Innovation in healthcare

33n

Empowering the frontline to design innovative new models of care and workforce

Developing evidence-based solutions maximising the potential of data to improve services

"**The CLEAR team has energised all those who have been involved, we've seen real engagement with all staff groups and a transformational approach with measurable, realistic and deliverable outcomes which will revolutionise our theatre programme over the next year.**"

Kerry Broome
Deputy Chief Operating Officer
The Queen Elizabeth Hospital (QEH)
King's Lynn NHS Foundation Trust

33n

Improving people's lives

We believe high quality patient care matters

A team of NHS clinicians, education specialists and data analysts with a wealth of collective experience, we've come together to make a difference – to enhance integrated care and the experience of patients and staff.

Many of us work every week in clinical roles, we understand the complexities of the NHS and the culture.

Our mission to improve people's lives through the transformation of services has come from our personal experiences of poor, misaligned care.

Together, we're passionate about driving improvement and empowering those who are closest to the delivery of care to lead and be at the forefront of change.

We are 33n.

Developed by NHS staff for NHS staff

The 33n offer – how can we support you?

We support clinicians and organisations to deliver transformation and workforce redesign projects to improve the quality, safety and efficiency of services for patients and staff.

Our goal is to provide sustainable solutions to the changing needs of the healthcare system, support the recovery of services, increase productivity, encourage staff retention and shape services for the future.

We offer a range of services, products and training to support system transformation to happen at pace – delivering innovation projects and equipping frontline staff with the skills to develop new models of care.

Why choose 33n? Founded by NHS clinicians, we are experts in data driven clinically led solutions and empower staff to drive change.

Transformation

Enabling providers and systems to deliver new models of care to support the sustained recovery and transformation of NHS services
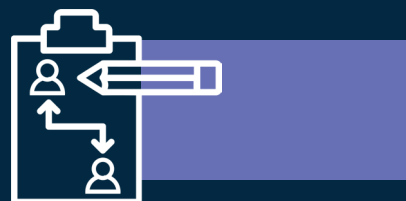
Education

Equipping clinicians with the skills to drive change, system improvement and integrated care, shaping the NHS for the future

Data analytics

Working with organisations to enhance their analytical capability with insights to meet their delivery priorities

Workforce redesign

Optimising the workforce with unique modelling tools to improve patient experience and increase productivity

The National CLEAR Programme

We deliver the CLEAR Programme which was originally developed in partnership with Health Education England and is now sponsored by NHS England, regions and systems.

The Clinically-Led workforceE and Activity Redesign (CLEAR) Programme places clinicians at the heart of healthcare decision making and innovation.

The programme combines clinical insight and data analysis to create innovative new models of care and workforce redesign

The CLEAR approach and methodology

Each CLEAR project comprises four key elements.

Clinical engagement – Understand baseline models of care, form relationships and discover key issues through qualitative data collection. This secures buy-in and gains operational insights about the service and challenges.

Data interrogation – Find evidence for key challenges, link qualitative themes to deeper insights, use qualitative data to find impact of change. CLEAR data tools offer accessible data analysis and visualisation, allowing staff to evidence issues and possible solutions.

Innovation – Create solutions for key issues with new models of care using bespoke modelling techniques, co-design and collaborate with staff and other CLEAR teams, share best practice and examples of innovation.

Recommendations – All elements of the previous phases come together to communicate the need, evidence, and the benefits of the recommended changes.

The aims of the programme are to deliver solutions that are clinically owned, increase the control of clinical teams in healthcare delivery, embed improvement technique and provide an efficient solution to complex change programmes.

CLEAR is hosted and delivered in partnership with East Lancashire Hospitals NHS Trust.

