



Introducing the **Accelerated National Innovation Adoption (ANIA) Pathway**



The Accelerated National Innovation Adoption (ANIA) Pathway is an exciting new initiative focused on fast-tracking the adoption of proven technological innovations across NHS Scotland.

ANIA will ensure the quick and safe rollout of technological innovations that will improve patient outcomes, reduce waiting times and improve patient and staff experience.

The ANIA pathway is designed to:

- Identify, assess and implement technological innovations on a Once for Scotland basis.
- Ensure only the highest impact, evidence based innovations that are aligned to Scottish Government priorities are adopted nationally.
- Support ANIA partners to contribute their varied expertise to move high impact innovations to proceed through the ANIA pathway at an accelerated pace.
- Enable joint planning with territorial NHS Boards for accelerated adoption and implementation of innovations and associated service change requirements.

How the ANIA pathway works

Following submission of an ANIA referral form, high impact innovations that meet the ANIA criteria will progress along the ANIA pathway.

Innovation programmes that progress through the various ANIA stage gates will move to the development of a Value Case, which will clearly articulate both the value proposition to NHS Scotland including the associated benefits and costs for national adoption.

Following approval, the innovation will proceed to full-scale national adoption and eventual handover to 'business as usual' clinical services.

ANIA criteria

- A clear problem statement linked and aligned with national policy and clinical need.
- Clear evidence of impact and value – with significant transformational potential, potentially including previous testing within NHSScotland.
- Agreement from the relevant clinical community that this is a national priority.

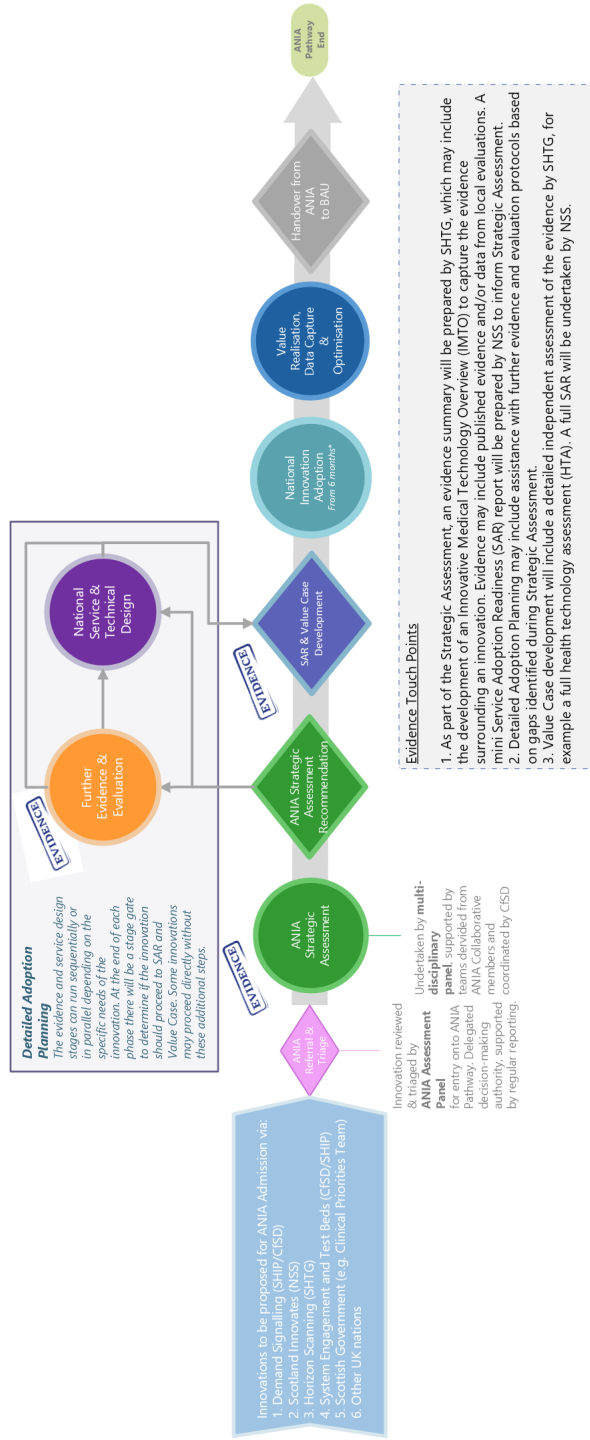
Priority setting and governance arrangements

The Scottish Government Care and Wellbeing Portfolio is responsible for setting the priorities.

