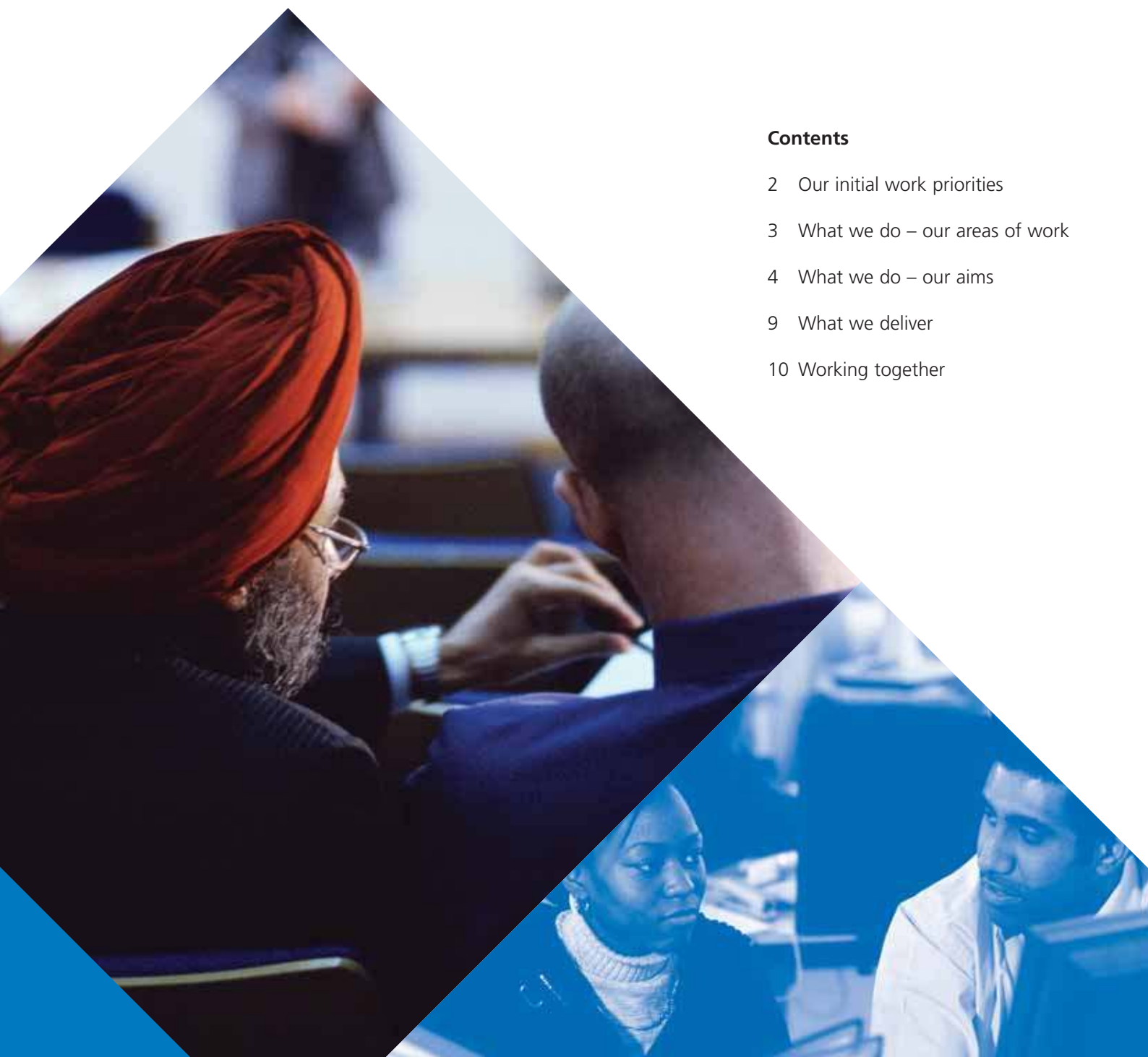


The NHS logo, consisting of the letters 'NHS' in white on a blue rectangular background.

