

NHS Innovator Accelerator

Call for Applications

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1. About NHS England, the Health Foundation and UCLPartners

1.1 NHS England

NHS England's primary aim is to improve health outcomes for people in England.

We set the direction and priorities for the NHS as a whole, allocate funding to England's GP-led clinical commissioning groups, and directly commission primary care, specialised services and healthcare services for offenders.

For more information, visit: www.england.nhs.uk.

1.2 The Health Foundation

The Health Foundation is an independent charity working to improve the quality of healthcare in the UK. We are here to support people working in healthcare practice and policy to make lasting improvements to health services.

We carry out research and in-depth policy analysis, run improvement programmes to put ideas into practice in the NHS, support and develop leaders and share evidence to encourage wider change.

We want the UK to have a healthcare system of the highest possible quality – safe, effective, person-centred, timely, efficient and equitable.

For more information visit: www.health.org.uk.

1.3 UCLPartners

UCLPartners is an academic health science partnership. Together, our member organisations form one of the world's leading centres for medical discovery, healthcare innovation and education.

We support people and organisations to translate cutting-edge research and innovation into measurable health and wealth gain for patients and populations. We run capability-building programmes, carry out research and support leaders and organisations to innovate and improve.

We work in partnership to improve health outcomes and create wealth – in London, across the UK and globally. Crucially for this programme we will be working closely with other AHSNs across England either as collaborators or co-sponsors as described below

For more information visit www.uclpartners.com.

2. Introduction

The aim of the NHS Innovation Accelerator (NIA) is to help deliver on the commitment detailed within the Five Year Forward View - creating 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 aim of this selection process is to award fellowship positions to individuals with a set of values and passion for taking a high impact innovation to benefit a wider population. Fellows may be founders, leaders or representatives of such innovations.

We recognise the unique set of characteristics applicants will embody, and challenges they will face in diffusing innovation. In return for the commitment applicants will deliver, we will bring to fellows a broad range of tailored support to enable them in their aim of extending the impact of their innovation to more people's lives.

3. *NHS Innovation Accelerator at a glance*

The programme

- The NHS Innovation Accelerator (NIA) programme aims to give patients more equitable access to high impact innovations by developing the conditions and cultural change that will enable the NHS to adopt new approaches and technologies at scale and pace.
- We are looking to recruit up to 20 exceptional fellows to the NIA programme who will represent a portfolio of high impact innovations. We encourage and will support suitable applicants, recognising the challenges many have faced in implementing innovations into practice. This will include offering support to applications that show great potential but would benefit from further development.
- We aim to select a broad range of innovations – including products, processes, organisational innovations and combinatorial – in order to have a wide-reaching impact on patient care, and maximise learning from the programme while fostering culture change.
- UCLPartners and the Health Foundation will support fellows through a bespoke learning programme, mentoring and networking opportunities. This programme will enable fellows to develop and test approaches designed to improve the pace and scale of adoption of their innovation.
- The programme will be delivered in partnership – including patient groups, Academic Health Science Networks (AHSNs), mentors, sponsors, national and international experts. To bring global learning and examples of excellence to the NHS, the NIA programme will work with the International Partnership for Innovative Healthcare Delivery (IPIHD). This is an open national co-development. Crucially sponsoring AHSNs across the country – East Midlands AHSN, Imperial College Health Partners AHSN, Oxford AHSN and Yorkshire and Humber AHSN - will co-develop the programme.
- Employing organisations of the lead applicant can be from healthcare, academia, and the commercial or voluntary sectors. Participation will be free for NHS, academic and voluntary sector participants. Industry participants will be asked to make a contribution to the costs as follows, according to the size of their organisation:
 - Start-up organisations: no fee
 - Small and medium-sized enterprises (<£2.5m annual turnover): £5,000
 - Small and medium-sized enterprises (>£2.5m annual turnover): £10,000
 - Corporate organisations: £25,000
- The implementation of each project for the first wave of fellows is expected to begin by July 2015.
- Day-to-day support and regular reporting will be to the oversight Delivery Board via the local delivery partner/UCLPartners. This process is built into the programme to help enable delivery.

