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# **An Evaluation of Transformational Change in NHS North East**

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# The Research Team

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Durham University**

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Jonathan Erskine, Allison Welsh (Management Fellow)

**Newcastle University**

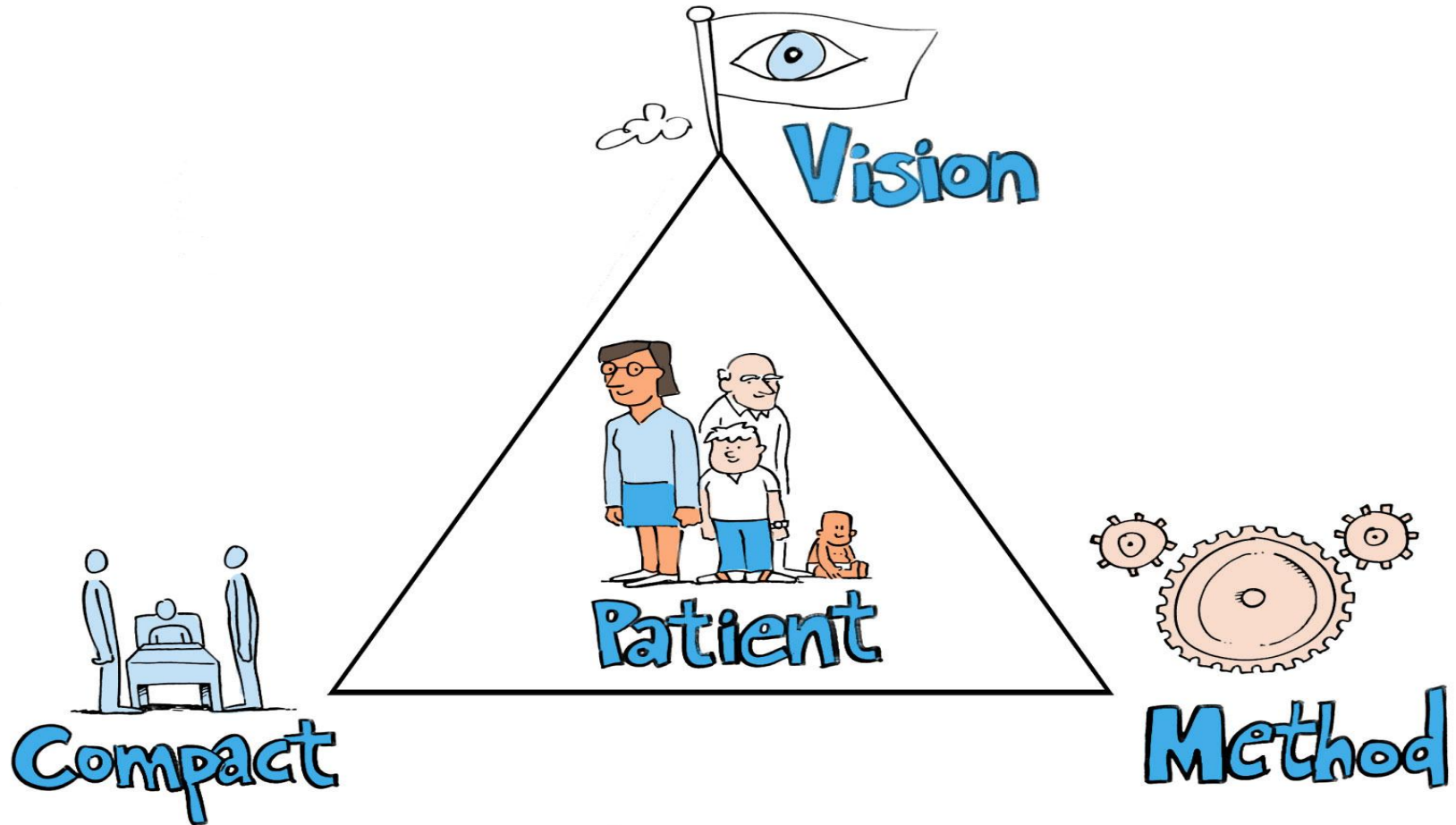
*Business School*

Prof Chris Hicks, Dr Tom McGovern, Ed Lugsden