*Institute for Innovation  
and Improvement*

A collage of healthcare professionals. The central image is a woman with dark hair, wearing a colorful striped sweater and a stethoscope, smiling warmly. To her left, a smaller inset shows a woman in a white lab coat working at a computer. To her right, another inset shows a man in a blue shirt holding a large document. The background is a soft-focus clinical setting.

Priorities 2005/06



## **Contents**

- 2 Our initial work priorities
- 3 What we do – our areas of work
- 4 What we do – our aims
- 9 What we deliver
- 10 Working together

The NHS Institute for Innovation and Improvement:

## Our initial work priorities

The NHS Institute is a new organisation which aims to support the NHS with high-impact solutions to some of its biggest challenges, as well as innovative ideas, new practices and technologies that will really make a difference to the delivery of patient care.

We work as part of the wider NHS. This means that we can draw on the best practice, skills and ideas from the NHS, as well as bringing in expertise from other healthcare systems and other industries. We want to help the NHS to keep improving and deliver the quality of care that all our patients deserve.

This leaflet sets out the initial work programme and priorities of the NHS Institute, up to April 2006. We want to let you know what you can expect from us in the coming months.

### **Our mission**

To improve health outcomes and raise the quality of delivery in the NHS by accelerating the uptake of proven innovation and improvements in healthcare delivery models and processes, medical products and devices and healthcare leadership.

# What we do – our areas of work

Our annual work programme is agreed and prioritised with NHS leaders and the Department of Health. Our initial priorities are to:

- support the NHS in preventing healthcare-associated infection;
- help improve the management of long-term conditions, particularly through innovation in primary care;
- support the NHS to achieve the goal that no patient waits more than 18 weeks for elective care; and
- create learning for the NHS on how to simultaneously improve both quality and value.

These priorities are underpinned by the specialist competencies of the NHS Institute. These are:

- supporting the development of NHS leaders;
- promoting and facilitating learning for innovation and improvement;
- stimulating and facilitating the transformation of service delivery; and
- promoting the use of technology and product innovation to benefit staff and patients.

All our work is being developed in partnership with front line NHS staff and leaders. Our aim is to produce knowledge and products that are relevant, valued and trusted. Most of all, we want our work to make a real difference for patients and staff.



# What we do – our aims

Our 2005/06 Business Plan identifies key aims for the NHS Institute.

## Healthcare-associated infection

*We aim to:*

- distribute a high impact intervention for the control of *Clostridium difficile* (*C. diff*) as part of the 'Saving Lives' toolkit;
- adapt a version of the 'Saving Lives' toolkit for primary, social care and mental health settings, and produce a strategy for rolling out the toolkit across health and social care;
- produce a tool that adapts the principles of root-cause analysis for the area of infection control (in partnership with the National Patient Safety Agency);
- produce a strategy for helping healthcare professionals in primary and secondary care to improve their focus on the implementation of infection control measures, with a particular focus on renal services;
- create tools and recommendations on strategies for raising patient confidence in hospital cleanliness levels;

- develop processes for measuring the current capabilities of staff to deliver improvement in infection rates and close the skills gap;
- provide guidance on a 'whole-system' approach to infection control; and
- develop recommendations with PASA (Purchasing and Supply Agency) on ways of getting innovations and available products to the front line faster.

To find out more about the work we are doing to tackle healthcare-associated infection, contact Julie Wells: [julie.wells@institute.nhs.uk](mailto:julie.wells@institute.nhs.uk).

## Delivering quality and value

*We aim to:*

- create and widely distribute an initial guide to the high-performance characteristics of care processes for five Healthcare Resource Groups (HRGs) or related patient groups. These are high-volume patient groups with high variability in resource utilisation and high potential for improvement gain;
- deliver a more comprehensive and detailed range of high-performance guidance by July 2006 for up to ten HRGs and related patient groups, in which a significant proportion of the NHS acute patient population will be represented; and
- develop a replicable methodology for defining high-performance characteristics, which can be applied to other patient groups and pathways.

To find out more about the work we are doing to improve delivery of quality and value, contact Mark Jennings or Julia R A Taylor: [HRG@institute.nhs.uk](mailto:HRG@institute.nhs.uk).