Applications

- Applicants should show that their innovation addresses a clearly identified need or problem. The case must be convincing: the innovation should focus on a significant quality issue that is relevant to health or healthcare (for patients or populations) in the UK, and have the potential to be widely adopted.

- Applications will want to include robust evidence to demonstrate that their innovation is genuinely high impact, affordable and at the correct level of maturity and relevance for widespread diffusion.
- We are looking to prioritise innovations that have proven to significantly improve quality at the same or lower cost. This cost-quality relationship must be evident not only at the level of the individual patient, but also across patient populations. For exceptional individuals and innovative approaches, assessors will also consider innovations earlier in the developmental process. These applicants will want to provide a compelling case that the innovation has high potential to significantly improve quality and significantly reduce cost, and that it is feasible to make progress in implementing the innovation in to practice during the first 12 months of the programme.
- Applicants may or may not have designed the innovation themselves: they will be leaders, founders or representatives for the innovation. Selection criteria will focus on the experience and skills needed to effectively diffuse healthcare innovation, including: effective engagement with stakeholders, external orientation, entrepreneurship and expertise in approaches to innovation.
- Applicants will need to detail the aims of their project and confirm they can secure protected time to lead the wider uptake of their innovation across communities.
- Employers will need to agree to release applicants for approximately two days per week for the 12 months of their participation in the programme.
- We welcome applications from people working either nationally or internationally in healthcare commissioning and provision, academia, industry and the voluntary sector.
- Only the lead applicant will be appointed as a fellow and enrolled in the programme. However, we recognise that diffusing innovation is a team effort, so where applicable we suggest applicants provide details of other members who will support this work during the initial 12-month of the programme.
- Applicants from the NHS, academia, start-ups and small enterprises (turnover<£2.5m) and voluntary sector will have access to an individual bursary over the course of the programme.
- Applicants will be required to work with our researchers and data analysts to support the programme evaluation, and extraction of lessons learned.
- The deadline for first call for applications is **12 noon on Friday 27th February, 2015**. Applicants should read the *Call for Applications* and *Guidance Notes* in the outline application form in full before completing an application.

4. Overview of the programme

The NHS Innovation Accelerator (NIA) programme was launched by Sir Bruce Keogh, NHS England National Medical Director, alongside host organisations the Health Foundation and UCLPartners, on 7 January 2015. The programme is inviting leading healthcare pioneers from around the world to bring tried and tested innovations for development and diffusion across the healthcare system.

The aim of the NIA is to deliver on commitments detailed within 2014's *Five Year Forward View*. This means delivering examples of innovation that show proven benefits for patients and populations, and creating the conditions and culture necessary for such innovations to be adopted faster and more systematically throughout the NHS.

The programme comprises the following key elements:

- **Focusing on patients and populations:** developing a compelling vision for the programme based around what matters to patients. Working with patient networks and the voluntary sector to ensure that the voices of patients and the public are embedded throughout the programme.
- **Learning from elsewhere:** modelling adoption and adaptation by building on leading work by national organisations, such as the Small Business Research Initiative (SBRI), the Centre for the Advancement of Sustainable Medical Innovation (CASMI) and Innovate UK, as well as international groups, such as the International Partnership for Innovative Healthcare Delivery (IPIHD).
- **Selecting the best nationally and internationally:** recruiting to the NIA programme – through a robust, competitive process – of up to 20 exceptional individuals who represent a portfolio of high impact, proven innovations and maintaining links with leading examples of best practice both nationally and internationally.
- **Tailored support to fellows:** supporting the selected NIA fellows through a bespoke learning programme, mentoring and networking opportunities to equip them with the skills needed to promote wider adoption of their innovations. Through the Academic Health Science Networks (AHSN), fellows will connect with ‘test-bed’ sites that can implement innovations locally and show the impact of system enablers, such as payment-for-outcomes and new staffing models. Through SBRI and tailored local support, fellows will also have the opportunity to work with successful companies, giving an insight into the realities of taking a product to market, including: intellectual property, money, procurement, market entry and evaluation.
- **Delivering through partnership:** developing a robust, broad and varied international network – including patient groups, AHSNs, mentors, sponsors, national and international experts – that allows fellows to access new opportunities and potential partners. The Health Foundation and UCLPartners will work with partners who understand the importance of demand and user-driven innovation, adapting innovations to suit local contexts, and negotiating at a local level to achieve necessary spread.
- **Effective communication:** championing fellows and their work to increase the profile of innovation, both within the NHS and internationally. This will include an Innovation Summit centered on the success stories from the programme, which will aim to bring together world experts and leaders in innovation.
- **Applying lessons learned:** systematically capturing lessons and insights from fellows, mentors and adopter sites as innovations are being implemented at scale. This information will help:

- Other innovators learn how to achieve wider adoption of their ideas
- Senior leaders identify barriers to innovation and possible solutions
- System stewards and policy makers, through the NIA Delivery Board, understand how to facilitate the development and spread of innovation, and so achieve the ambitions set out in the *Five Year Forward View*.

We will support fellows who have the skills, experience, ambition and time required to lead on the wider uptake of their innovation. As well as helping transform innovation into practice on the frontline, NHS England, the Health Foundation and UCLPartners will promote the selected innovations to policy makers and clinical and managerial leaders within the healthcare system.

Applications will want to convincingly demonstrate:

- A clearly identified need or problem that their innovation addresses. This will be a significant quality issue that is widely relevant to the NHS.
- A high impact innovation for the NHS.
- Experience in innovation, with the necessary attributes to encourage uptake of their innovation, including an understanding of the skills and processes that enable adoption and diffusion.
- Agreement from the lead applicant's employer that they can spend approximately two days per week for the initial 12 months participation in the programme.
- Applicants may or may not have access to a wider team to support them in putting their innovation into practice, but we encourage team applications.

The Health Foundation and UCLPartners are exploring how best to evaluate the programme in order to determine impact and to extract key lessons. Applicants will be required to work with researchers and data analysts to support this.

5. *Benefits of participating*

The NHS Innovation Accelerator (NIA) programme aims to support fellows to diffuse high impact innovations that will benefit patients and populations across the healthcare system, and to create the conditions and cultural change needed to enable the NHS to adopt innovations more quickly and on a greater scale.

The range of benefits participating fellows can expect are outlined below.

- A tailored learning programme, delivered by:
 - International experts in healthcare innovation
 - Seasoned innovators who have successfully diffused innovations within the NHS
 - Experts in healthcare, research and innovation from participating academic health science networks (AHSNs)
- Guidance from an experienced team of innovation mentors (see below for examples) which we will recruit nationally/internationally tailored to the needs of individual fellows for example
 - Professor the Lord Kakkar, Business Ambassador for Healthcare and Sciences, UKTI
 - Professor the Lord Darzi, Director of the Institute of Global Health Innovation, Imperial College London
 - Professor Andrew Morris Chairman and Centre Director, Farr Institute @ Scotland
 - Dr Thomas Lee, Chief Medical Officer, Press Ganey
 - Dr Eliot Forster, Chairman Med City Ltd
 - Adrian Downing, Health Care Director, Concentra
 - Professor Donal O'Donoghue, Medical Director, Greater Manchester Academic Health Science Network
 - Professor Sir John Tooke, Co-Chair Centre for the Advancement of Sustainable Medical Innovation
 - Dr Robert Winter, Small Business Research Initiative and Health Enterprise East
 - Professor Tony Young, National Clinical Director for Innovation, NHS England
 - Dr Sam Barrell, Chief Clinical Officer, South Devon and Torbay Clinical Commissioning Group. Commencing new role as Chief Executive, Musgrove Park Hospital in early 2015
 - Dr Sir Sam Everington, Chair, Tower Hamlets Clinical Commissioning Group
 - Dr Caroline Sayer, Chair, Camden Clinical Commissioning Group
 - Samantha Jones, Chief Executive, West Hertfordshire Hospitals NHS Trust.
- Opportunities to share lessons learned and to gain peer support through quarterly symposiums with other NIA fellows
- Opportunities to share lessons learned and to gain peer support through the international partnership interface with IPIHD who will be a key collaborator and partner as we learn from and share with their expertise on innovation into practice.
- Support from AHSNs to access potential adoption sites.
- A bursary for eligible applicants (see section 2 for further information).
- Access to expert advice and support to secure commercial and non-commercial funding.