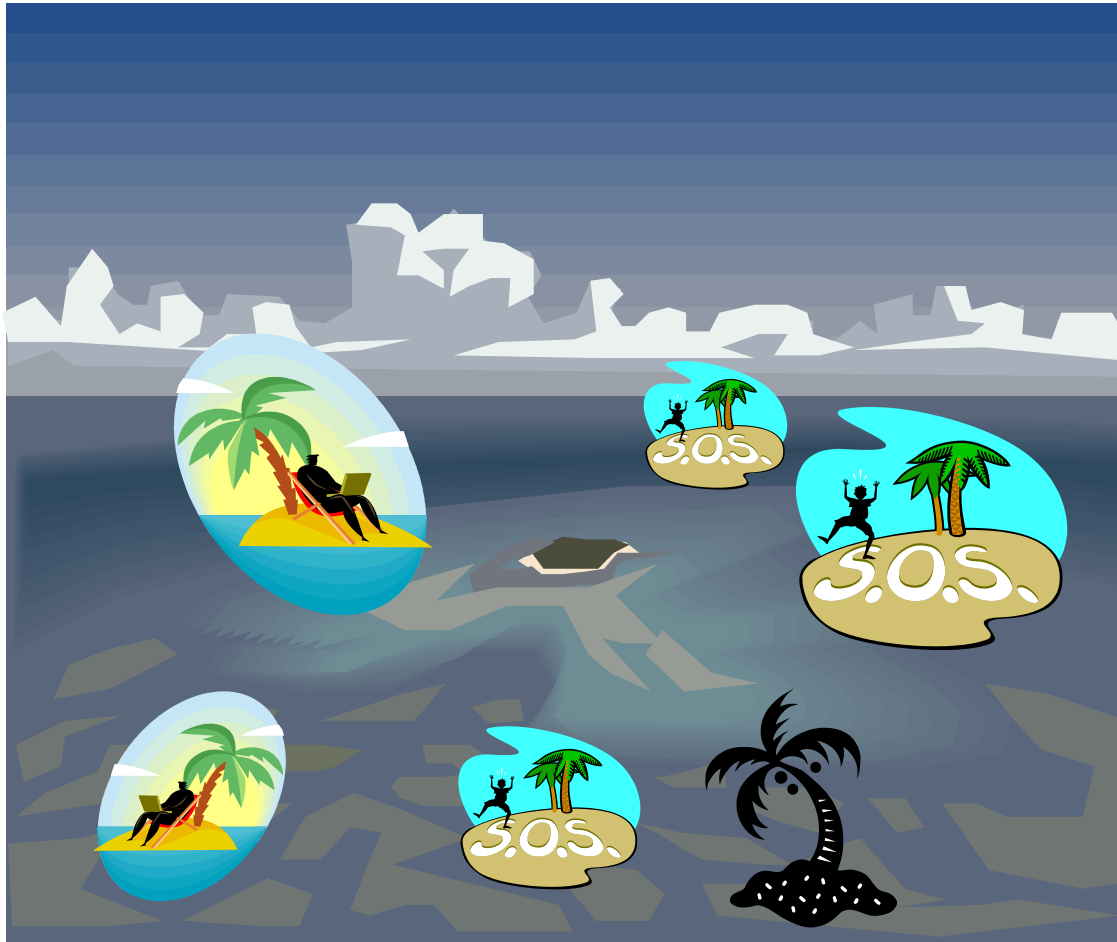
*Institute for Health and Society*

Prof Martin Eccles, Dr Paula Whitty, Nick Steen

# 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?



**Durham**  
University

part of  
nets  
north east  
transformation  
system



**Newcastle**  
University

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## 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

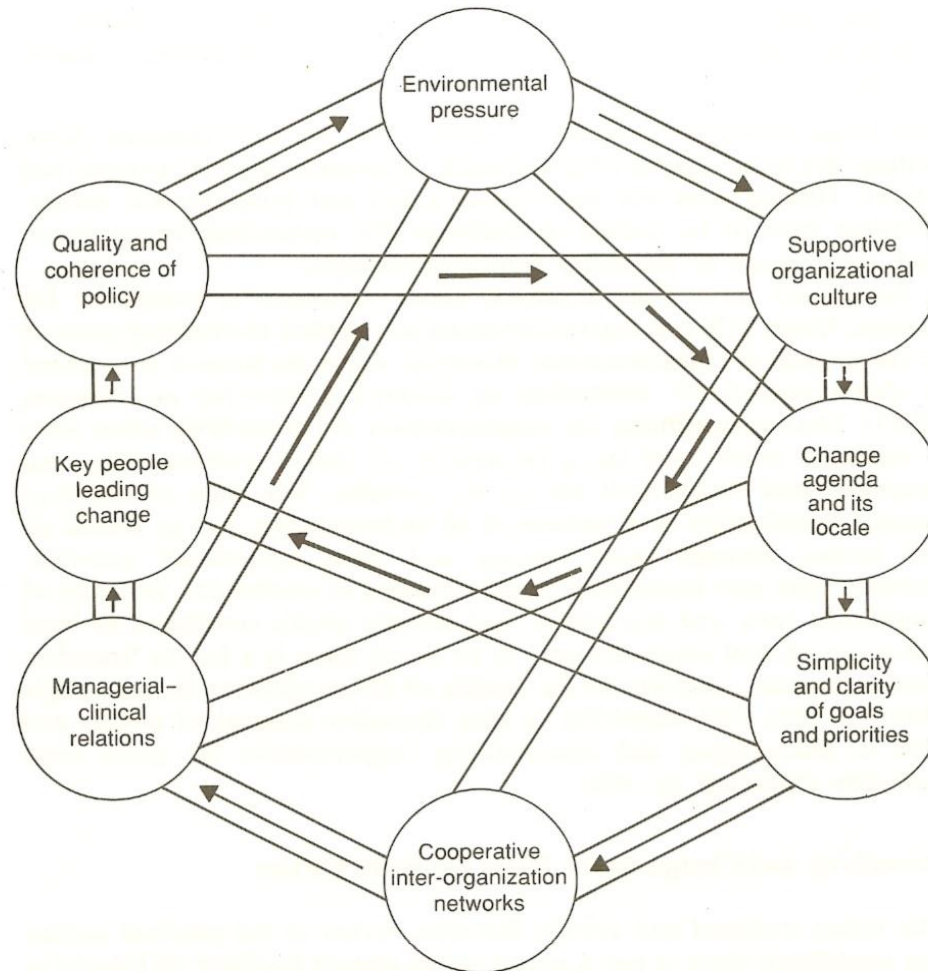
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# Research methodology

