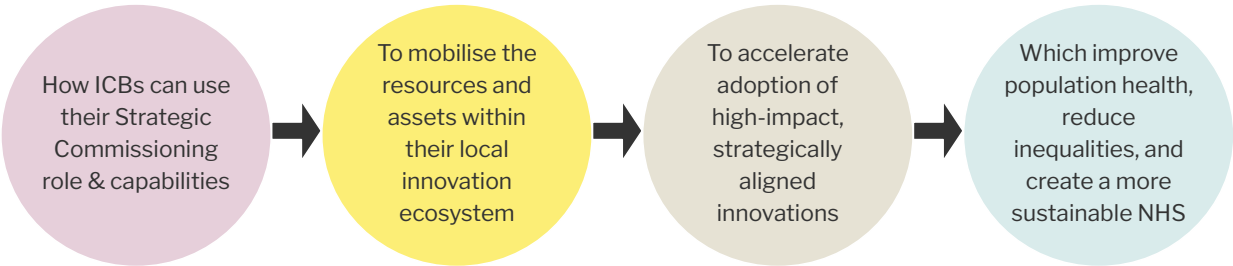


ICB innovation cycle


Key steps to embedding innovation adoption within strategic commissioning



Stage 4: Embedding innovation adoption into ‘Evaluating impact’ means establishing an approach to monitoring, evaluating and learning about the implementation and impact of individual innovations, as well as the system’s collective approach to innovation adoption

The first step is to make sure that **real time learning and evaluation is embedded alongside performance monitoring**, building shared understanding of the novel and emergent nature of innovation and a collective response to quality and risk


The second step involves evaluating and reflecting on the impact of the innovation cycle and **continuously improving the approach to innovation adoption**


 Creating a more preventative, community-based, technology enabled NHS will require radically different models and solutions, and ICBs will need support to adapt and develop new approaches to commissioning, implementation, measurement, evaluation and learning

Stage 3: Embedding innovation adoption into strategy delivery means creating a clear mechanism for appraising high-potential innovations and making best use of commissioning levers, including ‘payor functions and resource allocation’, to accelerate adoption, spread and scale

The first step is to ensure that the right people are involved in **appraising the case for adoption**, and reviewing evidence, learning and expected impacts, against agreed strategic criteria


The second step involves **accelerating adoption and change using commissioning and decommissioning levers**, by carefully considering appropriate funding, contractual and procurement mechanisms


 Early engagement of key decision makers lays the foundations for a more collaborative, solutions-focused decision making process focused on how to embed innovation within business as usual financial planning. This enables the system to identify the most appropriate, proportionate and sustainable approach to innovation implementation and sustainability, including decommissioning existing services, where necessary

Stage 1: Embedding innovation adoption in ‘Understanding local context’ means using data and stakeholder engagement to understand local challenges and the need and potential for new solutions

The first step is to **identify current and future challenge areas**, ensuring that innovation is rooted in what matters to people, communities and staff, and data and evidence of where services and outcomes need to change


The second step involves **identifying opportunities for innovation and improvement** by carefully defining the problems and understanding what’s possible by drawing on good practice and promising solutions from within and outside the system