## What we do – our aims

### Achieving the 18-week patient journey target

*We aim to develop:*

- a high-impact diagnostic tool so that NHS providers can:
  - make best use of existing data to analyse patient flow through the elective system;
  - understand pressure points;
  - identify priority actions for eradicating delays;
- a comprehensive guide to the most effective methods for reducing delays. This will require:
  - major review, re-testing and refinement of the vast range of access improvement tools, techniques and resources that have been produced in recent years;
  - creation and testing of new methods; and
- strategies that local organisations can use to link the outcome of the diagnostic process to those interventions that will have the greatest impact.

To find out more about the work we are doing to support the NHS to deliver a 'no delays' service, contact John Tibble:  
john.tibble@institute.nhs.uk.

### Long-term conditions

The White Paper on out-of-hospital care will describe 'what' needs to happen to shift the provision of care to more local, community settings. This Priority Programme will develop products that describe some 'hows' which will accelerate the change process and contribute to better outcomes, particularly for those with long-term conditions.

*We aim to:*

- develop a greater understanding of effective management of patients and resources in out-of-hospital settings drawing from current best practice, both from the NHS and other systems. The aim is to support the development of community-based services that are demonstrably responsive, effective, productive and offer best value for money;
- develop route maps, models and recommended good practice for making a strategic shift from hospital to out-of-hospital care;

- develop and issue sets of tested, high-impact solutions around those interventions that will make the greatest difference to the shift to out-of-hospital care providers (including self-care);
- develop planning and measurement processes for organisations that commission and those that provide out-of-hospital care;
- provide specifications and competence frameworks for individual, leadership and organisational learning which will enhance the capability of those responsible for commissioning and providing care out of hospital; and
- produce guidance on innovative approaches to enable service users to navigate new patterns of service delivery.

To find out more about the work we are doing to help the shift away from hospital provision and to improve the management of long-term conditions, contact Dave Barron:  
dave.barron@institute.nhs.uk.

## Leadership

*We aim to:*

- deliver a comprehensive set of programmes to build leadership capacity and capability for the NHS including:
  - highly-respected graduate schemes for management, human resources and finance trainees;
  - mid-career development through the Gateway programme;
  - an innovative range of development opportunities to support the progression of black and minority ethnic leaders;
- a comprehensive suite of development interventions and programmes for board-level leaders;
- commence fundamental programme reviews and redesign to ensure that we are developing the right number of leaders with the skills and mindsets the NHS needs in the future. The following programmes will be updated:
  - Breaking Through;
  - Leadership Capacity programmes;
  - Gateway to Leadership;
- complete a large-scale scoping study which will lead to the establishment of a major clinical leadership strategy for the NHS;
- publish a Chair/Board 360° appraisal tool and best practice implementation guide for Board appraisal, in partnership with the National Clinical Governance Support Team and the NHS Appointments Commission;
- make available focused interventions to promote organisational effectiveness during change and transition; and
- put in place a programme to celebrate the 50th anniversary of NHS graduate training schemes.

To find out more about how we are supporting leadership development, contact the following:

Board enquiries – Karen Lynas,  
[karen.lynas@institute.nhs.uk](mailto:karen.lynas@institute.nhs.uk)

Clinical leadership – John Clark,  
[john.clark@institute.nhs.uk](mailto:john.clark@institute.nhs.uk)

Graduate schemes, Breaking Through and Gateway to Leadership  
– Dave Thornton,  
[dave.thornton@institute.nhs.uk](mailto:dave.thornton@institute.nhs.uk)



## What we do – our aims



### Learning

*We aim to:*

- publish a comprehensive strategy for building the innovation and improvement skills needed to deliver world-class healthcare in the future NHS. This will be developed jointly with other NHS Institute teams and with NHS partners;
- commission a number of pre-registration and postgraduate training modules for innovation and improvement. This is the first stage in a strategy to integrate improvement skills with mainstream clinical and leadership training;
- carry out a rapid evaluation of the Improvement Leaders' Guides and make recommendations on future materials to support NHS learning for improvement; and

- produce a series of deliverables to build a knowledge base to support effective learning interventions. These include an evaluation of 'clinical microsystems' as a method of spreading learning for improvement and the establishment of an online community for staff involved in promoting effective learning in healthcare settings.

