

# Application Guidance: Quality Improvement Projects

## Salford Innovation and Improvement Fund Locality Call 2022/2023

This guidance aims to assist applicants to the Salford Innovation & Improvement Fund in completing their application form fully and correctly. This guidance should be read alongside the 'Innovation Project Application Form' and 'Innovation & Improvement Fund Terms and Conditions' documents. Please ensure that you have read these documents before completing your application to the Innovation and Improvement Fund. All of these documents are available to download on the NHS Salford ICP website

**Note:** This guidance document relates to applications for **Quality Improvement** projects. If you are making an application for an Innovation project, please see the specific document "Application Guidance: Innovation Projects"

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## Section A: Notes to Applicants

### Eligibility

<p><b>Who can apply to the Innovation &amp; Improvement Fund?</b></p>	<p><b>QUALITY IMPROVEMENT (QI) PROJECTS SEEK TO MAKE IMPROVEMENTS TO EXISTING SERVICES. AS SUCH, ONLY EXISTING PROVIDERS OF HEALTH OR SOCIAL CARE SERVICES TO SALFORD PATIENTS /SERVICE USERS CAN BID FOR QI PROJECT FUNDING.</b></p> <p><i>Other organisations should follow the “Innovation Project Application” process</i></p> <p><b>Organisations</b></p> <ul style="list-style-type: none"> <li>• Funding can only be paid to registered organisations, not to individuals.</li> <li>• Funding is open to a range of service providers, for example (not limited to): <ul style="list-style-type: none"> <li>○ NHS organisations</li> <li>○ Non-NHS Health and Care organisations</li> <li>○ Social care providers</li> <li>○ Academic institutions</li> <li>○ Local Authorities</li> <li>○ 3rd Sector, Non-profit and Community Interest</li> </ul> </li> <li>• Joint / partnership applications between organisations are especially welcome, as we recognise the benefits to innovation of bringing together diverse expertise and specialisms.</li> <li>• Organisations with existing Salford CCG Innovation Fund awards (as the Fund was previously known) are welcome to submit further applications for funding new projects, providing that they are compliant with the reporting schedules and Terms and Conditions of their current award/s.</li> <li>• Organisations will not be eligible to apply for further funding if they are currently in breach of compliance for any existing Salford Innovation Fund award/s <ul style="list-style-type: none"> <li>○ <i>For large organisations, we will consider bids submitted by different departments or divisions to the one/s in breach, with sufficient assurance of distinct accountability and oversight</i></li> </ul> </li> <li>• <b>Salford Care Organisation (part of Northern Care Alliance NHS FT) require pre-approval to be sought for any projects bidding to take place at their site/s.</b> If your proposal intends to pilot here, you must first contact Natalie Garratt (Head of Innovation) <a href="mailto:natalie.garratt@nca.nhs.uk">natalie.garratt@nca.nhs.uk</a>, and include your approval confirmation with your application form.</li> </ul> <p><b>Advice and Tips:</b></p> <ul style="list-style-type: none"> <li>• Applicants are strongly advised to pre-engage and include clinical stakeholders in development of the bid. This would provide assurance of: <ul style="list-style-type: none"> <li>○ Clinical engagement and support for the Pilot scheme</li> <li>○ Innovativeness and non-duplication of existing provision/projects</li> <li>○ Feasibility of delivery in the intended area, and local care system</li> </ul> </li> <li>• We would also strongly encourage applicants to secure Exec/Senior Management support within your intended pilot site/s to sponsor your project. This support is often required to ensure that pilot schemes are properly authorised, prioritised, and factored into delivery and any necessary overarching work plans.</li> </ul> <p>Applicants may want to consider engaging with patients and the public in developing and shaping their proposal, for example via discussions or surveys with patient forums and community groups. For further help and advice, please contact our Engagement Team via Amanda Rafferty, Senior Engagement and Inclusion Manager at <a href="mailto:amanda.rafferty@nhs.net">amanda.rafferty@nhs.net</a></p>
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**What types of Improvement projects are eligible for the Fund?**

**Quality Improvement Activity:**

- Suitable applications will propose Quality Improvement projects with the intent to improve health and social care delivery and outcomes in Salford.
- Quality Improvement projects do not require a major innovation to be at the core of their proposal, but rather are focused on using QI methodologies to test smaller changes at a ground level to deliver improvements to existing services, processes and pathways.
- **As such, only current Salford providers may submit proposals in this category.** QI projects may be 3, 6 or 12 months in duration.
- Funding can only be allocated for delivery within health and social care in Salford, and/or to Salford registered patients. If funding is being requested for a project or provider with a wider footprint than Salford patients, the Quality Improvement Fund element must be ring-fenced for this purpose.

