

Innovation & Improvement

Taking ideas through development to delivery

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30 September 2021, NHS Wales Finance Academy

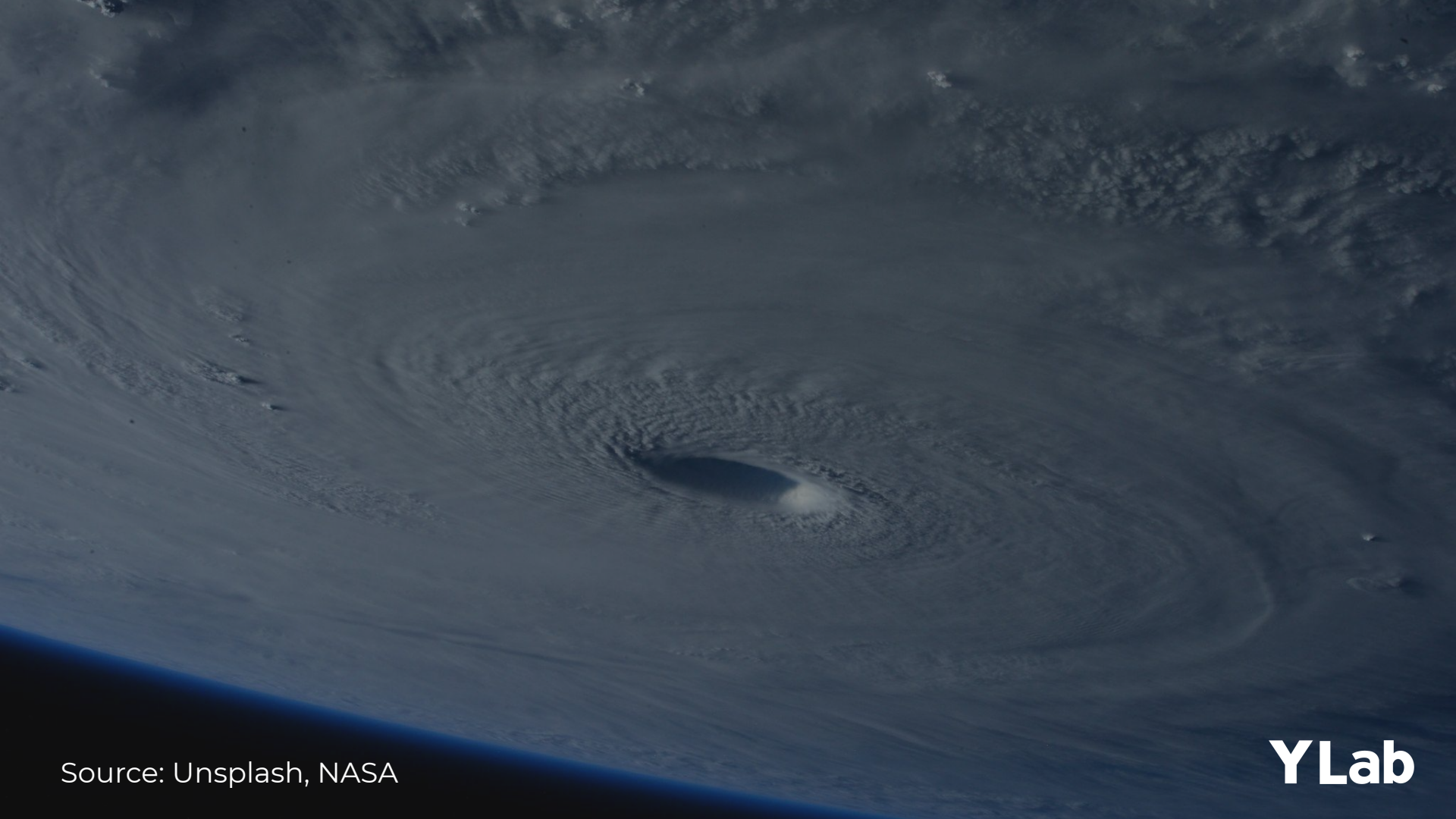
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Source: Unsplash, Niklas Hamann

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Source: Unsplash, NASA

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Source: Unsplash, Ryan Hutton

**What would life be if we had
no courage to attempt
anything?**

- Van Gogh

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Public problems are complex problems

Source: Unsplash, Joshua Fuller

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IMPROVEMENT

Building on previous designs; tinkering within current frames and bounds. *eg. iPhone 13*

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INNOVATION

Redesigning the way something has traditionally been conceived of & implemented *e.g. the first iPhone*

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Redesigning the way something has traditionally been conceived of & implemented *e.g. the first iPhone*

TRANSFORMATION

Changing collective patterns of behaviour; it's a cultural shift *e.g. Apple and its consumers and competitors*

Source: Unsplash, Steve Johnson



**All things are designed
but not all things are
intentionally designed.**

- Ingrid Burkett

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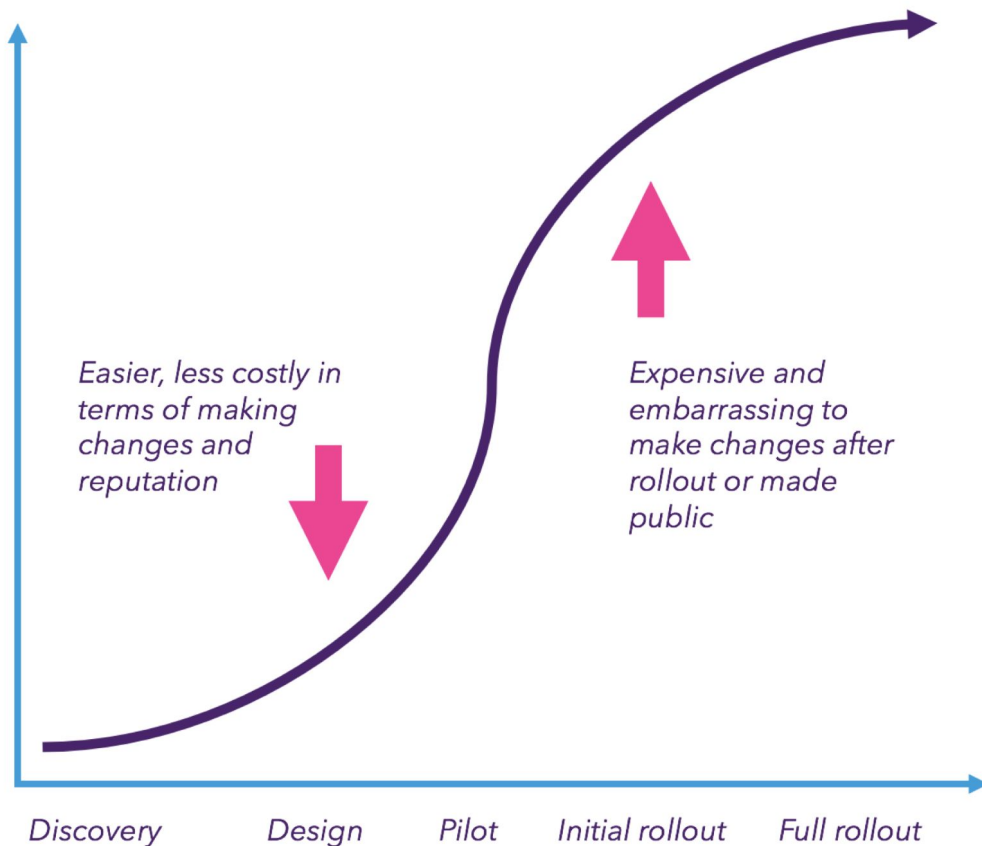
Reframe failure

A system's willingness to become aware of its problems affects its ability to act on them.

