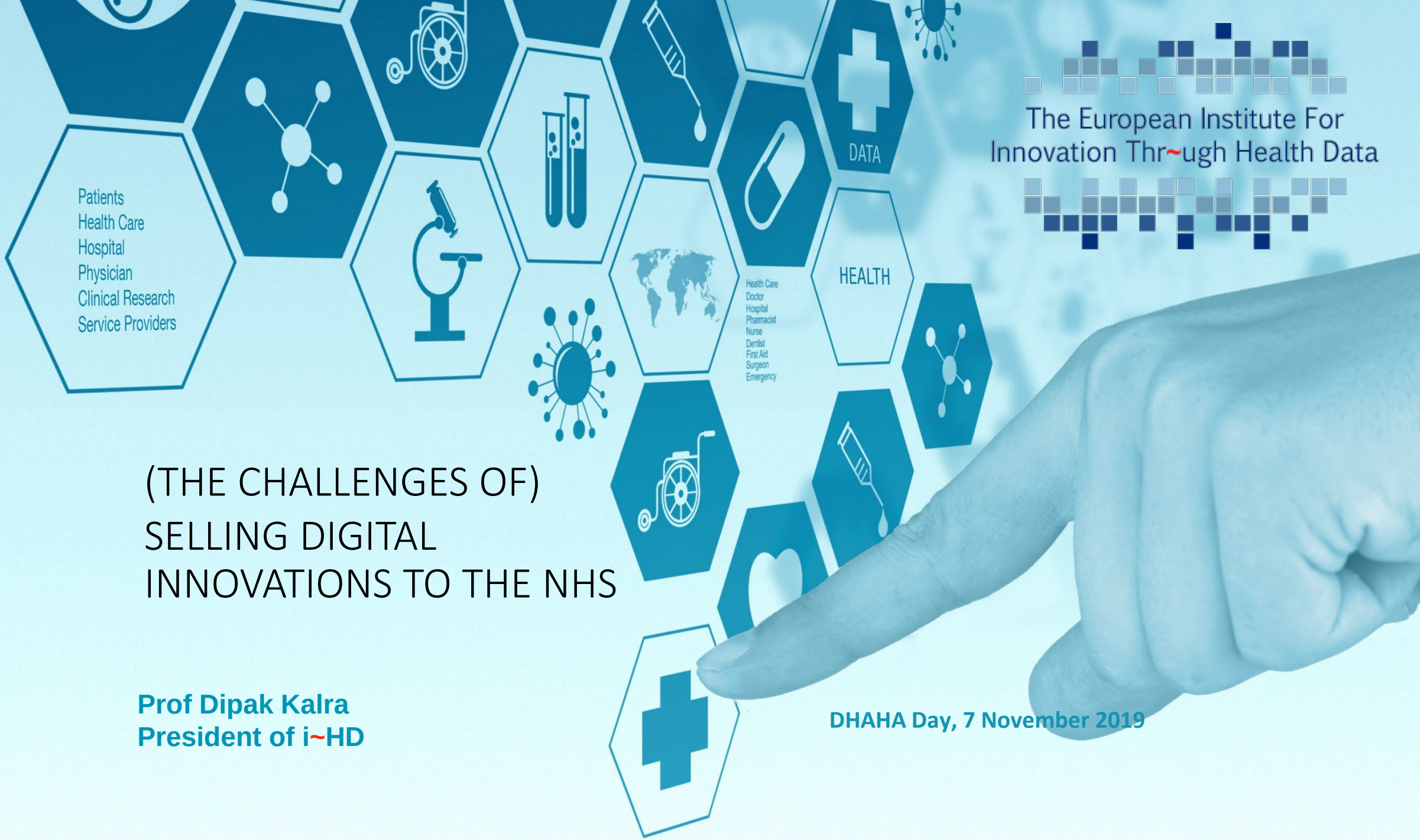


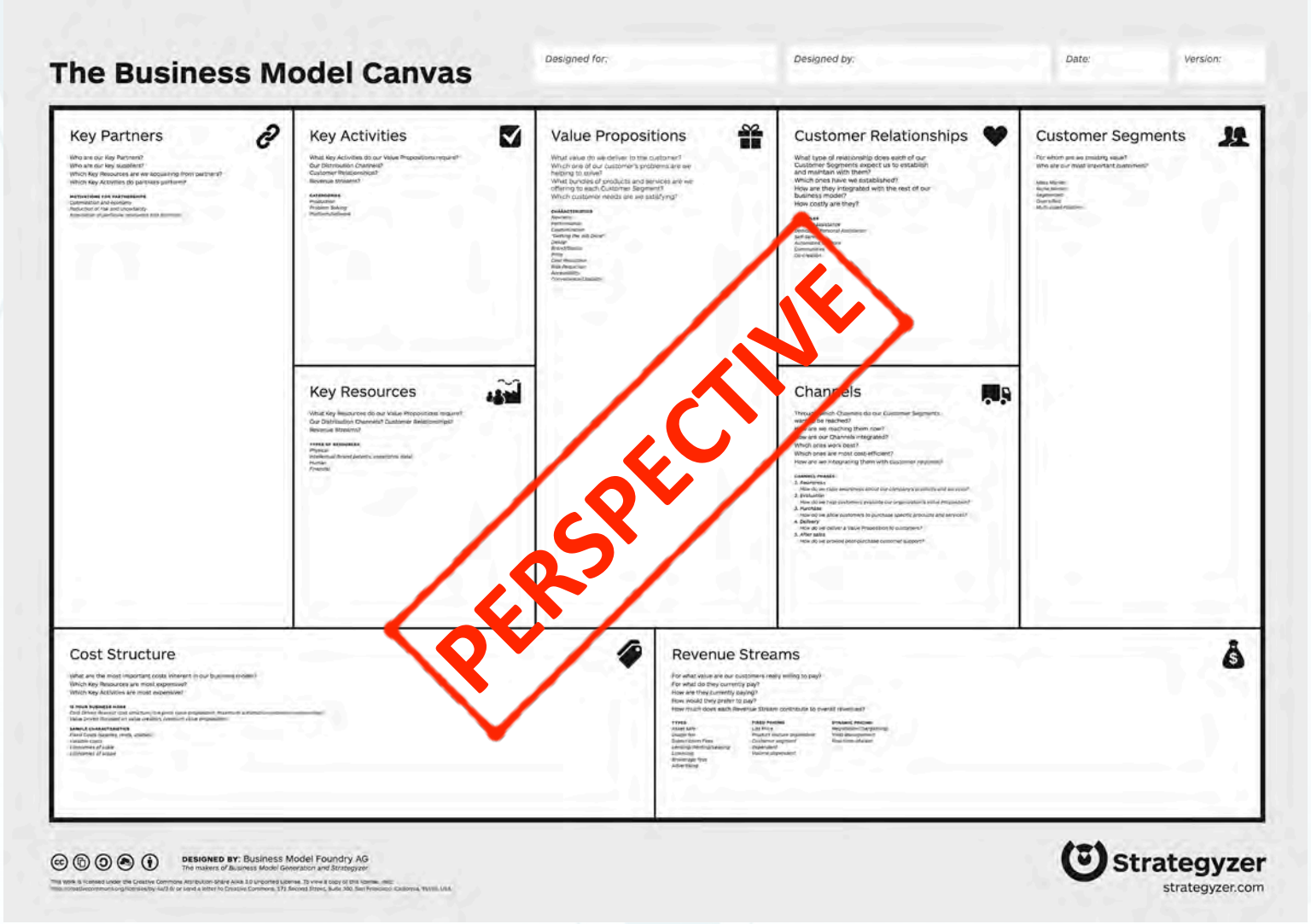
The European Institute For Innovation Thr~ugh Health Data

(THE CHALLENGES OF) SELLING DIGITAL INNOVATIONS TO THE NHS

Prof Dipak Kalra
President of i~HD

DHAHA Day, 7 November 2019

Patients
Health Care
Hospital
Physician
Clinical Research
Service Providers



PERVERSE INCENTIVES DO NOT FAVOUR DIGITAL INNOVATION

- Decision/policy makers
- Public/private payers

Funders of health and care, orchestrate the data flows

optimise reimbursement

- Industry/EHR vendors, SDOs
- ICT purchasers

Providers and purchasers of health ICT solutions

optimise business efficiency

- Health and care professionals
- Research sector (public/private)

Users of health ICT, creators of health data

optimise workload

- Patients
- Citizens
- Carers

Supposedly the beneficiaries of health ICT

NEW BUSINESS MODELS AND BUSINESS PLANS NEED TO:

- Decision/policy makers
- Public/private payers

Financially incentivise integrated person centred care

optimise outcomes

- Industry/EHR vendors, SDOs
- ICT purchasers

Provide and purchase collaborative ICT solutions

optimise effectiveness

- Health and care professionals
- Research sector (public/private)

Improve quality through patient-centred ICT solutions

optimise health

- Patients
- Citizens
- Carers

Use health ICT to co-create health and partner HCPs

The Value of Health

Political and policy context

Economic context:

- Legacy of the crisis: high debts and deficits
- Continued increases in public health spending anticipated
- Concerns about how this will be paid for (sustainability of public finances)

Population health:

- Ageing and rising levels of chronic disease and comorbidity
- Public health problems and inequalities

Health systems:

- Challenge of responding to changing population needs
- Need for structural reforms – e.g. integrated care, eHealth
- Evidence of marked variation in clinical practices and significant levels of 'waste'

