

Supporting research and innovation in South East London

South East London aims to be a place where research and innovation is embedded in everything we do, where research informs service design and delivery, where innovation drives progress and where we use the extensive expertise in our partner organisations to build a learning health and social care system.

The challenges current faced by our health and care system and the inequalities of outcomes experienced by our population, coupled with a financially constrained environment, mean that now more than ever we need to think differently, bring creativity and imagination to the problems we face, and apply learning more systematically to address the unwarranted variation in outcomes that exist for our population.

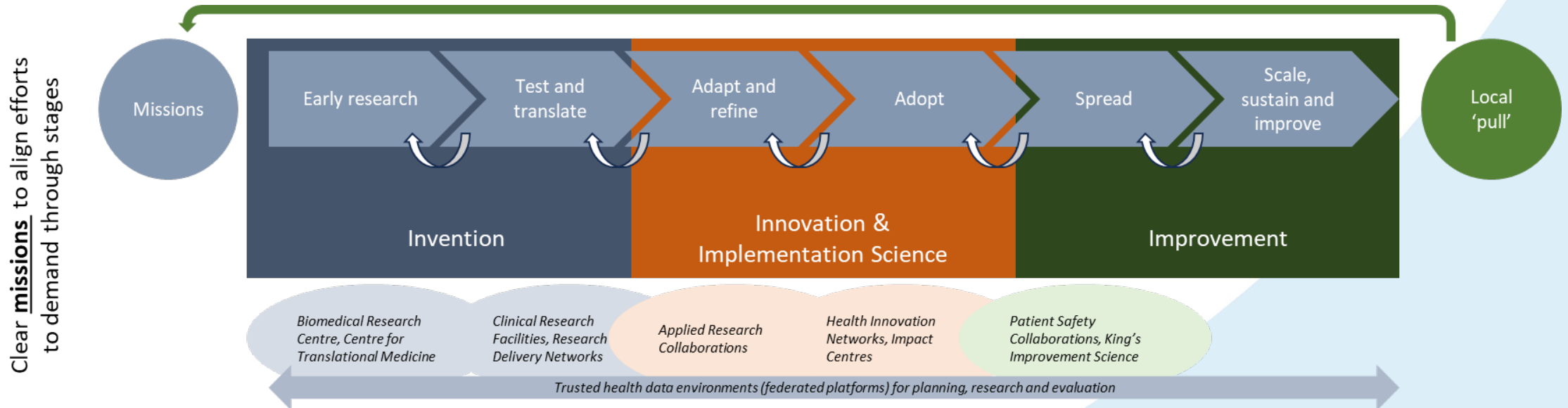
The physical and mental health needs and inequalities within our population in south east London will be best met if we utilise our collective resources with vision, focus, collaboration and strong leadership. We are working with our partner organisations to ensure we:

- Increase visibility of, and access to, research expertise and opportunities for our extended workforce and communities
- Increase research activity in primary care, social care and the voluntary, community and social enterprise (VCSE) sector
- Use research and best evidence to inform evidence based-practice and service design
- Understand priorities for research based on priorities outlines by our places based on robust data and population health management approaches
- Build a shared understanding of what outcomes we are trying to achieve, including those that matter most to our patients
- Better understand the value and impact of all that we do

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Innovation is the adoption/deployment and scale-up into widespread practice of proven ideas that result in improved outcomes at a patient, pathway and/or population health level. These might be ‘new or improved’ health policies, practices, systems, products and technologies, services or delivery methods. This may also include validation work, and the establishment of innovation test-beds. Innovation (or adoption/deployment) activities will bring about most impact for the population, and the ICS, when there are some clear signals of what the ICS wants to focus effort on solving.

Across our Acute, community and mental health Trusts there are partners focused on supporting teams to bring innovations into care as well as our AHSN/Health Innovation Network. We will start to align our research, innovation, and improvement capabilities in a way that optimises impact, as illustrated in the current change model described by AHSNs across London:



Research and innovation- our objectives

Our key objectives – what we want to achieve over the next five years

Over the next five years we will achieve our ambitions to become a system where research and innovation is embedded in all that we do by:

- Working with our system partners to build a learning system where all those working in health and social care have access to the world-class expertise offered by our system partners. These include, but are not limited to: Kings Health Partners,, King's Improvement Science, the Health Innovation Network, Ask the Institute, the Applied Research Collaborative and the Clinical Research Network. We will also seek to develop partnerships with academic, public sector and VCSE organisations in SEL, particularly those who have relationships with our diverse communities.
- Creating a research-embedded system that will ensure that those delivering and designing services have access to the best available evidence, understanding of where there are gaps and opportunities to build an evidence base
- Attracting innovators from the public and private sectors to a system which celebrates innovation and the testing of new ideas and technologies to the benefit of our patients and communities
- Focusing research and innovation activity on the population health needs of the communities we serve whilst also considering national health priorities and those areas which may attract funding and investment. A particular area of focus will be the priorities of our ICS Strategy.
- Making the best use of data, including that delivered by our data strategy and the London Data Services Blueprint to maximise the impact of research and innovation in our system.
- Working with improvement and transformation teams as well as patient and community organisations in our boroughs and partner provider organisations to deliver innovative and transformational local and system-wide changes to service delivery which address inequalities, improve the outcomes most important to patients and enhance cost-effectiveness
- Training our staff and broader health and social care community in research and improvement methodologies which support them in delivering high quality services into which continuous improvement is hard-wired

Our priorities for 2024-25

Embedding research into the ICB's activities and governance

We will establish a multidisciplinary senior leadership group with the authority to create greater strategic alignment between the ICS and research and innovation partners; commit on behalf of the ICS to a small number of priorities that reflect opportunities to benefit our population; and influence the development of key enabling condition. In the first instance we will establish a research board. This Research and Innovation Board will influence R&I activities by providing research teams and organisations with clear descriptions of the needs of the population in SE London and the priority areas of ICS

Build a learning health and social care system

Working with key system partners we will establish a framework for evaluation, ongoing learning and sharing of best practice. We will agree an approach with clear signposting to the most appropriate expertise and support. This will include problem definition, evidence review, identification of KPIs and outcome measures. We will seek to take a pragmatic approach to developing an outcome framework which represents the needs of our population and within which key metrics are shared across our system. We will test/pilot this framework in one of the ICB's major work programmes.

Maximising impact of our quality improvement resources

We will create closer collaborations between improvement and transformation teams to encourage a shared understanding of approach through our Quality Improvement Collaborative. We will seek to create conditions in which we can create a shared and systematic approach, underpinned by the principles of NHS IMPACT including shared purpose and vision, investment in our people, developing leadership behaviours, improving capability and embedding improvement methodology into management processes

Developing our people

We will continue to build on the success of the South East London Leadership Academy to develop a culture which supports and encourages improvement, transformation and research. We will reflect on the successes of our spread and scale programme, Create, to understand how we can maximise the impact of teams who are seeking to deliver innovative service transformation. As we refresh our clinical and care professional leadership (CCPL) community we will ensure that key enablers of innovation and data-driven improvement including population health management are developed and accessible, with particular emphasis on addressing health inequalities in our communities

Celebrating success, learning from failure

It is essential that we create forums where learning is shared and success is celebrated, but also where we break down siloes to encourage sharing of ideas between teams. Our redesigned CCPL framework will improve collaboration by ensuring visibility of roles but also by baking in connections between places, teams and programmes. We will also seek to promote research and innovation through meetings, webinars and, in June 2024, a joint innovation event hosted by the SWL and SEL ICBs and the Health Innovation Network