An Evaluation of Transformational Change in NHS North East





The Research Team

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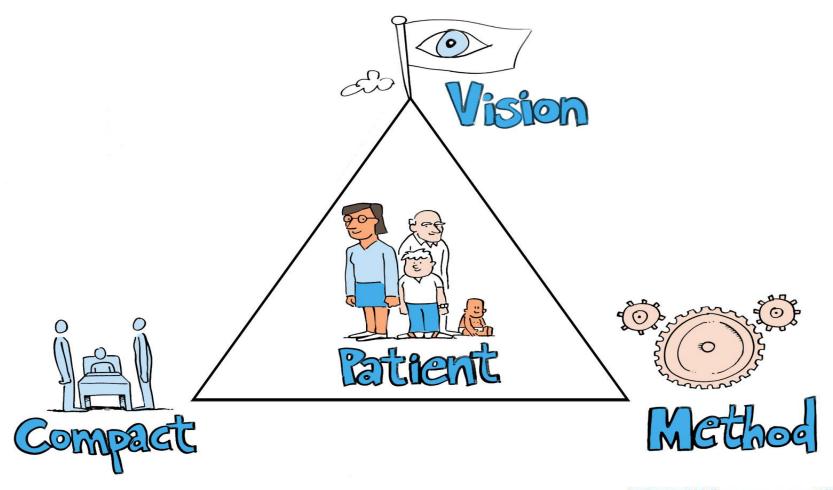
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What is NETS?







Why do we need NETS?



The NHS delivers service which incorporates real excellence which it should be proud.

But....

Pockets of excellence and poor practice in a sea of mediocrity

We have...

Unexplained variation?
Difficulty spreading best practice universally?
Change that does not sustain?

Non value added activity and waste?





Research objectives

Review the evidence in 3 key areas: change management in health care; adoption of Lean; learning from Lean in manufacturing

Measure changes in performance

Evaluate impact of the Compact

Establish extent of staff empowerment

Evaluate sustainability

Evaluate impact on service users





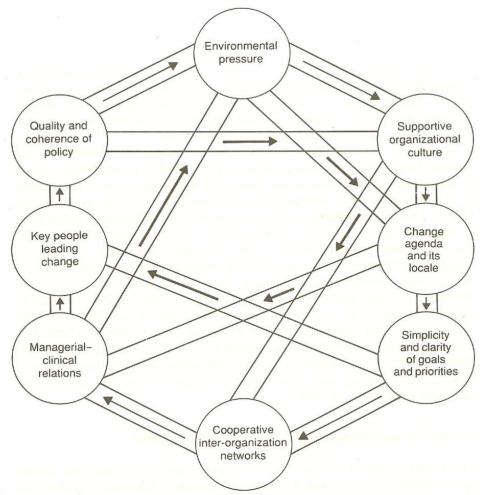
Research methodology

- Mixed methods approach
- Process and outcome evaluation
- Longitudinal comparative case design
- Adoption of 'receptive contexts for change' model
- Qualitative data analysis: review of documents, semistructured interviews, focus groups, observation
- Quantitative data analysis: controlled interrupted time series to assess impact of interventions/tools





Receptive contexts for change







Benefits of research to NHS

- Demonstrate the effectiveness (or not) of the NETS initiative in achieving improved services and adding value to the health of patients, carers, staff and public
- Demonstrate the applicability (or not) of the transformational change approach to health care more generally
- Inform thinking as to which approaches to changing complex systems appear to work best in health and health care





Study sites

- 13 study site organisations in total, divided into 3 clusters across the north east
- Study sites include the full range of NHS and Foundation Trust organisations
- Clusters chosen to reflect groups of organisations that will approach the NETS through:
 - Use of Virginia Mason Production System (VMPS)
 - Use of a mix VMPS and other quality improvement methods
 - Other, non-VMPS methods





Activity timelines

Task Name	1st Quarter	2nd Quart	er 3	3rd Quarter		4th Quarter		1st Quarter		2nd	2nd Quarter		3rd Quarter		4th Quarter		1st Quarter		2nd Quarter		3rd Quarter			4th Quarter		
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Start up phase																										
Approval from NRES/Trusts																										
Agree fieldwork plan with NET																										
Updating/finalising literature review																										
Selection of 5 +2 case studies																										
Collecting/analysing relevant docume	:																									
Collect routinely available data from (1																									
Obtain research passports																										
Interviews																								Ÿ.		
Start first round interviews																										
Continue; analyse first round intervie																										
Start second round interviews																										
Continue; analyse second round inte																										
Start third round interviews																										
Continue; analyse third round intervi-																										
Focus Groups	•																		Ÿ							
First round focus groups																										
Analysis first round focus groups																										
Second round focus groups																										
Analysis second round focus group														ı												
ITS Work																								Ÿ.		
Start ITS																										
Continuation of ITS																										
Analysis and completion of ITS																										
Website																										
Website design and pilot																										
Website supporting research group																										
RPWs	_																Ť									
Selection of RPMVs																										
Continued work on RPIV/s																										
Reporting and dissemination of find					•	_																				
1st interim SDO report/dissemination																										
2nd interim SDO report/dissemination	•													Ì												
Final SDO report / dissemination of fi	i																									
External dissemination																										





Critical path analysis

- Interviews (x3 rounds), focus groups (x2 rounds) and interrupted time series analysis are the drivers for the project.
- Although these elements of the project can be tackled in parallel, the challenge is to ensure that end dates for each are respected.
- Requirement for close collaborative working with study site organisations and with the NETS Coalition team.





Responsive project management

- Communication:
 - One nominated point of contact in the research team
 - A single, secure area to store and share project documentation between Durham and Newcastle
 - A user-friendly website for access to publicly available information about the research project
- Flexibility in agreeing dates
- Willingness to provide timely feedback to study sites
- Awareness of likely changes to study site organisational structure



