

NHS Innovation Accelerator: 4th Call for Applications September 2018

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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 accelerator 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 and a further 11 Fellows appointed in November 2017. We have since been working with them to support wider adoption across the NHS in England.

To date, 36 Fellows have been supported to scale their innovations across the NHS, achieving some impressive results:

- 1,423 additional NHS sites now using NIA innovations
- £45.2M secured in external funding
- 226 jobs created
- 52 awards won
- 21 NIA innovations selling internationally

The NIA is delivered as an NHS England initiative delivered in partnership with the 15 Academic Health Science Networks (AHSNs), hosted at UCLPartners. Professor Stephen Powis, National Medical Director of NHS England, chairs the NIA. 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 2016 and 2017 NIA Fellows. Support for the 2015 Fellows will finish after completing three years with the NIA and they will become NIA Alumni.

1b. Underpinning principles

The NIA 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 NIA are:

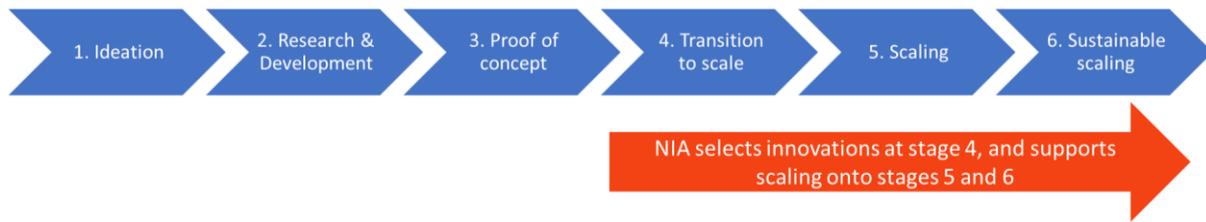
- **Addressing clear priorities for the NHS and wider care system:** Recruiting - through a robust, competitive process - exceptional individuals representing a portfolio of high impact, evidenced innovations, sourced nationally and internationally, which address clear needs or challenges faced by the 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 innovation programmes:** Ensuring the NIA seamlessly aligns with other national innovation initiatives. For example, NIA innovations meeting defined needs of the Sustainability and Transformation Partnerships, and offering opportunities for mature innovations developed through the Small Business Research Initiative (SBRI), providing a pipeline onto the Innovation and Technology Payment, Accelerated Access Collaborative, Testbeds etc
- **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. NHS 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 their 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.



Adapted from *A High-Level Architecture for Scaling Innovation: Scaling Stages*¹

1. *Ideation*: Developing and analysing the development problem and generating potential solutions through horizon scanning of existing and new ideas
2. *Research and Development*: Further developing specific innovations that have potential to address the problem
3. *Proof of concept*: When the intellectual concept behind an innovation is field tested to gain an early, 'real world' assessment of its potential
4. *Transition to scale*: When innovations that have demonstrated small-scale success develop their model and attract partners to help fill gaps in their capacity to scale
5. *Scaling*: The process of replicating and/or adapting an innovation across large geographies and populations for transformational impact
6. *Sustainable scaling*: Wide scale adoption of an innovation at the desired level of scale/exponential growth, sustained by an ecosystem of actors

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

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

You can be the inventor of the 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 - this could include, for example a housing association, a community interest company, a social enterprise
- 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

¹ <https://static.globalinnovationexchange.org/s3fs-public/asset/document/Scaling%20Innovation%20DIGITAL%20COPY.pdf?C719IAFtMThwNbUpdcs4TeYI5vYa2u9p>

- 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
 - Willing to openly share insights with a wide range of stakeholders
- 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 and/or scaling strategy 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 and demonstrate how their innovation addresses one or more of the three following 4th Call themes:

1. Prevention and early intervention (cancer and cardiovascular disease)
2. Mental Health
3. Primary Care

A brief overview of each of the NIA themes is provided in the three separate theme documents available [here](#).

Please note that the examples provided in the theme documents are not exhaustive and the three themes are not mutually exclusive.

The aim of these brief NIA theme 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 strategy and 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 themes 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: www.ahsnnetwork.com.

The NIA is open to all types of innovations 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 or more of the three 4th Call NIA themes (please see [here](#) for the theme documents)
- 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, is already in use in a health or care setting and is ready to be diffused widely across the NHS

- Have satisfied all necessary regulatory, intellectual property and ethical frameworks

A sustainable health and care system is achieved by delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage. We are therefore asking applications can describe how they deliver environmentally sustainable solutions. For more information and support, please visit www.sduhealth.org.uk/

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 or under development.