Westrum (1993) Weick (2009)

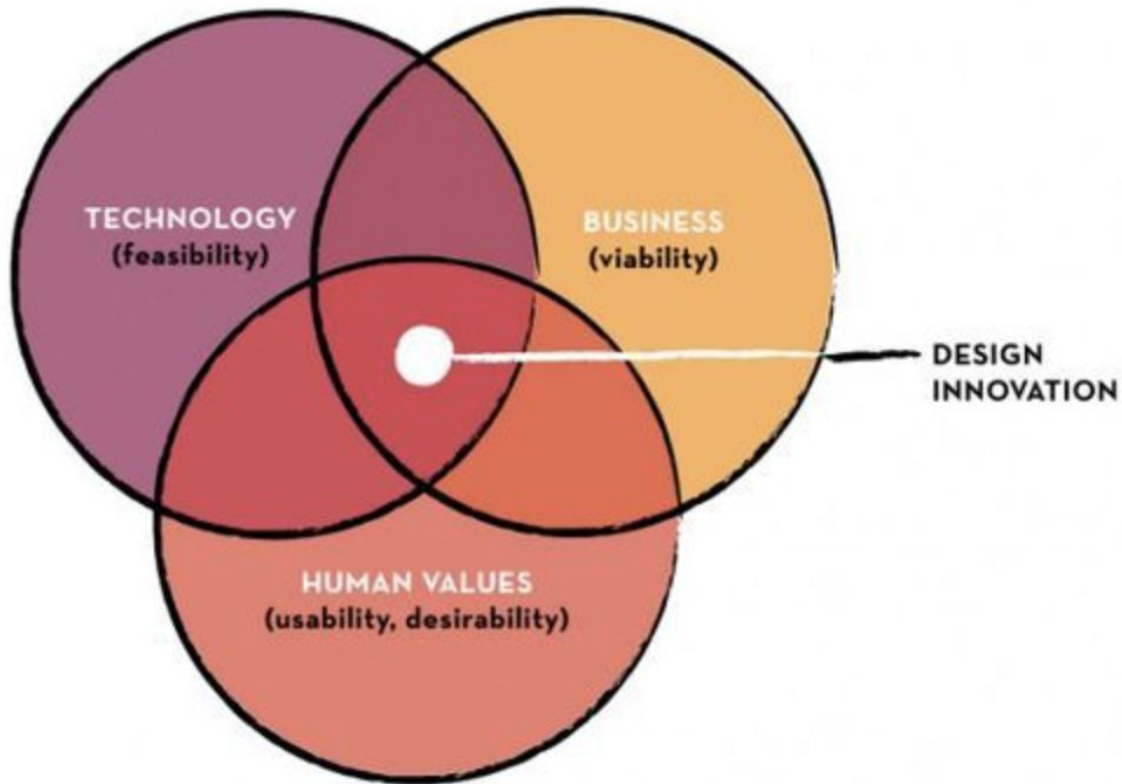
***Source:** adapted from the Australian Centre for Social Innovation (TACSI)

COST
in terms of money
or reputation



TIME / PLACE IN PROCESS

This axis can be understood in terms of how aware the public (at large) is of an outcome and the level of commitment to its delivery.



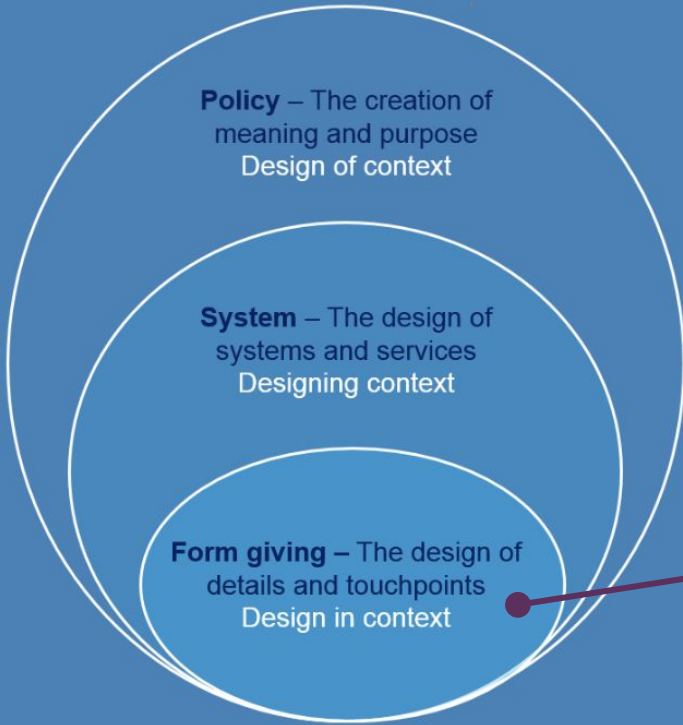
From the Stanford Design School



D3
Reform
Ethos, values, rules
and principles

D2
Perform
Roles, relationships,
experiences and
platforms

D1
Form
Artefacts, details,
touchpoints



Macro

Micro

Graphic design

Product design

User-centered-design

Architecture

Interior design

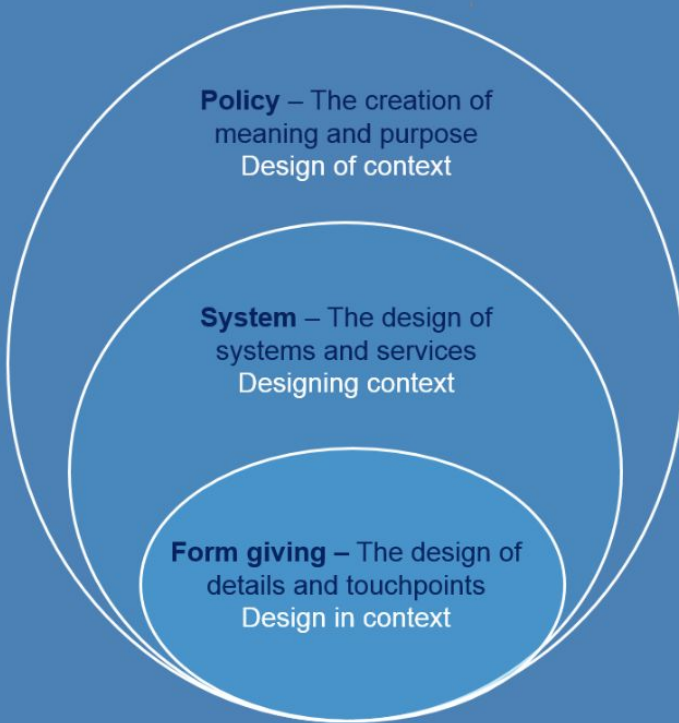
Adapted from Young, Blair and Siodmok, 2001. Beyond the Bauhaus ICSID



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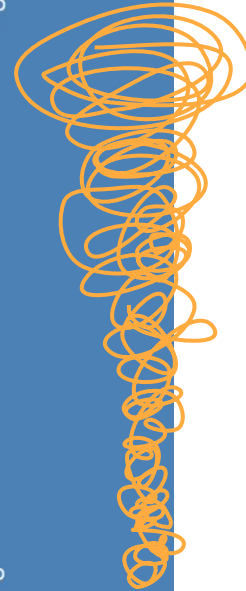
Policy – The creation of
meaning and purpose
Design of context

