and four Northern AHSNs) and

- Spread of digital tools to support mental health (through the European Connected Health Alliance)

"Fantastic, creative training event – real opportunity to engage better with frontline staff and service users to reshape and co-produce what we need for future health and social care services"
Michelle Cloney, Interim Director of HR & OD, Warrington Hospital

Goal 2: Support innovation centres and SMEs to drive economic growth

"By working in partnership with the Innovation Agency, and using both their expertise and funding, we have been able to significantly advance our vision for Chorley to become a key hub for digital health business growth in the UK"
Cath Burns, Head of Economic Development, Chorley Council

"The Innovation Agency demonstrated a deep understanding of the strategic economic development plans for the Lancashire region, and offered great value in linking these to the opportunity to support SMEs in healthcare and digital sectors, and the ultimate goal of improving health and wealth in Chorley"
Clive Noak – Business Case Developer, Strawberry Fields Digital Hub, Chorley

What we will do:

The Innovation Agency has already played a significant role in supporting the development of health innovation centres and we will continue to support their development by recognising the key links and commonalities for the regional innovation centres, support them to optimise the strategic positioning, purpose and profile of each centre and promote the network of centres to drive investment into the North West.

We will support health innovation centres to develop their networks and enhance each centre's capability to capture grants and attract investors. We will develop a strategy for showcasing the centres nationally and internationally, building on, but not duplicating, the plans and activities of the individual centres and LEP support already provided. The aim of this showcasing is to ensure that innovative health products are developed and adopted in our region and beyond,

In 2017-18, supported by European Regional Development Funding, we will focus on providing greater support to small and medium sized businesses, enabling the adoption of innovative technologies to secure sales growth and inward investment. Our medium term goal is for the Innovation Agency to become a nationally leading host for healthcare business support programmes.

We will focus on providing SMEs with opportunities and support to work with centres across the region, to help facilitate product development and grow innovation based on good evidence and planning. We will also help SMEs to understand unmet needs within the healthcare system and foster collaboration to assess needs, co-create solutions, commercialise practitioner led innovations and de-risk change.

In order to achieve this, we will:

- Map health innovation centres across the region highlighting key assets and describing these assets as a regional asset base. We will facilitate workshops to enable the centres to collaborate or develop a differentiated position

- Link the strengths of the region to the northern powerhouse agenda and nationally through Innovate UK and use international partnerships and activities to showcase as appropriate

- Connect each centre to our networks in the UK and abroad

- Support funding applications

- Link the regional innovation centres to regional transformation partnerships, and work with those centres to make direct links to NHS providers and commissioners

- Understand the SME offer from each centre and act as a single (but not exclusive) access point to all centres

- Establish a group with a lead from each centre and plan a major event to showcase the region

- Identify pathways to adoption for innovations to become commercially viable and support each centre to put innovation into practice to reduce risks to investors and funders

- Deliver a business support function to SMEs

- Support local SMEs to access European markets through the EIT Health programme and provide business support to three European SMEs, funded by EIT Health

"Thanks to the support of the Innovation Agency through 2016, 3D LifePrints has maintained its existing workforce and hired an additional two staff members in the region. The new grant from the Innovation Agency 'Transformation Through Innovation' fund in 2017 will enable 3D LifePrints to hire a further two staff to work in and around Royal Liverpool and Broadgreen Hospitals and Liverpool Heart and Chest Hospitals."

3D LifePrints CEO Henry Pinchbeck

Goal 3: Drive adoption of digital innovation

What we will do:

We will drive and support the introduction of digital technology to bridge the gap between citizen demand and capacity, fto meet local and national priorities.

We already play a leadership role in the Connected Health Cities programme which unites local health data and advanced technology to improve health services for patients in northern England. This programme aligns with our objective to make better use of the information and technology that already exists in our health and social care system to improve the health of patients and ensure services are more joined up. By working with patients, health practitioners and experts in digital health we will deliver research that is relevant, effective and has a real impact on public health.

We will accelerate the adoption of digitally enabled self-care by working in partnership with key stakeholders in the health, social care and third sectors, who have demonstrable capacity to drive major change within the local health economy.

We will achieve this by building on the existing CCG local digital roadmaps. A regional strategy is in development and support will be provided to enable collaboration, spread knowledge and best practice, and develop the NWC as a geography that is 'digitally ready' for research and investment.

We will support the diffusion of knowledge and technologies from the Global Digital Exemplars in the North West Coast (Royal Liverpool and Broadgreen University Hospitals NHS Trust, Alder Hey Children's NHS Foundation Trust, Wirral University Teaching Hospital NHS Foundation Trust and Mersey Care NHS Foundation Trust) to other providers.

