

Innovating and collaborating for a healthier population

Annual Review 2017/18



GET STARTED 

What we do

We turn the potential of innovation into reality to help solve our partners' challenges.

Imperial College Health Partners (ICHP) exists to accelerate the adoption and spread of innovation amongst our member organisations to transform care and maximise efficiencies for the benefit of patients.

We connect a unique network of experts within and outside the NHS who together, through collaboration, are committed to solving the biggest challenges facing the health and healthcare of our population.



North West London has an ambitious Sustainability and Transformation Plan covering a wide range of services. We are working closely with Imperial College Health Partners on a great number of areas....we value their expertise in helping us understand our needs in greater detail, through in depth data work, scouting for and assessing of solutions locally, nationally and internationally, as well as their assistance in the implementation and evaluation of innovation."

Mohini Parmar,
Chair of Ealing CCG and Chief Revenue Officer for the North West London Sustainability and Transformation Plan

Clare Parker,
Chief Officer, CWHEE
Collaboration of CCGs and Senior Responsible Owner for the North West London Sustainability and Transformation Plan

Our members

Brunel University **Buckinghamshire New University** Imperial College London **Central and North West London NHS Foundation Trust** Chelsea and Westminster Hospital NHS Foundation Trust **The Hillingdon Hospitals NHS Foundation Trust** Royal Brompton and Harefield NHS Foundation Trust **The Royal Marsden NHS Foundation Trust** Imperial College Healthcare NHS Trust **London North West University Healthcare NHS Trust** Central London Community Healthcare NHS Trust **West London Mental Health NHS Trust** NHS Brent CCG **NHS Central London CCG** NHS Ealing CCG **NHS Hammersmith and Fulham CCG** NHS Harrow CCG **NHS Hillingdon CCG** NHS Hounslow CCG **NHS West London CCG**

Our team

At ICHP we offer a free-thinking environment, encouraging staff to work creatively and identify solutions for complex challenges.

Since 2016 we have increased our workforce by 31% (16 to 21 people), with our staff focused on our evolving portfolio of projects in response to the needs of our partners.

We pride ourselves on our ability to negotiate complex relations and overcome delivery obstacles, supporting our partners in system-wide transformation. All team members are passionate about innovation, able to think laterally and can quickly build strong relationships with stakeholders. They have an appetite for analytics, evidence and learning in everything they do, and are able to understand new subjects rapidly.

We have colleagues with clinical backgrounds, others from the wider health sector and people with expertise in project management, economics, analysis, health policy, communications and strategic development.



We are making North West London a healthier population – the intrigue of making the future happen now.

Kenny Ajayi, Programme Lead – Patient Safety



I have never worked for a company with such a diverse array of expertise. I can learn from each and every one of them, which is an amazing opportunity.

George Garrad - Innovation Delivery Manager



I love the constant learning opportunities that ICHP brings. That, combined with working with great people on really exciting impactful projects, keeps me coming back!

Gemma Gerzon - Head of Industry



I love the flat hierarchy, the way everyone genuinely cares about your learning and development, and how helpful people are.

Dhivya Subramaniam - Health Economist

The ICHP way...

Building on our own experience and academic evidence, our methodology begins with the problem – not the solution. We work closely with our NHS members in North West London to identify the challenges they are facing and assess what their immediate needs are.

Working in partnership with industry where appropriate, we then scout evidence-based solutions which meet this demand. We also assess the impact of new solutions, supporting the further spread and adoption of innovation across the sector.



Diagnose

Identify problem

- Economic, analytical, clinical, human factors and patient involvement expertise
- Partnership model enables diagnosis of genuine 'whole system' problems
- Deployment of systems thinking



Treat

Gather insights, ideate, adapt & evaluate

- Innovation scouting capability
- Access to AHSN and international networks and partnerships with innovators
- Source evidence based solutions quickly
- Working with industry on partnership models



Change

Incubate, assess, impact

- Expertise in traditional project and change management as well as more innovative approaches
- Bringing together stakeholders for accelerated learning, implementation and funding

**Innovation requires behaviour change.
Transactional models are not sufficient to deliver transformational change**

Our impact **in numbers...**



34
thousand
people benefitting
from our work



20+
innovations
spread across
NWL and beyond
with our help



Over
£10
million
leveraged to
support our work



45+
contracts
awarded to
companies
supported
by ICHP

Highlights from 2017/18

18

We have sponsored **18 multidisciplinary healthcare professionals** to become Human Factor trainers, and supported the training of **140 frontline staff** in Human Factors training, helping to build patient safety capability locally.