System – The design of
systems and services
Designing context

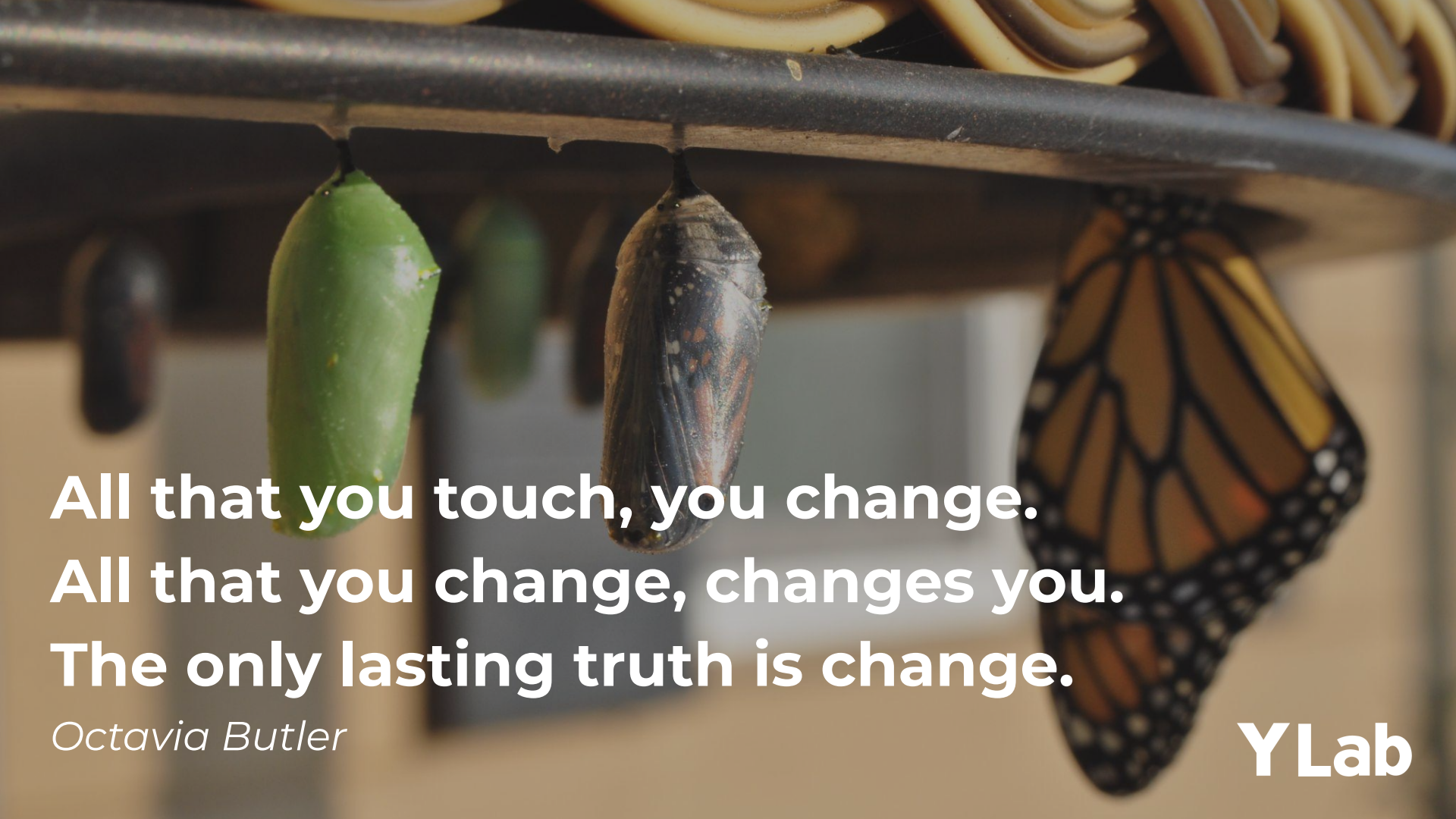
Form giving – The design of
details and touchpoints
Design in context

Macro

Micro



Adapted from Young, Blair and Siodmok, 2001. Beyond the Bauhaus ICSID



**All that you touch, you change.
All that you change, changes you.
The only lasting truth is change.**

Octavia Butler

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Perhaps no single phenomena reflects the positive potential of human nature as much as *intrinsic motivation*.

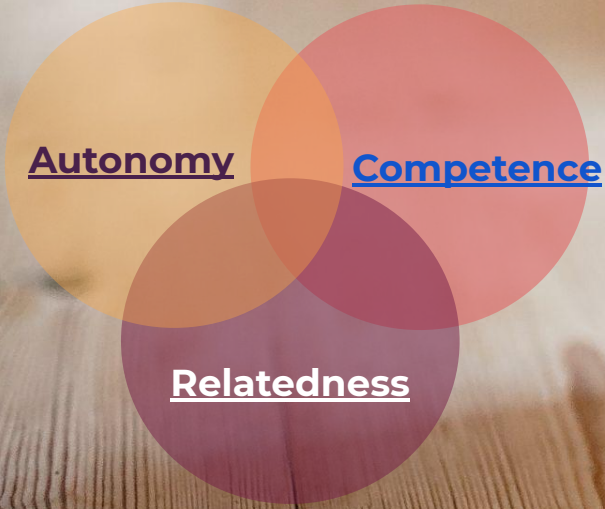
Deci & Ryan



YLab

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Deci & Ryan



ENERGY


DIRECTION

PERSISTENCE

EQUIFINALITY



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**We do not learn from
experience, we learn from
reflecting on experience.**

John Dewey

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YOUR INSPIRATION

What first inspired you to enter into this work?

My dad

Helping others

to make a difference and give back

my mother worked in the NHS

make a difference to patient care

A love of numbers

Ability to make a difference

Wanting to influence how public funds were used;
to benefit the public

To play a part in the NHS which I hold dear

What first inspired you to enter into this work?

my community

to make a difference

A desire to serve community

Improving practises

wanted to make a difference

to make improvements

Curiosity

to make a difference to patient care

Wanting to use my skills to makes things better for my friends, family, neighbours and general population of wales

What first inspired you to enter into this work?

Make a difference to healthcare in my area

To make a difference

Contribute to improving Health

Common goals

wanting to make things better for people

giving back

Making a difference

Good career whilst also being able to support the general public

My mum

What first inspired you to enter into this work?

helping spend public monies in the most efficient way

desire to use numerical and analytical skills for public good

The culture of the NHS is one I've found to be unrivaled, I also really enjoy the partnering work, as you get the best of both worlds, finance and operational work

To help our community and make a difference

To help the community that I live in

Being proud of the organisation I work for is important - I am very proud to work for the NHS

Wanted to make a difference, but didn't like the sight of blood. :-)

Motivation to make a difference to all

To ensure good use of funding/resources

What first inspired you to enter into this work?

always had an interest in accounting, and a desire to serve the community

i wanted to be part of the amazing public service we have in the NHS

Wanting to make a difference to public health

to make improvements for people

Having a long spell in hospital as a patient

I wanted to make a difference to people

made best use of my degree

Making a difference

wanted to make a difference within the public sector.

What first inspired you to enter into this work?

