Strengthening Social Care Analytics

Notes for applicants

The Health Foundation
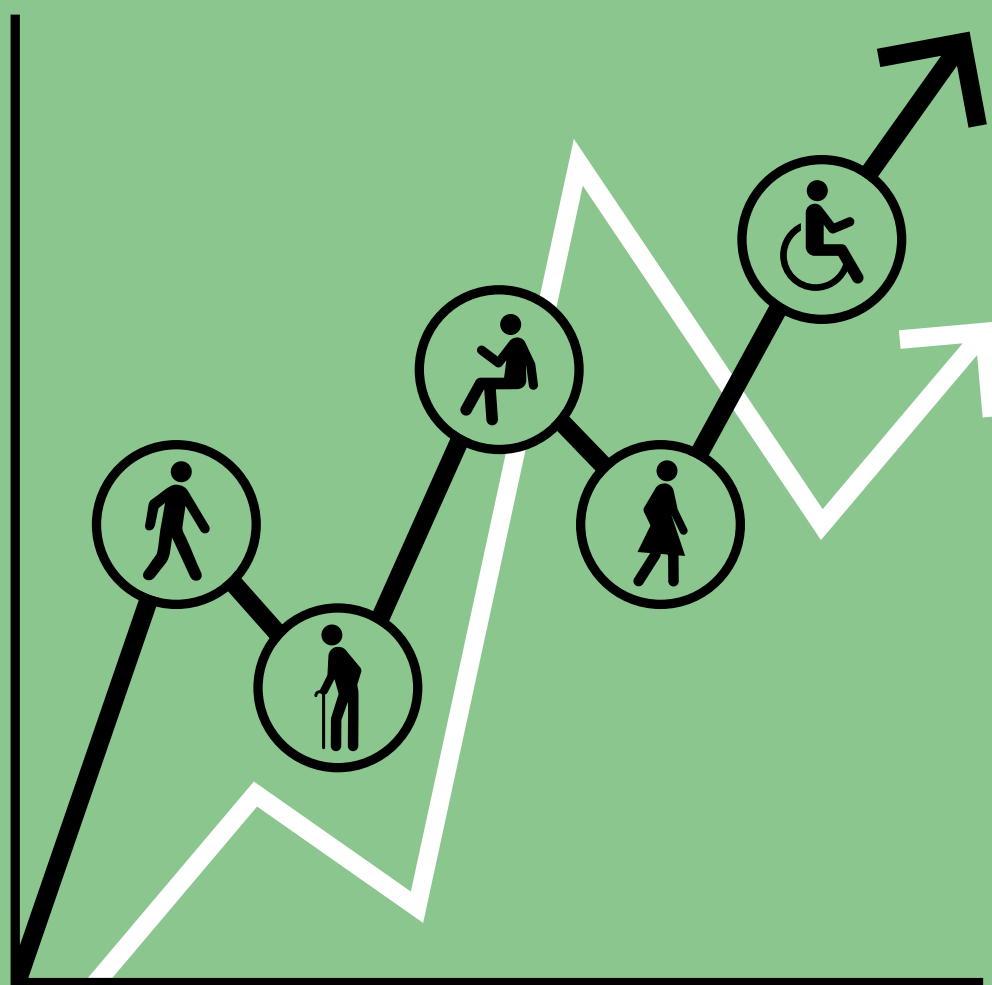
A Health Foundation call for projects from across the UK that demonstrates what good social care analytics looks like and how far it can be harnessed to address key challenges facing the sector.

Note: All expressions of interest should be submitted by email to: **socialcare.analytics@health.org.uk**.

The deadline for applications is midday, **Friday 2 October 2020**.

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The Health Foundation

The Health Foundation is an independent charity committed to bringing about better health and health care for people in the UK.

Our aim is a healthier population, supported by high quality health care that can be equitably accessed. We learn what works to make people's lives healthier and improve the health care system. From giving grants to those working at the front line to carrying out research and policy analysis, we shine a light on how to make successful change happen.

We make links between the knowledge we gain from working with those delivering health and health care and our research and analysis. Our aspiration is to create a virtuous circle, using what we know works on the ground to inform effective policymaking and vice versa.

We believe good health and health care are key to a flourishing society. Through sharing what we learn, collaborating with others and building people's skills and knowledge, we aim to make a difference and contribute to a healthier population.

Further details about the organisation can be found at www.health.org.uk

About our Strengthening Social Care Analytics programme

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The coronavirus (COVID-19) pandemic has focused national attention on the challenges faced by people who use, commission or deliver social care services. Unfortunately, efforts to respond to the crisis have been hampered by the lack of detailed, actionable and accessible data about social care.