Our Business Intelligence team have been commissioned to produce **national data dashboards** for NHS England and The AHSN Network, focusing on **population health data** and **sepsis** outcomes respectively.

200

We hosted around **200 people** at our first annual **innovation summit**, screened to more than **20 sites nationally**.

20%

We ran a **diabetes app trial** in partnership with North West London Collaborative of CCGs. Patients participating lost an average of two to three kilograms of weight and saw a significant reduction in their body mass index, blood pressure and blood sugar levels. **20% were able to stop taking their medication completely.**

200

We launched the **Discover health research register** for North West London, aiming to make it easier to conduct **health** research in North West London. In the first month **200 people joined the register.**

400+

400+ people participated in our capability and capacity building programmes, including our Intrapreneur and Q programmes, and accountable care and industry learning labs.

How we support our Sustainability and Transformation Plan (STP)

Over the last year, our support for the North West London STP has continued to grow. Here are some examples of how we are delivering targeted innovations and supporting problem solving:



Outpatient re-design

Our STP has committed to using technology more effectively to avoid the need for patients to travel to appointments, and to improve communications between primary care and hospital specialists. We have provided the facilitation framework to help colleagues to decide the tangible changes require to create significant impact at scale. We have also supported the STP to explore new technologies and innovative practice in a way that wider clinical teams can embrace and sustain. We will continue to support this large scale transformation through ongoing evaluation and measurement of impact.



Online consultations

In partnership with the North West London Collaboration of CCGs, we are supporting the delivery of the GP Forward View Online Consultations Programme. Support has included supplier market engagement, patient and professional engagement and strategic leadership. Over the next 12 months, we will be evaluating three pilots to understand the impact of different online consultation systems on primary care, with the results used to inform at scale roll out of online consultations across North West London.



Health economic analysis and evaluation support

We continue to provide a number of workstreams and projects within the STP with business intelligence and analytical services, including evaluation expertise. We recently partnered with the North West London Collaborative of CCGs to implement and evaluate the use of diabetes apps with diabetes patients, resulting in 20% of participants able to stop taking their diabetes medication altogether during the trial.



Pan-North West London Radiology Network

We're supporting the development of a North West London wide radiology network. Currently, we're creating a model to estimate business as usual growth for the sector for next five years, the impact of reducing repeat imaging and the potential savings of a single on-call service across North West London.

Our service offers and impact

Services for the NHS

Our offer

Our services for the NHS are broad-ranging and reflect the diversity of need within the sector. We support transformation, change and innovation in North West London and beyond and as such we are closely aligned with the STP. We provide a range of services to support transformation, change and innovation in the NHS. These include problem solving, business intelligence, engagement, change management, sourcing and implementing innovation, and evaluation.

Impacts

We support the delivery of a number of STP programmes through providing facilitation, engagement and evaluation support, specifically with out-patient redesign and trialling the use of online consultations. Other recent examples include our work to address serious mental illness (SMI) across North West London, supporting GP practices to implement a new SMI checklist when undergoing patient consultations, helping to identify and treat patients at an earlier stage.

In North West London there are more than 17,000 people with undiagnosed Atrial Fibrillation (AF), putting them at a higher risk of stroke. We have developed a range of tools and interventions to support CCGs and doctors to reduce this figure, and over the last two years we have identified more than 4,000 patients with AF.

