

NHS Innovation Accelerator: Call for Applications June 2017

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1. What is the NHS Innovation Accelerator (NIA)?

1a. About the NIA

The aim of the NHS Innovation Accelerator (NIA) is to deliver on the commitment detailed within the *Five Year Forward View* – helping to create the **conditions and cultural change necessary for proven innovations to be adopted** faster and more systematically through the NHS, and to **deliver examples into practice for demonstrable patient and population benefit**.

The adoption and spread of effective innovative practices eliminates unacceptable variations in health indicators and the outcomes of care, gives the best possible experience for people, and integrates care and resources sustainably around the needs of patients and populations. However, it can take many years for evidence-based, high impact innovations to scale within the health service, and therefore be available for all patients and clinicians who want to use or benefit from it. The NIA is designed to both speed up this process but also to learn from the experiences of Fellows participating in the programme so that others can benefit from the knowledge generated.

The NIA supports exceptional individuals with a passion for learning and a commitment to share their learnings widely, scaling evidence-based innovations for greater patient benefit.

In January 2015, Professor Sir Bruce Keogh announced the first NIA call for up to 20 Fellows to join a bespoke learning and support programme. In July 2015, 17 Fellows with their mature, evidence-based innovations were announced, with an additional 8 Fellows recruited in November 2016. We have since been working with them to support wider adoption across the NHS in England.

To date, 25 Fellows have been supported to scale their innovations across the NHS achieving some impressive results:

- 469 additional NHS providers and commissioners now using NIA innovations
- £28M secured in external funding
- 51 jobs created
- 14 awards won
- 10 selling internationally

We are now opening recruitment to select up to a further 12 Fellows with evidence-based innovations that are ready to scale for patient and population benefit to join the existing 2015 and 2016 NIA Fellows.

1b. Underpinning principles

The NIA is hosted by UCLPartners in partnership with NHS England and the network of 15 Academic Health Science Networks (AHSNs) across England. The programme has been co-designed with these partners along with the existing NIA Fellows, patient networks and the Health Foundation as well as drawing on national and international learning.

The principles underpinning the programme are:

- **Addressing clear priorities for the NHS and wider care system:** Recruiting - through a robust, competitive process – exceptional individuals representing a portfolio of high

impact evidenced innovations, sourced nationally and internationally, which address clear needs or challenges faced by the NHS and wider care system in delivery of the *Five Year Forward View*.

- **Tailored support to Fellows:** Supporting NIA fellows through a bespoke learning programme, with mentorship and networking opportunities to equip them with the skills and attributes necessary to promote wider adoption.
- **Integrating with other innovations programmes:** Ensuring the NIA seamlessly aligns with other national innovation initiatives. For example, NIA innovations meeting defined needs within the new models of care programmes and for test beds, and offering opportunities for mature innovations developed through the Small Business Research Initiative (SBRI).
- **Delivering through partnership:** Developing a robust, broad multi-stakeholder national and international community - involving patient networks, AHSNs, along with mentors and sponsors, national and international experts - allowing opportunities and collaborations for Fellows, to which they may otherwise not have had access.
- **Effective communications:** Working efficiently, with AHSN and NHS England's communications teams, to increase the profile of innovation (and its adoption) within the NHS - championing the work of NIA Fellows including through an Innovation Summit, utilising major event opportunities (e.g., Innovation Expo, NHS Confed), social media channels, and local/ national press.
- **Applying lessons learned:** Systematically capturing lessons learned and documenting the impact of innovation scaling in order to inform:
 - Other innovators on how to achieve wider adoption of their inventions
 - Senior leaders on the barriers and solutions/methods to address these, creating a receptive context
 - System stewards and policy makers, through the NIA Programme Board, on the actions needed to create the necessary conditions for the spread of innovations aligned with the ambitions within the *Five Year Forward View*

2. Who is the NIA for?

The NIA aims to appoint exceptional individuals representing compelling, evidence-based innovations combined with a convincing, ambitious plan for how you will scale your innovation for greater patient benefit.