Slide courtesy of Daniel Furby, FIPRA International

undertaking clinical and industry research

planning and budgeting national health services

commissioning health and care services

public health screening, prevention

optimising clinical outcomes

delivering person-centred, empowered care

maximising reimbursement

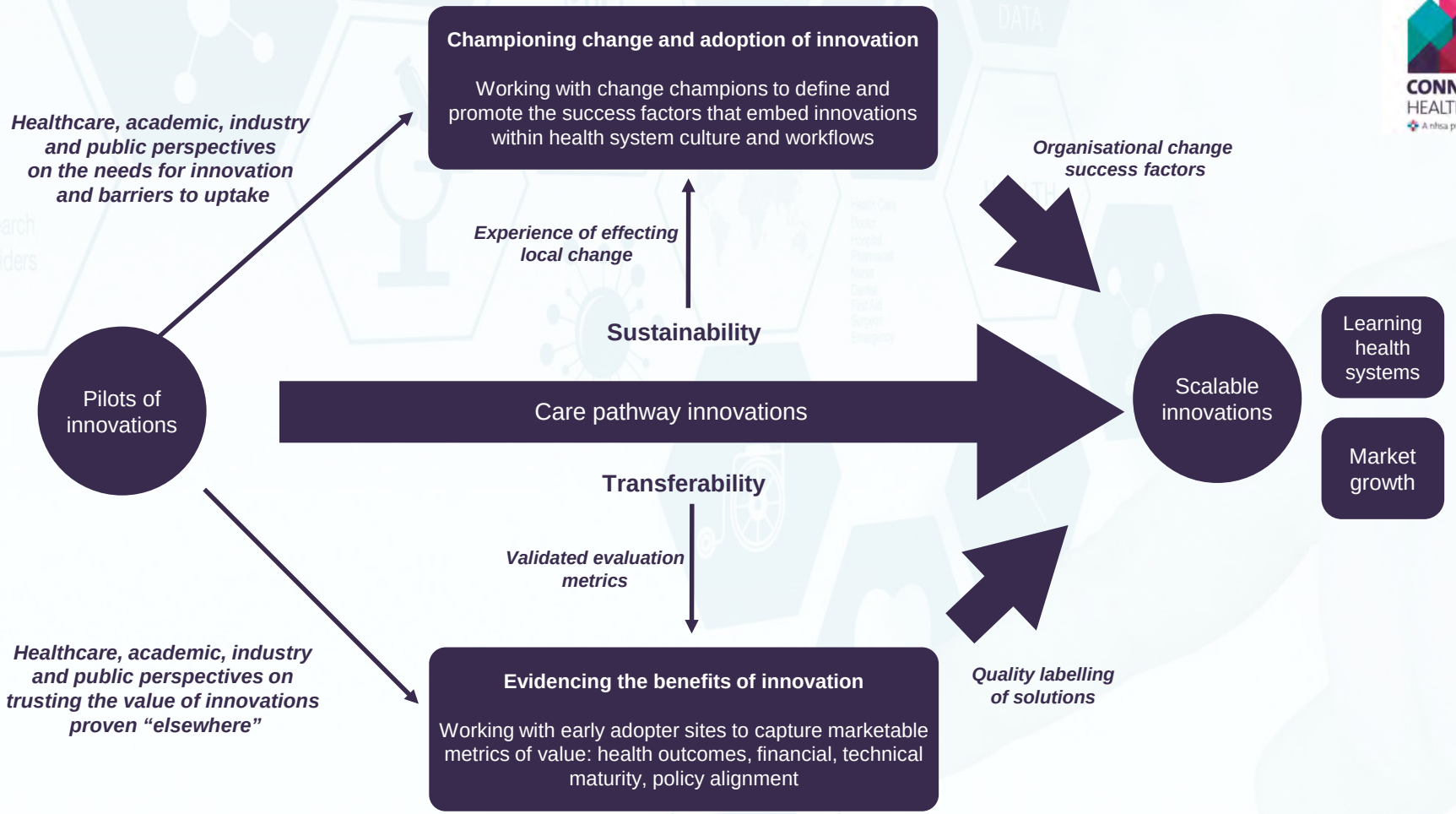
providing personalised / predictive medicine

