

The Adopt and Spread Programme

Started in July 2019

[www.bevancommission.org/
adopt-and-spread-innovation](http://www.bevancommission.org/adopt-and-spread-innovation)

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We work across Wales and share our learning nationally and globally



Why support adoption and spread?

We are still learning

Some relevant research is already available, but a chasm still exists between developing innovation and translating this into impact through policy and practice. More testing is needed to find out what works in practice.

A faster pace is needed

There are many innovations that have evidence of impact, but can take years and even decades to be fully adopted. It is even more essential now to find out how to speed up the pace of change.

Making more of an impact

Change is about the people and the organisations involved and not just the innovation. It is important to understand what works for whom, when, and how... and what does not!





We are very pleased to be leading this national Adopt and Spread programme to help find ways to ensure that successful, innovative ideas are adopted and spread across Wales. We know that great ideas alone will not necessarily lead to changes in practice that make sense to professionals and patients.

This is why we set out to find what makes great ideas stick and spread. Working alongside others – those with the ideas and those who want to adopt them - will give us a great insight into what works best and why. By sharing this evidence and learning we can influence and inform local and national adoption approaches for many years to come.



Helen Howson, Director, Bevan Commission



Our Approach

Testing how Bevan Exemplars spread innovations to other settings with a cohort of Adopters

Overview

The Bevan Commission has worked with the Welsh Government since November 2018 to develop a programme to test and develop a methodology to support innovation adoption and spread in Wales. We have experience of supporting Bevan Exemplars who are health and care professionals to take their innovation idea forward. The A&S Programme is a natural extension to support the Exemplars to take their successful innovations to other teams in Wales.

As the A&S Programme is focussed on research as well as delivery, we are gathering the data and adding to the knowledge base about supporting successful adoption and spread. Working with Swansea University and our own research team, we are bringing together the learning as part of the live programme and will also be writing a report to be published later in 2021.

A national Adopt and Spread (A&S) Programme in Wales

Working together

We are learning together across Wales and working closely with the Health Boards, Trusts and national organisations, particularly with their leads for innovation, improvement and research. We have representation from finance and digital technology leads, and are meeting monthly over the course of the programme. We share learning and more information about the immediate context within which innovation is being adopted.

This approach has enabled us to react fast following the impact of COVID-19 in March 2020, and also put in additional support for making unexpected adaptations. We also get feedback on what the important priorities are for the organisation at a given point in time, who to contact with certain barriers and gaps, and any developments that might present opportunities for the adoption sites.

Involving more senior members of the organisations as part of the support provided to adoption sites is seen as a key part of our approach. Our research and evaluation will help us understand more about the role senior leaders play in managing successful adoption.



Research and Evaluation



Capturing data with a live action research programme

We are using a mixed methods approach to understand the mechanisms that support successful adoption and spread of innovation. This uses quantitative and qualitative methods including network analysis, intermittent survey-based data collections, analysis of conversations, case studies and adoption site reported measurements.

Sharing the learning

We collaborate with teams supporting innovation adoption in their health and care organisations. We will provide training, workshops, resources/toolkits and insight sessions using the findings from our research and evaluation.

Over 40 Adoption Sites are being supported to spread 15 Bevan Exemplar Projects

The logo consists of the letters 'A&S' in a bold, white, sans-serif font. The ampersand is stylized with a small loop. The text is centered within a dark blue rectangular box. This box is set against a background of a lighter blue grid pattern that covers the right half of the slide.

A&S

With over 95 people working on adoption including adopters, team members, adopt and spread organisational leads, senior leaders and partner organisation representatives across Wales.

Support for Adoption Sites

Cohort-based peer learning

Adopters in the same Exemplar Projects will be encouraged to work together and all the participants meet on Network Days.

1-2-1 support by a Programme Team

Staying in touch with the Adopters, the team will offer practical and learning based support to individuals and their teams.

Workshops and training

We will curate learning sessions based on the basic skillsets required and the needs of the cohort with new training added on-demand.

Grant allocation and other support

Varying from small to larger grants, this programme will distribute around £450,000 to Adopters to support their projects locally.



