Imperial Health Charity

Evaluation
Innovate at Imperial Funding Programme

Procurement Brief

Imperial Health Charity intends to carry out a comprehensive evaluation of Innovate at Imperial, one of its flagship funding programmes.

The charity is seeking to commission a specialist evaluator to help guide and inform this work that must be unique to and properly reflect the charity's and Grants strategic objectives, and its grant investment.

Start date: March 2024
Completion date: October 2024

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Imperial Health Charity (Charity) is an independent NHS charity. We help the five hospitals of Imperial College Healthcare NHS Trust (Trust) do more through grants, arts, volunteering and fundraising. The five Trust hospitals are Charing Cross, Hammersmith, Queen Charlotte's and Chelsea, St. Mary's, Western Eye.

We fund major redevelopments, clinical research and medical equipment at these hospitals as well as help patients and their families at times of extreme financial difficulty.

Our key partners are the Trust and Imperial College London (College), and our stakeholders include community and voluntary organisations in north west London and other NHS charities.

Our funding programmes
We operate several unique grants programmes, grants-related strategic initiatives and manage over 350 special purpose funds.

Innovate at Imperial (II) aims and objectives

The overarching aim of II is to support innovation in our hospitals – with a focus on better patient care.

II aims to support projects that explore new ways of working to accelerate progress, strengthen hospital processes, support staff wellbeing or improve patient care and safety.

1. **Evaluation Purpose**
   The purpose of the evaluation is to establish whether, and to what extent, the Charity has achieved its II programme aims and objectives (both at individual project level and as a programme), to include the impact of the projects and the overall programme at the Trust, and where applicable, NHS-wide and beyond.

   In addition, the evaluation will be key in informing the Charity's forthcoming Strategic Review which will begin in October 2024.

2. **Background and Context**

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First launched in November 2019, II was designed to respond to sector-wide and the Trust's proactive interest in supporting innovative ideas that could improve patient care. Only Trust staff can apply to the programme.

Since the 2nd year of its inception, application has been through a two-stage process. Currently, there are five II cohorts (2019-24) and **42 grants** awarded totalling **c£2,85 million.**

There is one call for applications each year.

At this point, 16 (c38%) of the 42 projects have completed, with an expectation that a further 6 will have completed by the end of April 2024, representing c53% of II projects funded.

3. Programme Overview

The programme's overarching aims are to support projects that:
- develop and test innovative approaches to improve health and social care (this includes hospital processes, staff wellbeing, patient safety, or patient care), **and** patient flow
- address a problem that will be more effective than current practices or approaches
- accelerate progress (rather than supplement funding for established work)
- are outward-looking, community-centric and inter-sectoral
- focus on equity and reduce health inequalities
- are team-led.

Grants awarded in 2019-20, 2020-21 and 2021-22 are aligned to the Charity's 2019 to 2022 strategic objectives:
- improve patient experience and help to deliver true patient-centred care
- develop the careers and enhance the wellbeing of ICHT staff
- enable innovation in health and care within the ICHT and the wider health system.

Grants awarded in 2022-23 and 2023-24 are aligned to the Charity's current 3-year 2022 to 2025 strategic objectives:
- enhancing patient experience throughout the care and treatment journey

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- expanding the Trust's capacity to deliver outstanding care and improve health outcomes
- support better health and wellbeing for patients in our surrounding communities.

Applicants are also required to demonstrate how their projects will meet the Trust's 10-year strategic objectives (2019 to 2029):
- to help create a high-quality integrated care system with the population of north-west London
- to develop a sustainable portfolio of outstanding services
- to build learning, improvement and innovation into everything we do.

Innovation (programme definition)

Innovation is about doing things differently or doing things to make a positive change. This includes testing or transferring ideas from one setting to another to improve health and social care delivery. It could be a novel drug, device, app, model of care, set of behaviours or way of working directed at improving outcomes, efficiency or experience. II projects must demonstrate the potential impact on service that will improve the safety and quality of patient care and evidence the need for funding to explore the feasibility of these proposed changes.

II Grants:
- Up to £85,000
- Up to 18-month project duration
- Must align with the Charity's and Trust's strategic objectives.