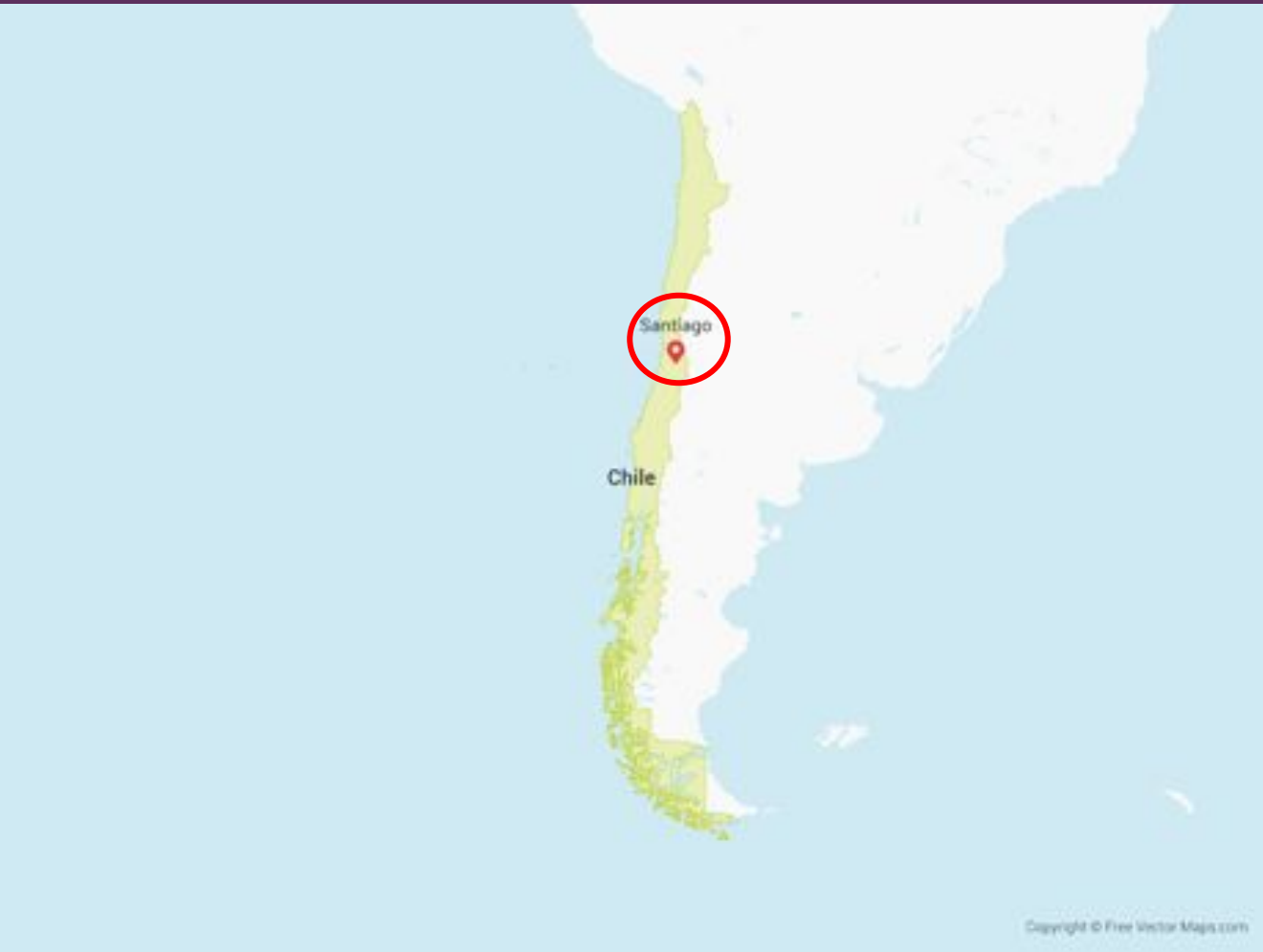
Earnings

job security

to support public services

To Help Others

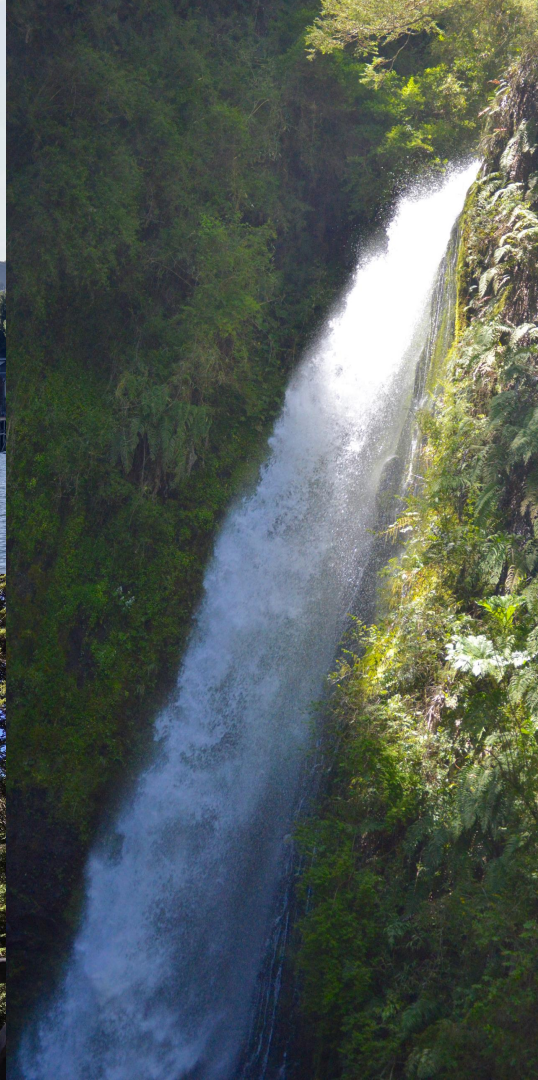
All organisations have the same issues with regards to introducing change.