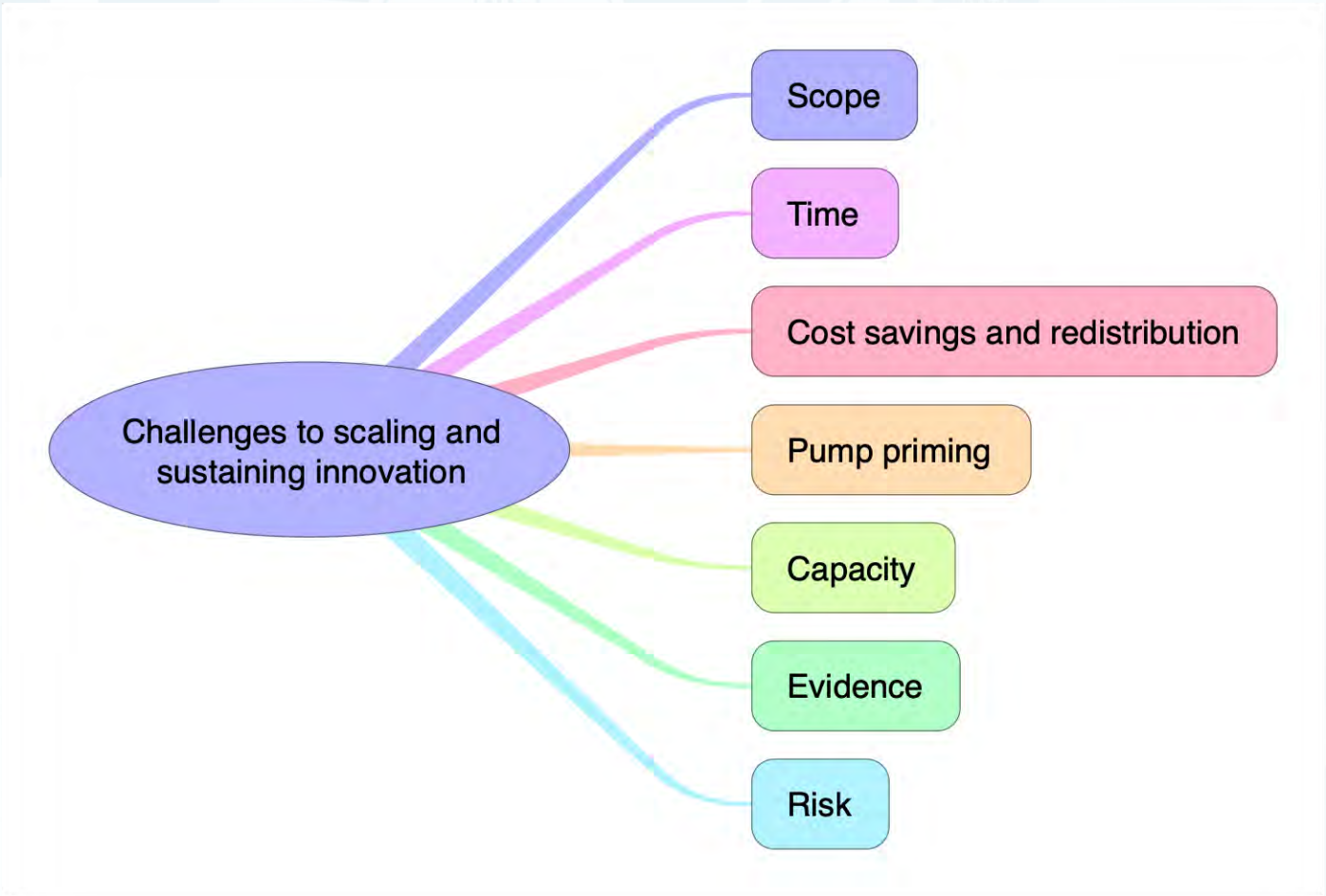
containing costs

aligning clinical workflows

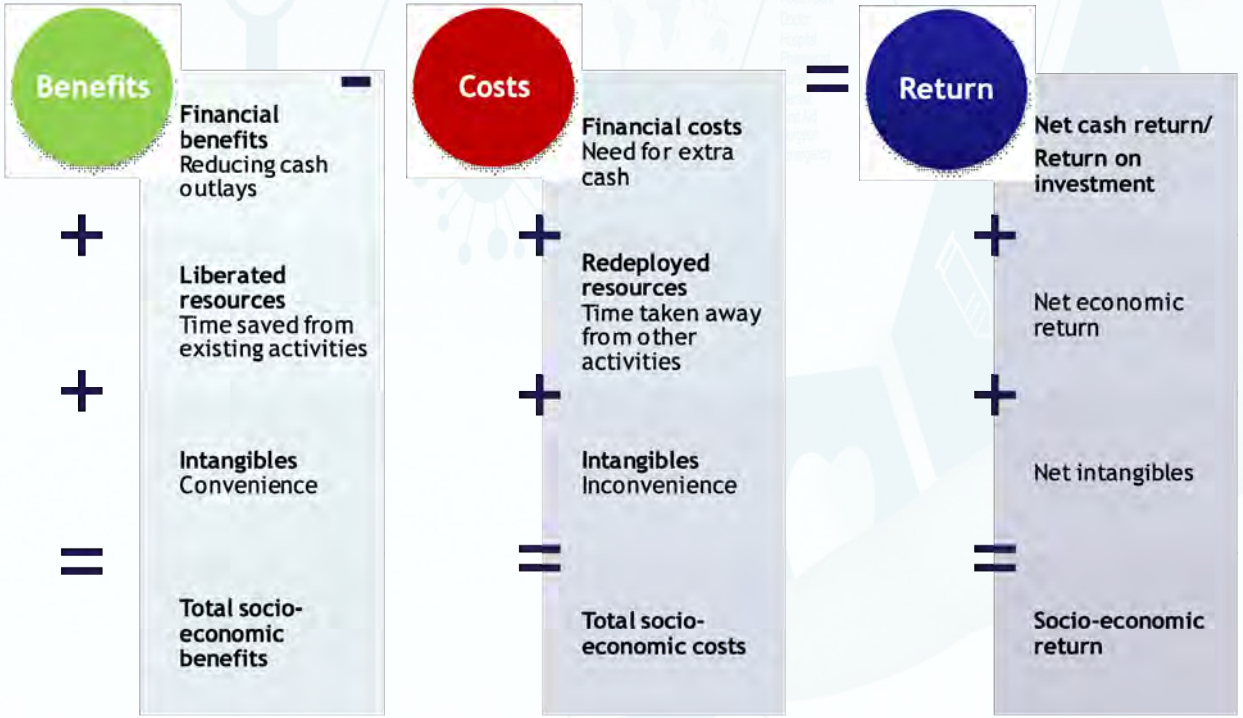
managing local services and resources

adhering to clinical guidelines


Championing change and adoption of innovation
Working with change champions to define and promote the success factors that embed innovations within health system culture and workflows
Healthcare, academic, industry and public perspectives on the needs for innovation and barriers to uptake
Experience of effecting local change
Organisational change success factors
Sustainability
Pilots of innovations
Care pathway innovations
Scalable innovations
Learning health systems
Market growth
Transferability
Validated evaluation metrics
Healthcare, academic, industry and public perspectives on trusting the value of innovations proven "elsewhere"
Evidencing the benefits of innovation
Working with early adopter sites to capture marketable metrics of value: health outcomes, financial, technical maturity, policy alignment
Quality labelling of solutions

