

# InnovateNow

## Guidance for InnovateNow award applicants

Version 2.1 (April 2010)

### Introduction

This document provides some general guidance to applicants for any of the three InnovateNow awards (Innovation Sharing, Innovation Bursary or Enabling Change). It has been produced in response to some of the applications submitted for the first and second rounds of funding (in 2009/2010) and feedback from the judging panels from these rounds.

### Guidance

#### 1. Types of innovation the awards can be used to support

The awards can be used to fund: the implementation of new innovations in the NHS; the implementation of innovations taken from a different industry/country and used in the NHS; and the adoption (possibly with some modification) of innovations developed in a few NHS organisations that have proven benefit.

The awards cannot be used to fund the implementation of widely available and widely adopted products/technologies or approaches that are accepted as normal practice (see point 9). In addition, the awards cannot be used for product development or clinical trials.

#### 2. Award criteria

Applicants should ensure that their proposal:

- Addresses the recommendations set out in Healthier Horizons (<http://www.northwest.nhs.uk/whatwedo/healthierhorizons/>) and the Clinical Pathway Group (([http://www.northwest.nhs.uk/document\\_uploads/Publications/Clinical\\_Pathway\\_Group\\_Reports\\_f145f.pdf](http://www.northwest.nhs.uk/document_uploads/Publications/Clinical_Pathway_Group_Reports_f145f.pdf))) reports, and contribute to the context of QIPP (i.e. innovate for quality, innovate for productivity and innovate for prevention).
- Involves partnership working across traditional boundaries i.e. applications which forge joint working across health and social care for example, between education and the NHS, across acute and mental health providers, or across primary and secondary care.
- Fits the description of the particular award being applied for (<http://www.innovatenow.org.uk/categories.htm>).

#### 3. Resubmissions

You may resubmit an application if you think that it meets the award criteria, but please mark the title of your innovation with 'Resubmission' first (e.g. 'Resubmission: personalised care for patients with long term conditions').

#### 4. Applicant organisation

InnovateNow awards can only be made to NHS organisations i.e. Trusts or PCTs (not GP surgeries, companies, universities or charities), although the NHS organisation that receives the funding may use the money to pay for time/services provided by other organisations.

## 5. Information requested

Each question is very specific about the information required. Please ensure that you provide all such information. Please read the questions carefully and only provide the information requested. The detail required in the application is relative to the level of award being applied for, and the sections on: the benefits of the innovation, how it will be evaluated and how it can be sustained post-award, are particularly important for the Enabling Change award applications.

Note that it is easier to organise your answer according to the parts of the question, for example by referring to the relevant sections of the question in your answer. For example:

- i) the funding is requested to....; ii) the funding has been calculated as follows...*
- i) the problem addressed by the innovation is ... etc.*

## 6. Team and stakeholders

It is important to list all the people who will be involved in the project to demonstrate that all the relevant parties and stakeholders are on board and therefore that the project, if funded, is likely to be delivered successfully. Stakeholders can include staff, carers, patients, public bodies etc. You may need to think outside the 'core' stakeholders and think about any 'knock-on' effects, both positive and negative, that could be felt by peripheral individuals or groups. For example, if your innovation leads to earlier discharge of a patient, then this may increase the burden on community staff (e.g. GPs, nurses).

## 7. Scene setting and use of abbreviations/acronyms

The judges come from a wide range of backgrounds and may not be an expert in your area. Therefore, it is helpful if some background information is provided and any abbreviations/acronyms are explained.

## 8. Problem and impact of innovation

The application should describe the problem that the innovation has been designed to overcome and also to give some indication of the scale of the problem and the likely impact of the innovation (e.g. by detailing the number of patients affected in the region and/or nationally, the money that could be saved etc). This should include highlighting how the application meets the recommendations from Healthier Horizons (<http://www.northwest.nhs.uk/whatwedo/healthierhorizons/>) and the North West's Clinical Pathway Groups ([http://www.northwest.nhs.uk/document\\_uploads/Publications/Clinical\\_Pathway\\_Group\\_Reports\\_f145f.pdf](http://www.northwest.nhs.uk/document_uploads/Publications/Clinical_Pathway_Group_Reports_f145f.pdf)) and contribute to the context of QIPP (i.e. innovate for quality, innovate for productivity and innovate for prevention).