**Pilot Project Scope and Aims**

The Quality Improvement Fund provides grant funding for a 3, 6 or 12 month Quality Improvement project to be delivered in Salford to test whether certain change ideas will result in an improvement to processes, services and/or outcomes. It is not a source of – nor guarantee of – recurrent funding.

If your project involves a new innovation, or significant change to processes, workforce or services, then an application for an Innovation Project may be more suitable for you than a Quality Improvement Project.

**We will not fund proposals for:**

- New Product Development
  - There may be exceptions to this where funding can be allocated to support development of locality owned (or part owned) Intellectual Property. Please refer to your organisation's IP Policy for more information
- Innovations which are not adequately developed, or not yet ready for deployment.
- Projects that are primarily research-focused or exploratory in nature
- Additional capacity for existing roles or service provision
- Extensions, variations or scale-up funding for existing Innovation Projects (such requests should be made through IROG via the Innovation Team)

**Aims and Objectives of the Innovation and Improvement Fund 2022/23**

<b>Innovation &amp; Improvement Fund Priorities</b>	<p>Proposals should align to the Salford Locality Innovation Priorities stated in the Call for applications. These are key areas of current challenge or need in the system that the locality believe could benefit the most from innovation.</p> <p>The Innovation Priorities for 2022/23 are:</p>	
	<b>Priority Areas</b>	<b>In Particular</b>
	<b>Neighbourhood based care</b>	Initiatives focused on care delivered within communities. For example, primary care / PCNs, community services, district nursing, AHP/ pharmacy and dental etc. We have particular interest in projects supporting system recovery from covid, addressing backlogs and 'hidden cases' emerging after covid, improving PCN working and improving patient / service user access
	<b>Safer Salford Care Homes and Domiciliary Care</b>	Initiatives focused on quality and safety across the care sector, in particular addressing challenges such as: nutrition & hydration, medicines safety, falls, pressure ulcers, dementia, communication, quality of life
	<b>Workforce Transformation</b>	Initiatives focused on developing the workforce to support integrated health and care pathways. This may include for example new or blended roles, cross system working around a theme or challenging issue, system leadership, education/training and career pathways
	<b>Sexual Health</b>	Initiatives focused on improving access to contraception, improving education, awareness and uptake of contraceptives (especially long-acting methods), and addressing social and cultural barriers.
	<b>Frailty and Ageing</b>	Initiatives addressing the challenges and outcomes of frailty, and supporting ageing well in Salford
	<b>Screening</b>	Improving uptake and awareness for all forms of health screening, e.g. cancer, health checks, lung checks etc
	<b>Tackling vaccine / immunisation hesitancy</b>	Initiatives to address known barriers and issues around hesitancy, 'anti-vaccination' beliefs and misinformation for any and all vaccines and immunisations.
	<p><b>Please note that the scale and scope of this year's fund cannot support digital proposals which require significant software or systems investment.</b></p> <p>These topics are set annually based on identified strategic and statutory needs and objectives. Applications should clearly align to the achievement of at least one of these priority areas, and should be clear about how they will contribute to achieving outcomes in this area.</p> <p>Applicants are strongly advised to familiarise themselves with the Salford context and to engage with local system stakeholders when developing their idea for submission in order to avoid duplication of existing services or initiatives.</p>	