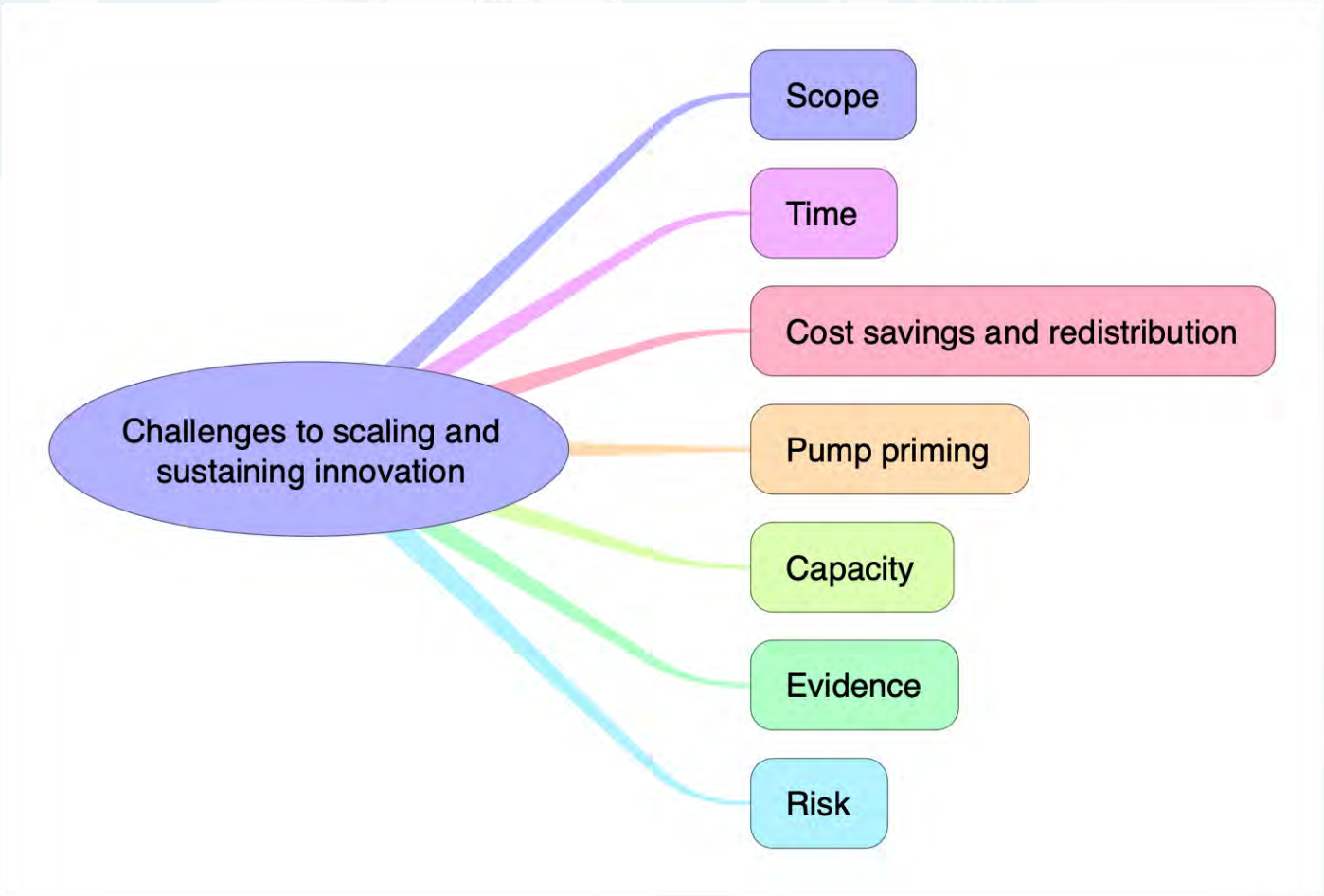

Challenges to scaling and sustaining innovation
Scope
Time
Cost savings and redistribution
Pump priming
Capacity
Evidence
Risk