The Health Foundation **has explored the key data challenges the sector is facing in the COVID-19 era**. We have hosted workshops with people who use care services, carers, providers, care technology developers, local authorities, researchers and membership bodies for providers and for front-line staff. Participants have come from England, Scotland, Wales and Northern Ireland, from domiciliary care and residential care, and included adults with a range of ages, needs and experiences.

This funding programme will launch for expressions of interest on **24 August 2020**. Adult social care providers and commissioners can bid for up to £60,000 to run projects that demonstrate what good social care analytics looks like and how it can be harnessed to address the challenges we've set out to contribute to better health and care for all.

This is a new programme and we have up to £300,000 of funding. We are looking to support up to five good quality projects that:

✓ can demonstrate what good social care analytics looks like, including a focus on these elements:

  a.   Good public sector and service user engagement.
  b.   The adoption of open analytics practice.
  c.   Strong analytics teams.
  d.   A digital and data infrastructure that allows researchers, analysts and developers to access the data they need.

✓ can address a challenge facing the sector, examples of which are given below:

  a.   Improving the quality of social care for cohorts of people that experience the worst outcomes.
  b.   Building a safe, resilient workforce.
  c.   Understanding the lived experience of people needing social care.

✓ require funding of up to a maximum of £60,000 per project

✓ can start no later than March 2021, with a maximum duration of 12 months

✓ are led by organisations that have a direct role in the provision or commissioning of adult social care services. Each project can partner with other organisations within the health and care sector, as long as the lead organisation fits the eligibility criteria of providing or commissioning adult social care services.

The projects: what we are looking to support

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This programme aims to fund exemplar projects that show how data analytics can be used to improve social care. We hope that this funding will help providers and commissioners of social care to lead projects with partners across the social care analytics 'ecosystem' (which could include academic institutions, umbrella membership organisations, voluntary organisations, care technology providers and other key actors in the sector) with the aim of addressing challenges facing social care.

In designing this funding programme, we have put much effort into developing criteria for what good analytics looks like in social care. These criteria have been informed by our workshops and conversations with stakeholders. We hope they will have a lasting impact on how the social care analytics sector evolves, stimulating further innovation and establishing norms. Projects should seek to align with these areas of focus:

1 First and foremost, there should be **excellent engagement across the sector that underpins the clear need for the analysis**. Providers, commissioners and people that need social care should understand and commit to this. Developing trust and facilitating collaboration between these groups of stakeholders will be key to building a social care system that uses data effectively.

2 Second, **partnership with people that need social care, their carers and families is crucial**; much of the data collected and shared at present serves operational purposes rather than being used to understand and meet the needs of people that need social care and their loved ones.

3 Finally, **appropriate use of analytical methods by strong analytics teams that maintain good communication with stakeholders and are open with sharing those methods, code and learning, will ensure that social care analytics improve sustainably**. This achieves two aims:

a.   Promoting the sharing of data and information between social care organisations; which, as we learned during engagement exercises, is a great barrier to change due to concerns around trust and culture. This prerequisite that asks projects to publish and present their findings sets a standard for openness.

b.   By sharing methods, code and learning through GitHub, the grant holder organisations will dock into existing learning infrastructures and the entire analytical community will gain through shared understanding and prevented duplication and waste. Good analytics should always be open and accessible.

Alongside demonstrating how to practise good analytics, the projects should also clearly address a key challenge faced by the social care sector. Our workshops identified three key priorities, but we are also keen to hear from projects that are able to articulate other challenges and describe how their project would harness the power of data analytics to improve social care. The priorities identified in the workshops are:

• Improving the quality of social care for cohorts of people that experience the worst outcomes.
• Building a resilient, safe workforce.
• Understanding the lived experience of people needing social care.

Scale of the awards

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Our aim is to develop a programme that covers a variety of different projects within the field of social care analytics. We have set an **upper limit** for this programme in terms of when the projects start, their duration and the amount of funding available.

These upper limits are:
A maximum award value of £60,000 per project.
A maximum duration of 12 months.
Projects to start no later than March 2021.

Please note that this does not mean that all applications need to be at this maximum level of funding or duration. If we receive good quality applications that require smaller resources or could be delivered in a shorter time scale, we will be pleased to consider them.