Putting clinicians in the driving seat of redesigning services
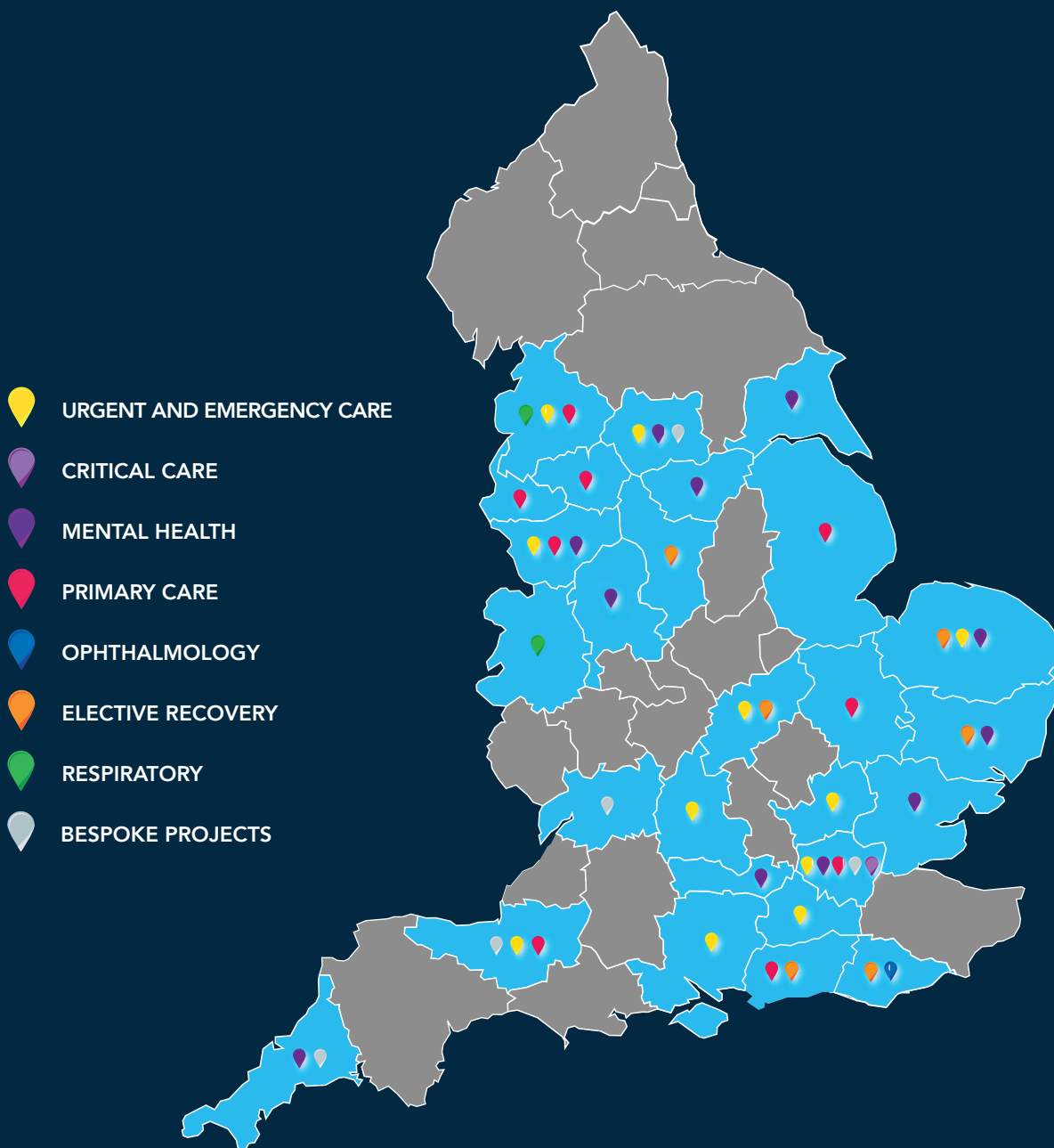
CLEAR
Empowering staff to innovate care

CLEAR is supporting the NHS across key priority areas

The CLEAR Programme began in 2019 with six pilot projects focused on transformation in urgent and emergency care.

Since then, the programme has delivered more than 40 CLEAR projects across NHS priority areas – recommending new models of care and workforce to secure sustainable change and more than £20m productivity gains.

The programme provided rapid support and training to the NHS during the COVID-19 pandemic. It continues to provide support for the recovery and transformation of NHS services across a range of areas.

URGENT AND EMERGENCY CARE

CRITICAL CARE

MENTAL HEALTH

PRIMARY CARE

OPHTHALMOLOGY

ELECTIVE RECOVERY

RESPIRATORY

BESPOKE PROJECTS

Our 26-week CLEAR programme

This is our flagship work-based learning programme.

Projects are delivered by frontline clinicians (known as CLEAR associates) under the supervision of the CLEAR national faculty.

Clinicians enrolled in the programme are trained in effective engagement and data analysis with access to a suite of interactive visualisation tools providing comprehensive insights into service delivery. Combined with our bespoke workforce modelling tools this enables the discovery of new improved ways of working and models of care.

CLEAR associates are seconded to the programme for 2.5 days a week and, when a number of projects run concurrently, share learning with fellow clinicians across the country. Their education programme comprises live workshops, e-lectures and knowledge-sharing sessions with formal supervision.

The programme leads to the creation of clinically sound, operationally and financially viable solutions that are co-developed by those leading and delivering care – while building in-house transformation capability.

Outputs from the live redesign projects include a detailed report, which can be used for future business cases with the case for change, calculated costs and projected benefits as well as presentations of key findings and quick wins for the service and executive team.

> **" A very positive and impactful experience piloting the CLEAR methodology with our IAPT and perinatal mental health services "**

Alex Gild
Deputy Chief Executive
Berkshire Healthcare NHS Foundation Trust

Our CLEAR projects

CLEAR Compact

This is the condensed version of our 26-week flagship programme. It is designed for NHS organisations and systems looking to achieve transformation which need an accelerated redesign project or do not have the capacity to free up clinicians to take the lead.