- Opportunities to be recognised as a leader in bringing innovation into practice and to showcase work to key stakeholders, including through an NHS Innovation Summit.
- Opportunity to inform national policy and practice through the Delivery Board and programme evaluation.

Eligible applicants will have access to an individual bursary over the course of the 12-month programme. The bursary will be used to enable uptake and to address barriers to adoption and diffusion. Funding will be accessed according to the following criteria:

- Tackling barriers to uptake, for example: adapting innovations, addressing evidence gaps and helping fellows advocate effectively for their innovation within the NHS.
- Supporting adopter sites to implement innovations, for example by providing cover for staff attending training.
- Logistics, such as running stakeholder events and travel expenses for staff and patients.

Applicants' current employers will not receive funding (beyond any contribution from the individual bursary) to cover the two days a week the applicant will be expected to commit to the programme, and would usually be expected to provide suitable backfill if required as part of their commitment to the programme.

6. *The NHS Innovation Accelerator programme in detail*

6.1 Types of innovation

The NHS Innovation Accelerator (NIA) programme is looking to support a diverse portfolio of up to 20 high impact innovations, each led by one fellow. We are seeking applications from across the care spectrum, including home-based, primary, community, secondary and tertiary care.

We will seek to support a broad range of innovations in order to maximise lessons learned and cultural change achieved as a result of the programme. This includes:

- **Products**, such as devices, pharmaceuticals, bioinformatics and healthcare apps.
- **Processes**, such as pathway redesign and workforce models.
- **Organisational innovations**, such as new ways of delivering care.
- **Combinatorial innovations** that brings together a range of innovations, for example, new technologies implemented alongside new workforce models and a redesigned pathway.

We are also interested in both incremental and radical innovation, and achieving wide geographic reach across the country.

We recognise that some of the selected innovations will naturally diffuse at faster pace than others – for example, a clearly defined innovation within an existing care pathway may spread more quickly than a combinatorial innovation. At the beginning of the programme each fellow will be supported to estimate their likely rate of diffusion and then helped to track their progress against this personalised projection.

The NIA programme will prioritise innovations that:

- Have demonstrated in practice – not theoretically or hypothetically – significantly greater quality outcomes for the same or lower cost.
- Are at the correct phase of innovation – as such, applicants are required to show 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 within the applicant's host country.

For exceptional innovators and innovations, assessors will also consider innovations earlier in the developmental process. Applicants will want to provide a compelling case that the innovation has high potential to significantly improve quality and significantly reduce cost, and that it is feasible to make progress with implementing the innovation in to practice within the first 12 months.

The following types of **early phase** innovation are not considered appropriate to this call:

- 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 main component of the proposal.
- Product or technology direct/early phase development as the primary purpose or focus of the project.
- Software direct/early phase development and testing as the primary purpose or focus of the project.

Applications should provide evidence of a clearly identified need or potential problem that their innovation addresses, and the potential outcomes for patients/citizens from success. It should be a significant quality/value issue that is widely relevant to healthcare in England.

When describing the nature and severity of the problem, applicants 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. Applications 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.

It is recommended that applications provide robust evidence to demonstrate the innovative nature of their proposal, explaining clearly the link between existing evidence and the innovation. Applicants should be aware of any innovations that have already taken place in their area of interest, have an understanding of the theoretical background to their innovation, and provide evidence of any implementation in other settings, sectors or industries.

Applications should demonstrate knowledge of: the field, current practice, and relevant published and grey literature. Applicants are expected to have consulted with other key experts and appropriate clinical or other networks before applying.

6.2 Applicants

Up to 20 NIA fellows will be recruited through a series of robust, competitive selection waves. In this first wave, we are seeking a spread of participants from different sectors, including health and social care, industry, academia and the voluntary sector, both nationally and internationally.

Applicants will be leaders, founders or representatives of a high impact innovation that meets the criteria detailed in section 6.1. They will be expected to demonstrate their abilities as an effective diffuser of healthcare innovation, with reference to the following criteria.

- A track record of effectively engaging key stakeholders
 - High emotional intelligence
 - The ability to articulate a compelling case for change
 - A history of 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

Applicants must be able to meet the following programme requirements, beginning in July 2015 and running for at least one year, with an expected commitment of two days per week.