…or what to measure how



Source: ASSIST study

"We cut through all the red tape, but a new shipment came in this morning."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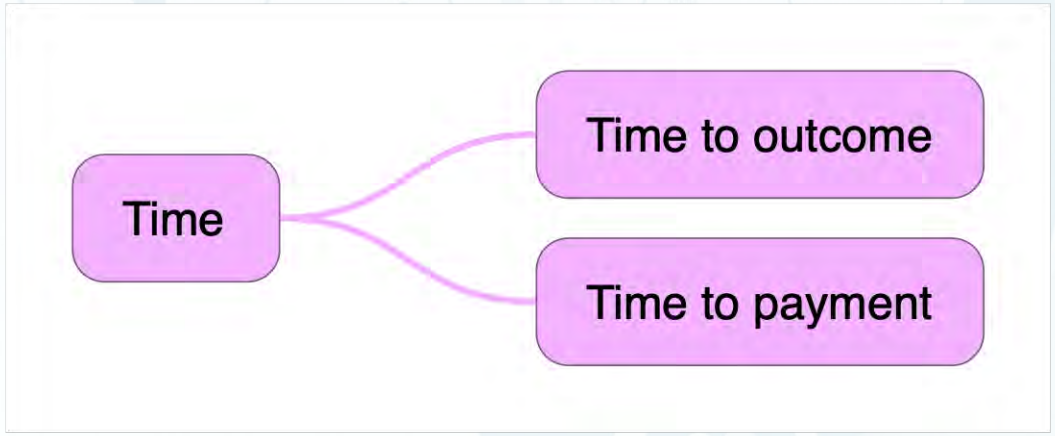