To find out more about how we are promoting and facilitating learning for innovation and improvement, contact Jean Penny:  
[jean.penny@institute.nhs.uk](mailto:jean.penny@institute.nhs.uk).



### Transformation of service delivery

*We aim to:*

- develop expert capability in Clinical Systems Improvement (CSI) – a body of knowledge adapted from systems engineering, organisational behaviour and other disciplines to improve clinical processes at the heart of service delivery. Deliverables include the publication of new knowledge on the application of CSI; an assessment of the skills needs of the NHS on CSI and proposals to close the skills gap; and specific, expert input to other NHS Institute programmes;
- establish an annual process for surveying emerging themes, directions, tools and approaches to improvement with the aim of keeping Institute (and NHS) innovation and improvement practice in line with the best in the world;





## Technology and product innovation

- help develop future roles, relationships, skills and systems to embed NHS improvement as part of the NHS system reform agenda (in partnership with NHS and Department of Health partners); and
- establish jointly with the technology and product innovation team, a programme of support for innovation in NHS service delivery.

To find out more about how we are helping the NHS to transform service delivery, contact Mark Mugglestone: [mark.mugglestone@institute.nhs.uk](mailto:mark.mugglestone@institute.nhs.uk).

Much of the work of the technology and product innovation team is at start-up phase. As a result, we are establishing the basic systems, networks and relationships required for a culture of innovation to flourish and the untapped wealth of innovation in the NHS to be realised.

*We aim to:*

- establish the National Innovation Centre (NIC) as a focal point for advice on the early stages from good idea to product development (pre-market innovation phase);
- create systems and strategy to promote much greater uptake of technologies by the health and social care system (post-market phase);
- develop an effective, innovative network between the NIC and the nine regional Innovation Hubs;

- establish the training hub and test bed hub (as agreed by the transition team)
- establish a risk fund for incubating innovative ideas in their route to commercialisation; and
- design and test tools and knowledge to accelerate the delivery of better healthcare by speeding up the adoption of new technologies and products.

To find out more about how we are promoting the use of technology and product innovation to benefit patients and staff, contact Nick Manson: [nick.manson@institute.nhs.uk](mailto:nick.manson@institute.nhs.uk) or Michael Wilkinson: [michael.wilkinson@institute.nhs.uk](mailto:michael.wilkinson@institute.nhs.uk).

# What we deliver

The work of the NHS Institute will be delivered in a variety of forms.

We aim to develop first-class products, including tools and guidelines to help deliver healthcare best practice. These will be carefully targeted to meet the needs of the different groups who will use our work, including patients, clinicians, those in clinical leadership roles, finance directors, commissioners, boards and chief executives.

We are also working with our academic partners and Connecting for Health to use a wide range of media to mobilise the knowledge that

is needed to support improvements. This means that the right information will be available to the right people and at the right time.

We are in active dialogue with those in the strategic health authorities and local health communities who are tasked with developing and implementing the Integrated Service Improvement Plan (ISIP), to ensure that our work can be of the most value in this process.

Some of our programmes will lead to enhanced competency frameworks and educational and development products.

# Working together

Already, the NHS Institute has worked with colleagues from across the NHS, education, industry, local government and regional development to define our role and practice. Partnership working is fundamental to our future success and we will continue to work together with people from throughout the health sector, with patients and the public.



# Find out more

To find out more about any of our specific areas of work, please contact us using the email addresses given in this leaflet.

If you have any general enquiries, email **enquiries@institute.nhs.uk**

You can also visit our website at **www.institute.nhs.uk**

Tel: **0800 555 550**

Gateway ref: 5888

NHSI 0404 N CI *Communications to the wider NHS* can also be made available on request in braille, on audio-cassette tape, on disc and in large print.

**If you require further copies, quote**

NHSI 0404 N CI *Communications to the wider NHS*

Contact:  
Prolog Phase 3  
Bureau Services  
Sherwood Business Park  
Annesley  
Nottingham NG15 0YU

Tel: 0870 066 2071  
Fax: 01623 724 524  
Email: [institute@prolog.uk.com](mailto:institute@prolog.uk.com)

NHSI 0404 N CI  
271910

© **NHS Institute for Innovation and Improvement 2005**  
All Rights Reserved