The Centre for Sustainable Delivery (CfSD) is responsible for overall coordination, governance and programme management of ANIA.

Accelerated National Innovation Adoption Pathway - Operational

A collaborative process for assessing and scaling high impact innovations to benefit patients across Scotland



CISD Coordination of ANIA Pathway

If I have an idea/innovation what do I do and who do I tell?

NHS staff

If you work in the NHS, there are 2 phases in relation to innovation.

- **Early stage innovation**

Explore these innovations through your regional testbed.

West of Scotland Regional test bed



innovation@ggc.scot.nhs.uk

North of Scotland Regional test bed



gram.innovation-hub@nhs.scot

South East Scotland Regional test bed



Innovations@nhslothian.scot.nhs.uk

InnoScot Health (formerly Scottish Health Innovations Ltd) also supports NHS staff with innovative ideas. Ideas can be submitted online via www.innoscot.com. Advice on intellectual property, funding, medical device regulation and commercialisation is available.

- **Innovation that fulfils ANIA criteria** (see page 3).

Explore these innovations by contacting the CfSD Innovation Team at:



gjn.h.cfsdinnovationteam@gjn.h.scot.nhs.uk

Suppliers

If you are a supplier, we suggest the following routes:

- Engagement with the Scottish Health Industry Partnership and NHS Scotland Test Beds.
- Submission via the Scotland Innovates portal.
- Identification of an NHS Sponsor who believes your innovation has significant transformation potential and should be considered for scaling via ANIA.

How will ANIA innovations be spread into NHS Boards?

The ANIA Pathway is the mechanism for adoption of innovation for a small number of high impact innovations.

The ANIA Collaborative ensure a value case for investment is presented to the CfSD Strategy Board and the Care and Wellbeing Portfolio.

The Value Case will detail how the implementation phase for adoption of innovations will be undertaken and will clearly describe:

- Commercial strategy (procurement).
- Training and workforce requirements for adoption.
- Target operating model and associated national clinical pathway.
- The cost of change, including clinical, eHealth and administration implications.
- Central support available to support Boards with adoption (project management, templates such as nationally completed EQIA for local tailoring, and clinical leadership).

Once a Value Case is approved, the innovation will be added to the CfSD Heat Map - which is the mechanism CfSD utilises to deliver the adoption of improvement and innovation initiatives. This provides the basis for a joint plan with each NHS Board to incorporate this into local delivery planning.

CfSD Specialty Delivery Groups are engaged throughout the process to ensure it is considered as an investment that solves a clinical problem. They will also work with NHS Boards to optimise patient and service benefits.

What happens if I have a better idea/way of doing things than the proposed innovation/redesign?

Each Health Board is engaged through the development of an innovation Value Case through the Specialty Delivery Groups. This is the forum to consider whether your idea may be better than the innovation currently being considered.

You can discuss your ideas and concerns with the CfSD Innovation Team who will connect you with your local rep and if considered beneficial, the relevant Specialty Delivery Group to explore your concept further.

What do we mean by innovation for ANIA?

ANIA focuses on adoption of a small number of high impact, proven technological healthcare innovations. This includes digital, medtech and diagnostics. Whilst service innovation does form a component of the work as part of pathway redesign, there will always be a technological component for adoption. This means service and workforce innovations not supported by an innovative technology are not currently in scope.

Innovations should be at a stage of mid/late stage market readiness to be considered for ANIA. They should not be at an early stage of development in R&D with a limited evidence base.

In addition, ANIA is for innovations which will have significant transformational potential across the five CfSD Value Domains as follows:

- Improved patient outcomes
- Improved patient experience
- Improved staff experience
- Improved environmental sustainability
- Improved productivity

The innovation should also only have been piloted or adopted in less than three Health Boards before entering ANIA but identified as having significant potential benefit. This could mean improved life expectancy, faster diagnosis, improved quality of life, reduction in waiting times, increasing service capacity or reduction in health miles travelled.

How do I find out more?

For further information about the ANIA Pathway or to discuss an innovation idea, contact the CfSD Innovation team at:



gjnh.cfsdinnovationteam@gjnh.scot.nhs.uk

The ANIA Collaborative

The ANIA Collaborative brings together key organisations from across NHS Scotland and Scottish Government with complementary capabilities to identify, triage, develop and deliver high impact innovations for deployment at scale, for the benefit of patients across NHS Scotland.