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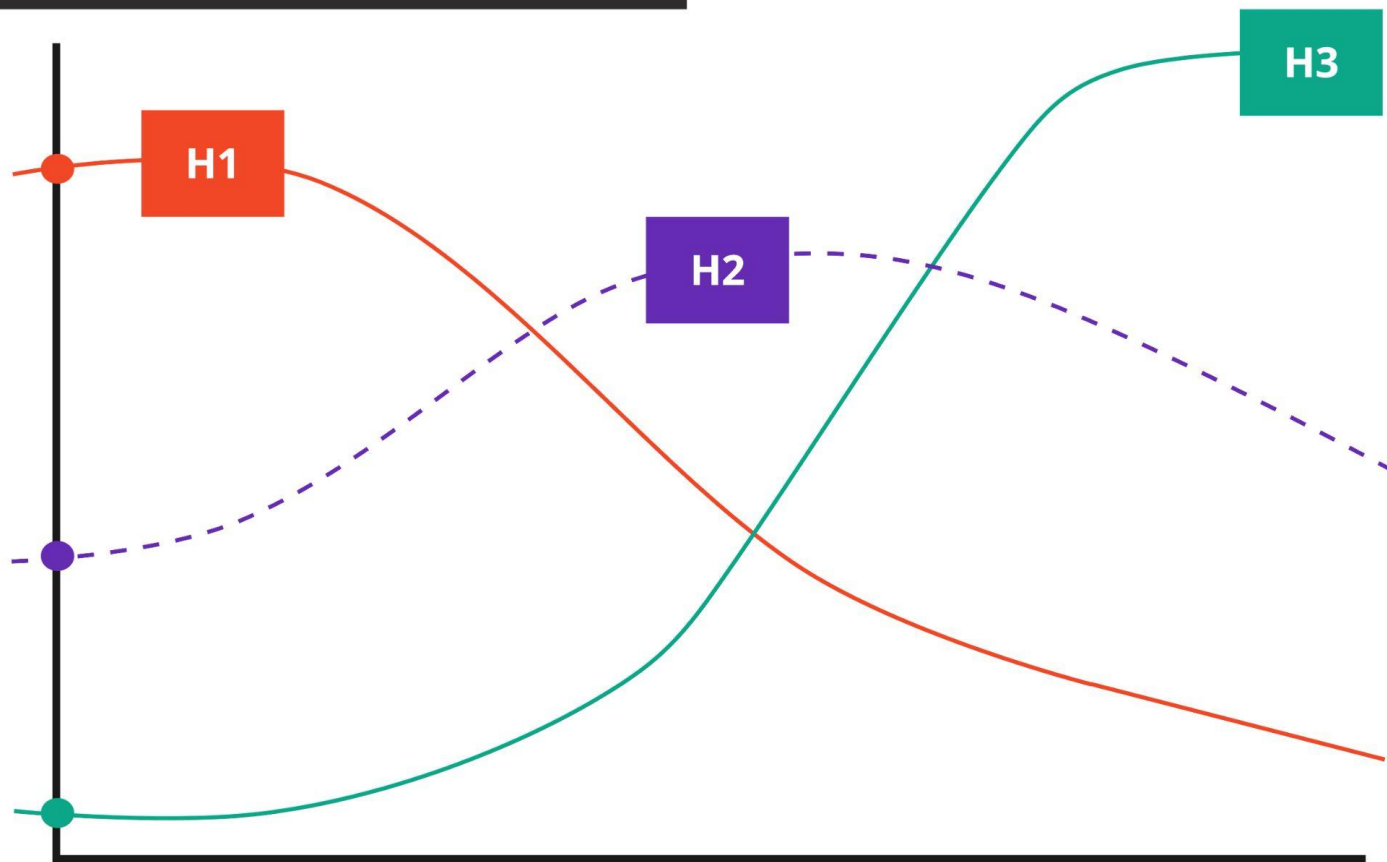