## 9. Innovativeness

The applicant should describe if and how other NHS organisations are addressing the problem and make it clear which organisations (if any) are using a similar approach to the innovation proposed by the applicant. The application should also specify how many other organisations in the region have already implemented the innovation (this may be none).

Please note that applications for proposals to implement initiatives that are regarded as 'mainstream' (for the purpose of InnovateNow this is defined as when the innovation has been implemented in at least one third of NHS organisations in the North West) will not be funded.

## 10. Benefits

The applicant should ensure that the benefits of introducing the innovation are clearly listed including how the innovation addresses productivity. The applicant should also explain how the innovation will provide value for money (i.e. an optimum balance between relatively low costs, high productivity and successful outcomes) and detail any estimated cost savings that may result from implementation of the innovation.

## 11. Duration of project

It is anticipated that projects are likely to run in most instances for a maximum of 12 months.

## 12. Evaluation

Whilst applicants are expected to evaluate the effectiveness of the innovation in question, which may include the use of research methods, the InnovateNoW awards have been established to encourage the implementation/adoption of an innovation and not just its evaluation.

The application must be clear about how the project will be evaluated to determine whether it has been successful. The metrics i.e. types of data or information being collected (such as number of patients receiving service, bed days, costs of treatment, money saved, patient satisfaction etc) that will be used to determine whether the project achieves its aims, should be clear. It is anticipated that most applications will compare costs before and after the innovation is implemented to determine any cost-savings.

In most cases, it will be necessary to make a comparison with baseline data (i.e. before the innovation is implemented). It may also be appropriate to gain feedback from the users of the innovation including their level of satisfaction.

The applicant should also specify who will carry out the collection and evaluation of the data collected and the resource required to do this must be clear, either by indicating the time required from a team member or how much this work will cost if an external organisation is involved.

## 13. Research

Research on whether an innovation may work, including randomised controlled trials and/or allocation of patients to different treatments/services for comparison purposes, will not be funded. Whilst the evaluation may compare pre- and post-innovation data, the primary aim of the evaluation will not be to provide generalisable knowledge but to determine the impact of the innovation in this context.

## 14. Promotion / Dissemination / Transferability

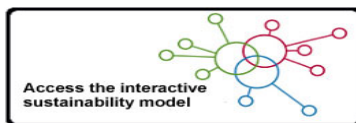
Applicants making multiple applications for the same projects must explain how the funding will be used for each application and why separate applications have been made (each application should refer to the other application). For example, an application may be made for an Innovation Bursary award to pay for a senior manager and a nurse to work on implementing a new system of working, and an Innovation Sharing award to promote the results of the use of the new system to a regional group and to encourage its uptake once the evaluation is complete.

## 15. Sustainability (for Innovation Bursary and Enabling Change awards only)

The applicant should be clear about the options available to ensure that the project is sustainable post-funding. This may include ensuring that the project is included in the next commissioning round. Applicants should also assess the sustainability of their innovation by visiting the NHS Institute for Innovation and Improvement (IiH) where there is a simple to use interactive sustainability tool that will give you a numerical score which you must put onto your RIF application form.

To use the IiH tool (which takes a few minutes):

- You need to be registered with them but this is quick and easy to do and you can also register via the link below.  
[http://www.institute.nhs.uk/sustainability\\_model/general/welcome\\_to\\_sustainability.html](http://www.institute.nhs.uk/sustainability_model/general/welcome_to_sustainability.html)
- Once you have received your user details by e-mail, you then click on the following icon to use the tool:



- Click on 'Start a new Project' and then 'I wish to start a one off assessment and not an ongoing project'.
- On the left hand side of the page, click on 'Your scoring – to start your scoring click here.'
- Go through the questionnaire as instructed: it takes you through 'Process', then 'Staff', followed by 'Organisation' and there are 10 questions in total. You must make a selection for every question and give the answer/situation that most closely matches your project.
- Once you have completed each question, click on 'confirm these factor levels' at the bottom of the screen and you will see a 'project overview' and directly underneath the 'Team Graph' you will see your score e.g. **Your total score for this review period is: 25.**
- Add this score into the relevant section about sustainability on your InnovateNoW application form. Please write the information in the format: **IiH Sustainability Score = 25** (or whatever your score actually is!).