Your application should include all expected items of direct expenditure required to carry out the project. We expect that the majority of funding will be spent on the direct costs of staff, time spent on projects (whether employees, advisers or researchers), which can include staff who are already employed at the organisation/institution or new staff. Other items commonly covered include consumables like technology and hardware, travel costs for meetings, relevant conferences, data analysis support, transcription of interviews and focus groups, venue hire/refreshments for research meetings/focus groups, and travel costs for service users and health and social care staff to attend focus groups.

Please note that as a charity we will fund only the full directly incurred costs of the project. We do not fund overheads. Furthermore, the project will be supported as a charitable grant and as such is not liable for VAT.

There are also some items that the Health Foundation will not fund, including:
Capital expenditure such as for vehicles or building acquisition or refurbishment.
Costs of traditional research or laboratory-based activities.
Organisational overheads such as costs of premises, management and human resources.
Procurement of day-to-day consumables or of 'business-as-usual' equipment.
General conference attendance if you will be attending only as opposed to using the conference to present findings from your project and spread learning.

The applications: which organisations can apply?

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The Strengthening Social Care Analytics programme is open to applicants from across the UK. The lead organisation must provide or commission adult social care services.

Subject to these requirements, lead organisations could include the following organisations:
Local authorities.
Health boards in Scotland, Wales and Northern Ireland
Domiciliary care providers
Residential/care/nursing home providers.

Some applicants may apply as a partnership of organisations working together. Within such partnerships we expect one organisation to act as the 'lead applicant' or 'lead organisation' and the other organisation(s) as partners. The Health Foundation requires a lead organisation[1] to ensure that there is appropriate influence and governance over the project, including the implementation of the innovation and management of the project and of the funding provided by the Health Foundation. We will contract with the lead organisation, which will be responsible for creating and monitoring any subcontracts with its partners.

We strongly recommend that lead applicants 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 **senior/board level executive support** for their application from the outset. We are seeking to support a diverse range of projects so are unlikely to support more than one project submitted by the same executive team.

Partnerships may be newly established for the purpose of the application but should be able to demonstrate commitment to collaboration and that appropriate governance processes are in place to support delivery. Partner organisations may be involved in up to three applications and, if shortlisted, will need to discuss with the interview panel the feasibility of being involved in multiple projects.

1. A lead organisation must have legally constituted status and governance protocols that allow it to legally contract for funding. It may be constituted as a local authority, health board, a 'not-for-profit' organisation (eg a charity or a company limited by guarantee), a social enterprise, an alliance, a federation, a company limited by shares or a community interest organisation. If the constitution allows the lead organisation to make a profit, the Health Foundation would have to be convinced that monies would all be spent on the purpose of the programme/project in the same way as would be the case with other applicants. In these cases it is essential that the funding appears as restricted in the recipient's annual report and financial statements. Where a 'not-for-profit' organisation has another arm that is profit-making, the Health Foundation would need to be convinced that our funding is going to the non-profit-making arm. We will not accept applications from organisations based outside the UK, individuals or sole traders.

Selection criteria

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We are interested in supporting innovative and ambitious projects with the potential to substantially enhance the use of data analytics in support of better social care services.

When selecting projects, we will look for evidence of the following:

✓ The extent to which the application meets one or more of the key criteria for good analytics:

a. Good public sector and service user engagement.
b. The adoption of open analytics practice.
c. Strong analytics teams.
d. A digital and data infrastructure that allows researchers, analysts and developers to access the data they need.

✓ Robust analytical methods or approaches applied to social care provision, delivery or commissioning. Where new methods are being applied, we will look for robust methodologies that will improve the quality of analysis used to support decisions and an indication of how change will be sustained beyond the lifetime of the project.

✓ A clear demonstration of how the work will strengthen social care analytics by addressing a challenge facing social care, either one that is clearly articulated by the applicant, or one of the following:

a. Improving the quality of social care for cohorts of people that experience the worst outcomes.
b. Building a resilient, safe workforce.
c. Understanding the lived experience of people needing social care.

✓ A commitment to generating and sharing methods, findings and learning that have wider applicability beyond one organisation and sharing the project's findings with stakeholders in the sector. This sharing will take place through existing networks and learning infrastructures as well as within a community of practice that the Health Foundation is developing to launch alongside the funding programme (see page 12 for more information).

✓ Clear and comprehensive plans to involve and engage people that need social care, their carers, families and the public. We want to fund projects that understand the importance of meaningful involvement and engagement, and that can provide learnings for the rest of the system in how to implement change and innovation while keeping the perspective and experience of people that need social care at the forefront.