	<p><b>Non-Aligned proposals</b></p> <p><i>There is provision in the Application Form to submit a proposal for consideration which does not explicitly align with these priorities.</i></p> <p><i>Please note that although such proposals will be considered, submitting such applications should be considered speculative, as bids that are aligned to the Locality's stated priorities will receive preference during the selection process.</i></p>
<p><b>Innovation Principles</b></p>	<p>Alongside our specific topics and challenges of interest for Innovation, we recognise that there are a number of 'underpinning' supportive principles that drive and enable successful and sustainable Innovation in Salford.</p> <p>We particularly welcome bids which illustrate core principles of:</p> <ul style="list-style-type: none"> <li>• Exploiting the use of Technology and Digital Innovation</li> <li>• Partnership working - Developing links between Health and Social Care and external organisations that are looking to test and evaluate their innovative solutions in this field</li> <li>• Neighbourhood working - Developing, delivering and structuring Health and Social Care within the 5 Salford Neighbourhoods / PCNs</li> <li>• Addressing Health Inequalities and Wider Determinants of Health</li> <li>• Improving the Environmental Sustainability of care</li> </ul>

### Application and Selection Process

<p><b>Application Process</b></p>	<ul style="list-style-type: none"> <li>• The Application process will be managed by Salford's Innovation and Research (I&amp;R) Team, who will be the primary point of contact for all enquiries with regards to the Fund. The I&amp;R Team can be contacted at <a href="mailto:innovation.salfordccg@nhs.net">innovation.salfordccg@nhs.net</a></li> <li>• The deadline to submit proposals for the 2022/23 Innovation and Improvement Fund Locality Call is 5pm on the <b>31<sup>st</sup> August 2023</b>. The I&amp;R Team will not accept proposals submitted after this time</li> <li>• In extreme circumstances, we reserve the right to bring forward this deadline and close applications early. In these circumstances, communications will be issued via normal channels with 3 day's notice of the new date</li> <li>• All applications should be submitted to the I&amp;R Team via the email address above.</li> <li>• Following application submission, you will receive an email within three working days to confirm receipt of the application.             <ul style="list-style-type: none"> <li>○ <i>Note: if applicants do not receive an email receipt within this period it is their responsibility to ensure that the application has been received by contacting the I&amp;R Team. For this reason, it is strongly recommended that applications are submitted in advance of the final deadline where possible</i></li> </ul> </li> <li>• All bids received will be allocated a unique Bid Reference, which will be included in the confirmation email sent by the I&amp;R Team. This Bid Reference must then be included in all communications sent with regards to an application, and any subsequent funded project activity.</li> <li>• Applications may be amended at any time prior to the application closing date by contacting the I&amp;R Team with your Bid Reference.</li> <li>• Applications may be withdrawn at any time throughout the Application Process by contacting the I&amp;R Team with your Bid Reference.</li> </ul>
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<p><b>Selection Process</b></p>	<p>Salford ICP reserves the right to reject any Applications which are submitted incomplete, or that have insufficiently followed Application Guidance.</p> <ul style="list-style-type: none"> <li>• Applications will face an initial round of selection by a Shortlisting panel. This panel will be comprised of the Salford ICP Strategy Group members and key stakeholders who contributed to the development of the Innovation Priorities for this Call.</li> <li>• Those shortlisted will be invited to a “Marketplace” event where they will have an opportunity to present their idea to commissioners, strategy group members, patients and wider stakeholders. To maintain safety, this year’s marketplace will take place <b>digitally</b>, and shortlisted applicants will be asked to submit additional evidence and either an image or short, simple 3-5 minute video pitch to introduce themselves and their idea/product which stakeholders can review online along with their bids.</li> <li>• Following the digital Marketplace event, successful applicants will be invited to an Innovation Panel interview to present a short pitch to executives and key decision makers for a final decision on funding.</li> <li>• <b>Interview Panels will take place, likely digitally, on 6-7<sup>th</sup> October 2022.</b></li> <li>• The decision of the Interview Panel is final.</li> <li>• Full feedback will be provided to all unsuccessful applicants who reach Marketplace and Panel stages, however please note that there is no appeals process for any stage of selection.</li> </ul>
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<p><b>What criteria are applications judged against?</b></p>	<p>All Improvement Project applications will be scored against the following considerations:</p> <ul style="list-style-type: none"> <li>• Alignment to Strategic Innovation &amp; Improvement Priorities</li> <li>• Alignment to Core Innovation Principles</li> <li>• Quality Rationale for the activity suggested</li> <li>• Potential of the proposal for significant Benefits/Impact in this area</li> <li>• Feasibility of delivering the activity suggested</li> <li>• Appropriateness of the Quality Improvement methodology suggested</li> <li>• Stakeholder Engagement and Buy-in</li> <li>• Robustness of the Measurement Plan</li> <li>• Value for Money</li> </ul>
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## Section B: Application Form Guidance

The guidance below contains important notes and resources for the correct completion of the Innovation Fund Application Form. Please ensure that you read this guidance fully prior to completing your application.