- Actively participate in a tailored learning programme and attend all quarterly meeting
- Show progress in diffusing an innovation in the NHS over the first 12-month period
- Actively contribute to the programme evaluation

6.3 Adoption: progress and ambition

Applicants should be in a position to outline progress to date in the adoption and diffusion of their innovation. This will include details of those involved in the development and testing of the innovation and any processes undertaken to ensure the innovation is ready for diffusion (for example, seeking regulatory approval).

We do not expect the diffusion approach detailed in the application to be the final strategy. If selected, fellows will be supported to hone their strategy, which will then be tested and further refined during the initial 12 months of the programme. Applicants will need to demonstrate that they have sought information to help them understand the enablers and barriers to diffusion and that they have a clearly defined ambition for diffusion.

6.4 Timescale

We recognise that diffusion of healthcare innovation is currently slow and patchy. The NIA programme aims to test and evaluate mechanisms that enable high impact innovations to reach patients and populations as quickly as possible. Following the initial 12 month timescale fellows will share their progress and learning with stakeholders at an NHS Innovation Summit in 2016.

To be successful, fellows will need to be highly motivated and possess experience in engagement, entrepreneurship and diffusion approaches; they should also be open to learning, and thinking about their innovation in new ways.

The programme has been designed with a set-up phase of up to two months and an initial implementation phase of 12 months. The set-up phase will begin in May 2015, during which time fellows will sign an agreement with their local delivery partner, undertake a baseline needs assessment and be matched with a mentor who will review their initial diffusion strategy. Implementation should begin by July 2015. Our experience has shown that projects often need some preparation time before implementation can begin. However, should no set-up time be required, the project may begin as soon as agreements are in place.

7. Who can apply

7.1 Who can apply as a lead applicant

Applications are welcome from those who have the experience and skills necessary for delivering innovation into practice. Applicants will be working in or with the healthcare sector, either nationally or internationally, and may include for example:

- Senior health or social care professionals
- Healthcare app developers
- Seasoned healthcare entrepreneurs
- Senior managers of healthcare institutions
- Inventors
- Engineers with experience in developing health care products
- Experienced academics

This list is not intended to be exhaustive list or exclusive of those with different backgrounds, or who are at an earlier phase in their career, who meet the other criteria.

To ensure there is appropriate influence and governance over the project, including protected time for the fellow to participate, applicants should normally continue in their current employment. The local delivery partner/UCLPartners will contract with the current employing organisation whenever possible.

The current employer must be a legal entity. It may, for example, be an NHS body, a university, a corporation, a not-for-profit organisation (such as charity or a company limited by guarantee), a social enterprise, a company limited by shares, or a community interest organisation.

We recommend that employing organisations are only involved in one application or in a small number of very different applications. We will only accept one application per project lead and all applications will be expected to have support from a senior member of their employing organisation from the outset. We are looking to support a diverse range of projects, so are unlikely to support more than one project submitted by the same executive team.

7.2 Skills and experience

Applicants will have a track record of involving a range of critical partners in their work, such as patients, carers, clinicians, managers and commissioners. Applicants will also need to show that they have - or have access to - a range of skills and knowledge considered important in enabling successful diffusion of innovation. This may include effective engagement and communication, marketing, business case development, change management and commercial considerations.

Applicants will want to demonstrate that they understand what makes a compelling case for innovation. They are strongly advised to focus on the positive impact their innovation will have on patients and populations rather than just the innovation itself. They should also show that their approach is outward-facing, that they are open to learning and that they accept the potential need

to adapt their innovation to suit different contexts. Applicants will also need to demonstrate key personal characteristics, such as ambition, courage and resilience.

Applicants may apply on their own or as part of a team. However, only the lead applicant will access the fellowship programme. Where other individuals or partner organisations are involved, the applicant should detail the roles of different members of the team, and outline their relevant experience. We anticipate that fellows who have the support of a multi-professional team will achieve greater progress over the initial 12 months, so we encourage such applications. Partner organisations may include: patient networks, health or social care providers and commissioners, charities, universities, consultancies and innovation intermediaries.