Experienced members of the national CLEAR Faculty will conduct the transformation work within the organisation, gathering insight from key stakeholders, analysing data and developing a series of recommendations for new models of care and workforce redesign. It includes workforce modelling and an impact assessment.

Depending on the complexity, this process takes between 14-17 weeks (excluding project initiation and data extraction).

CLEAR Focus

This is a 12-week project to accelerate the adaption and adoption of a proven model of care, ideally within a system.

It is delivered through four workshops led by members of the national CLEAR faculty and usually involves a number of healthcare providers.

Each workshop examines with a range of stakeholders how a new model of care already outlined can be tailored to meet local population health needs.

The project includes clinical engagement, workforce modelling and scenario planning

to explore the impact and cost of the proposed redesign. Data is provided by the organisations involved.

For example, a workshop approach has been used to improve the care of older people living with frailty with a range of clinicians examining same day emergency care including ED attendances. CLEAR's population health workforce modelling tool was used to explore how to optimise the frailty teams across primary and secondary care.

The workshops are held over three months (depending on stakeholder availability).

Our CLEAR courses

We run a series of standalone courses as part of the CLEAR programme throughout the year to support healthcare professionals, organisations and systems build transformation knowledge to tackle key healthcare priorities.

A taste of CLEAR

This is our free online short taster course which gives a flavour of what CLEAR is about and an understanding of the methodology being adopted across the NHS in England. It is available on NHS England's elearning for healthcare hub.

Participants learn about the four key phases of CLEAR's approach through a case study. The course takes 45 minutes to complete.

CLEAR Essentials

A one-day virtual course on the fundamentals of the CLEAR methodology. The approach is key to all our transformation projects.

Participants gain an understanding of how combining local clinical insight and data analysis can deliver new models of care and workforce to drive change within organisations.

Designed by NHS clinicians, the course uses a blended learning approach including interactive tutorials, e-lectures and discussion to build the skills to analyse complex problems to redesign services and improve outcomes.

The course enables participants to share learning and network with fellow health professionals across the NHS who are interested in being at the forefront of change. Attendees receive a CPD accreditation certificate and mini workbook after completing the course.

Places can be booked by individuals or organised alongside CLEAR projects to raise awareness and understanding among a wider group of staff and stakeholders of the approach.

> *The course exceeded my expectations – I have learnt some really nice techniques, will incorporate these into my current practice.*

Chris Stones
Radiotherapy Service Improvement Lead
The Christie NHS Foundation Trust

CLEAR impact

An evaluation of the programme found that CLEAR is cost-effective, encourages staff retention and is more likely to deliver results than other complex change programmes.

Key findings from the evaluation of CLEAR projects in 2019 and 2020 showed:

- CLEAR recommendations are **more likely to be implemented** compared to other complex healthcare interventions because of significant levels of clinical engagement – and have an average potential return on investment for projects of £4.19 (potentially up to £14) over five years for every £1 invested.

- CLEAR provides **more cost-effective** delivery of complex change programmes than the alternatives – resulting in a cost saving of £1.90 for every £1 spent.

- CLEAR appears to have a **positive impact on staff retention and wellbeing** – the cost of a CLEAR project is covered if one medical consultant remains in post for a year or there's 1% improvement in the annual staff retention rate within a site.

- CLEAR allows participants to **develop valuable new skills** in a more productive way – 100% of survey respondents said the CLEAR programme was a more efficient way of learning and practising skills than alternative training.

The evaluation was conducted by health economists from UCL's Rapid Research, Evaluation and Appraisal Lab (RREAL) and Economics by Design.

*62% **of staff said CLEAR helped improve their chances of** career **progression***

" *CLEAR has made me really think about how change is managed and performed* "

Nicholas Gidley
Senior Charge Nurse
(promoted following CLEAR project)
Royal Hampshire County Hospital, Winchester

Workforce redesign

Integral to the CLEAR approach is our data-led workforce redesign, helping providers discover new ways of working, optimise and develop new roles and transform care for patients – while at the same time enhancing productivity and improving staff experience.

We work in collaboration with senior clinicians and managers to understand and tackle workforce challenges, using our unique modelling tools to deliver change that is sustainable and future-proofed.

Recommendations from more than 40 projects have included new ageing well teams, responder and intervention roles in mental health, frailty advocates and carers coordinators.

Our national CLEAR team has helped sites develop safer staffing models, maximise the Additional Roles Reimbursement Scheme (ARRS) and navigate agenda for change (AfC) and doctors' and dentists' Remuneration (DDRB) contract terms ensuring new models of care are aligned to patient and population health needs.