The emphasis in the selection process is equally on both the strength of the applicant and the strength of his/her evidence-based innovation.

The focus on evidence-based innovation, ready to scale across the health service is specifically because of the identified support gap at this stage of innovation maturity.

We are looking for committed and passionate individuals who, with the support of their organisation, can dedicate two days per week to the NIA.

2a. What are we looking for look in applicants?

You can be the inventor of their innovation, the lead for it within your organisation or simply the representative of an innovation you find compelling and as such, wish to scale across the NHS.

Applicants, nationally and internationally, can be:

- Clinicians
- Academics
- From a charitable or not-for-profit organisation
- From a small medium enterprise
- From a large corporate

We are looking for applicants that have a set of strong values and a passion for learning and sharing insights for the benefits of entrepreneurs and the wider care system.

We aim to recruit Fellows who can demonstrate through their application and at interview the following set of skills and competencies:

- A track record of effectively engaging key stakeholders
 - High emotional intelligence
 - The ability to articulate a compelling case for change
 - A history of team and partnership working, including with users
- Evidence of external orientation
 - A focus on understanding the perspectives of others, including users and adopters
 - Actively seeking to learn from others
- Expertise in applying disciplined innovation approaches
 - Analytical
 - Evidence-based
 - A track record of applying disciplined methods
- An entrepreneurial approach
 - Open-minded about adaptation
 - Prepared to take informed and managed risks
 - Commercial or business-minded
 - Courageous and resilient

We would like to receive applications from individuals who have a track record of involving a range of critical partners in their innovation work, such as patients, carers, clinicians, managers and commissioners.

You will also need to show that you have, or have access to, a range of skills and knowledge considered important in enabling uptake of innovation which includes effective engagement and communication, marketing, business case development, change management and commercial acumen.

You should be able to demonstrate an understanding of what makes a compelling case for innovation.

We are looking for applicants who are open to learning and accept the potential need to adapt your innovation to suit different contexts. You should also be able to demonstrate key personal characteristics, such as ambition, courage and resilience.

The NIA is aimed at individuals. However we recognise that you are likely to be part of a wider team with complementary skills. Whilst only the lead applicant will be appointed as an NIA Fellow, there are likely to be events and briefings during the NIA that are open to your wider team.

It will be helpful when applying to detail, if applicable, the roles of different team members and/or partner organisations, and to outline their relevant experience. Partners may include: patient networks, health or social care providers and commissioners, charities, universities, consultancies and innovation intermediaries.

Fellows will be required to:

- Actively participate in a tailored learning programme and attend all quarterly meetings
- Support their NIA peers and other entrepreneurs through sharing of learning and experiences
- Show progress in diffusing an innovation in the NHS over at least the first 12-month period
- Contribute to the NIA evaluation through provision of quarterly progress reports and other metrics as determined and agreed with the independent evaluators.

2b. What are we looking for in your innovation?

It is essential that applicants clearly describe how their innovation meets the priorities, - needs, or challenges of the care system in England.

This year the NIA is only open to innovations that address the following priorities or *2017 NIA Challenges*:

1. Mental Health
2. Primary Care
3. Urgent and Emergency Care

All applicants will need to demonstrate how they meet at least one of the 2017 NIA challenges. A brief overview of each 2017 NIA challenge is provided in the three separate challenge documents available on the application website

Please note that the examples provided in the appendices are not exhaustive and the three challenges are not mutually exclusive.

The aim of these brief NIA challenge documents is to give you a sense of the need for innovation in the NHS and more importantly signpost you, within the footnotes, to relevant NHS planning documents. It is essential to read these additional documents as they explain in depth the issues faced by the NHS and the outcomes it is seeking to deliver for citizens. They have been developed through extensive consultation by experts with a deep understanding of the challenge.

Please do not apply if your innovation does not support delivery of the priorities and outcomes detailed within each of the challenges and associated documents. It will be screened out at the first stage of assessment.

If you are seeking support in scaling a high impact innovation but it does not meet one of this year's NIA challenges, there is alternative support available. The Academic Health Science Networks are a great place to start <http://www.ahsnnetwork.com/>.