The remit of the ANIA Collaborative includes:

- Provide strategic direction in the effective delivery of ANIA.
- Identify proven innovations suitable for national scaling and adoption.
- Resource planning to identify gaps, pooling resource and capabilities across to accelerate innovations through the ANIA Pathway.
- Monitor progress of innovations along the ANIA pathway and approving change controls, ensuring only those innovations that meet the required criteria are progressed to implementation across Scotland.
- Quality assure and endorse relevant demand signalling proposals, ahead of final sign off by the Care and Wellbeing Portfolio, innovation entries to ANIA and Value Cases for national adoption ahead of submission to the CfSD Strategy Board.
- Ensure effective and transparent processes in place to manage conflicts of interest.



The Centre for Sustainable Delivery (CfSD) is responsible for overall coordination, governance and programme management for the ANIA pathway.

To do this, CfSD works in close partnership with its ANIA Collaborative partners to help pull together our shared efforts to enable proven, high impact innovations to accelerate towards national adoption, for the benefit of patients across all parts of the country.

As a clinically-led organisation with a track record in Once for Scotland implementation of improvement and innovation initiatives, CfSD provides a unique infrastructure comprised of specialty delivery groups, clinical leadership and improvement teams to deliver effective front line strategic input to defining NHSScotland challenges, coupled with a robust approach to clinical engagement through the ANIA pathway onwards into implementation. This is supported by the CfSD Innovation Team which is highly experienced in scaling innovation.

Using an adaptive approach to systems leadership, CfSD also builds partnerships with other organisations beyond the ANIA Collaborative to identify and support the development of innovations via the ANIA Pathway, which have the potential to make a material difference to the care that patients receive, the efficiency of NHSScotland, or to help tackle health inequalities.

The ethos of CfSD is one of collaboration. ANIA presents a fantastic opportunity to transform patient outcomes across Scotland through harnessing the high quality capabilities across NHS Scotland, with a focus on thinking differently about service delivery through the adoption of proven, high impact innovations.

Digital Health and Care



Digital Health
& Care Scotland

The Scottish Government Digital Health and Care Directorate is an ANIA collaborator because it has been identified that a high proportion of the innovations in the pipeline have a digital component to them.

Our role is to help create alignment with national Health and Care digital strategies and policies, with the range of other national digital initiatives in progress across the Health and Care estate and with our investment strategies for national enabling technologies and infrastructure.

We bring our experiences of investment, implementation and scale-up to help shape the ANIA processes and to help inform the assessment of proposals and investment decisions. We also work to ensure alignment with Digital Health and Care governance arrangements.

The purpose of Healthcare Improvement Scotland is to enable the people of Scotland to experience the best quality of health and social care. Our collaboration with ANIA presents a powerful opportunity to create the right conditions to improve outcomes for the Scottish population.

Key areas of expertise where we add value to the ANIA Collaborative include:

- **Providing evidence and sharing knowledge that enables people to get the best out of the services they use and helps services improve.**

Healthcare Improvement Scotland's Evidence Directorate, through the work of the Scottish Health Technologies Group, is committed to providing evidence support to ANIA. The consideration of evidence across the innovation lifecycle is key to informing timely and robust decisions on the potential impact of an innovation, to ensure value for money and the sustainability of services across health and care. Evidence input will be tailored within the ANIA pathway, from first-look evidence overviews to in-depth assessments and appraisals.

- **Providing practical support to health and social care organisations to enable the redesign and continuous improvement of services.**

Healthcare Improvement Scotland's ihub enables the design and implementation of service improvements across health and care in Scotland. Our work with ANIA will help to determine which spread methods are most appropriate to support national roll out of a particular innovation, provide practical implementation support when an innovation aligns with existing programmes of work, and help establish capacity and capability with the boards to implement innovations.

NHS Education for Scotland (NES) is the national health board with statutory functions for providing, coordinating, developing, funding and advising on education and training for the NHS and social care staff.

It is a national organisation with a significant regional presence. It is the official provider of workforce statistics for NHS Scotland.

NES works collaboratively with ANIA partners, and more widely, to ensure a strategic workforce approach supports innovation development and implementation through, for example, workforce and skills analysis, learning design, digital (including Turas and the Knowledge Network), education, training and workforce development.