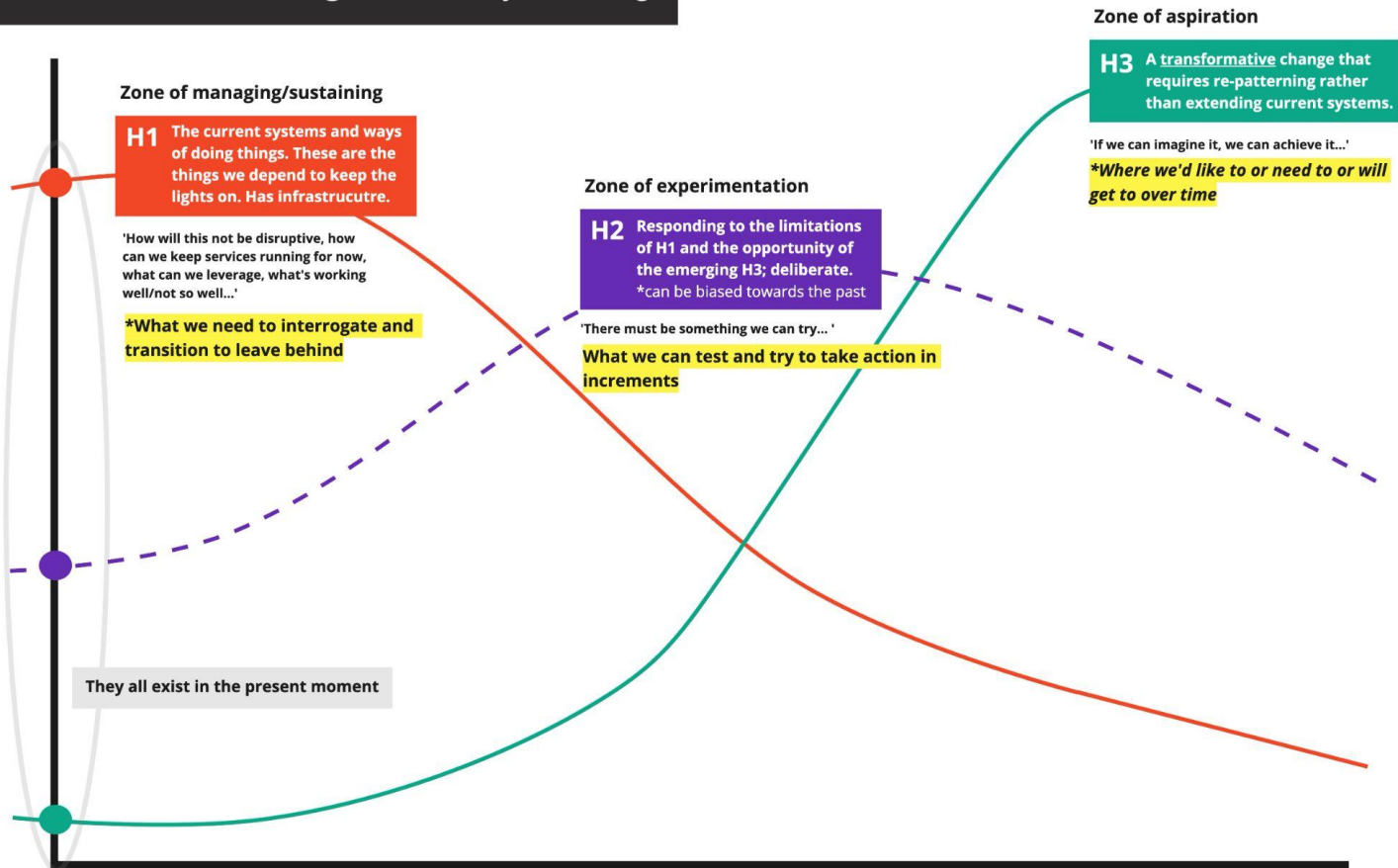
The South


**How can we/I begin this
intentional design journey and
move with more motivation
into recovery?**

Three Horizons thinking - *what's always occurring*



Three Horizons thinking - *what's always occurring*



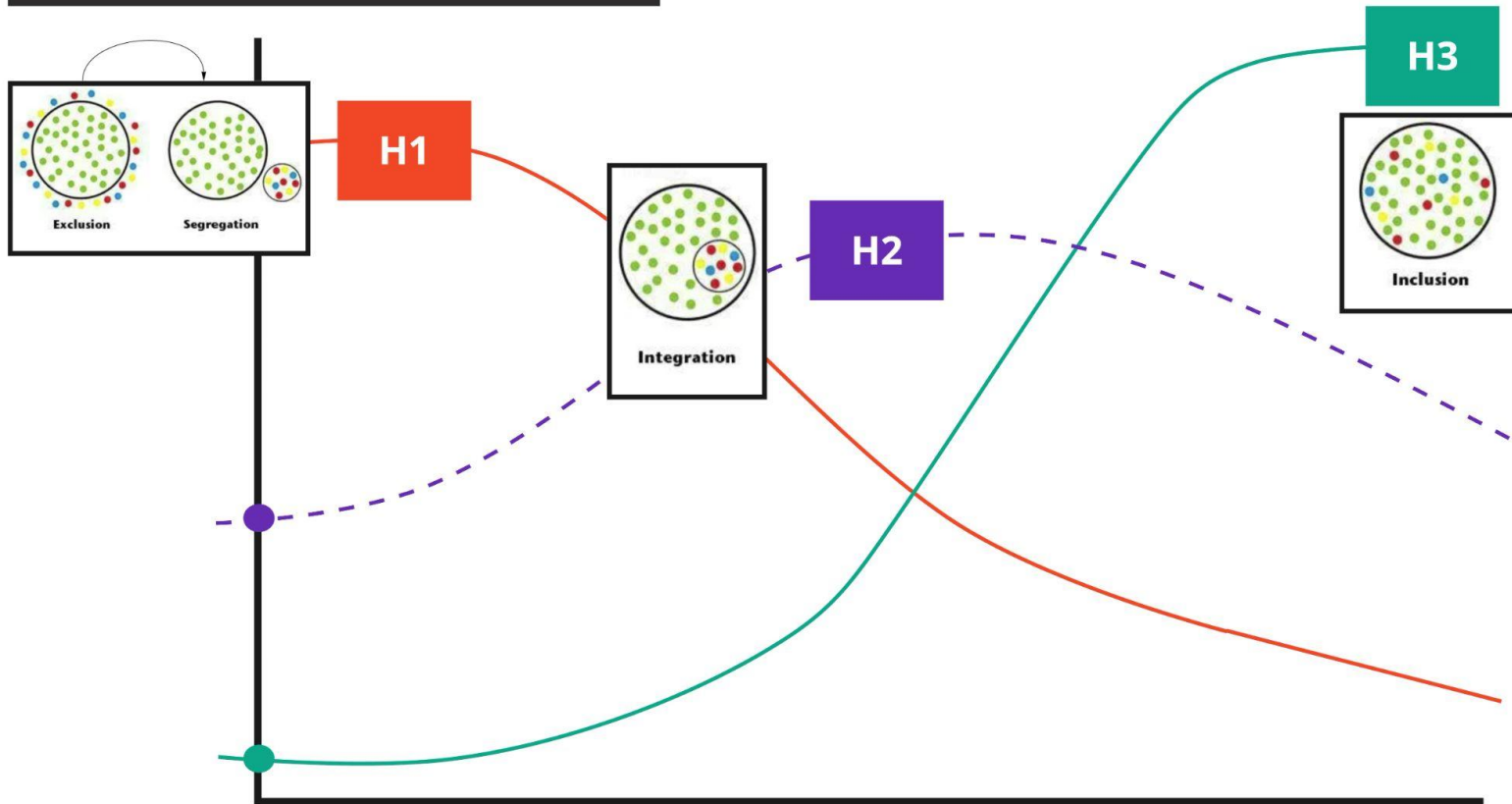
A close-up photograph of a monarch butterfly's life cycle stages hanging from a dark, horizontal branch. From left to right, there is a bright green caterpillar, a dark brown and black pupa, and a partially visible adult monarch butterfly with its characteristic orange and black wings. The background is softly blurred, showing more of the branch and other butterflies.

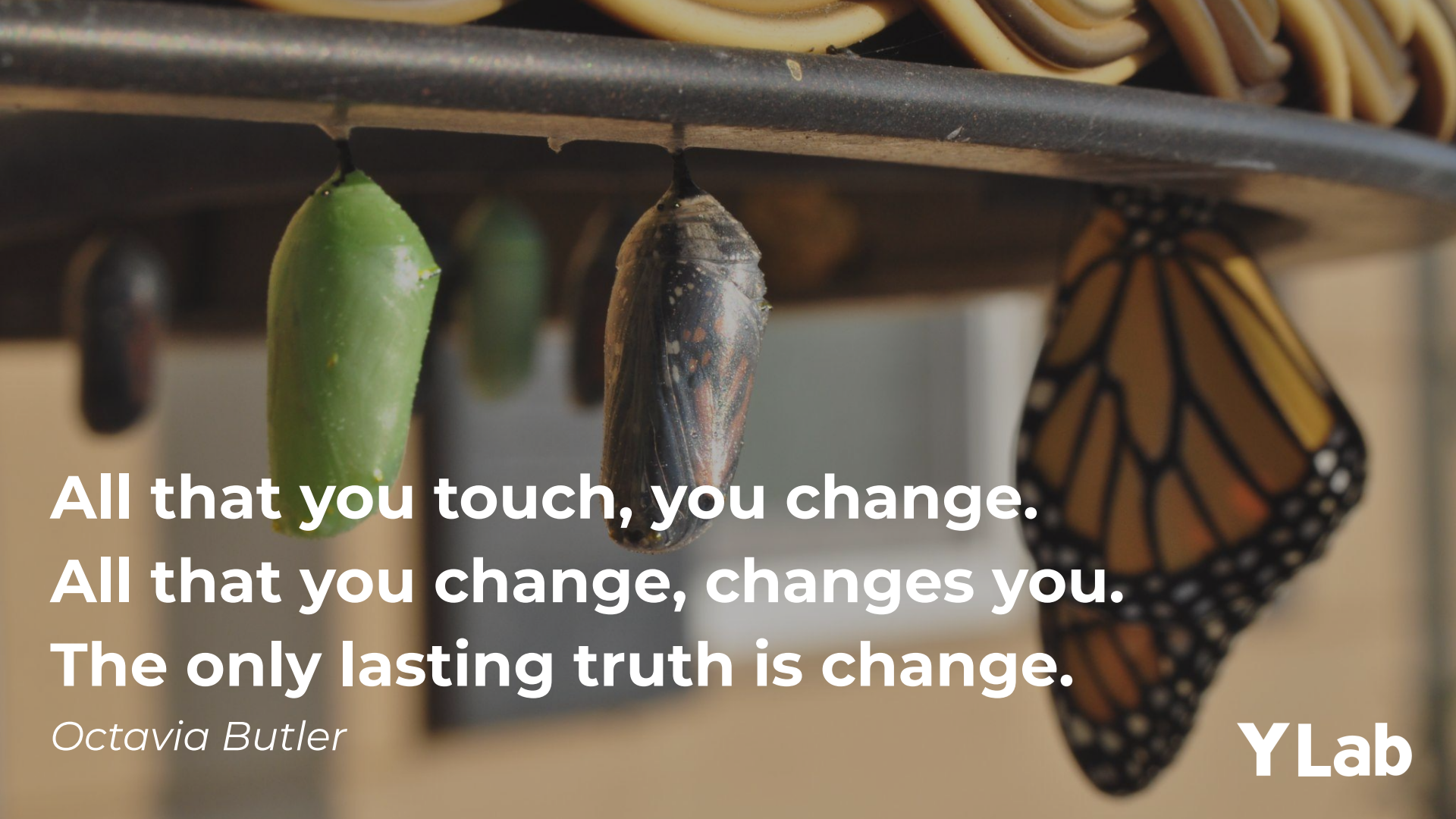
**Transformative change is that change
which requires a repatterning of our
collective lives rather than an extension
of our current pattern.**

Bill Sharpe

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Three Horizons thinking - people with disabilities






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PEOPLE

PATTERNS

PATHWAYS

PRACTICES

ENERGY

DIRECTION

PERSISTENCE

EQUIFINALITY



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PROBLEM FRAMING



CASE STUDY

**SHARE
BELONG
CONNECT**



Barts Shield:

**Co-producing social innovation
during the Covid-19 Pandemic**



**FIDELIA
ESELL-UWAGBAE**

Matron, Division of Medicine WXH
Barts Shielder

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A teal-tinted landscape featuring a winding road that curves through a valley. In the background, there are rolling hills or mountains under a hazy sky. The overall mood is serene and contemplative.

