

University of Sheffield University of Leeds

with ADI, NIHR CLAHRC SY, NIHR CLAHRC LYB, Yorks HIEC

Overcoming Barriers to Mainstreaming Assisted Living Technologies (ALTs)

Prof. Mark Hawley

Leeds – ADI workstream :

***Whole-system modelling and change
facilitation +***

Industry Liaison



Whole-system modelling and change facilitation.

This workstream within the ALIP3 Mainstreaming ALT project led by the University of Sheffield will determine the business and organisational models that will best increase the pace, scale and spread of ALT deployment and adoption.

Why take a "Socio-technical" approach??

Business models are usually informed by a business and financial case, but rarely by socio-technical thinking. Conventional business thinking and business modelling have so far ***mostly failed*** to create substantial takeup and commercial success for these new propositions, which require some fundamental shifts in the way society provides health and care services.

This work-stream will integrate business models with socio-technical thinking and system design in the domain of ALTs. The result will be more holistic and realistic business models, which will have a stronger chance of succeeding in the complex health and care environment.

We will work to understand, design, develop, implement and evaluate alternative business and organisational scenarios (including associated processes and working practices) for the delivery of services using ALTs as part of the mainstream service.

Phases ..

Phase 1 : The design of alternative business and organisational model scenarios

This will involve designing alternative business and organisational scenarios in partnership with stakeholders at each field site using individual and group interview techniques.

It will include understanding how ALT services are currently introduced and used in practice, clarify the purpose of deployments and establish market needs as well as identifying leadership

models, and existing cultural and organisational barriers to effective ALT implementation.

Results of the interviews and analysis of published research will be used to develop a range of alternative scenarios of ALT provision and deployment, focusing on the complete socio-technical system. Scenarios will be presented at whole systems meetings and workshops that bring together all of these stakeholder groups, including those from the industrial panel. These events will result in selection of changes that stakeholders consider to be feasible for introduction. At each site this will be followed by a 'change lab' event to define and develop the organisational change process required to support improved deployment.

Phase 2: Action research

During phase 2 we will engage with stakeholders at each of the sites to test alternative service configurations identified through the 'change lab' events using an action research framework.

We will test three alternative service configurations and associated organisational changes in a series of trials and pilots in three geographical areas. For each alternative, we will evaluate the impact of changes to systems according to multiple criteria including the perspectives of manufacturers/suppliers, commissioner and strategic management, front-line providers and end users, and cost-effectiveness.

Phase 3: Dissemination of tools

The final products will be:

- * A set of system requirements (business and organisational) which can maximise the effectiveness and cost-efficiency of ALT implementation.
- * An organisational transformation plan that can be used to help manage the implementation process.
- * Defined business processes, roles, working practices etc for effective ALT deployment.

How can industry engage with this project?

"The project will establish an Industry panel whose aim is to make the research as relevant as possible to industry and to make emerging results available as soon as feasible so they can be put into practice. This panel includes numerous industry representatives and thus enables a large number of stakeholders to both feed into the research and also to derive benefit from participation".

Industrial partners can choose to engage at any level that they wish. You may wish simply to keep a watching brief on this project via the industry panel meetings and via the website; you may wish to participate actively by engaging with ADI, Leeds or Sheffield on particular aspects of the research programme; or, if your company or technology is already involved in one of the sites that the research is addressing, you will have the opportunity to be part of the stakeholder analysis and "change lab" activities.

Who's on the industry panel?

The following companies will be represented at the kickoff meeting of this panel.

Alere
Bosch Healthcare
Care innovations
Cisco
Docobo
KPMG
Microsoft
Philips
Red Embedded
Telemedic
Telemedcare
Tunstall
Virtual College

In addition, the following companies have agreed to be part of this panel :

Alcatel-Lucent
BT
EMIS
Healthcare at Home

Tynetech
O2
Oracle
PA Consulting
Serco
Safe Patient Systems
TPP
Tribal

What are the draft proposed terms of reference for the Industry Panel?

- To ensure the project meets the requirements and expectations of industry
- To share experience of ALT implementation openly with the researchers & provide specialist advice
- To help prioritise the necessary works required to achieve the project goals
- To ensure that output from the project is intuitive and easy-to-use and enhances the visibility of the project
- To encourage and oversee assimilation of output from the project into business practice;
- to ensure the recommendations made for supply side change fit with real-life and everyday practices.
- To promote the project to external organisations and individuals
- To benefit from the insights developed

About ADI :



ADI is a not-for-profit R&D organisation dedicated to helping technology-based businesses grow through successful innovation and R&D. We see Telehealth, Telecare and Assisted Living as being key enablers for the transformation of health and care services, and as offering great social benefits as well as commercial opportunities. We want to play a part in helping industry start to realise these benefits and opportunities.

About the University of Leeds Centre for Socio-technical design :



The Centre for Socio-technical Design aims to create better systemic processes and environments that are a result of marrying an understanding of human behaviour with technical expertise.

About the University of Leeds Centre for Innovation in Health Management (CIHM):



The Centre for Innovation in Health Management's purpose is to improve public service in the UK and to foster innovation and change in health and wellbeing services internationally. Our focus is on systems and organizations – the place and set of relationships in which public service is executed.