The NIA is open to all types of innovations, which meet the 2017 NIA Challenges, including:

- Devices
- Digital
- IT platforms
- Services
- Processes
- Pathways
- Workforce models

We are looking for innovations that:

- Address a significant need or challenge facing the care system in England, aligned with one of the three 2017 NIA Challenges
- Have demonstrated in practice, not theoretically or hypothetically, significantly greater quality outcomes (including clinical outcomes, experience and safety) for significantly lower cost
- Are at the correct phase of maturity – applicants need to demonstrate that their innovation has been developed with the extensive involvement of users, is supported by a robust evidence base and is ready to be diffused widely across the NHS
- Have satisfied all necessary regulatory, intellectual property and ethical frameworks

The following types of **early phase** innovations are **not appropriate** for the NIA:

- Testing of new drug dosages and clinical administration methods
- Research into the causes and treatment of illnesses
- Education and training as the primary purpose or focus of the project
- Operational research as a principal component of the proposal
- Early phase development of any innovation type as the primary purpose or focus of the project.

When describing the nature and severity of the problem, you may choose to reference factors such as: the significance of the health issue, condition or disease for patients; the impact of symptoms on quality of life; the consequences for mortality; and the wider impact of the problem locally or nationally. Applicants may draw on information such as population prevalence and incidence, cost to health services and wider society, and alignment of priorities with key stakeholder organisations.

You will need to provide robust evidence to demonstrate the impact of your innovation and the health economic benefits.

In your application you will need to describe competitors, and the added value or unique selling point your innovation brings compared with existing practices and other innovations on the market.

2c. Your scaling or implementation plan

The NIA aims to support you to scale your innovation at pace for greater patient and population benefit.

Within the application, you should describe your strategy for increasing uptake and give examples of who and how you have involved stakeholders, for example, clinicians, patients and users, in developing the strategy.

You will need to detail processes you have undertaken to ensure your innovation is ready to be scaled (e.g. securing regulatory approval).

The NIA will provide access to expertise to shape and refine your strategy if you are selected to join the programme. However, at applicant stage you should be able to:

- Detail where your innovation is currently being used
- Demonstrate that you have investigated the potential enablers and barriers to scaling your innovation
- Explain the approaches you have tried to date, and what you have learnt from this
- Describe the scaling ambition and projections for your innovation, along with your business model .

3. Why apply to the NHS Innovation Accelerator?

The principle behind the NIA is that if we can wrap bespoke support around great individuals with compelling evidence-based innovations, the innovations will be taken up at pace across the NHS. As such, the support and development provided through the NIA will be tailored to your needs and aspirations and your innovation.

3a. Benefits of participation

Bespoke support is delivered predominantly through the following mechanisms:

- Access to mentorship from a range of experts and high profile mentors, representing a broad skills base

The following were Mentors for the second-year NIA Fellows. We are in the process of confirming their continued involvement, as well as adding further Mentors.

- Adrian Downing, Healthcare Director, Concentra
- Professor The Lord Ajay Kakkar, Chairman, UCLPartners, Professor of Surgery, UCL
- Professor Andrew Morris, Director, Usher Institute for Population Health Sciences and Informatics, Director, Farr Institute
- Professor The Lord Darzi of Denham, Director of the Institute of Global Health Innovation, Imperial College London
- Celia Ingham Clark, Medical Director for Clinical Effectiveness, NHS England
- Professor Donal O'Donoghue, Medical Director, Greater Manchester AHSN
- Dr Elio Forster, CEO, Immunocore
- Professor Joanne Hackett, Commercial Director, Genomics England (GeL)
- Professor Sir John Burn, Professor of Clinical Genetics, Newcastle University, Non-Executive Director, NHS England
- Lucy Heady, Impact Director, Nesta
- Manish Miglani, Investment Director, Nesta
- Noel Gordon, Chairman, NHS Digital, Non-Executive Director, NHS England
- Pam Garside, Partner, Newhealth, Fellow, Judge Business School, University of Cambridge
- Dr Robert Winter, Former Executive Medical Director, Cambridge University Hospitals, Director of Cambridge University Health Partners
- Dr Samantha Barrell, Chief Executive, Taunton and Somerset NHS Foundation Trust
- Samantha Jones, Former Director of the New Care Models Programme
- Dr Thomas Lee, Chief Medical Officer, Press Ganey

