

# Adopting Innovation

## Webinar summary

### **October 2020**

Our [pre-recorded webinar](#) shares key information about the [Adopting Innovation](#) programme, recaps on our [Call for applications](#), and answers some frequently asked questions. If you have any more questions, email us at [AdoptingInnovation@health.org.uk](mailto:AdoptingInnovation@health.org.uk).

## **Introduction to Adopting Innovation**

- The [Adopting Innovation](#) programme will provide funding for four innovation hubs across the UK with up to £475,000 each for two and a half years.
- The programme aims to build knowledge, skills and confidence within NHS providers to successfully adopt and adapt innovations.
- Hubs will act as centres of expertise and support within provider organisations to help them, and their local health systems, become better adopters of innovation.
- The programme builds on our 2018 report, [The spread challenge](#).

## **How to apply**

Our [Call for applications](#) outlines a three-stage application process for [Adopting Innovation](#):

### **1. Expressions of interest**

The programme opened for expressions of interest on Wednesday 7 October 2020 and closes at 12.00 (midday) on Wednesday 11 November 2020. To begin your expression of interest, register for our [applicant portal](#). Then you will receive an email with a link to complete an expression of interest form.

### **2. Applications**

In early January, we will invite up to 12 partnerships from the expression of interest phase to submit a full application for the programme by 12.00 (midday) on Friday 12 February 2021. You will be asked to expand on your expression of interest including detail on partnership models, project plans, measurement, sustainability and budget plans.

### **3. Assessment day**

We will invite shortlisted partnerships to participate in an assessment day on one of four dates in March 2021. We will make awards in April 2021.

## What do we expect hubs to do?

### **Hubs purpose**

The core purpose of the hubs will be to work to support the adoption of mature and tested innovations and service changes. We want hubs to focus on the adaptation of existing concepts rather than more developmental work around new innovations.

Once hubs have set priorities they will work through the process of problem definition, identifying a range of potential solutions and giving insights as part of small-scale testing processes to adapt and implement existing innovations in their localities.

The majority of the hubs' work will focus on the adaptation of innovation to the local context, using co-production principles to ensure that the process takes account of and is sensitive to the needs of patients, staff, existing culture and working practices.

### **Hub principles**

While we don't expect hubs to work in a prescribed way or to set methodologies we do expect hubs to work to the following principles:

- commitment to focus resources on adoption of solutions to address local need and demand
- valuing co-production and engagement with beneficiaries
- working to reduce the health inequalities in the local health economy
- having a learning culture within and across the network of four funded hubs, eg commitment to engage in the programme evaluation
- senior level commitment to drive the success of hub development.

### **Interaction with the local health care system**

Hubs will be hosted by an NHS provider organisation working closely with a core group of partners bringing together existing skills and expertise from the local system. The balance and structure of these partnerships will vary between hubs, and we will encourage teams to develop partnerships to meet the needs of their local context. Hubs should not duplicate existing infrastructure but instead strengthen and complement it.

We expect hubs to be closely linked into the local system priority setting. This must include partnering with and reporting directly into regional or national improvement or innovation bodies. For example in Scotland, Northern Ireland and Wales, this would be the national improvement bodies, Healthcare Improvement Scotland, Health and Social Care Quality Improvement in Northern Ireland and Improvement Cymru in Wales. In England this would be regional improvement body in the form of Academic Health and Science Networks (AHSNs). Depending on maturity levels Integrated Care Systems could also play a role in England.

In order to demonstrate and support the case for sustainability, hubs should work on priorities for the local system and on innovations that have the potential for significant patient impact and wider scale in the NHS. We would expect hubs to be thinking about and planning for local sustainability from early on in their inception.

### **Skills and expertise**

Hubs will bring together a broad range of disciplines to support the successful adaptation of existing innovations.

They will convene and draw expertise from a range of traditions, for example using design thinking, co-production, workforce planning and redesign, and technology development expertise as necessary. These centres of practical expertise will also have the necessary project management and measurement and evaluation capability to ensure that hubs are embedding reflective learning when it comes to understanding the mechanisms linked to supporting adoption, implementation, spread and scale.

We expect hubs to draw on existing expertise and capability in the system, for example existing quality improvement and transformation teams in NHS providers and also the expertise that is hosted in regional AHSNs and other improvement bodies in Wales, Scotland and Northern Ireland.

Through our selection processes, we will ensure that our funding is adding value and additionality to existing system improvement capability and not acting as a substitute.

### **What are we looking for?**

The expression of interest form for the programme consists of three 500-word questions:

1. How will your hub support local adoption of innovation?
2. Why would your partnership make a good host for a hub?
3. What will your hub aim to achieve? Consider the impact it will have after this programme.

Also we ask that you provide contact details (a name and email) to demonstrate support from:

- a senior leader in your organisation (at executive director level)
- a system partner – a regional or national health care organisation that plays a key role in establishing and delivering the hub. We expect this organisation to be the national improvement or innovation bodies in the devolved nations.

You are also asked to confirm that your organisation (or partnership) is happy to provide in-kind support and/or funding to establish and deliver the hub. Read more in the [Call for applications](#).

### **Assessment criteria**

Full assessment criteria is detailed in the [Call for applications](#). In the webinar we shared criteria for each question in the expression of interest form.

#### **1. How will your hub support local adoption of innovation?**

We will be looking for applications that demonstrate:

- knowledge and understanding of their local system challenges

- understanding of how their hub would support local adoption of innovation
- commitment to local adaptation
- commitment to co-production.

## 2. Why would your partnership make a good host for a hub?

We will be looking for applications that demonstrate:

- skills that would be brought in through partnerships in the local system and from the trust itself
- commitment from senior leadership and acknowledgement of the need for in-kind support and funding
- experience of working in partnership with other organisations to broaden and strengthen local partnerships.

## 3. What will your hub aim to achieve?

We will be looking for applications that demonstrate:

- what they hope to achieve through the two and a half years of funding
- the long-term impact they expect this funding to have.

## Required hub partnerships

See the [Call for applications](#), page 14, for full detail on required partnerships.

### Host organisations need to be:

- NHS provider organisations
  - England NHS Trust (acute, community, tertiary and mental health)
  - Wales and Scotland (Health Boards or Integrated Joint Boards)
  - Northern Ireland (Health and Social Care Trusts)

### Mandatory hub partners will be:

- partnerships with national or regional body (eg AHSNs in England, National Improvement bodies in Scotland, Northern Ireland and Wales)
- other local providers (eg primary care, other local providers organisations) – as we expect that the problems you are focusing on may cross organisational boundaries
- evaluation expertise (you may have this in house or may want to partner with local universities, NIHR Applied Research Collaborations in England, etc).

### Optional hub partners:

- Hubs may want to work with local authorities, for example for social care or public health and voluntary sector organisations who may represent patients or provide services in your local area.
- In addition to local partner organisations, hubs may also partner with organisations that have a remit beyond their local geography to support development and scale-up of projects, for example national charities or professional organisations.

### Frequently asked questions

The final section of this webinar answered questions that had been submitted in advance. See the write-up on the [Adopting Innovation](#) webpage, under 'Downloads'.