Using the existing research to inform the conceptual model

Business and Management	Implementation Science	Behavioural Science	Design and Communication
Using evidence from healthcare and associated industries as well as models informing consumer innovation adoption research.	Drawing on the systematic reviews, conceptual models, methodological and evaluation-based studies within health and care.	Applying the evidence-informed models and frameworks, organisational and individual level factors affecting adoption.	Utilising toolkits, resources and approaches including co-production that have been used within industries to influence change.
01	02	03	04

The X Factor of Motivated Adopters

Often, innovations are driven in a top-down direction by senior or national teams. In such cases, the adopter is directed to adopt a particular innovation or improvement project.

The Bevan Exemplars programme has succeeded in engaging frontline health and care professionals for transformation within. We test a unique approach to helping Exemplars reach Adopters for participative recruitment. In the A&S Programme, the adopters are self-selecting, sometimes with guidance from Exemplars, on whether they want to be leading the adoption of a particular innovation.

We will be studying why the adopters were 'attracted' to the innovation at the time of application and the role of the Bevan Exemplars supporting these decisions.

Understanding the context and the pace

Adoption sites will vary in their speed of adoption for expected and unexpected reasons. We will learn more about why and the potential impact on success.

Flexing and adapting



We know that context matters and the adoption sites will need to understand what works best for the people using their services, their team and their local context. We have the same Exemplar going into different geographical areas and settings. The learning will be captured in our programme.

Time and other restrictions



Even with funding and senior level support, some adoption sites will experience barriers that may slow them down. We will be actively engaging with adoption sites to help overcome the barriers where we can. We will be bring our observations together on the factors impacting on the speed of adoption.

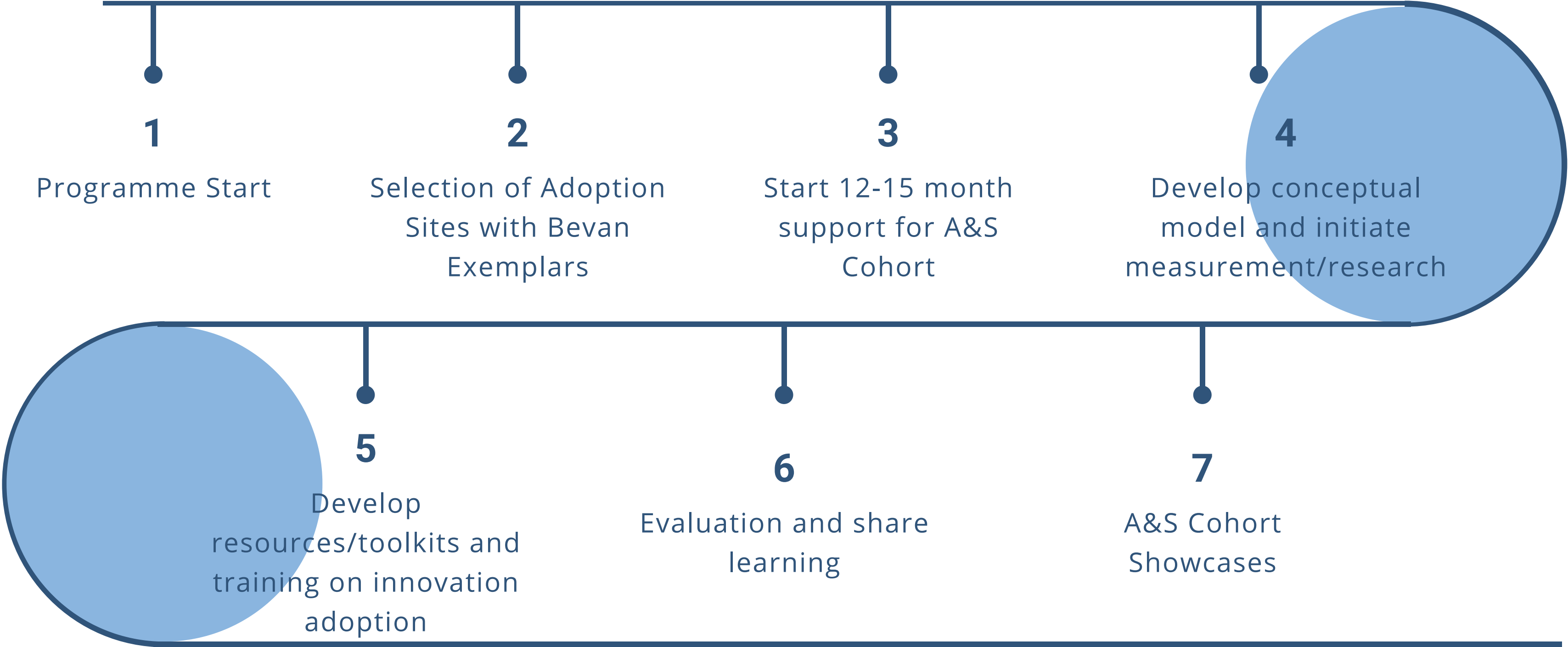
Knowledge and enthusiasm



As well as the relevant skillsets, Adopters need to transfer important know how about the innovation to new audiences. We will be testing the role of social, practical and technical support as part of the programme design and delivery.