- Dr Tom Weaver, CEO, Congenica
 - Professor Tony Young, National Clinical Director for Innovation
- Pairing with an Academic Health Science Network (AHSN) who will provide local networking, navigation, showcasing, critical challenge and support.
 - Regular meeting and critical challenge from the NIA Core Programme Team based at UCLPartners.
 - Peer to peer support from the NIA Fellows, those recruited in 2015 and in 2016, enabled through an online forum, regular newsletters and;
 - Quarterly events that bring all Fellows together to share learnings, access specialist support and collectively problem solve
 - Workshops and webinars on key topic areas including business models, business case development, leadership and resilience, pitching to key target groups
 - Ad hoc events and briefings; previous sessions have included NHS procurements, marketing and communications, behavioural economics, NHS Commissioning, Legal and Intellectual Property etc.
 - Access to a bursary that can be used to support the scaling of your innovation and for travel and subsistence for your participation at NIA events.

Additionally, we continue to build partnerships with a range of complementary organisations to augment the support offer available to Fellows. For example:

- Existing NIA Fellows are all paired with an Innovate UK buddy.
- The Digital Catapult has provided desk space and networking opportunities to Fellows, where required.
- The European Enterprise Network offers IP and funding advice for all NIA SMEs.
- NESTA has offered the provision of mentoring.
- Further organisations who have directly supported Fellows include, for example, Genomics England, Health Education England, AVIVA and MSD.

Whilst on the programme you can expect to benefit from a range of support including:

- **Insight** into the changing policy context of the NHS
- **Introductions and showcasing** opportunities to relevant NHS commissioners, leaders etc.
- **Navigation** of the innovation and research infrastructure both within and outside the NHS
- **Critical challenge** and support to refine plans through access to expert advice
- **Reputation building:** Association with the brand of the NIA and its partners
- **Influencing national policy:** Opportunities to share experiences with senior leaders at NHS England to explore how to unlock systemic barriers to adoption. One mechanism for this is via the NIA Programme Board, chaired by Professor Sir Bruce Keogh, Medical Director, NHS England.

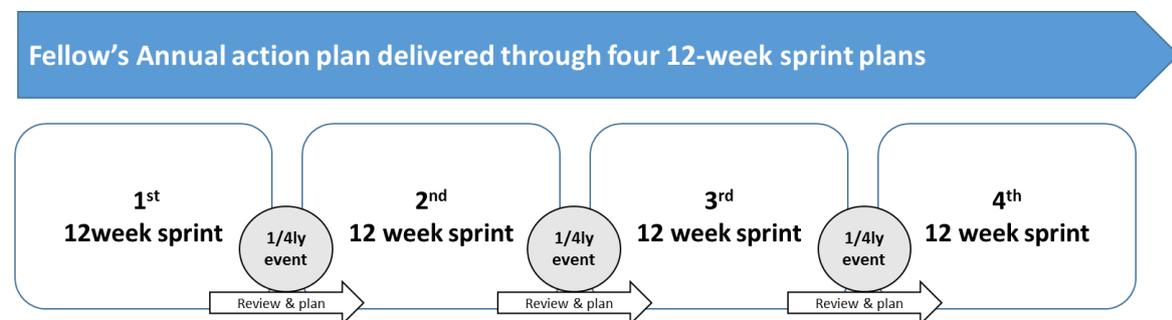
3b. What your time on the NIA will involve

The time commitment for the NIA is two days per week. This will include attendance at quarterly events, working up and implementing sprint plans, providing updates to the NIA team, meeting mentors and lead AHSNs etc.