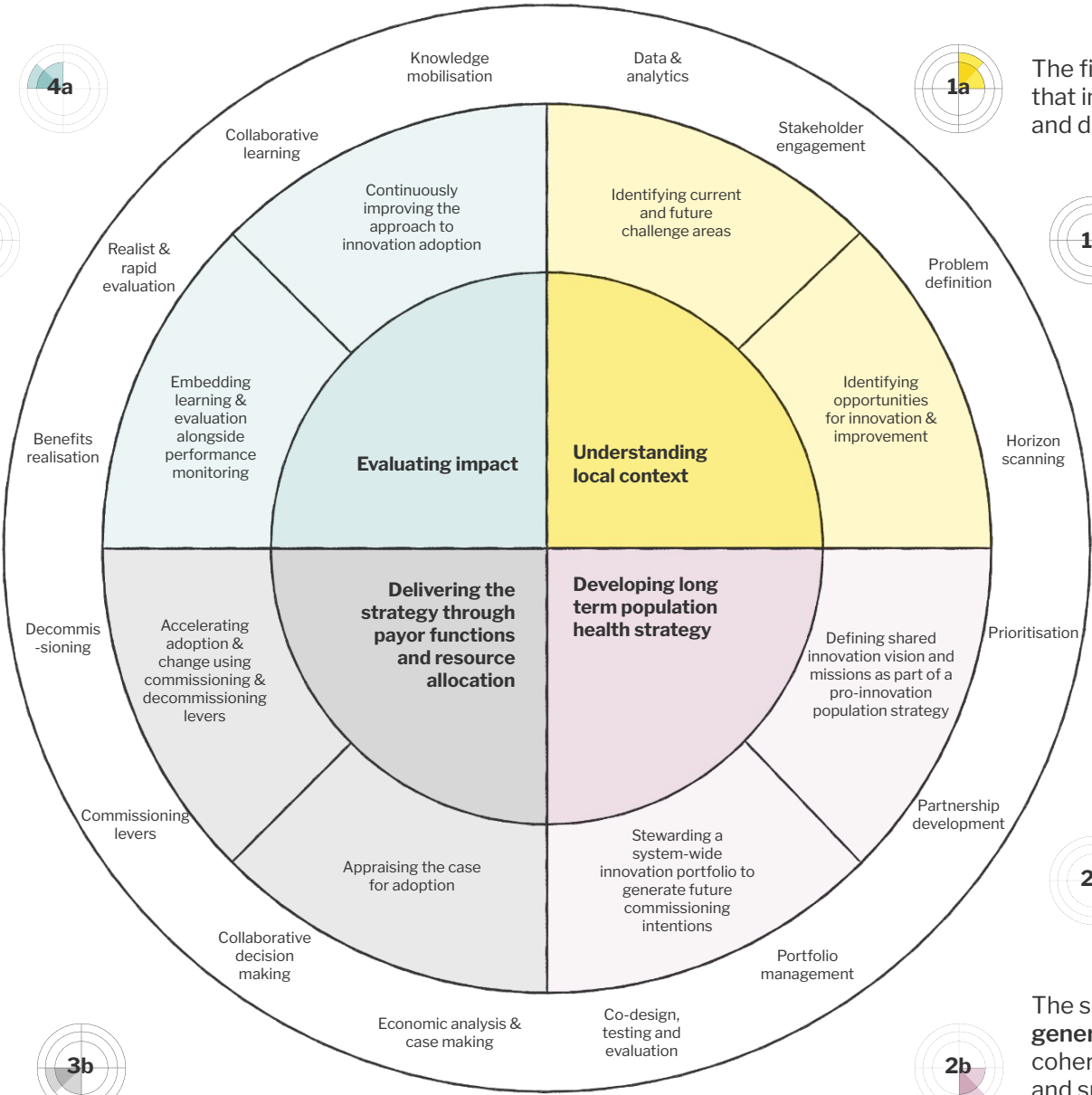

 Embedding innovation from the start of strategic commissioning makes sure that innovation activities and capabilities are aligned with system priorities, are rooted in real needs, and have buy in and support from across the system - from leaders, workforce, people and communities

Stage 2: Embedding innovation adoption into ‘Developing long term term population health strategy’ means creating a whole system commitment to driving transformation through the adoption of practices, treatments, products, technologies, pathways or service models that can improve population health, reduce inequalities and create a more sustainable NHS

The first step is to **define shared innovation vision & missions**, to set the system’s ambition and approach to innovation and agreeing a small number of priority areas where innovation has the greatest potential to drive impact

The second step is to **steward a system-wide innovation portfolio to generate future commissioning intentions**, creating greater visibility, coherence & strategy alignment across the system’s innovation activities and supporting a coordinated, mission-led programme of testing and learning, in collaboration with HINs, providers & other innovation partners


 Developing a coordinated approach to innovation adoption mobilises and optimises the leadership, skills and resources of the whole system, including regional HINs. This creates shared ownership of the innovation pipeline, enables early identification of expectations and constraints, and creates shared understanding of future commissioning possibilities and intentions



Some of the specific ways that ICBs can drive innovation adoption as part of a whole system approach include:

Creating alignment & accountability to the Population Health Strategy

Mobilising investment and resources

Leading complex, whole-system innovation

Incentivising provider engagement & ownership

Engaging strategic authorities and wider system partners

Aligning commissioning intentions and Population Health Improvement Plans