Applicants will show they have acquired, or are seeking to develop with support, many of the following skills and expertise:

- Relevant clinical or service area expertise
- Skill in engaging patients, carers or service users
- Knowledge of the relevant technical aspects of the proposed innovation
- Knowledge of change management, including an understanding of human factors
- Experience of measurement/data collection
- Communication skills
- The ability to influence wider practice and opinion
- Financial and project management skills, accountability for delivery of the project
- Ability to engage NHS workers and leaders
- Strong clinical leadership and engagement skills to bring about changes in clinical practice
- Drive and commitment to delivering the innovation successfully into practice within the 12-month programme

8. Selection criteria and process

8.1 Selection criteria

We will select fellows at each wave through a rigorous selection process to ensure that we support high quality applications. Applications will need to demonstrate five key attributes.

- A clearly identified need or problem that their innovation addresses. This should be a significant quality issue that is widely relevant to healthcare in the UK.
- A high impact innovation that addresses this need or problem across the NHS.
- An experienced, motivated lead applicant who has skills in engagement, entrepreneurship, project and change management, innovation methods and approaches, and who is open to new ways of thinking about their innovation.
- An understanding of the skills and processes required for successful adoption and diffusion of innovation.
- A willingness to work with researchers and data analysts to effectively evaluate the programme and extract key lessons.

The table below gives more information about what applicants will want to show in their application. Please note that each of these corresponds to a question in the application form.

The innovation
A clear description of the innovation, including evidence to illustrate why it is innovative, and the impact it will have on patients and populations.
A clear description of the nature of the need or problem that your innovation aims to address.
A clear description of how the innovation fits strategically with current NHS strategy and objectives.
A clear description of the how patients will benefit from your innovation, including supporting evidence from any pilots or trials and details of what stage of development it has reached.
A detailed explanation of how your innovation will be affordable and cost effective for the NHS in the UK, improving or maintaining quality while reducing cost.
A clear understanding of any major competitors.
The lead applicant
An explanation of why you are applying to the programme.
A summary of your experience in delivering innovation into practice.
Examples and evidence to demonstrate how you meet the person specification.
A summary of your learning needs.

Confirmation of two days per week protected time to participate in the programme and deliver on its requirements.
Adoption: progress and ambition
A clear overview of the progress made so far in delivering your innovation into practice.
Details of your ambition and projections for the diffusion of your innovation, including locations and groups you intend to target.
A clear understanding of the opportunities and challenges your innovation faces.
An outline of your proposed diffusion strategy.
A summary of possible measures of success for your innovation.
Organisational commitment
Evidence of executive level support for the project (a signature).
Additional partners
Details of any partner organisations or individuals you will be working with.

8.2 How to apply

Before applying, please read this *Call for Applications*, as well as the *Guidance Notes* which can be found on the website.

Potential applicants should carefully assess whether their proposed project meets the recommended requirements (as detailed in sections 6 and 7 above).

Applicants whose proposal fits within the parameters of this programme should complete an application form; section 2 of the application form includes a screening tool which will be used to initially determine applicants' suitability for the programme. Application materials will be available on the NHS England website from **Wednesday 7 January 2015**.

The deadline for completed applications is: **12 noon, Friday 27th February 2015**.

8.3 Assessment process

The proposed selection process is as follows:

- **Screening:** NHS England's Innovation Team will screen all applications.
- **Sift 1:** The first sift will be undertaken by patients and clinicians who are experts in innovation. This sift will focus only on the innovation. Experts will be sourced via patient networks and national clinical directors, by clinical and patient experts within AHSNs, and through the Health Foundation's College of Assessors. At least two assessors will score the innovation in line with the criteria set out in section 6.1. They will then make a recommendation as to whether the application should move to the second sift.
- **Sift 2:** The second sift will be undertaken by patients, clinicians, managers and academics. This sift will cover the entire application and include a cost-benefit analysis. Experts will be sourced

via patient networks, by clinicians, managers, academics and experts within AHSNs, and through the Health Foundation's College of Assessors. At least two assessors will score the application according to the criteria in 6.1, 6.2, 6.3 and 7.2. They will then make a recommendation as to whether the application should move to the interview stage.

