



# MANAGING HEALTHTECH INNOVATION PROJECTS

NYHDIF MEETING

8th July 2021

CONFIDENTIAL (NYHDIF MEMBERS ONLY)

# INTRODUCTION TO THE CLARITY PRACTICE

The Clarity Practice is new and growing consultancy on a mission to increase and accelerate the impact of digital technologies in the UK Health & Public Sector. Our work includes:

- Digital strategy development and execution;
- Guiding organisations through digital change;
- Mentoring individuals and teams to help them develop;
- Rapid problem solving support;
- Running impactful digital innovation projects;
- Undertaking accelerator projects for early-stage ideas.

Since launching, The Clarity Practice have purposefully and primarily set out to support and engage Integrated Care Systems, Partnerships and Primary Care Networks. We stand behind the ambition set out in the Long Term Plan and believe the key to Prediction, Prevention and Intervention is most influenced through Primary Care services and Integrated Care networks.



# WHAT'S IMPORTANT TO US

We are a boutique consultancy. We are innovative, passionate and want to make an impact on our clients and the Health & Social Care market. Here's some of the things that drive us:



## **Impact**

We only work on projects where we will make a positive impact.



## **Client Intimacy**

We maintain an exclusive client base to ensure we can really understand their challenges and opportunities.



## **Passion**

We are passionate about the value digital technology and about the benefits it can bring to the Health & Social Care industry and to citizens and society as a whole.



## **Innovation**

We are thought leaders, we bring intellect and unique ideas to our client projects as well as broad and deep experience of delivering successful projects and outcomes across a wide range of business sectors.



## **Quality**

We take pride in the quality of our work and our advice and we relish a challenge.

## OUR RECENT WORK

Our team bring a broad and diverse set of skills and experience across Digital Primary and Integrated Care. Listed below are some recent engagements we are proud to have delivered in the last 12-months.

- Shared Care Record Development to support Prison Suicide Prevention;
- Shared Care Record Development to support Care Home MDTs;
- Data and information flow improvement for Continuing Healthcare services;
- Embedding and Optimising GP Remote and Video Consultation across an ICP;
- Regional Options Appraisal and Strategy Development for Patient Facing Applications;
- Design of digitally-enabled community diabetes and heart disease diagnostic services;
- Regional Digital Strategy Development (ICS, ICP & Primary Care);
- Proof of Concept for Wearable Technology;
- HMT Green Book business & investment case development projects;
- Benefits Identification, Optimisation and Tracking projects.

# OUR CLIENTS

Our list of clients and partners has grown exponentially since our launch in 2020. We begun working with organisations known to us previously and then acquired new clients through word-of-mouth recommendation. A summary is provided below:



# ABOUT ME



## Gareth Dellenty

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Tel: 07367 118886

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*Managing Partner*



*Non-Executive Director*

- Healthcare industry expert
- Strategy & innovation specialism
- Digital health expert

### Experience:

- Multiple commercial innovations including - Imaging platforms, business intelligence, pathology, analytics and service propositions – numerous successes and failures!
- Multiple trials for new products and concepts inc. medical devices
- Supported numerous international technology vendors with market entry

# INNOVATION, HYPE & DEFINITION.....

Today, the term innovation is used by society with some fluidity, often used to describe anything from a ground-breaking new invention to a trendy retail model. Thankfully, the broad uses of this term are all correct!

Product innovation	New products or solutions that solve problems
Process innovation	New approaches to manufacturing goods or delivering services
Marketing innovation	New approaches to market, i.e. retail models, subscription pricing, packaging
Organisational innovation	New ways of structuring an organisation, such as on-demand partner capacity (e.g. Uber)
Business Model innovation	New ways of configuring a business, its channels to market and value chain



# INNOVATION, TYPE

Additionally, innovations are normally be classified by their novelty, complexity, the level of change required to adopt and their impact. Innovations can be:

- **Incremental innovation:** Build on existing processes and systems
- **Disruptive innovation:** Based on existing needs but disrupts delivery or business models
- **Breakthrough:** Significant, complex, Meaningful
- **Radical:** Significant but risky, highly complex, generates or solves a previously unknown need

# WHY IS INNOVATION MANAGEMENT SO IMPORTANT?

Many organisations do not succeed in, or reap the rewards of, innovation not because they are bereft of ideas, because they do not have an approach to manage the innovation process.