**Problem framing is an
intentional process.**



Source: Unsplash, David Travis

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Frames narrow our vision.

Source: Unsplash, Brandi Ibrao

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Sickness

Source: Unsplash, CDC

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Wellbeing

Source: Unsplash, CDC

YLab

If you focus on sickness, you're going to end with doctors as the key actors; if you focus on wellbeing, you're going to end up with communities as key actors.

Cormac Russell

**If you get too focused
on your 'territory' and
how you've defined the
problem...**



**You'll miss the wider
system.**

Source: Unsplash, Alex Wolfe

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1

Problem framing is an **approach to innovating** or trying to do things ***differently***.

2

Be **explicit** about the **history** and context of your problem.

3

Respect and **embrace** complexity, don't shy away from it.

4

It's a fundamentally **collaborative** process, you shouldn't frame alone.

5

Problem framing is an **experimental, active** process.

6

Invest and do the work **upfront** and focus on ***conditions***.

Principles

IMPROVEMENT

working within the same frame

INNOVATION

changing the frame

INVENTION

creating something fundamentally new (product)

TRANSFORMATION

shifting an entire system in look, feel, behaviour

I noticed...

time and trust in change is a big challenge

the drive to understand barriers and try overcome them

How much there still is to do

Energy to change during covid

There are some really keen innovators who want to help drive improvement

the energy and enthusiasm

I noticed...

how much incredible work we have done over the last 12 months

Energy for change

Inspirational

there's a need to set time aside to be innovative

Innovation isn't always planned

level of engagement and senior buy-in

That informatics and analytics is a core aspect of the journey

team work

energy and commitment

I noticed...

lots of energy and a desire to change

what wonderful things we have done in NHS Wales Finance

Presenters energy in pursuing innovation

that in reality we are all innovators most of the time but don't always recognise it as such....

we have to make time for innovation no matter how busy we are - it needs to be embedded in our normal working practices and it's everyone's responsibility

Company Culture

how well and comfortable you all come across

A lot of 'innovation' involves tech based outputs or tools. This can be a barrier in itself to many, so we need to remember the process behind it needs a variety of skillsets.

Covid has kick started innovation uptake maybe organisation were reluctant to go with before

I noticed...

You will get there in the end

There is so much we can do if we dont allow the barriers to stop us

energy

tidy

I felt inspired by...

the work that the individuals and teams have achieved

the energy and enthusiasm of all the speakers

the benefits that technology can provide to make life easier

time savings and improved data quality at PHW using software

The level of adaptability displayed

The positive impact this also has on people, teams and future motivations

change.....

The developments inspite/because of COVID-19

Hearing some positive developments, and great achievements

I felt inspired by...

People rising to the challenge

Finding opportunity in crisis

seeing success

The energy and commitment to see these through

Paul's stories of barriers overcome. Many seem insurmountable when faced..!

opportunity to change

what's already been achieved

the hunger to succeed

Paul Harry's Soundbite on static solutions to changing problems - and how not to do it

I felt inspired by...

commitment to see things through during covid

the drive for improvement

I wonder...

what we could achieve and the differences we could deliver

What the new ways of working will be in future years

Just how much more we can achieve by working together across Wales

what we can all do next ?

... what you'd do differently now?

what i could do to support improvements / innovation / best practise change

how can we hold onto this motivation that has inspired innovation during the pandemic?

what else can we do, how can I give myself more time to focus on other priorities?

what ' solutions' I've built to changing problems, which have turned out to be static and how can I change them

I wonder...

will innovation and change slow down again after the pandemic and not just be adopted at pace in a crisis

if we will keep working remotely or go back into the office

FUNCTION + CLOSING

Repatterning

Step 1 - challenge your frame

Step 2 - sharpen your frame



Function

form follows

Function



Source: Unsplash



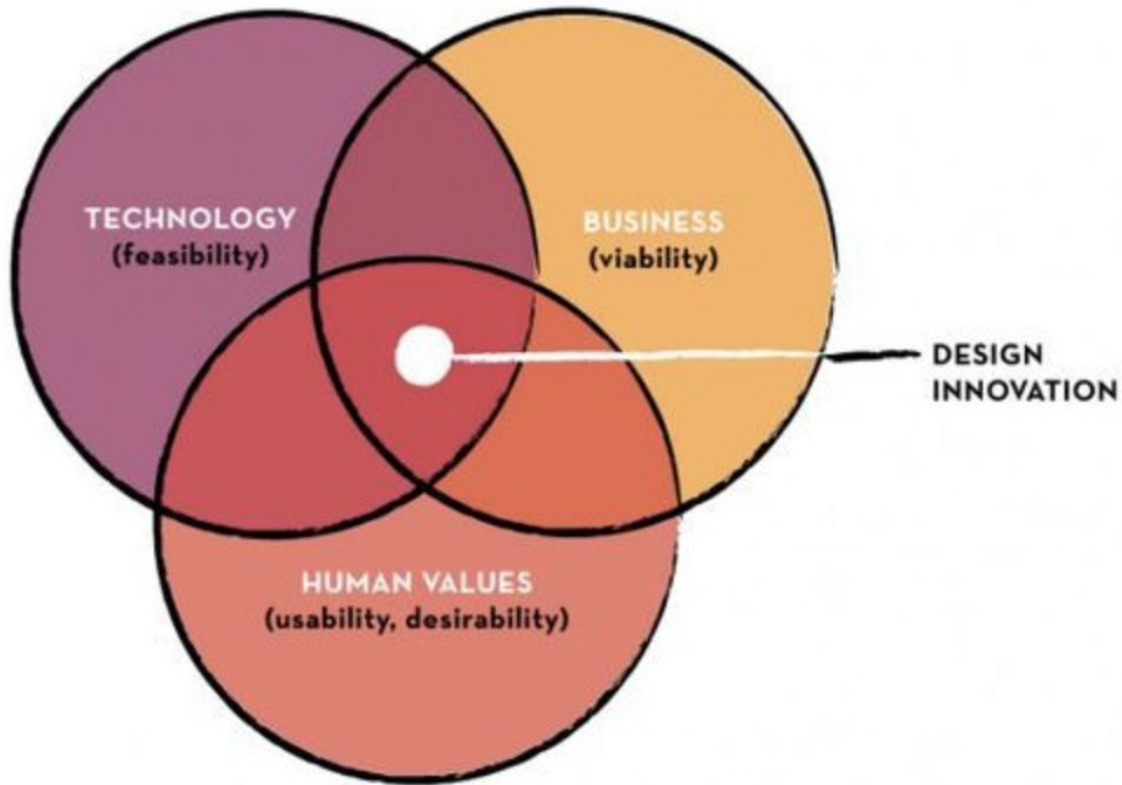
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Sit toilet