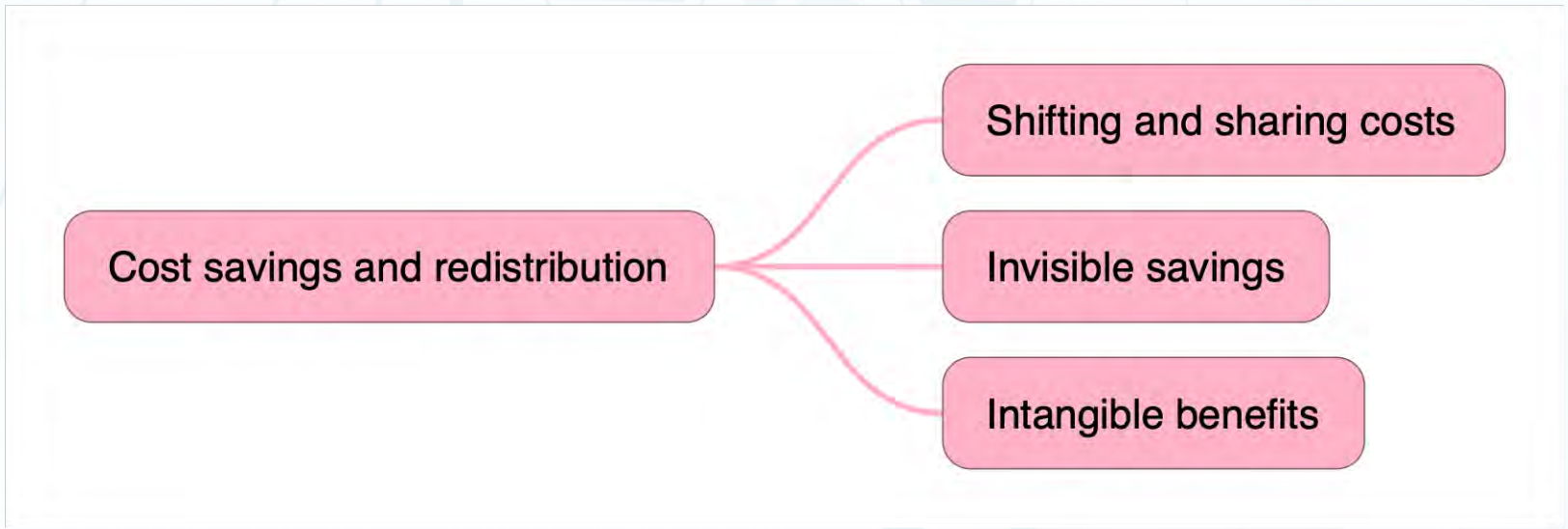
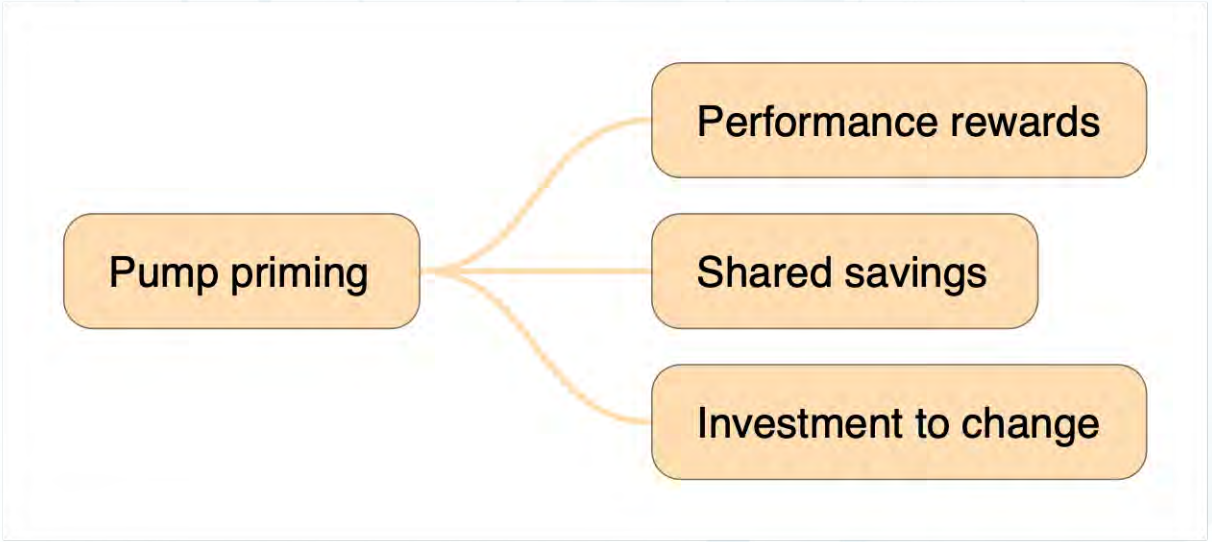
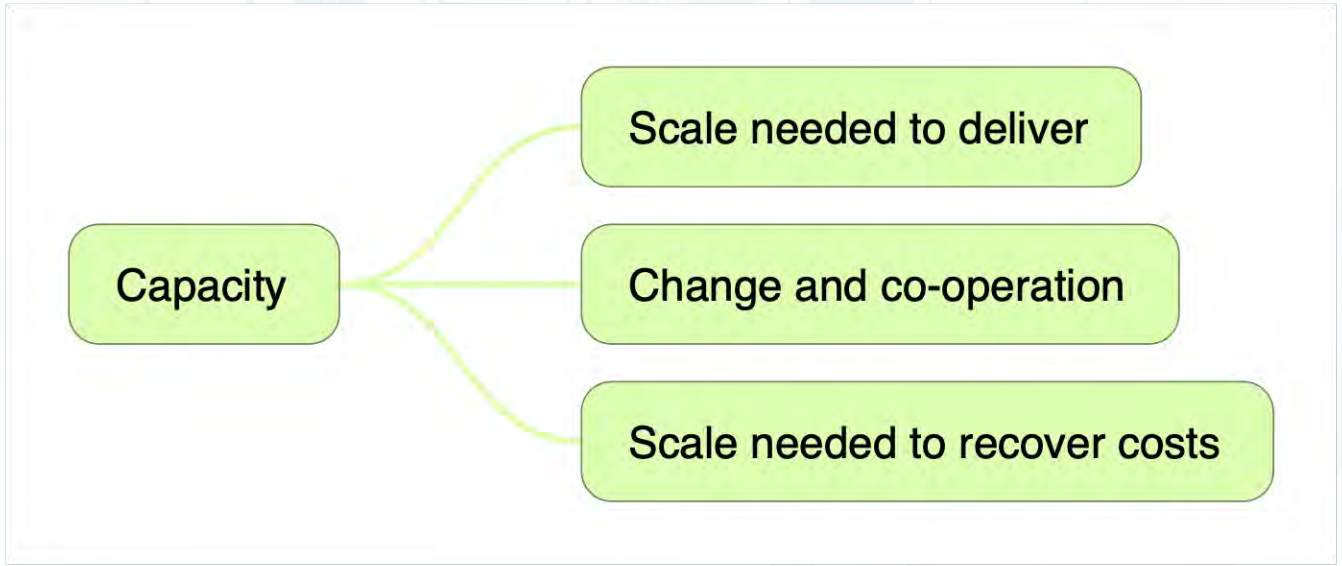
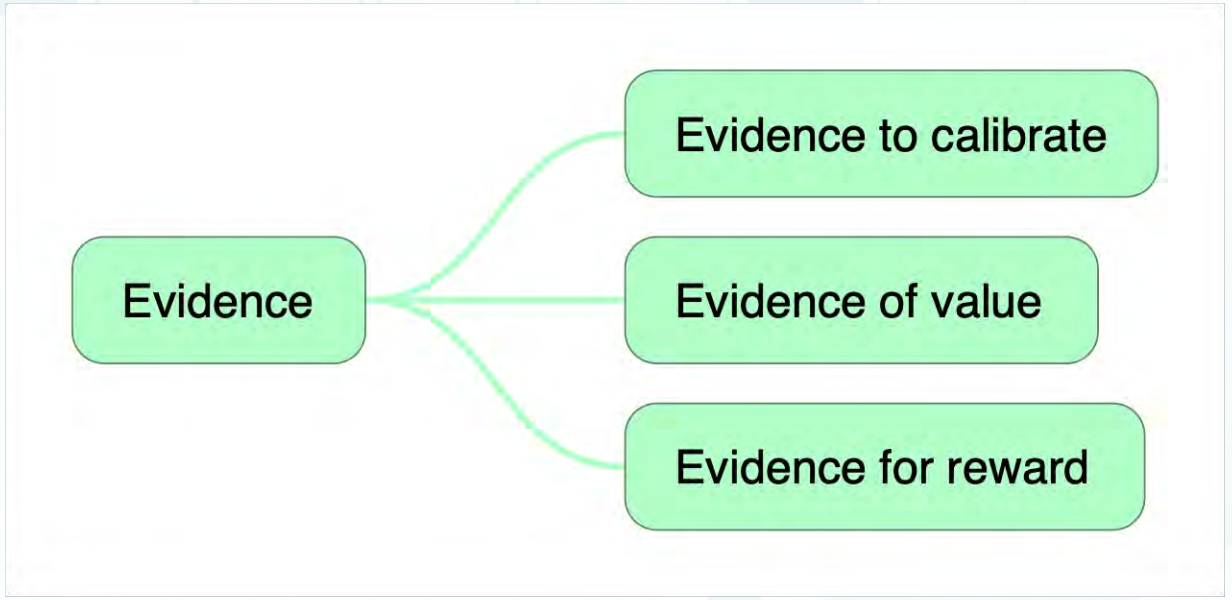
Scope
Organisational and sector boundaries
Rules and behaviours