A&S Programme Timeline



The Bevan Exemplars

To date, over 250 health and care professionals have been part of the Bevan Exemplar programmes with an Alumni network in place. 37 Exemplar projects were presented to health and care teams in Wales as part of the participative recruitment process. 15 Exemplar projects were selected by over 40 Adoption Sites at the start of the A&S programme.



The Bevan Exemplars
programme started in 2015

2015	First cohort of Bevan Exemplars recruited and supported with a 12 month programme.
2016 - 19	Exemplar Cohorts 2 to 4 recruited and supported through 12 month programmes.
2019	Exemplar Cohort 4 are supported, Cohort 5 are recruited and new A&S cohort of Exemplars and Adopters are recruited.
2020	Cohort 5 are supported over 12 months. Cohorts 6 are recruited and supported on a fast-track programme. 15 Exemplars and over 40 Adopters are supported in the A&S Programme to spread across Wales.

History of the Bevan Exemplars

Main developments



The Bevan Exemplars are playing varied roles in supporting adoption sites. Some have a very hands on approach, almost guiding the day to day activities, and others are less involved whilst their innovations are being adapted and implemented. This is all part of the live research action programme, and we are using a case study approach to understand the importance of the first innovator when supporting transformation within in health and care.

Training new adoption sites

Some of our Bevan Exemplars are running the training days and providing the resources required by Adopters to get started.

Supporting new services

There are new care pathways being developed by some of the adoptions sites and the Exemplars are providing guidance.

The role of the Bevan Exemplars

The Exemplar projects spreading across Wales



15 Bevan Exemplars working across
Wales with over 40 adoption sites

Be Here, Be Clear

For adoption by teams working within early years and with families accessing support for children

A preventative, evidence-informed intervention reinforcing responsive interactions to support children to learn to talk.

Starting in **Powys Teaching Health Board** and spreading to **four new adoption sites** in four Health Boards.

Dementia triage app (Cantab Mobile) in the community

For adoption in primary and community services

Using a digital solution to enable healthcare professionals to make accurate and timely referrals to diagnose dementia in primary care.

Starting in **Swansea Bay University Health Board** and spreading to **four new adoption sites** in two Health Boards.

Safeguarding peer support groups in primary care

For adoption in General Practice

Optimising the care of vulnerable people in primary care through the development of multidisciplinary peer support groups.

Starting in **Aneurin Bevan University Health Board** and spreading to **six new adoption sites** in four Health Boards.

Narrative Microbiology Authorisation

For adoption by microbiology laboratory staff and healthcare professionals ordering tests

Engaging and encouraging behavioural change towards well-constructed clinical enquiries or justifications for test requests.

Starting in one site in the south of Wales for **Public Health Wales** and spreading to **two new adoption sites** across Wales.

S-CAMHS Practitioners and co-production

For adoption by mental health services working with children and young people

Formulation training for S-CAMHS Practitioners to develop a co-production model of problem identification between practitioners and the young person.

Starting in **Aneurin Bevan University Health Board** and spreading to **three new adoption sites** in three Health Boards.

Using AI-enabled virtual assistants

For adoption in oncology and supporting services including Human Resources

Using chatbots to support information giving services in healthcare including frontline and administrative services.

Starting in **Velindre University NHS Trust** and spreading to **two new adoption sites** in one Health Board and one NHS Trust.

QRInfopod in supporting access to self-management information in the community

For adoption by population-based and community-based services

Enabling the public to use their smartphone to have instant access to the digital information when they are out and about.

Starting in **Swansea Bay University Health Board** and spreading to **two new adoption sites** in one Health Board and Public Health Wales.

STANCE: Learning self care for foot health

For adoption in specialist services and community settings

Diabetes foot health engagement and empowerment education in the community.

Starting in **Cardiff and Vale University Health Board** and spreading to **four new adoption sites** in three Health Boards.