As part of the pandemic response, the CLEAR team supported the Education, Training and Transformation workstream in NHS Nightingale London aligning the clinical model required to the workforce using skills, knowledge, and experience matrixes that optimised the available staff and ensured the safe delivery of care.

Our CLEAR Proactive Care Programme supported five primary care networks

(PCNs) to provide more preventative multi-disciplinary care for those living with long term conditions. With a focus on workforce optimisation, recommendations included a new dementia coordination service projected to reduce GP appointments by 50% and ED attendances by 30%.

> *The evidence and ideas generated through the CLEAR Programme have been incredibly powerful and have made us think about sustainable improvement and a system-led approach to care.*

Kyle Hepburn
Clinical Director and Lead Clinical Pharmacist
North Sedgemoor PCN

Data analytics

Insights from data have huge potential to improve the quality, safety and efficiency of NHS services.

We are specialists in data science and work with organisations to unlock and enhance their analytical capability to meet their delivery priorities.

Our advanced dashboards are unique to 33n, empowering clinicians and organisations to gain fast and flexible insights that enable detailed activity and workforce modelling.

We offer:

■ A secure portal to capture patient data that is cleaned, mapped and transformed

■ The ability to accurately map current service and care delivery, identify improvements and provide the evidence for detailed transformation plans

■ Access to a suite of interactive visualisations and modelling tools to explore the data more fully and create future scenarios to accurately assess the impact of proposed changes

■ Ready-made applications to map activity, quality and safety, highlighting clinically relevant challenges

■ User friendly visuals to support conversations and decision making to improve care.

Following our successful transformation projects, we are offering NHS organisations our data dashboards and visualisation tools on annual subscription with packages of support from our clinicians and data engineers. These will give you greater understanding of what's happening in your service and are available in the following areas: urgent and emergency care (UEC), mental health, primary care and theatres.

Additional bespoke support is designed around an organisation's priorities or specific challenges within a service. For example, we were commissioned to develop a new modelling tool for an eating disorder service redesigning care to enhance its understanding of the challenges if faced.

> **" 33n are experts in using data in novel ways to provide a nuanced understanding of healthcare that is unique in the NHS at this time. "**

HEX – our health economics course

Health Economics Explained (HEX) is a one-day online interactive course designed to give a basic introduction to health economics – with a particular focus on value.

The course teaches participants how to measure value, talk about it and build into business cases for service improvement.

Delivered in partnership with international health and public policy economist Jacque Mallender, HEX increases literacy and familiarity with health economics, enabling staff across the NHS and the third sector to create value cases and understand how best to present these to senior decision makers.

Participants require no prior training or qualification in health economics. Attendees will gain the skills to:

■ articulate what value is and how to measure it

■ use appropriate tools for use in economic evaluation in healthcare

■ understand the quality of economic evaluations and how they feed into local and national health decision making

■ maximise value from departmental budgets

■ demonstrate the value of service improvement or workforce transformation.

The course is run in partnership with Economics by Design, latest dates are available on the 33n website. Please contact us if you would like to organise a course for your organisation.
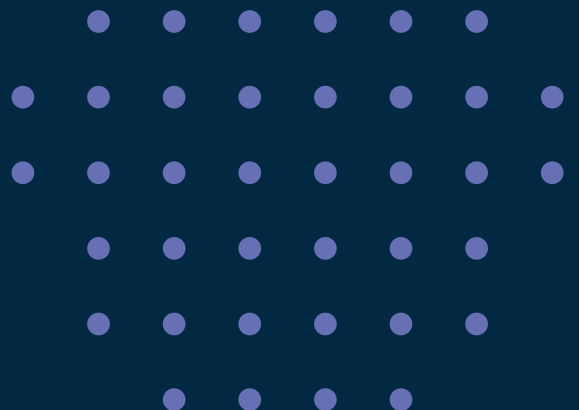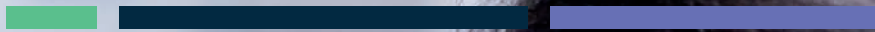
Get in touch

We support provider and system transformation to happen at pace, increasing efficiency, enhancing skills, and improving patient outcomes.

To have a conversation about how we can support you, please contact:

- **Dr John Jeans,** 33n Director and National Programme Lead for CLEAR
- Email: **john@33n.co.uk**

More information is available on our websites:

- **33n.co.uk**
- **clearprogramme.org.uk**

" The entire process has been clinically led, 100% engaged with the clinicians, thorough, productive, constructive, but also enjoyable. "

Dr Saul Rajak
Consultant Ophthalmologist and Clinical Lead
University Hospitals Sussex
NHS Foundation Trust

33n

33n

Empowering clinicians and organisations to develop new models of care using clinical insight and data analysis to improve people's lives