Response to NHS Chief Executive’s Open Call for Evidence and Ideas

Respondent ID: 269

Organisation name: Cisco IBSG (Internet Business Solutions Group)

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268

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Please choose the description below that best fits your organisation’s main role:
Other

What can the NHS and NHS Commissioning Board learn from national and international best practice to accelerate the pace and scale of adoption of innovations throughout the NHS?

I am very familiar with the work done to date on Innovation in the NHS, and was invited to present to the IPLG, on which Sir Ian sat, in 2010. I understand the emphasis made on culture and leadership, support & investment, rewards and incentives, combined with citizen and user engagement.

I believe that a systematic understanding and analysis of Innovation is required that goes beyond the high level "System Levers" analysis currently discussed, as undertaken by other industries - in other words, given the scale of challenges that the NHS and Social Care faces, the management of innovation needs to be given greater priority, visibility and structure. The company I work in, Cisco, has been the case-study for one of the definitive books on innovation management - "Dealing With Darwin" by Geoffery Moore. A structured approach, such as that discussed by Moore, to analysing innovations and how they need to be managed, is vital to taking the Innovation Review to a level where practical actions can be identified for Trusts to take. Critical issues to identify are related to the types of innovation, their maturity and the maturity of the NHS activities they impact; the assessment of "Core" and "Context" activities; and managing innovation portfolios. This structured approach could then be applied through national, and local levels, and introduced into training for managers and clinicians. Commissioning should be used to encourage all of the above (see comments in "Actions" sections below)

There are pockets of excellent innovation knowledge in the NHS family, such as in NHS Innovations London, which could be tapped to help scale the management of innovation as an important competency in the NHS, which is not the case at the moment.
What specific actions do you think national NHS bodies, such as the NHS National Commissioning Board, need to take to encourage and stimulate the successful and rapid adoption and spread of innovations throughout the NHS?

- Educate NHS senior management to understand innovation management as a professional competency;
- Creating a national innovation management structure and tool-set to allow consistent innovation strategies to be created at local levels;
- Training NHS ma

- Academia is currently incentivised to research and invent, not drive innovation to broad use. Seek incentives to address this imbalance;
- Use the NHS Innovations London, and NHS Institute resources in a structured way to educate NHS Managers on innova

Do you have any further comments about accelerating the adoption and spread of innovation in healthcare?

There are fundamental issues that need to be addressed:
- is the NHS a volume or complex "business" in innovation terms? What are the implications of being both, on the overall and local innovation strategies?
- can / should "corporate" behaviour in a localised NHS be encouraged to maximise the returns on public investment in innovative ideas?
- can local innovation strategies be co-ordinated again to maximise the returns to the public purse?

We would like to be able to follow up interesting comments and case studies. Can we contact you for this purpose?

Yes

Do you want to be kept in touch with the next steps in this process?

Yes

Do you want to be included in a wider community of interest?

Yes

What specific actions do you think local NHS bodies, such as providers and Clinical Commissioning Groups, need to take to encourage and stimulate the successful and rapid adoption and spread of innovations throughout the NHS?

- Applying Innovation strategies, perhaps with incentives through their commissioning contracts
- Apply incentives for adoption of proven, evidenced innovations
- Implement infrastructures that allow scaling of innovations, quickly - through rigorous appl