- **Interviews:** Assessors for three interview panels will be sourced from patient networks, NHS England, host organisations, AHSNs and through the Health Foundation's College of Assessors. At least three panel members will interview each applicant/application team and review their entry against the criteria in 6.1, 6.2, 6.3 and 7.2. The interview panels will score each application and present scores and recommendations 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: Dr Jennifer Dixon, Chief Executive, the Health Foundation; Prof Sir David Fish, Managing Director, UCLPartners; a member of the NHS England executive team. The panel will agree the final award of up to 20 NIA fellows. The number in the first wave is likely to be much smaller as the programme is intended to build over the first 12 months, and allow for a second wave later in 2015.

Applications that are judged to meet the key selection criteria of the programme will be invited to interview. Those who are not successful at interview will be provided with feedback.

We will consider applications across sectors, disease areas and the full range of approaches being proposed. We will aim to shortlist for interview a diverse portfolio of applications that fit the criteria of the programme, will generate knowledge and add to the existing innovation evidence base.

8.4 Key dates

Activity	Date
Open for applications	7 January 2015
Application deadline	27 February 2015 (12 noon)
Screening	2 - 3 March 2015
Application sifting	4 March - 20 March 2015
Invitation to interviews	27 March 2015
Interviews commence	Week of 13 April 2015
Decision panel select final cohort	Week of 27 April 2015
Outcomes communicated to applicants	Week of 4 May 2015
Contracts agreed	May/June 2015
Baseline needs assessment completed	June 2015
Diffusion strategy reviewed with mentor	June 2015
Launch event	July 2015
Start of implementation period	July 2015
Quarterly symposiums	July 2015 – July 2016
NIA programme showcase event	Summer 2016

9. Working with successful applicants

9.1 Support from the Health Foundation and UCLPartners

In addition to bursaries for eligible applicants, the Health Foundation and UCLPartners, working with other organisations such as patient networks, AHSNs and sponsors, will provide successful NIA fellows with the support package outlined below:

- Support from a team of mentors, tailored to meet the specific needs of each fellow as identified during an initial needs analysis.
- Support and advice on a range of relevant issues and topics.
- The opportunity to present progress at the 2016 NHS Innovation Summit to key stakeholders.
- Opportunities to promote and disseminate work through websites, newsletters, national and international learning events (for example with IPIHD) reports and workshops.

This support package is designed to enhance and further develop the knowledge of individuals and teams who already have experience of innovation projects. It is not designed for those who are new to this area.

9.2 Project management and reporting

NIA fellows will have overall responsibility for delivering their innovation, including financial management. They will be expected to maintain the highest standards in administering their project. Reporting requirements will focus on enabling delivery and capture of lessons learned from the programme including:

- Support from mentors and local delivery partners to review progress and discuss issues.
- Contact with researchers and data analysts to support the programme and contribute to the annual programme report on the approaches, context, results, impact and learning from the programme, identifying factors which enabled success and those which represented barriers.
- Presentation at the 2016 Innovation Summit.

9.3 Communication

Applicants will need to clearly demonstrate how the learning from the project will be communicated, both within the project team's organisations and to national and international stakeholders.

As part of the project's communication strategy, individuals or teams may choose to present papers or posters at relevant conferences. These can be made available for publication on the Health Foundation and UCLPartners' websites.

9.4 Programme events

Fellows will be required to attend a series of learning events and symposiums as part of the programme; where these involve overseas travel suitable expenses will be paid.

9.5 Intellectual property

Any new intellectual property generated through the programme itself (e.g. on mechanisms for adoption or diffusion) will be owned by the organisation(s) delivering the project, while not affecting pre-existing intellectual property held for example by the applicant or their employing organisation.

10. Next steps

Having read the *Call for Applications* in full, applicants should visit www.england.nhs.uk/accelerator/ for further information. If your proposal fits within the parameters of this programme, applicants should complete the application on the website.

Further opportunities to find out more

We will also be running two open calls for people wanting to hear about the NIA and to provide an opportunity to ask any questions. These take place on:

Date	Time	Number	Guest Pin
Wednesday 14 January	1 – 2pm	0808 109 0617 or 020 7663 4862	GUEST PIN 5011662#
Tuesday 20 January	930 – 1030am	0808 109 0617 or 020 7663 4862	GUEST PIN 5011662#

If you have any further questions please email england.innovation@nhs.net