Squat toilet

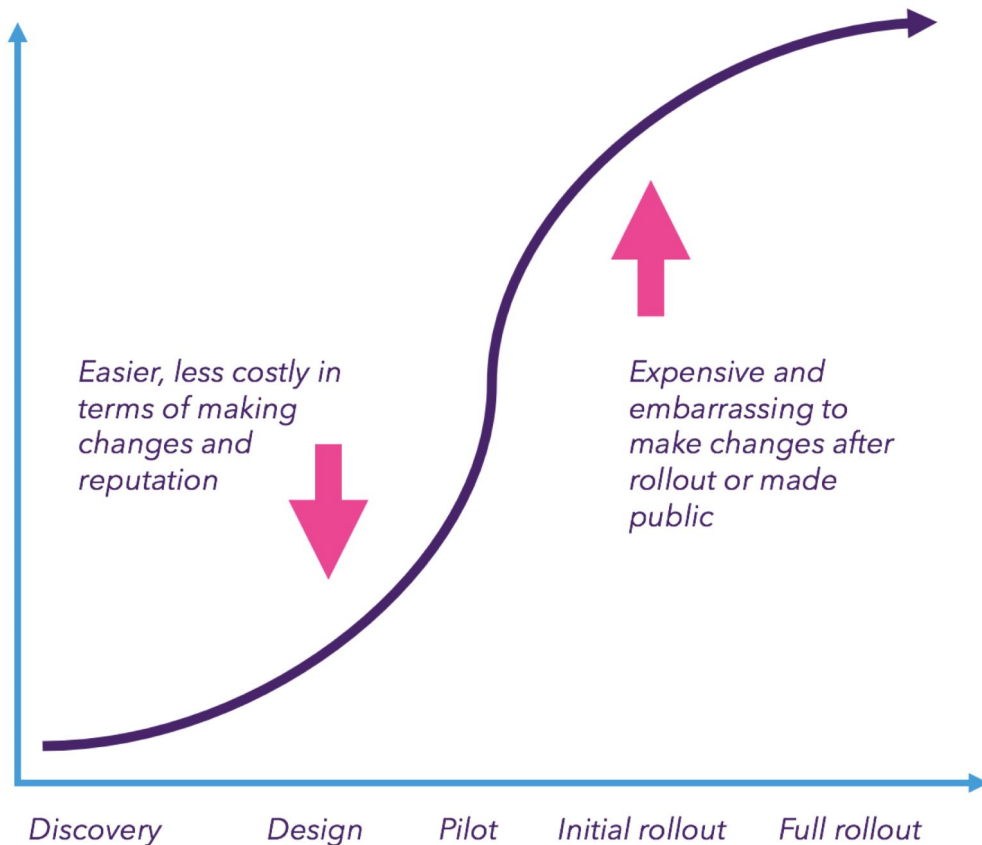




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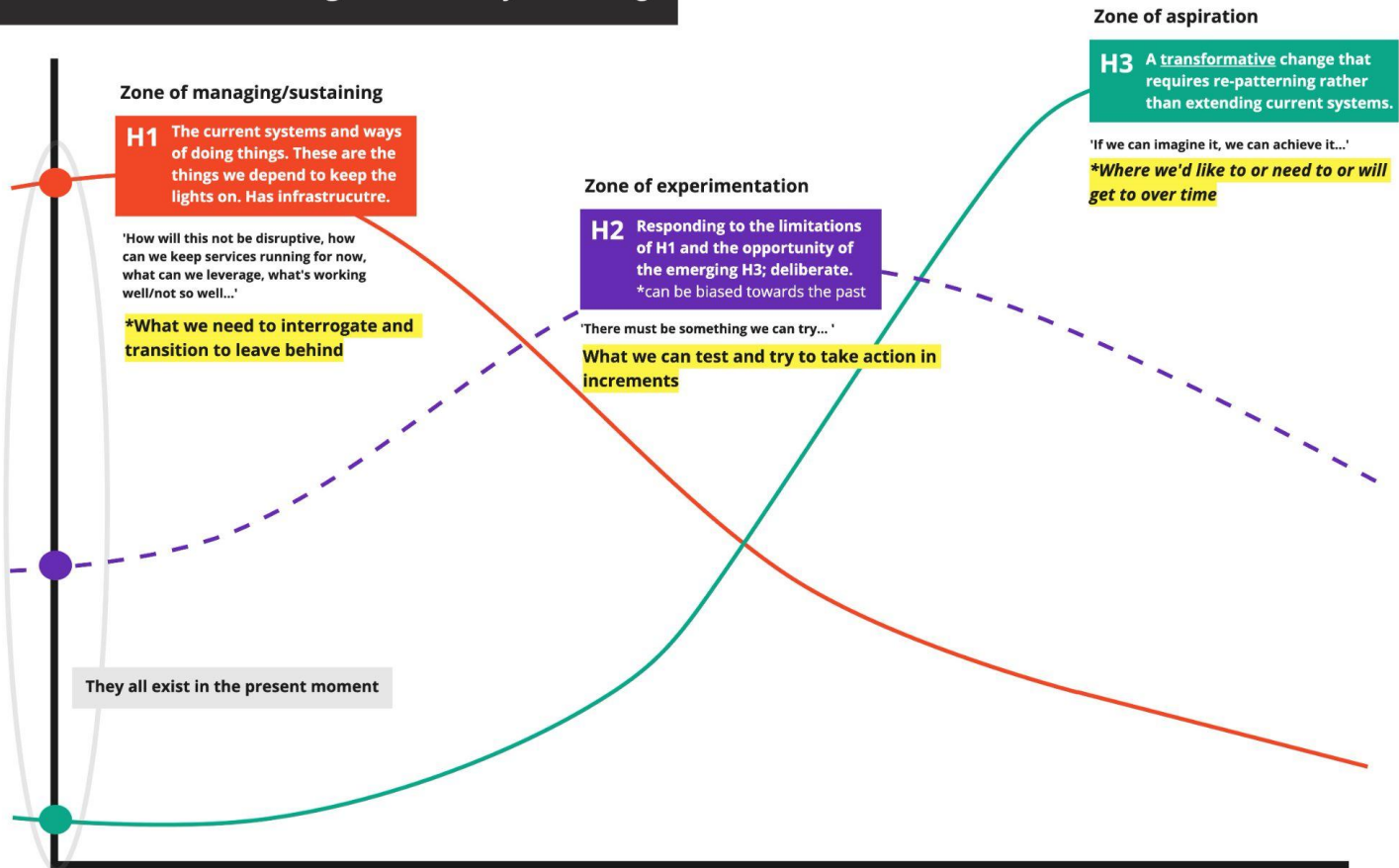
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Three Horizons thinking - *what's always occurring*



***Hope is not passive.
Hope is not blah, blah, blah.
Hope is telling the truth.
Hope is taking action;
And hope always comes from the people.***

Greta Thunberg



Source: Unsplash, Aarn Giri

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Improving practises

wanted to make a difference

to make improvements

For 2 minutes...

Draw a continuous spiral as slowly & tightly as possible



Thoughts about today in ONE word:



Today, I learnt...

Anything is possible

That we CAN change things!

anything is possible !

To take a minute and think why am I here

That I need to find the time for innovation

That the NHS is more dynamic than what people give it credit for.

That there are a lot of keen innovators out there

It takes the power of people to make things happen

to remember to reflect and share

Today, I learnt...

dont be afraid of innovation

We can if we dont feel scared

not every idea is a bad idea

there are lots of people who are passionate about implementing change

to open my mindset to embrace opportunities for innovation

That I want to be in H3

not to be frightened of introducing change.

to keep pushing forwards with new ideas

Decision makers are keen to see changes happen

Today, I learnt...

to stand up

investment in innovation is key

to embrace new ideas

learn through collaboration and don't be afraid to take risks

more about the barriers to innovation in the public sector

Keep pushing new ideas

Motivation is a key part of innovation

change is good

Think about horizons - different view.

Today, I learnt...

Change is continuous and we can't have stand still solutions

People are passionate about implementing changes to processes

To remember to take time to REFLECT