For some Fellows this will be part of your normal jobs – where scaling their innovation is everyday business. For others, particularly those who are based in clinical roles, it might mean a different set of tasks from the day to day. This could range from building a compelling business case for intended purchasers, developing and executing a stakeholder engagement and marketing plan; building a network; developing a health economic case; presenting to target purchasers and so on.

We would expect the two days per week will vary for each Fellow depending on the type of innovation and their strategy for scaling.

The NIA is structured into a set of four 12-week sprints, with the aim of supporting Fellows to learn fast and to provide focused momentum throughout the year. For each 12-week sprint, Fellows set out the actions they will undertake to scale their innovations as well as detailing the support they need from the programme to deliver these plans.



At the start of each sprint, you will receive critical challenge and support as to your sprint plan either from the core NIA Programme Team and/or from your lead AHSN. You will also meet with the NIA team six weeks into each sprint plan to determine any additional support, signposting and navigation to expertise where needed.

The quarterly events provide an opportunity for Fellows to review learning and plan for the next sprint.

Testimonials from 2015/16 NIA Fellows

“The NHS Innovation Accelerator (NIA) gave me the insights and contacts within Primary Care to enable this previously unknown sector to become alive with enthusiasm for Kardia Mobile, with GPs, Practice Nurses and patients all benefitting and saving the NHS thousands.”

Francis White, AliveCor Kardia Mobile, 2015 Fellow

“This is a revolutionary programme in the NHS to give innovators the skills and guidance to support fast and systematic spread of innovation across the NHS. It has been a fantastic experience for me and my innovation and I would recommend this programme to any entrepreneur working in the NHS.”

Maryanne Mariyaselvam, Non-injectable Arterial Connector (NIC)/WireSafe, 2015/16 Fellow

“From the process of application, to interviews and eventual acceptance and implementation, you will learn a huge amount - about patients' needs, the NHS needs' and your own needs for development. It's an amazing opportunity.”

Sophie Bostock, Sleepio, 2016 Fellow

3c. What happens after the NIA?

The current NIA Fellows have been offered the opportunity to apply through an application form process, to continue on the NIA for a further 12 months.

The NIA Programme Board will assess their applications against the following criteria:

- *Demonstrable progress and learning*: as could reasonably be expected during the first 12 months
- *Sharing insights*: detailing with whom and through which mechanisms
- *Sustainability*: viable plan and business model in place for continued scaling within the NHS
- *Time commitment*: attendance at quarterly events and regular sharing of progress and learnings

Those eligible to continue will access the same benefits as detailed within section 3a through attendance at the quarterly learning events, access to mentorship, participation in the NIA evaluation and any specific requests made of the NIA Core Programme Team. However, the nature of the support will be less formal and structured. Furthermore, there is no bursary funding available beyond the initial 12 months of the programme.

The process for continuation beyond the initial 12 months and detail of the support available in year two will be reviewed annually. As such, these may not be the same for 2017/18 NIA Fellows.

4. Details on how to apply

Once you have read this *Call for Applications*, please:

- Read the three separate 2017 NIA Challenge documents – including the documents referenced within the footnotes - available on the application website.
- Read the Guide for Applicants.
- Review the wording of the contract, which both you and your organisation will need to sign should you be invited to join the NIA.

Once you are assured that you and your innovation meet the criteria specified, that you can commit to the time requirements including attendance at all quarterly events and that you have the written support of your employing organisation, please visit:

www.innovation.england.nhs.uk/nhs-innovation-accelerator and:

- Complete the application form;
- Produce a one minute “elevator pitch” video and insert a link to this pitch on your application form (guidance as to how to film your elevator pitch and how to upload it can be viewed on the link above)].
- Provide an organisational signature and if relevant one additional supporting document

The deadline for completed applications is: **midnight, 26 July 2017**. Late applications will not be accepted.