- Processes in large organisations are designed to prevent deviation
- Frequently too much emphasis is placed on the idea generation/creativity
- The view that an inherently good idea will flourish is flawed (e.g. Kodak & digital imaging; Xerox vs Apple; Deliveroo, Uber)
- Technical success is not synonymous with commercial or implementation success
- Innovation is a non-linear process, innovation does not necessarily begin at the start, people and ideas change and the impact of an innovation may become apparent anywhere in the process
- Different levels of evidence required for different ideas (i.e. clinical, administrative)

An innovation process and knowledge exploitation are the vehicles to reduce risk, uncertainty and improve performance

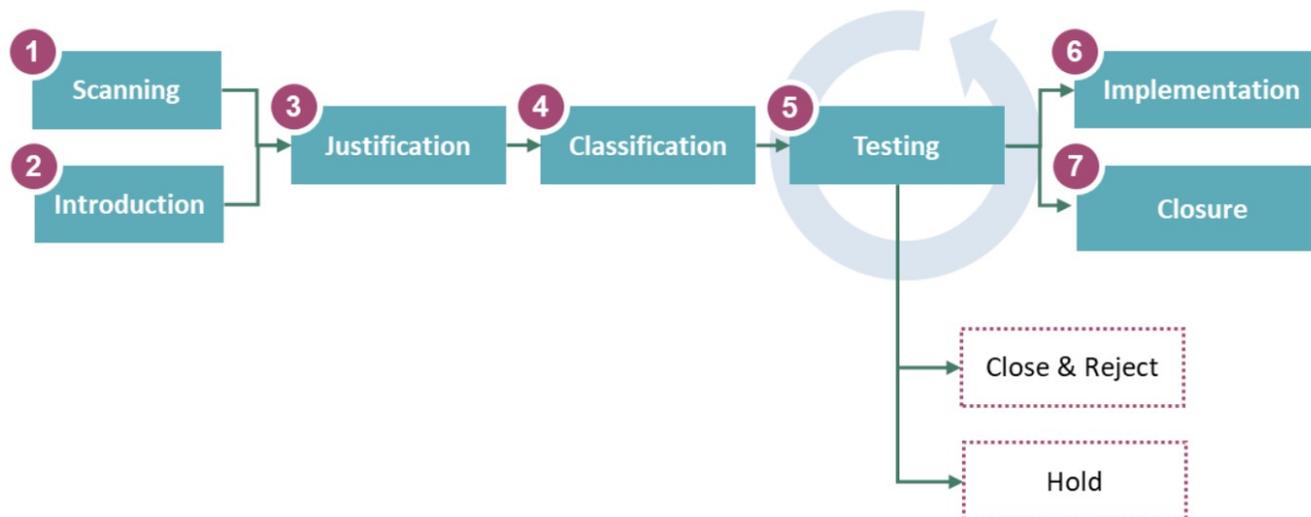
# OBJECTIVES OF THE INNOVATION PROCESS

- Empower people to innovate;
- Campaign to engage contributors - aligned with Horizon scanning/Acquisition;
- Provide a structured/evidence based approach to introduction of innovations - plan, method, competencies, measures;
- Aligned with input, business, clinical and outcome objectives;
- highlight achievements and cross-pollinate innovation;
- Agile - fail fast and identify success quickly;
- Ability to scale and make a market;
- Engage with industry and other partners – inbound and outbound innovations.

