Fostering systemwide innovation

Context

- Innovation focuses broadly on the creation and implementation of new ideas (processes, products, services and methods of delivery) to produce better outcomes or is a change that adds value. On the other hand, research is experimental or theoretical and relates primarily to the acquisition of new knowledge. Research and innovation are related but should be considered separately.[1]

- Innovation provides opportunities to modernise and transform existing practices to increase value, improve use of and adopt technology, and seek opportunities for commercialisation, to enhance productivity. Innovation transforms patient outcomes; encourages staff to perform at their optimum and in a collaborative manner; improves quality and productivity; and supports economic growth.[2]

- There is a substantial evidence base for the clinical and economic benefits of innovation and continuous learning in healthcare organisations.[3] The Panel heard there is opportunity to modernise practices through clinical innovation and improve the use of technology through innovation.

- The Government has committed to a $1.1 billion Future Health Research and Innovation (FHRI) Fund, with a focus on research relating to cancers, child health and other diseases in which WA has an international standing. The FHRI has the potential to provide long-term secure source of funding for WA researchers to underpin the development of a culture of innovation and research.

- The Government is now developing three innovation hubs which will provide a strong foundation for the future of health and medical innovation research in WA:
  - The WA Centre for Health Innovation Hub: provides infrastructure and services to support emerging innovative enterprises, bridges the gap between idea and enterprise, and helps existing businesses identify commercialisation opportunities.
  - The WA Centre for Health Innovation at Royal Perth Hospital: will provide accommodation and services to start-ups and established collaborative medical innovation research organisations.
  - The WA Data Science Innovation Hub: will facilitate collaboration between start-ups, businesses, universities and the State Government.[4]

- To further advance the directions already being taken with the innovation hubs, the Panel envisaged the expansion of the hub network through the establishment of a number of local innovation hubs that may specialise in priority areas where staff possess particularly high levels of interest and expertise. In addition, the Panel heard of the need to establish a WA health system central hub to provide leadership and oversight in relation to matters such as intellectual property and the commercialisation of research.

- The Sustainable Health Review (SHR) Panel heard through a range of submissions and engagement events the key issues and opportunities to foster innovation across the system to transform approaches to outcomes, patient experience and staff engagement.
- The need to build upon the success demonstrated in other jurisdictions was conveyed. The Panel heard positive reports about the work of the NSW Agency for Clinical Innovation (ACI); a separate body to NSW Health Department Agency established to work with clinicians, consumers and managers to design and promote better healthcare.
- Open access to data to harness the interests and skills of a digitally connected public and inspire consumer engagement was raised. Open data is an essential part of an emerging rich data ecosystem and ultimately enables economic and social benefits.[5] The growing value of open data needs to be balanced with increasing levels of responsibility and governance on availability and distribution.

Exemplars considered

A range of exemplars were identified throughout the course of the SHR in public submissions, Clinical and Consumer and Carer Reference Groups, Working Groups and in public forums. The following exemplars are indicative, however are not an exhaustive list of the exemplars considered throughout the SHR.

Landgate, Western Australia[6]

- Landgate established an innovation program in 2008 and launched its innovation hub called 'SPUR' in 2016. SPUR assists local WA start-ups with access to data, funding, contacts and business mentoring. In addition, SPUR leads the implementation of the State's open data policy that is helping share government and private sector data and information more broadly.
- Landgate has received national recognition for its innovation achievements by being named the 22nd most innovative company in Australia.

Victorian Public Service[7, 8]

- The Victorian Public Service has released an Innovation Strategy which focuses on increasing collaboration, building capability, generating ideas and sharing information and data to embed innovation across the public service. The Department of Health and Human Services in Victoria notes 'innovation' as a core value, this being defined to include flexibility, creativity and responsivity to changing needs; courage to take informed risks and try something new; and being reflective and seeking feedback to inform and shape work. The Victorian government established Better Care Victoria (BCV) in recognition of innovation as an important lever to help manage the increasing demand and cost pressures on Victorian healthcare providers. The independent BCV Board advises the Minister for Health and the Secretary of the Department of Health and Human Services on health sector innovation. The Board also provides recommendations on the most effective ways to invest the BCV Innovation Fund.

New South Wales Government[9]

- The NSW Government released its Innovation Strategy *Bringing Big Ideas to Life* in November 2016. The strategy was developed to incorporate insights that emerged from an extensive consultation process with the members of the NSW Innovation Community.
- A Ministerial Innovation Committee was established to monitor the implementation of the strategy and ensure that NSW government departments were open to the adoption of new ideas and innovations. The fostering and leveraging of research and development is aimed at turning research into tangible outcomes for the community.
- The ACI, established in 2010, occasionally provides financial assistance in the form of small grants to organisations and programs to help advance innovative models of care. The ACI has a range of ongoing programmes and initiatives including Clinical Networks, Taskforces and Institutes that support innovation and collaboration across clinical specialities and regional and service boundaries.

Improvement Exchange, Queensland Health[10]

- Improvement Exchange is a web based tool that shares the innovative work undertaken within Queensland Heath. The site is designed to connect people with similar interests and facilitate collaboration on projects within the health sector. Projects must align with the health system priorities, be practical and useful and be brief but comprehensive.

Sustainable Health Review

This background paper was developed by the Sustainable Heath Review secretariat to inform the work of the Sustainable Heath Review Panel. Every effort has been taken to ensure accuracy, currency and reliability of the content. The background paper is not intended to be a comprehensive overview of the subject nor does it represent the position of the Western Australian Government. Changes in circumstances after the time of publication may impact the quality of the information. Background papers are published in full at: www.health.wa.gov.au/sustainablehealthreview.

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