5. Assessment process

Applications will be assessed as follows:

- **Screening:** The NIA Programme Team will screen all applications to ensure they meet the minimum criteria for participation and are complete.
- **Assessment:** Each application will be assessed by a representative group of assessors drawn from: patients, clinicians, commissioners, commercial and implementation experts and academics. Experts will be sourced via patient and clinical networks, AHSNs and NHS England among others. At least four assessors will score each application form and make a recommendation as to whether the application should proceed to interview stage.
- **The National Institute for Health and Care Excellence (NICE) review:** NICE will review all applications shortlisted for interview.
- **Interviews:** Interview panellists will be sourced from patient networks, NHS England, AHSNs, NIA mentors and organisations supporting the NIA (e.g., The Health Foundation, UKTI). At least four panel members will interview. The panel will score each interviewee according to the criteria detailed within the document, and make recommendations. The recommendations will be collated and presented to the decision-making panel.
- **Decision-making panel:** The decision-making panel will be established to review all applications that have reached the interview stage and consider the resulting scores and recommendations. The panel will include: Professor Sir Bruce Keogh, Managing Directors from the fifteen partner AHSNs and patient representative. The panel will agree which of the applications will join the NIA in 2017.

All unsuccessful applicants at both assessment and interview stage will receive written feedback.

6. Key dates

| Activity | Date |
|---|--|
| NIA opens for applications | 14 June 2017 |
| Information webinars | Monday 19 June, 11.30am-12.30pm (GMT) Thursday 29 June, 4.00pm-5.00pm (GMT) Friday 7 July, 10.00am-11.00am (GMT) Friday 14 July, 3.00pm-4.00pm (GMT) Wednesday 19 July, 9.30am-10.30am (GMT) |
| Meet the NIA – information sessions (attendees must register in advance) | Manchester – Wednesday 28 June 2017 London – Monday 3 July 2017 |
| Application deadline | Midnight, 26 July 2017 |
| Screening | 27 July - 3 August 2017 |
| Application form assessment | 4 August - 5 September 2017 |
| Shortlisting panel | 15 September 2017 |
| Invitation to interviews | w/c 18 September 2017 |
| Interviews | 26, 27, 29 September 2017 |
| Decision making panel | 10 October 2017 |
| Outcomes communicated to applicants | 12 October 2017 |
| Due diligence and contracting | 12-30 October 2017 |
| Launch event | 22 November 2017 |
| Quarterly events (Fellows' attendance mandatory) | 25 January 2018 25 April 2018 18 July 2018 26 September 2018 |
| NIA Summit | Autumn 2018 |

7. Who delivers the NHS Innovation Accelerator?

NHS England

NHS England leads the National Health Service (NHS) in England. It sets the priorities and direction of the NHS, and encourages and informs the national debate to improve health and care.

NHS England wants everyone to have greater control of their health and their wellbeing, and to be supported to live longer, healthier lives by high quality health and care services that are compassionate, inclusive and constantly-improving.

Academic Health Science Networks

The Academic Health Science Networks (AHSNs) have the remit of spreading innovation, improving health and generating economic growth. There are 15 AHSNs across England, established by NHS England in 2013 to spread innovation at pace and scale. During 2016, the AHSNs agreed to collectively deliver the NIA as an AHSN Network programme in partnership with NHS England.

All 15 AHSNs provide direct financial support and governance of the programme, alongside actively supporting Fellows.

- [East Midlands](#)
- [Eastern](#)
- [Greater Manchester](#)
- [Health Innovation Network](#)
- [Imperial College Health Partners](#)
- [Kent, Surrey and Sussex](#)
- [North East and North Cumbria](#)
- [Innovation Agency: North West Coast](#)
- [Oxford](#)
- [South West](#)
- [UCLPartners](#)
- [Wessex](#)
- [West Midlands](#)
- [West of England](#)
- [Yorkshire & Humber](#)

For more information visit www.ahsnnetwork.com

UCLPartners

UCLPartners is an academic health science partnership that brings together people and organisations to transform the health and wellbeing of the population.

With partners from the NHS, social care and academia, we support improvements in discovery science, innovation into practice and population health, focusing where the need and benefit is greatest.

For more information visit www.uclpartners.com.