## 16. Amount of funding requested

Please note the maximum amount of funding that can be requested for each award, and in particular, the fact that a single organisation applying for an Enabling Change award can only request a maximum of £50,000. Applicants may only apply for up to £250,000 for an Enabling Change award, if the award is to be used across multiple organisations, where a maximum of £50,000 will be awarded for each organisation involved in the proposal (i.e. a consortium involving 3 organisations will be entitled to apply for a maximum of £150,000).

Please be specific about what the funding will be used for. For example, if the applicant describes an innovation within their organisation that is already fully implemented, you will need to explain the purpose of the funding requested.

Please ensure that the total amount of funding required is included in the answer; in addition to a detailed list of costs and justification per item. Please also check that the numbers add up!

## 17. Costings

It is recommended that all costings are provided with the assistance of a member of the Finance Department in your organisation. In particular you need to ensure that:

- when providing pay costs that these include employer's on-costs and are at pay rates for the correct financial year (i.e. if you applying for an award in one financial year, but the salaries will not be paid until the next financial year, then you need to include provision for pay inflation for the next financial year).
- any equipment costs include VAT (most equipment prices are advertised excluding VAT).

## 18. Supporting statement

This statement should be completed by the Chief Executive or one of the executive directors of the NHS Trust/PCT for the **Enabling Change and Innovation Bursary** award applications. However, senior managers (e.g. directorate manager level or above) may complete the statement for **Innovation Sharing** award applications.

Please note that the applicant cannot complete the supporting statement: if he/she is an executive director, he/she should ask another executive director/chief executive to provide the statement.

For enabling change award stage 2 (full) applications, a hard copy of the application form must be signed by the chief executive or an executive director below the supporting statement and returned to *TrusTECH* (further details provided during the online application process).

## 19. Outcome of application

Dates by when applicants of the awards should hear whether they have been successful or not will be posted on the InnovateNoW web site as soon as they are available.

- For an **Innovation Sharing or Innovation Bursary award**, if you have been successful, you will receive a letter from NHS North West via your chief executive's office. The winners will be listed on the InnovateNoW web site two weeks after these letters have been sent out.

If you have been unsuccessful in your **Innovation Sharing or Innovation Bursary award** application, you will be notified via the e-mail address provided on your application form.

- For an **Enabling Change award outline (stage 1) application**, you will be notified by e-mail (via the e-mail address provided on your application form) whether you have been invited by the judges to submit a full (stage 2) application or not.
- For an **Enabling Change award full (stage 2) application**, you will be notified via the e-mail address provided on your application form regarding whether you have been successful or unsuccessful and therefore whether you have got through to the final round. If this is the case, you will be given details of the Dragons' Lair event where you will be required to pitch your idea and where the final decision on whether your application is funded will be made. Winners will be posted on this web site shortly after the Dragons' Lair event.

Due to the volume of entries for the various awards, it is not possible to provide individual feedback to applicants. Instead, please refer to this guidance to ensure your application meets the criteria. The funding process is very competitive therefore there may be instances where some very good applications are not funded, due to the quality of the other applications they are competing with.

## **20. Payment of awards**

Awards will be paid via PCT allocation to the relevant PCT, which will then pass the money on to the main applicant's organisation, if they are based in an NHS Trust. Enabling Change awards are likely to be made in staged payments via this process.

## **21. Progress reports**

Successful applicants will be expected to provide a report on progress every 4-6 months using a template that will be provided by *TrusTECH* (the North West NHS Innovation Hub). This information will be passed on to NHS North West and may be reported in NHS North West's annual innovation report.

## **22. Publicity**

Successful applications will be listed on the InnovateNoW web site and may also be included in PR materials, on the InnovateNoW web site as case studies and as showcased projects promoted at a national level.