As the *Patient Safety Collaborative for North West London*, we have committed to tackling three main patient safety priorities – Deteriorating patients and sepsis, Culture change and Maternity and neonatal. We have been commissioned to produce a national sepsis monitoring dashboard and analytics tool, which will support local and national partners to identify trends and predictors of poor sepsis outcomes locally. Nearly 160 frontline staff have taken part in our human factors training as part of our culture change work, and we will also shortly be working with all acute maternity providers across North West London to deliver quality improvement and support the development of Communities of Practice in this area.

More than
17,000
people
are living with
undiagnosed AF
in NWL

We have
identified
more than
4,000
people with AF

Our service offers and impact

Services for industry

Our offer

We provide a range of services to help innovators, academia, SMEs (small and medium sized enterprises) and wider industry navigate and work with the NHS. Regardless of how developed their innovation is, our **Innovation Exchange** offers a range of services, from early advice and grant-finding, to advice on accessing the market and even support with implementation. We also aim to create a fertile environment across North West London in which innovation can thrive, and industry is able to work productively in partnership with the NHS. Our numerous capability programmes, such as our Intrapreneur programme, support North West London healthcare professionals to articulate their challenges and to scout and adopt innovations. We also provide evaluation expertise to assess new innovations, ensuring that they continue to be supported to thrive and grow.

More than
20
innovations
spread across
North West
London

45+
companies
awarded
contracts

Impacts

Our Innovation Exchange approach already delivers value and economic growth for industry, SMEs and entrepreneurs, and provides us with visibility of hundreds of companies every year to keep a market overview of viable and available solutions. So far, more than 20 innovations have been spread across North West London with our help, with 45+ companies awarded contracts.

Many companies and ideas face the challenge of gathering the right type of evidence to launch in the healthcare sector. Often this is not just NICE type of cost effectiveness but also cost-benefit/switching cost type of evidence that would resonate with a procurement or medical director. We have therefore also recently developed a bespoke analytics offer with the NIHR London In Vitro Diagnostics Co-Operative (MIC) to provide tailored health economics, market analysis, market access and human factor analysis packages. We are also using the MIC service to help innovations developed via the Academic Health Science Centre (AHSC) pipeline, to bridge the evidence gap into the local health economy.

We also continue to form long-term strategic partnerships with industry, supporting our members to access the latest healthcare innovations. For example, we have recently entered into a partnership with Medopad, a leading UK healthcare AI company who lead on mobile health solutions which connect patients and healthcare professionals in real-time. This collaboration enables our members to work with Medopad on existing innovations, helping to improve diagnosis, enhance patient treatment and empower both clinicians and patients. We also have a strong thought leadership role in examining how NHS and industry can best work together to effect change. Recent partnership events we have held include **TEDxNHS**, the **Global Investor Forum** and the Health XL global gathering, connecting our local NHS partners with national and international industry stakeholders.

Our service offers and impact

Population health

Our offer

We support healthcare systems to make the transition to integrated care, and help to facilitate the development of accountable care systems. **Our work** includes commissioning and provision of services across multiple sectors involved in the prevention of ill health, enabling wellbeing and integrating treatment and care. This includes working with local authorities and the voluntary sector. We do this in three ways: knowledge sharing, capability building and supporting the development of integrated care systems.

Impacts

Capability building

- Hundreds of staff attended ICHP's five capability programs specifically designed to upskill North West London's workforce to achieve integrated care, with one group signing a landmark agreement between health and social care providers to collaborate in caring for their population. An executive education version of our course was also offered to international delegates in partnership with Imperial College Business School.

Knowledge sharing

- More than 100 delegates attended our 'Forum on Accountable Care', ran in partnership with the Health Foundation, Institute of Global Health Innovation, Duke Margolis Centre for Health Policy and World Innovation Summit for Health, with Lord Ara Darzi as a keynote speaker.
- We collaborated with NHS England to share our experience in developing integrated systems – hosting a series of learning events and advising on both national capability programmes and the development of national population health dashboards.