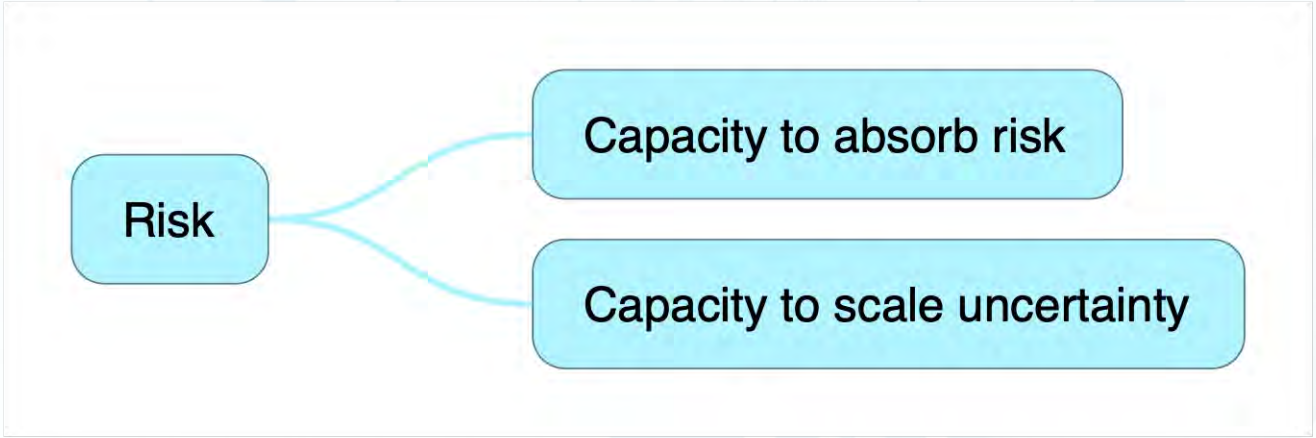

Time
Time to outcome
Time to payment

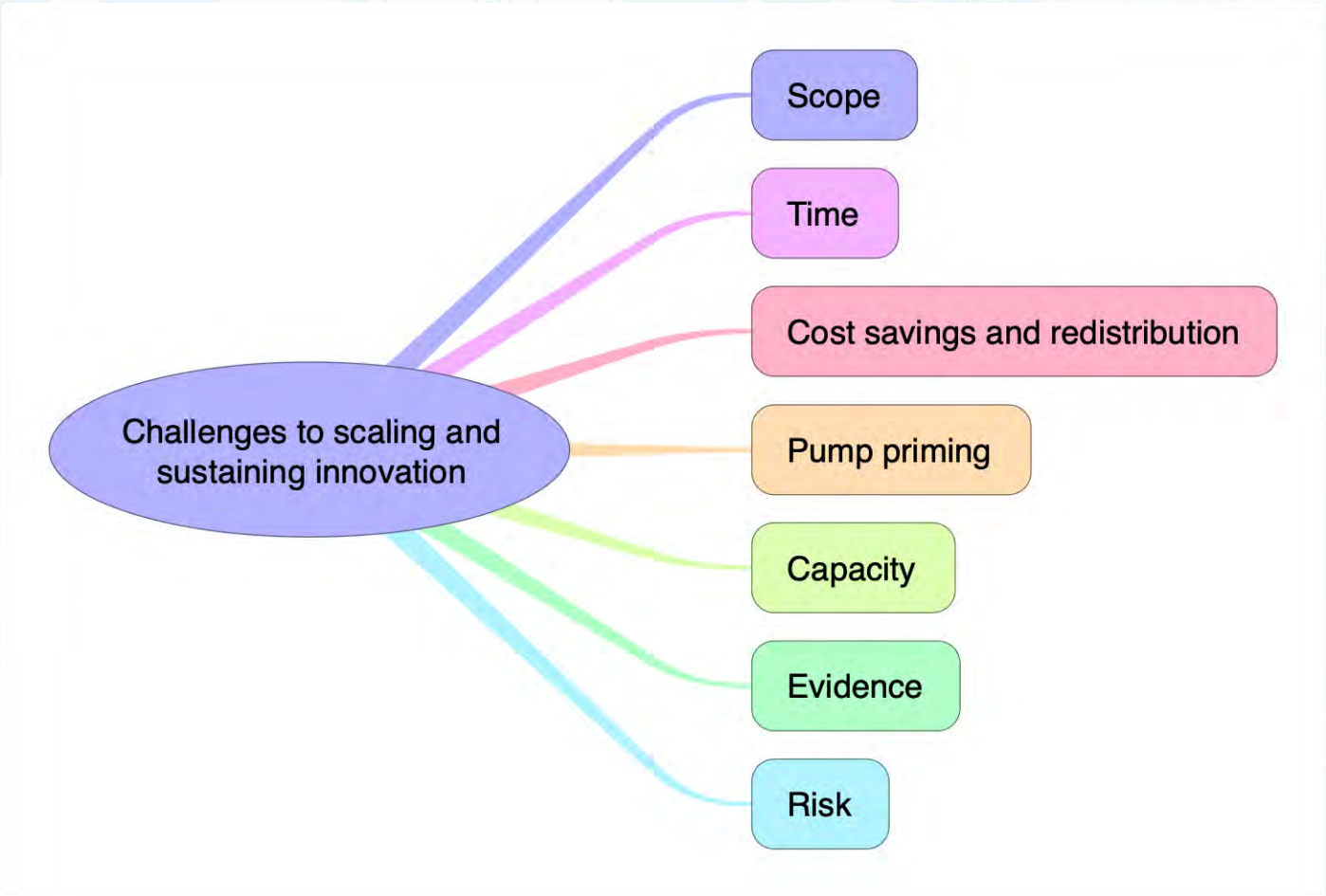

Cost savings and redistribution
Shifting and sharing costs
Invisible savings
Intangible benefits


Pump priming
Performance rewards
Shared savings
Investment to change


Capacity
Scale needed to deliver
Change and co-operation
Scale needed to recover costs


Evidence
Evidence to calibrate
Evidence of value
Evidence for reward


Risk
Capacity to absorb risk
Capacity to scale uncertainty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