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 further (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.
- Demonstrate your openness to learn and adapt your strategy, if relevant.

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, then 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 third-year NIA Fellows. We are in the process of confirming their continued involvement, as well as adding further Mentors.

- Adrian Downing, Former Healthcare Director, Concentra
- Andreas Haimboeck-Tichy, Director of Health, Social Care and Life Sciences, IBM
- 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
- Ed Jones, Special Advisor to Secretary of State, Jeremy Hunt
- Dr Eliot Forster, Chair, MedCity
- 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 Operating Officer, The Crick Institute
- Samantha Jones, Former Director of the New Care Models Programme
- Professor Sudhesh Kumar, Dean of the Warwick Medical School and Director of the Institute of Digital Healthcare at University of Warwick
- Dr Thomas Lee, Chief Medical Officer, Press Ganey
- Professor Tony Young, National Clinical Director for Innovation

- Connection to Academic Health Science Networks (AHSN) across the country who can provide local networking, navigation, showcasing, critical challenge and support.
- Regular meeting and critical challenge from the NIA Core Team based at UCLPartners.
- Peer to peer support from the NIA Fellows, those recruited in 2016 and in 2017, 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 of £20,000 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:

- London Stock Exchange Group's Elite programme offers investment and commercialisation expertise
- One-to-one support via Innovate UK
- 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, MSD and Petrichor

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 Stephen Powis, National 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.

Prior to the formal start of the 4th NIA intake in April 2019, there are a series of sessions during March 2019 designed to give an induction to the NIA and to support Fellows develop robust strategies for scaling in the NHS. These dates are detailed in section 6, page 13,

below. Please ensure you can attend these March dates as well as the dates of the quarterly events.

For some Fellows, the two days commitment whilst on the NIA, will be part of your normal jobs - where scaling the 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; refining the 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 NIA Core Team. 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.”

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?

NIA Fellows, to date, have been offered the opportunity to apply through an application form process, to continue on the NIA each year. The NIA Programme Board has agreed that Fellows can be supported for up to, but no more than, three years.

The NIA Programme Board assess Fellow's annual re-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 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 years two and three will be reviewed annually. As such, these may not be the same for the fourth intake of NIA Fellows.

4. Details on how to apply

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

- Read the three separate NIA Theme documents - including the documents referenced within the footnotes - available on the application website [here](#)
- 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 <https://nhsaccelerator.com/apply/> 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 via the link above).
- Provide an organisational signature and if relevant one additional supporting document

The deadline for completed applications is: **midnight, 24 October 2018**. Late applications will not be accepted.

5. Assessment process

Applications will be assessed as follows:

- **Screening:** The NIA Core 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 informally 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 call documents 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 Stephen Powis, Chief Officers from the 15 partner AHSNs and patient representatives. The panel will agree which of the applications will join the NIA in 2019.

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

- **Due Diligence:** after the decision making panel, successful applicants will be offered a conditional place on the NIA subject to a due diligence process. During this process:
 - References will be requested
 - (For SMEs only) Fellows will be asked to provide 3-years’ worth accounts and a list of directors)

- You will be asked to confirm the intellectual property arrangements your innovation has in place
- Fellows will be required to complete an information governance checklist

6. Key dates

Activity	Date
NIA opens for applications	5 th September 2018
Online Q&A sessions	10-11am, 12 th September 3-4pm, 21 st September 9-10am, 27 th September 4-5pm, 2 nd October 1-2pm, 10 th October 2-3pm, 15 th October 12-1pm, 23 rd October
'Meet the NIA' information events	10-12pm, 17 th September, London 2-4pm, 19 th September, Southampton 2-4pm, 20 th September, Durham
Application deadline	Midnight, 24 th October 2018
Screening	25 th October - 1 st November 2018
Application form assessment	3 rd November - 3 rd December 2018
Shortlisting panel	14 th December 2018
Informal review by NICE	17 th December - 11 th January
Invitation to interviews	17 th December 2018
Interviews	8 th , 9 th , 11 th January 2019
Final decision-making panel	23 rd January 2019
Outcomes communicated to applicants	28 th January 2019
Due diligence and contracting	29 th January - 28 th February 2019
New Fellow 1:1 meetings with NIA team	w/c 25 th February 2019
Pitch practice training ahead of the launch event	25 th February 2019
Launch event	5 th March 2019
NIA induction event/ panel session	19 th March 2019
Quarterly events (Fellows' attendance mandatory)	24 th April 2019 3 rd July 2019 16 th October 2019 29 th January 2020
NIA Summit	March 2020 date tbc

7. Who delivers the NIA?

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](#)
- [Health Innovation 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, UCLPartners supports 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