More than
100
delegates
attended our 'Forum
on Accountable
Care'

We collaborated with

**NHS
England**

to share our experience
in developing
integrated systems

Our service offers and impact

Population health

Impacts

Supporting the development of integrated care systems

- Our dedicated integrated care delivery team has supported a number of geographies in North West London, as well as those outside our geographical footprint - demonstrating our growing recognition as a respected knowledge holder in this discipline.
- Our business intelligence team has supported localities to move towards integrated care by providing bespoke support around data and transformation. The team has supported North West London to understand their population and identify areas where the most impact can be made, frequently utilising the largest integrated dataset in the UK for direct care use.
- The business intelligence team have pioneered new analytical techniques and continue to support their adoption in the NHS. Recent achievements have included:
 1. Creating disease specific dashboard tools that have been nationally adopted and endorsed by Public Health England, National Clinical Directors and NHS RightCare
 2. Advising on the design of National Population Health Dashboard for Integrated Care Services across the country
 3. Leading economic evaluations for the NHS Medical Directorate



The practical sessions... were invaluable as it anchors the model/theory in real world scenarios we see and face. I left the course with much to think about, clarity in how some of the pieces fit together, and a very practical tooling to support a move to outcome based care."

Daniel Catt,
Director, Healthcare
Executive – Population
Health Europe, Cerner

Our service offers and impact

Capability programmes

Our offer

We offer a range of capability building packages targeted at current and future health professionals. Our aim is to provide capacity as well as capability for addressing system and organisational priorities. The approach draws on collaboration with leaders and experts from health and other sectors, both nationally and internationally. This ensures we can develop and deliver bespoke educational packages for the health sector. Our extensive education programme covers a range of topics, including innovation, quality improvement and accountable care.

I am hugely motivated by my achievement on the Practical Course for Innovation Adoption in Healthcare Settings course, ran by ICHP and Bucks New University. I intend to continue putting the learning to good practice, delivering strong evidenced based arguments, designs and projects for the Trust.

Karen Janody,
rb&hArts programme
Curator at the
Royal Brompton
and Harefield NHS
Foundation Trust

Impacts

We have led a thriving course of capability programs across ICHP, focused on a range of areas including adoption innovation in healthcare, leading quality improvement, developing integrated care systems and learning lab sessions for industry. More than 400 professionals have attended our events and courses, as well as participating in individual coaching and mentoring sessions. We also have 80 members of our **Q community** for North West London, formed in partnership with Health Foundation. The mission of this community is to foster continuous and sustainable improvement in health and care, creating opportunities for people to come together as an improvement community to share ideas, enhance skills and collaborate to make health and care better.

Recent successes from our **Practical Course for Innovation Adoption in Healthcare Settings**, ran in partnership with Bucks New University, include one attendee using their learning to implement a project to create new outdoor spaces for hospital patients. And a team from The Royal Brompton and Harefield NHS Foundation Trust, who attended our **Intrapreneur** programme ran in partnership with the ?WhatIf!, has used the Intrapreneur methodology to improve the lung transplant referral process for patients with cystic fibrosis, reducing the assessment time from a two-day overnight stay to a day case.

More than
400
professionals
have attended our
events and courses

Working with and learning **from the best**



TEDxNHS
x = independently organized TED event

Page 14



healthxl

?WHAT IF!
INNOVATION PARTNERS

AVIA

MEDCITY
CORPORATE | CLINICAL | OFFICE



BostonPartners

SOCIAL FINANCE

THE BEHAVIOURAL INSIGHTS TEAM

VC
Venture Capital

Increasingly a global brand


We work closely with a range of international partners to help share learning from North West London, as well as to help introduce international expertise to our members. These strategic relationships also offer vital investment and partnership opportunities for our sector, facilitating the export of many of our members' innovations, as well as the opportunity to work with cutting edge industries to help improve their current healthcare services.



What we've learned

As a Partnership, we were designated Academic Health Science Network (AHSN) status in 2013. During our first five year license period we have established a strong and successful AHSN; one that is valued by our members and has connections that span the globe, enabling the latest learning and innovations to benefit our members and populations.

We have achieved a lot, and also learned a lot.