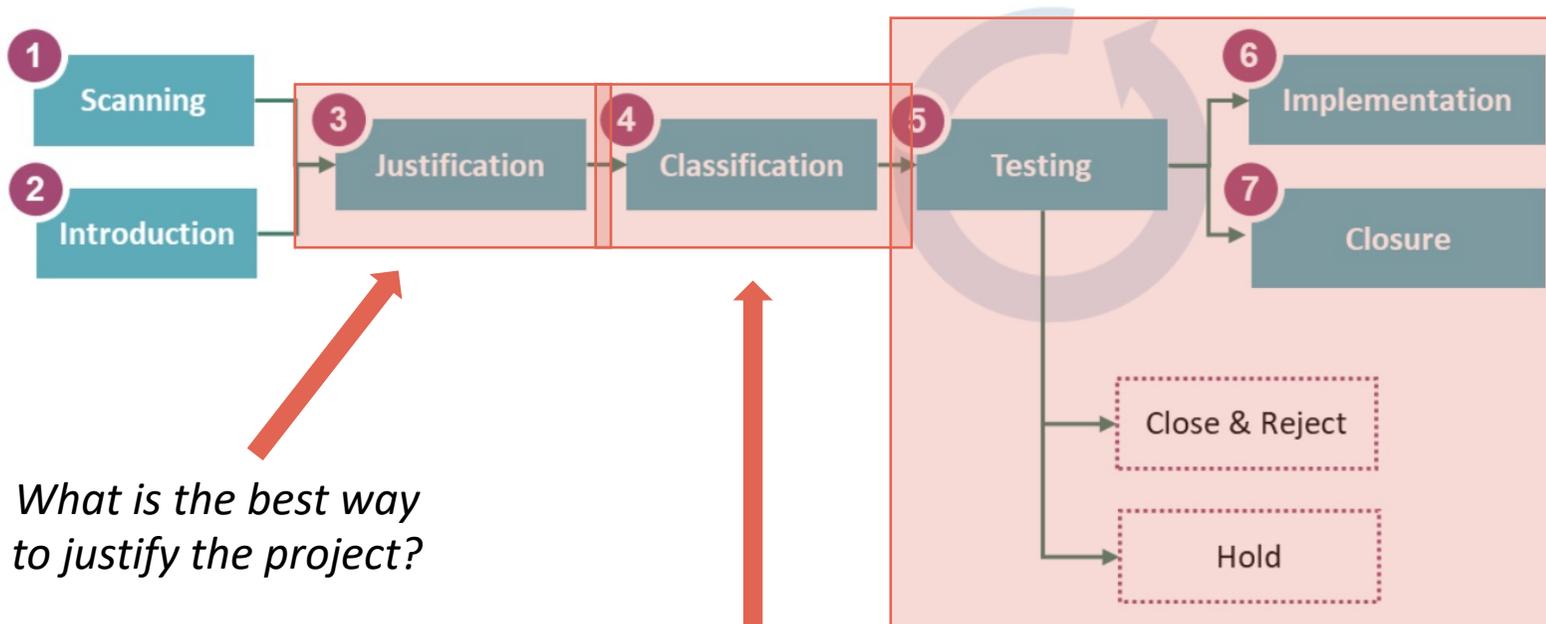
# A FRAMEWORK FOR INNOVATION MANAGEMENT

1. Innovation scanning, acquisition
2. Innovation introduction
3. Strategic justification
4. Innovation classification
5. Innovation testing, evidence & decision making
6. Innovation implementation
7. Commercialisation
8. Innovation closure/rejection

The above approach is draft and will be defined further with our partners as part of a future engagement – it does however provide a standard staged process which can form the basis of our discussions. This process incorporates best practice approaches from industry and academic sources, including the well tested approach specified by Rodgers (1983).



# KEY POINTS IN THE FRAMEWORK



*What is the best way to justify the project?*

*How should the innovation be tested?*

*How is success defined?*

## REAL WORLD EXAMPLES

- **Clinical analytics for surgical teams** - building a dataset and metric that are actionable for the improvement of surgical performance.
- **RPA for primary & integrated care** – Designing RPA processes to create capacity in GP surgeries
- **Proactive public health comms platform** – using triggers to generate contacts with people who need a nudge to improve their health.