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

# Receptive contexts for change



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# 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

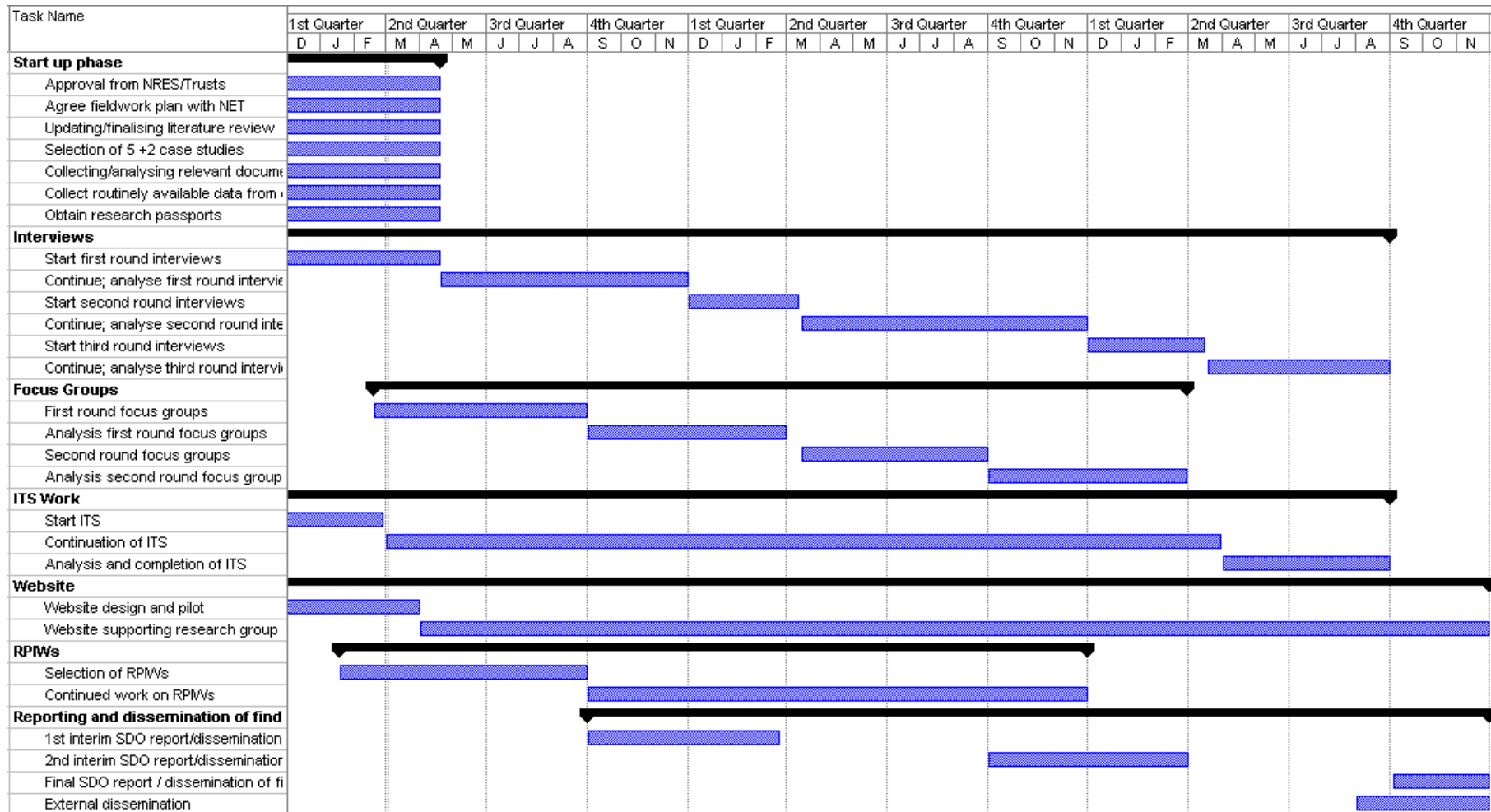


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# Study sites

- 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

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# 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.

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# 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