Creating an innovation eco-system

One of our greatest learnings has been that the key to successful adoption and further down the line spread of innovation is ensuring that there is a cultivated environment with absorptive capacity. At present, the NHS structure, resources and accountability all mitigate against making the most of innovation. Adoption happens despite of the system. Simply focusing on the supply side of innovation and solutions, without ensuring that relationships, culture and resources are appropriately cultivated and aligned will only lead to failure. We have therefore always seen it as our role to support our partners in developing the necessary resources and capabilities.

Developed a change methodology

Building on our own experience and the academic evidence, our methodology begins with the problem – not the solution. Too often, organisations as well as innovators leap to the solution before properly understanding and defining the problem and need. Our Diagnose – Treat – Change model seeks to fully understand and define need, before starting to scout for existing solutions. It is also underpinned by behavioural change methodology, and increasing belief that complex change in healthcare increasingly requires a systems leadership approach, alongside traditional transactional leadership models.

Formed a new, demand led model

Working in partnership with our local Sustainability and Transformation Partnership (STP), we have therefore created and operationalised a demand led model which ensures that our work addresses both the immediate and future priorities of our sector.

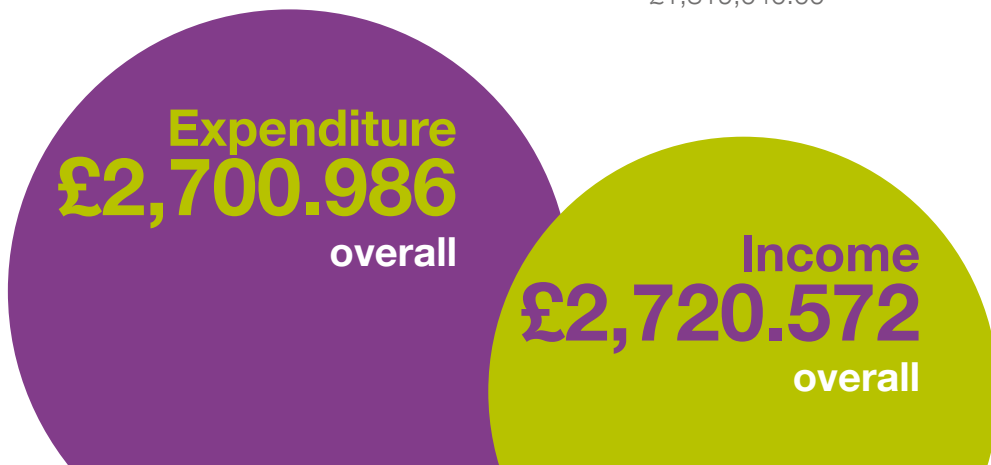
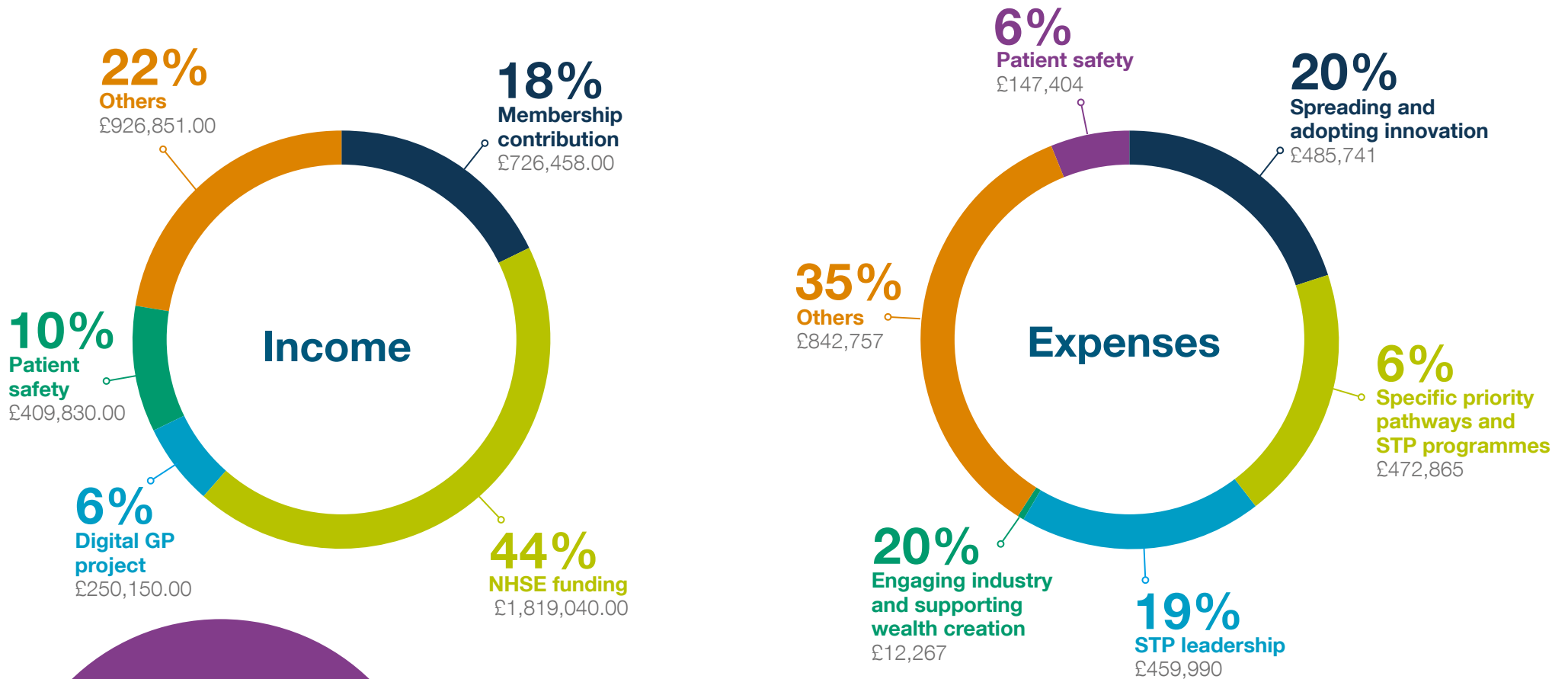
Future Priorities