✓ Careful consideration of diversity and inclusion. We will look to fund projects that seek to understand how their project may impact on the equity and outcome for all those individuals who need or receive care. Each project is asked in the Expression of interest form to describe their approach to diversity and inclusion in terms of:

a.   those in the team who will be delivering the project
b.   people who need social care, their carers, family members and members of the public whom the project will impact
c.   data from service users that will be used in the project.

✓ The feasibility and practicality of the proposed project and the likelihood of delivering anticipated outputs within the timescales and resources proposed. We want to fund projects that are deliverable and demonstrate a good understanding of key risks and an awareness of mitigation. We may also take into account the track records of the organisation in delivery of other Health Foundation programmes or contracts. Our experience in funding projects has shown us that recruiting posts to deliver the project often is a main cause of delay. We ask projects to consider carefully how long recruitment of a particular role (whether a new position or backfill) will take, and we will seek assurances that mitigation to delay will be taken where possible.

✓ Experience of the project team in delivering high quality projects, though not necessarily a history of delivering projects within grant funded environments. We will consider the past experience of key personnel within the team, including their ability to implement new ideas; the strength of their analytical skills; the commitment of the relevant organisations; and the expert support available.

Permissions – applications that require additional research and/or ethical approval must indicate that they already have (or will be able to get) the necessary permissions to start the project by March 2021. The Health Foundation will require written assurance that relevant approvals are either not necessary or have been sought and granted, as part of the formal agreement process before funding will be released.

Support from key stakeholders within the organisation, to include consideration of people who need social care and the public throughout design and delivery, and the engagement of appropriately qualified partners for the project.

Clear commitment to the dissemination and sharing of findings of the project. The plan must outline how the findings of the work will impact on practice within the organisation and what steps they intend to take to share findings with others. We would encourage dissemination in a range of approaches, not necessarily lengthy reports or academic papers. We expect grant holders to engage with the wider analytical community to present their work through the community of practice currently being developed (see page 12 for more information).
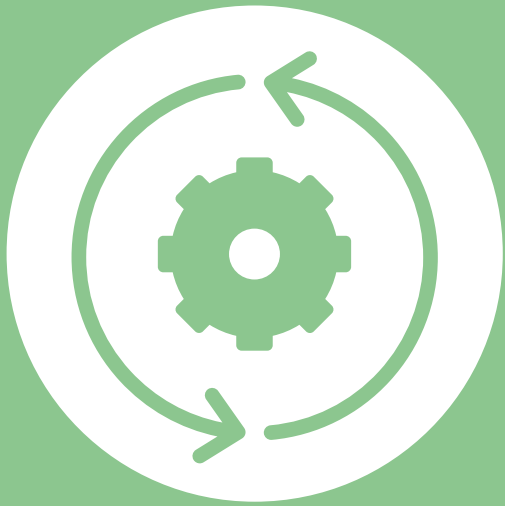
The process: what to expect when applying

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Applicants must complete an *Expression of interest form* for the first stage of the application process. Applicants must submit this expression of interest to the following email address: socialcare.analytics@health.org.uk.

The deadline to submit applications is by **midday, Friday 2 October 2020**. We will not accept submissions beyond this time.

Applicants are encouraged to refer to the *Frequently asked questions* document, available at www.health.org.uk/funding-and-partnerships/programmes/strengthening-social-care-analytics-programme. This document will provide guidance on completing the *Expression of interest form*. We will also hold a webinar on **Thursday 10 September** to discuss the programme and answer questions from applicants. The *Frequently asked questions* document will be updated following this event. If you would like to find out more about this event, please email socialcare.analytics@health.org.uk and we will send you further details and joining instructions closer to the event.

Applications will initially be assessed by staff at the Health Foundation, as well as a number of external reviewers from organisations including national bodies and universities. This first stage of reviewing will be completed by **Friday 23 October 2020**, by which time all applicants will be informed as to whether they have been shortlisted or are unsuccessful. Due to the volume of applications expected, we may not be able to provide detailed individual feedback at this stage.

Shortlisted applicants will be invited to submit a full application via AIMS, our grant management software, from Monday 26 October 2020. Please note that the application form is a general form that is being used on all Health Foundation programmes. The questions are generic and you will need to read the **Application form guidance** for specific advice and guidance to help you apply for the Strengthening Social Care Analytics programme. Shortlisted projects will receive the **Application form guidance** document via email on Monday 26 October alongside their invitation to submit a full application.

Shortlisted applicants will also be invited to undertake a video interview and to respond to specific questions linked to their application. These interview calls will take place from **Monday 7 December and Friday 11 December 2020** and applicants are asked to ensure they can be available within this timeframe.