NES is pleased to support the development and delivery of a range of new programmes such as the recently launched NHS Scotland Innovation Fellowships and is the joint partner with NHS Golden Jubilee in the NHS Scotland Academy and Youth Academy.

NES is a leader in educational design and delivery and quality assurance - utilising the very best in technology enabled learning, organisational and leadership development, workforce and learning analytics and digital development, across the entire health and social care workforce, in every community in Scotland.






This ensures that staff are supported, skilled, capable, digitally enabled and motivated to deliver improved outcomes.

NES is focused on ensuring the workforce can deliver improved outcomes for people and organisations through upskilling and reskilling the existing workforce and with a clear strategic intent to provide attractive, and potentially new roles, qualifications and career pathways in health and social care. These are all important for harnessing innovation, improving population health and wellbeing and driving economic development.

Working collaboratively with ANIA partners, NES directly contributes to the accelerated adoption of proven technological innovation in the transformation of services on a Once for Scotland basis through a skilled and motivated workforce.

NHS National Services Scotland's Research, Development and Innovation (RDI) Office provides a range of services covering the complete RDI lifecycle.

Our Innovation function has 5 core services:

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|  | Delivery focus – national accelerated adoption provide key resources, knowledge and infrastructure to enable and deliver adoption of prioritised national health and social care innovation projects. |
|  | Enabling success – assessing and supporting readiness advise and support early stage innovation projects and formally assess mid-to-late stage innovations and their service adoption readiness as a critical input to Value Cases. |
|  | National expertise – innovation enablement develop national guidance and provide assurance, advice and compliance support related to technology, information, clinical and regulatory governance, alongside procurement and contracting. |
|  | Supporting innovation infrastructure provide national hosting and cloud infrastructure for innovation, partnering in AI projects and support for adopted solutions. |
|  | Navigating access – delivery mechanisms develop, maintain and facilitate the Innovation Navigator (Scotland Innovates) and Playbook on behalf of health and social care and the wider public sector in Scotland. |

As an ANIA partner, NSS helps innovators navigate the health and care landscape in Scotland, we build and manage infrastructure for innovation and provide national subject matter expertise to inform and enable sustainable innovative solutions.

As potential solutions emerge, there is a need to understand the gap between what has been developed for evaluation purposes and what is required to achieve and sustain national adoption. We have developed a Service Adoption Readiness service and working with partners, we identify any gaps and feed this into a Value Case to allow for a fully informed decision to be made.

And finally, following a positive Value Case decision, our national project and change delivery experts work with Health Boards and Suppliers to achieve implementation and adoption of the solution so that the value and benefits can be realised.

Public Health Scotland



Advances in computing and our increasingly technological lives mean well-analysed data now have the potential to offer more intelligence and insight than ever. By linking and sharing data across public services, we can identify issues and opportunities more easily and evaluate them faster.

Public Health Scotland provide the best evidence to help inform decisions and spending on innovative interventions and services that can affect health and wellbeing. We generate evidence contributing to the understanding of how to prevent illness and improve health in Scotland, the UK and internationally.

We have access to and collaborate on an enormous range of data both on Scotland's health and wellbeing, and on health and social care services. This includes provision of data and intelligence to key partners to enable people to innovate, design and plan quality care and services.

PHS continues to develop and improve the quality of, and linkages between, different sets of data to offer vital intelligence to our partners including ANIA. This will inform each decision point in the ANIA pathway to help improve the health and wellbeing of Scotland's communities through innovation.

We are innovative and seek shared solutions by:

- quickly seeking new ways of working more flexibly and effectively, both internally and with our partners; and
- leading in the innovative use of data and digital solutions.

We lead and deliver with integrity and do things the right way. We ensure that partners are informed by the evidence and data and that PHS is a trusted voice and partner.

Scottish Healthcare Industry Partnership



The Scottish Health and Industry Partnership Group (SHIP) is an initiative hosted by the Chief Scientist Office (CSO) of the Chief Medical Officer Directorate and the Enterprise and Innovation Division of the Economic Development Directorate.

It is aimed towards strengthening Scotland's innovation activities in health and social care in order to solve real problems and improve quality, efficiency and sustainability of healthcare.

SHIP will support Scotland's economy through activities that strengthen its life sciences sector, attract investment into Scotland, develop large scale innovation projects and support the growth of robust businesses.

More information

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gjnh.cfsdinnovationteam@gjnh.scot.nhs.uk