Each question in the Application Form is set out below, arranged by section, along with an explanation of what information is required in answer to each question.

### SUBMISSION DETAILS

<b>SUBMITTED BY (name, role, org.)</b>	Name of application submitter, Role, organisation (Will become main point of contact for regarding this bid during application process)
<b>CONTACT NUMBER</b>	Telephone number for point of contact / queries
<b>EMAIL ADDRESS</b>	Email address for point of contact / queries
<b>SUBMITTING ORGANISATION</b>	Name of Organisation submitting the bid. If this is a partnership bid, then name the lead organisation.
<b>SERVICE NAME</b>	Name of the service being delivered that will be the focus of this Quality Improvement work. Note, this must be a pre-existing or commissioned health/wellbeing/social care service in Salford
<b>DATE SUBMITTED</b>	Date of submission

### SECTION 1: PROPOSAL OUTLINE

<b>1</b>	<b>NAME OF PROPOSED PROJECT</b>	A short name for the QI project that can easily fit onto reports, presentations, etc, e.g. 'Reducing falls with harm'
<b>2</b>	<b>WHAT IS THE PROJECT RATIONALE?</b>	<p>Please describe the current situation and background to this topic and your project to address it.</p> <p>For example, you may wish to consider the following:</p> <ul style="list-style-type: none"> <li>• What is prompting you to look at this topic? e.g., concerns in data, Significant Event Analysis (SEA), Serious incidents / incidents, organisational strategies, feedback from service users / staff etc.</li> <li>• Why do you think this is a priority area for action?</li> <li>• What benefits will be brought by successfully completing this QI project?</li> </ul>
<b>3</b>	<b>WHAT IS THE AIM OF YOUR PROJECT?</b>	<p>The aim is a broad statement or question describing your overall improvement goal Your Aim should be '<b>SMART</b>' – Specific, Measurable, Achievable, Relevant and Time-bound.</p> <p>Example of an Objective that is NOT SMART: "Reduce falls in our care home"</p> <p>Example of this Objective made SMART: "Reduce the number of falls in our care home by 50% by March 2025"</p>



4	<b>WHAT QUALITY IMPROVEMENT METHODOLOGY WILL YOU BE FOLLOWING?</b>	<p>Outline the planned approach to delivering the QI project e.g. IHI Model of Change, Lean Thinking, Six Sigma, Total Quality Management, Theory of Constraints, PDSA cycles (and many others)</p> <p>Take time to consider:</p> <ul style="list-style-type: none"> <li>• What method are you going to use?</li> <li>• Why have you chosen this method?</li> <li>• Does the QI project team have the right skills in this method?</li> </ul>
5	<b>WHAT ARE YOUR CHANGE IDEAS?</b>	<p>Please describe what initial changes you wish to test with this QI project. Ideally, these should be presented as a driver diagram (embedded as an image) to illustrate how they link to your aim. More information on driver diagrams can be found on the IHI website <a href="#">HERE</a></p> <p>If you are following a specific Change Package, Care Bundle or similar, then please share</p>
6	<b>HOW WILL YOU KNOW WHETHER YOUR CHANGE/S MAKE AN IMPROVEMENT? (I.E. WHAT IS YOUR MEASUREMENT PLAN?)</b>	<p>Identify what measures will be used to determine if any changes have led to improvement?</p> <p>Take time to consider:</p> <ul style="list-style-type: none"> <li>• What are the critical measures of success? Including any: <ul style="list-style-type: none"> <li>○ Process Measures (what will you measure to know if you've impacted a process?)</li> <li>○ Outcome Measures (what will you measure to know if you've impacted an outcome?)</li> <li>○ Balancing Measures (what could you measure to know if you've had any unanticipated impacts or knock-on effects on other services?)</li> </ul> </li> <li>• How will you collect, input, and analyse data?</li> <li>• Will data collection be electronically and/or paper format?</li> <li>• Do you have a requirement for statistical expertise/input?</li> </ul>
7	<b>WORK ALREADY UNDERTAKEN</b>	<p>Please provide details of any work you have already undertaken in relation to preparing for the QI project</p>
8	<b>FURTHER INFORMATION</b>	<p>Provide any further information which you would like to be considered in relation to this bid</p> <p>For example, the information could show links with other QI or audit programmes, educational initiatives, economic considerations, benefits of implementation, organisational / government strategies etc.</p>
9	<b>FINDINGS AND DISSEMINATION</b>	<p>How will your findings be used and who will they be shared with?</p>