We will work at a system level to:

- Map regional transformation partnerships, CCG and provider (including Digital Exemplars) digital road maps, identifying opportunities for collaboration and spread of innovation across the North West Coast

- Share collaboration and learning opportunities with key stakeholders, and facilitate partnership working to accelerate uptake of innovation

- Provide support to our ongoing digital projects e.g LPRES, digital outpatients, app development etc

- Showcase examples of digital innovation on our Innovation Exchange and match innovation to stakeholder needs

- By mid-year we will have identified three showcase examples (at least two of which will come from the Global Digital Exemplars) and support widespread implementation across the North West Coast

Goal 4: Deliver the NHS Improvement Patient Safety Collaborative programme

"... Avoidable harm should serve as a golden thread linking through the patient safety initiatives ..."
An Innovation Agency Board Member

A national network of 15 Patient Safety Collaboratives is funded by NHS Improvement to provide safety improvements across all healthcare settings.

The Collaboratives are led by the 15 Academic Health Science Networks to tackle the leading causes of avoidable harm to patients. The Collaboratives empower local patients and healthcare staff to work together to identify safety priorities and develop solutions.

During the coming year the Collaboratives will work jointly across England on a number of key priority areas and we will take a lead role in at least two of these national workstreams, accounting for around a third of our total programme:

- safety culture
- physical deterioration including sepsis
- maternity and neonatal care

In addition we will continue to deliver a local patient safety programme informed by the needs of our stakeholders through our patient safety expert group. This programme includes:

- Atrial fibrillation: We will continue our work to deploy detection technology and encourage adoption of the CCG AF dashboard; we will incorporate genotype guided dosing for warfarin patients (aligned with Goal 1)

- Point of care testing: We will evaluate the use of a novel technology in a primary care setting aimed at improving antibiotic stewardship and identifying sepsis

- Medicines optimisation: We are introducing pharmacists into GP practices through the 'closing the gap' programme and will evaluate their impact on prescribing safety and efficiency; Additionally the electronic transfer of care programme will share medication, admission and discharge details between acute hospitals and community pharmacies which we are introducing into the region and plan to deploy across our provider network

- Falls: the award winning regional programme 'Steady On' will be deployed into care homes and is designed to identify those residents at risk of falls who could benefit from early intervention

- Care home programme: We will upskill staff working in this sector with e-learning packages and deploy tools such as the Anticipatory Care Calendar. This work will enable the early recognition of conditions such as dehydration or sepsis and allow timely intervention, avoiding hospital admission

- Fracture prevention: we will work with our CCGs to proactively identify those patients at risk of osteoporosis and fracture ensuring that preventative medication can be offered. In the known high risk group will we also perform a review of treatment ensuring it remains clinically appropriate. Ultimately we aim to reduce hip fractures

- Capability building and culture change: We will share knowledge with partner organisations with whom we will work collaboratively to produce a workforce skilled in change management methodologies and ready to adopt innovation. This will include work delivered on our behalf by AQuA; Q Fellows; Clinical Evidence Champions; Innovation Scouts

Goal 5: Collaborate with the Network of AHSNs to accelerate the spread of transformational innovation

The Innovation Agency will be recognised as a leader of this shared national purpose.

"The Innovation Agency is the only place where NHS organisations can engage with other groups about the wider health and social care agenda."
Nikki Allen, Head of Medical Directorate, NHS England

To gain greater benefits for service users we will place more emphasis on the role of the Innovation Agency as a member of a network of 15 AHSNs, leveraging this network to import good ideas from other parts of the health and care system and to export innovation which has delivered local value.

The Innovation Agency will be an 'agent for change' in:

- accelerating the adoption of innovation across health and care

- prioritising a process for collective working, where AHSNs converge on projects and specific functions and deliver the benefits of dissemination at scale

- developing capability and disseminating knowledge of 'what works' in spreading innovation across the health and care sector by further development and sharing our Putting Innovation into Practice programme

- ensure that innovations are applied in both health and social care settings

INCOME AND IMPACT

Income

We will generate income from multiple sources:

- We are granted a licence to operate as an Academic Health Science Network by NHS England, and receive income which covers a proportion of our costs

- We grow our business by securing inward investment to benefit our stakeholders; we retain sufficient funds to cover costs of servicing additional activity

We currently generate income from a number of sources including

- NHSE (AHSN licence specifications, specific projects eg technology implementation)

- NHSI (national patient safety programme)

- European Union programmes

- Department of Health (Connected Heath Cities)

- Companies (e.g. Joint working agreements with pharma)

- Health Foundation (patient safety grant)

Our target for 2017/18 is to maintain our total income and drive value from this resource and to source additional income for 2018/19 onwards.

Impact

Before each project is started and when each project concludes, significant thought is given to how impact is demonstrated and evaluation takes place.

At the end of each project we will strengthen our focus on analysing and communicating the impact of our work, with simple messages about how to adopt the particular innovation. This will enable service leaders to assess the value of adopting each innovation and will support widespread adoption across the North West Coast and the whole of the NHS.

In addition to publishing high impact case studies we measure our **impact** using metrics which all 15 AHSNs have agreed with NHS England:

- £ Inward investment

- number of citizens benefiting from AHSN activity

- number of sites that have implemented AHSN led or enabled innovations

- number of innovations that have been implemented and spread

- number of contracts awarded to supported companies

These metrics will be developed further in 2017, alongside revised Patient Safety Collaborative metrics.

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