Project categories

A project can meet one or more the following categories:
- To improve health and social care
- To improve hospital operational processes
- To improve staff health and/or wellbeing
- To improve patient safety and/or patient care
- To develop and implement a new app or device
- To develop and implement the use of technology
- Outward-looking/inter-sectoral
- Scientific/medical non-bench research.

4. Evaluation Scope & Specification

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The evaluation should consider:
- Whether, and to what extent individual funded projects and the overall programme have met the Charity's and Trust's strategic objectives outlined in point 3 above
- whether II is too focussed/not sufficiently focused (in particular relating to project categories)
- the appropriateness and effectiveness of the maximum £85,000 grant funding offered
- the appropriateness and effectiveness of the (up to) 18-month project duration
- the appropriateness and effectiveness of the current 2 stage application process
- the impact of funded projects (to include sustainability, replicability, scalability, commercialisation, take up by other Trust departments and/or other NHS Trusts, extent to which II projects have been embedded). It should also consider any potential barriers identified to achieving impact and how these might be overcome in the future
- whether the programme's current approach is sufficiently fair and equitable, to include recommendations on how this might be improved (if appropriate).

The evaluation should:

- cover the entire duration of the current programme (i.e. 2019-24)
- include all 42 projects funded to some extent (approximately 50% of II projects are likely to have completed by the time the evaluation begins). However, the Charity understands and accepts that detailed analysis of each project will not be feasible and that a sampling approach is likely to be adopted to some degree
- include a sample of unsuccessful grant applicants
- consider the spread of projects across our hospital sites, across specific clinical or non-clinical divisions (including potential barriers -perceived- to applying for a grant from them)
- consider whether, after a 5-year run, Innovate at Imperial remains fit for purpose and, where appropriate, make recommendations on what a future iteration of the programme might involve.

Interested parties are required to provide details based on 4 above on:

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- their experience, how this experience will benefit the evaluation, and reason/s for wishing to undertake the evaluation
- the proposed evaluation approach to include the methodology to be used to carry out the work and the reason/s for adopting the proposed approach
- the proposed timeline for carrying out the evaluation (considering the Charity's timeframe detailed in point 5 below).

A budget for the evaluation should also be provided (considering the Charity's available budget detailed in point 6 below).

Please email your proposal to the attention of Philip Howard, Grants Manager (grants@imperialcharity.org.uk) by 23 April 2024. The Charity will provide the appointed evaluator with the results of a recently conducted survey of Innovate at Imperial grantees and unsuccessful applicants to support them in carrying out the evaluation.

5. Evaluation Outputs

The appointed evaluators will:
- attend a minimum of 2 meetings with the Charity during the evaluation period to discuss progress
- provide a written interim report by **19 July 2024**
- provide a final draft report (to include an executive summary) by **30 September 2024**. The Charity will comment (if required) on the draft report by **7 October 2024,** following which the final report will be provided by **31 October2024.**

5. Timeframe

Activity	Action	Notes	Deadline
Evaluation brief circulated	Charity	Either directly to selected/invited applicants or via open tender (suggest the former).	March 2024
Response to evaluation brief	Those invited to respond		23 April 2024
Interview	Charity	45-mins interview with each shortlisted evaluator (via Teams)	Week beginning 6 May 2024

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Evaluators appointed	Charity	Contract signed (both parties)	Week of 13 May 2024
Interim report	Evaluator		19 July 2024
Final report (draft)	Evaluator		30 September 2024
Comment on final draft	Charity		7 October 2024
Final report	Evaluator		31 October 2024

5. **Budget**
   The Charity has allocated up to **£23,000 inclusive of VAT** for the purpose of the evaluation.

   This amount will be paid in three instalments as follows:
   - Payment 1 – 45% upfront
   - Payment 2 – 45% on provision of a satisfactory interim progress report
   - Payment 3 – 10% on provision of a satisfactory final evaluation report.

6. **Appendices**
   - Guidance Notes (current)
   - Sample Application Form Stage 1 (current)
   - Sample Application Form Stage 2 (current)
   - End of Grant Report (current)
   - End of Grant Report Q6a (current)

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