Managing Irritable Bowel Syndrome (IBS) using the low FODMAP diet

For adoption in places of work and for service users

Working with staff health and wellbeing programmes to introduce sessions for people diagnosed with IBS.

Starting in **Cwm Taf Morgannwg University Health Board** and spreading to **three new adoption sites** in three Health Boards.

Physiotherapy-led local serial casting service for children and young people

For adoption by paediatric and young people physiotherapy services

Localising the support for stretching and lengthening muscles as part of the paediatric physiotherapy services.

Starting in **Powys Teaching Health Board** and spreading to **three new adoption sites** in one Health Board.

Video conferencing for pulmonary rehabilitation support

For adoption in Specialist Services

Supporting individuals in rural communities to participate in real-time in the rehabilitation session led from the hospital setting.

Starting in **Hywel Dda University Health Board** and spreading to **one new adoption site** in one Health Board.

Six Steps education programme for Palliative and End of Life Care

For adoption in Care Homes and Home Care Agencies

A successful approach focussed on early assessment and coordination of care, in care homes and those being cared for at home.

Starting in **Betsi Cadwaladr University Health Board** and spreading to **three new adoption sites** in three Health Boards.

Providing palliative care for heart failure patients at home

For adoption in Specialist Services

Developing the Heart Failure Supportive Care Team for patients with advanced heart failure in the last 1 - 2 years of their lives.

Starting in **Velindre University NHS Trust** and spreading to **three new adoption sites** in three Health Boards.

Trauma Ambulatory Care Unit

For adoption by Trauma and Orthopaedic alongside Emergency Departments

Transforming the model of care for 'walking wounded' patients requiring trauma and orthopaedic services.

Starting in **Cardiff and Vale University Health Board** and spreading to **three new adoption sites** across one Health Board.

Waiting in Pain? Access to Palliative Radiotherapy

For adoption by specialist teams

Developing a care pathway for cancer patients to have quicker and easier access to radiotherapy treatment.

Starting in **Velindre University NHS Trust** and spreading to **three new adoption sites** in two Health Boards and one NHS Trust.

Participating organisations

Aneurin Bevan University Health Board
Anglesey County Council
Betsi Cadwaladr University Health Board
Caerphilly County Borough Council
Cardiff and Vale University Health Board
Cardiff Council
Clydach Primary Care Centre
Cwm Taf Morgannwg University Health Board
Cynon Vale Medical Practice
Glan Rhyd Surgery

Hafal
Hywel Dda University Health Board
Llwynhendy Health Centre
Macmillan Cancer Support
Powys Teaching Health Board
Public Health Wales
Swansea Bay University Health Board
The Mentor Ring
Ty Bryn Surgery
Ty'r Felin Surgery

Velindre NHS Trust
West Quay Medical Centre
Wye Valley Practice
Wrexham County Borough Council



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About the Programme Team



The Bevan Commission leads the A&S programme which is funded by the Digital and Transformation Directorate, Welsh Government Health and Social Services.

Our objective is to test mechanisms for innovation adoption and spread whilst working nationally on a live delivery programme.

Funding period: July 2019 - June 2021

Funding covers: supporting a cohort of around 21 adoptions sites working to spread 7 Bevan Exemplars, including cohort support development and delivery, grant management, research and evaluation.

The Bevan Commission is hosted by the School of Management, Swansea University and we work closely with partner organisations including Life Sciences Hub Wales, NHS Wales Finance Academy, NHS Wales Shared Services Partnership, Accelerate, AgorIP, NHS Wales Informatics Service, and NHS Wales Finance Delivery Unit.



**Comisiwn
Bevan
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Organisational Leads

With representation from Health
Boards, Trusts and national
organisations in health and care



Get involved to support adoption and spread

Supporting spread with new adoption sites

If you are interested in one of the Bevan Exemplars, or know someone who is, we can help you with more information and what you need to get started. We may be able to support your project.

Resource and toolkits for adoption and spread

We will be developing resources and toolkits in collaboration with teams who are supporting adoption and impact projects within health and care. If you are interested in getting involved, let us know.

Learning together from the programme

The science of adoption and spread is a complex field that we are passionate about. Join our Insights Sessions and work collaboratively with others who are equally excited about making a difference.

Email us to get more information on how to get involved (bevan-commission@swansea.ac.uk)



Keep in touch

with the A&S
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