Reflecting on the learnings from our first five years as an AHSN, our aim is to continue growing the work of ICHP across our sector and beyond.

Our areas of focus will continue to be our core demand led service offers for the NHS and industry, our population health work and our capability programmes. We will continue to support sector-wide systems thinking and leadership through our thought leadership work, helping to create a North West London leadership system that is able to deliver transformational and most importantly sustainable change at scale. We will also draw on our experience and learnings about patient and public engagement and involvement strategies, in order to respond to members' requests of support in this area.

In addition to our local priorities, we will also continue to deliver a range of clinical innovation programmes for our national commissioners at NHS England, including the PRecePT programme, Serenity Integrated Mentoring (SIM) and work to improve the detection and diagnosis of Atrial Fibrillation (AF). We will also support the local roll-out of national programmes such as the Innovation and Technology Payment (ITP), Small Business Research Initiative (SBRI) and NHS Innovation Accelerator (NIA), and will undertake the local business change needed to reliably report on these areas and the impact achieved. We will also continue to deliver our pan-London **Digital Health.London** and **Digital Health.London Accelerator** programmes, in partnership with UCLPartners, Health Innovation Network and MedCity. And we will also build our international partnerships with leading healthcare organisations and innovators across the globe, bringing the latest practice as well as investment to North West London.

In summary: Financial statement



This financial statement gives a snapshot of the income received from NHS England which is spent on specific initiatives as identified in the business plan. ICHP has multiple sources of income, the detail of which is included in the year-end financial accounts which are logged with Companies House.

Find out more



+44 (0) 3330 77 1707



www.imperialcollegehealthpartners.com



ea@imperialcollegehealthpartners.com



[@ldn_ichp](https://twitter.com/ldn_ichp)



[linkedin/imperialcollegehealthpartners](https://www.linkedin.com/company/imperialcollegehealthpartners)

30 Euston Square, London, NW1 2FB