The final decision on which projects will receive funding will be based on a panel discussion, with representation from the Health Foundation and other experts in the area. All projects will be notified by **Friday 18 December 2020** so that we can agree contracts by **February 2021** with target start dates by **March 2021**.

If you have any further questions relating to the application process once you have read the *Frequently asked questions* and **Application form guidance**, please send us an email at: socialcare.analytics@health.org.uk.

Project management and reporting

Projects should have a dedicated project lead who will be responsible for delivery and financial management of the work. As part of the application form, we ask you to list specific outputs and milestones that will be used for monitoring progress of the project. These milestones must be capable of being measured or assessed unambiguously and form the basis for simple but robust progress reporting.

Interim reporting

Requirements for this will include:

- Updates to the Health Foundation midway through the project to review progress and discuss any issues arising. Some projects may also require additional contact with an individual from the Health Foundation who has a special interest in the topic. We will finalise these arrangements as contracts are prepared.

- Summary financial statements at the midpoint and upon completion of the project. We will expect budget reconciliation at the end of the project, signed off by the authorised finance officer in your organisation. Any unspent funds must be returned to the Health Foundation. If costs change over the funding period or if unanticipated costs arise, this can be discussed with the Health Foundation. We are unlikely to approve any additional funds.

Information governance

We expect all projects to conform to the national standard of information governance and to take all the necessary steps in assuring data security. We may ask to see additional information, including privacy impact assessment, on selected projects. We cannot award or continue to support projects where these basic assurances are not in place and this will be recognised in our contract with you.

Participation in community of practice

We are developing a community of practice with Future Care Capital (FCC). FCC is an independent charity shaping the future of health and social care. FCC drives innovation and improvement through leading edge research and policy insights and by bringing together policy makers and practitioners.

The Health Foundation and FCC have teamed up to explore how to strengthen social care analytics during the COVID-19 pandemic and beyond. Together, we co-hosted the workshops that informed the design of this funding call. These workshops highlighted the importance of bringing together a community that could help to address how the data and analytics system in social care could evolve to support better care. This is the community of practice that we are developing with FCC alongside this funding programme. Successful applicants will participate in the community of practice and share findings and learning with interested stakeholders.

All applicants to the funding programme expressing interest in the community of practice (to be completed in section F of the *Expression of interest form*) will be invited by FCC to join, regardless of success or not in securing funding.

Final reporting

We expect that each of the projects will produce learning for the rest of the social care system, evaluate impact on care and demonstrate good social care analytics as described above.

Each project will deliver the following outputs (of which we expect d. and e. to be shared outwardly – see question 9):

a.   Evidence of better care. Each project will be asked to demonstrate at the outset that there is a demand for the analysis, and describe how it will be used to improve care. At the end of the project they will be required to evaluate how the analysis has been used, and what impact it has had or might have on care.

b.   A skills audit. Each project will be asked to describe how skills were developed within each organisation and reflect on priorities going forward.

c.   A case study on culture and collaboration. We will ask projects to reflect on the process through which they collaborated with stakeholders, including a section on engaging with people who need social care, carers and advocates.

d.   Sharing methods and code. We expect that projects developing data solutions will share their methods and publish their code and we will support them to do so via channels including GitHub and the community of practice (see question 15).

e.   Sharing findings. Projects will be required to share the findings of their analysis within their local care system, with their fellow award holders and to the wider stakeholders that contributed to the scoping of this award programme.

Payments

As will be detailed in the award agreement, funding will be made available through phased payments to the lead organisation throughout the project, subject to satisfactory progress of the work. The lead organisation will be responsible for administering the financial aspects of the award to the partner organisations. We advise partnership applications to agree internal payment processes and mechanisms at the point of application.

Intellectual property

Any intellectual property generated from the Health Foundation's funding will be owned by the organisations delivering the project, but must be licensed to the Health Foundation to support its charitable objectives. Applicants might find it beneficial to discuss how intellectual property will be shared by the project team organisations during the application stage.

Key dates

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Activity	Date
Call opens for expressions of interest	24 August 2020
Deadline for expressions of interest	2 October 2020
Applicants will be informed as to whether they have been shortlisted or are unsuccessful	23 October 2020
Shortlisted projects submit full applications	26 October – 20 November 2020
Interviews with shortlisted applicants	7–11 December 2020
Applicants will be notified of decision to fund	18 December 2020
Award agreements signed	28th February 2021
Projects start	1 March 2021