10	<b>IMPLEMENTATION</b>	<p><i>Do you have the support from your organisation to enable the recommendations to be taken forward? This usually comes in the form of leadership approval for the project to take place, and commitment for the organization to support the project and act on the changes made.</i></p> <p><b>Yes/No Question</b></p> <p><i>If Yes, please provide details of approval, e.g. who has this come from, what has the organization committed to etc.</i></p> <p><i>If No, how do you intend to progress learning arising from this project?</i></p>
11	<b>WHICH CITIZENS / PATIENTS / COMMUNITIES / VULNERABLE GROUPS WITHIN SALFORD WILL SEE A BENEFIT AS A RESULT OF THIS PROPOSAL?</b>	<p><i>Describe who the target population/s are for your project. How many people do you anticipate this impacting, and how will your project benefit them (directly / indirectly)?</i></p>

**SECTION 2: ALIGNMENT WITH SALFORD LOCALITY PRIORITIES**

12	<b>WHICH PRIORITY AREA DOES YOUR PROPOSAL LINK TO?</b>	<p><i>These options reflect the Locality's 2022/23 priorities for Innovation and Improvement drawn from a variety of strategic and system needs identified.</i></p> <p><i>Tick the <b>one</b> priority area that your project primarily aligns with.</i></p> <p><i>If you believe your idea could align with more than one priority area, please still only select one option, selecting the priority you most closely align to, and expect to be able to measure a tangible impact on. This is critical, as ability to show an impact on your chosen area will be an important element of the initial Shortlisting process conducted by the Strategy Groups.</i></p> <p><i>There is a "wildcard" category of "none/other" if you wish to submit a proposal for consideration which does not align with the currently identified quality improvement priorities, but that you feel aligns with Salford's wider priorities and has the potential to meet an unmet need. Please note, whilst we are happy to consider such proposals for shortlisting and interview, submitting a proposal under this category is speculative. Funding is limited, and as such, these applications are less likely to be considered than bids aligned to an acknowledged current need, especially if there are a large number of applications received</i></p>
13	<b>WHICH OF OUR CORE INNOVATION PRINCIPLE/S DO YOU BELIEVE YOUR PROPOSAL EVIDENCES?</b>	<p><i>Tick <b>all</b> principles that you believe underpin your proposal.</i></p>

**SECTION THREE: PROJECT DELIVERY**

14	<b>PROJECT TIMESCALES</b>	<p><i>Please indicate the length of the project.</i></p> <p><i>As per the T&amp;Cs of the Quality Improvement Fund, all projects are expected to start within <b>2 months</b> of receiving funding approval and run for no more than 12 months. We would encourage all applicants to consider this lead-in time within their scope, including any necessary recruitment timescales.</i></p>
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14	<b>HOW IS THE PROJECT GOING TO BE MANAGED?</b>	<p><i>Please describe how this project will be managed, considering:</i></p> <ul style="list-style-type: none"> <li>• <i>Project Management - For example, does the proposal include funding for a Project Manager or is this going to be an add-on to an existing member of staff's job?</i></li> <li>• <i>Incorporation into existing roles/capacity, or new roles recruited for delivery?</i></li> <li>• <i>Responsibilities for individual deliverables (including for example if different partner organisations will be responsible for different elements of delivery)</i></li> <li>• <i>Internal reporting and governance processes for this project within your organisation – e.g., who will this report into? How frequently? Will it link into any overarching organisational programmes/priorities? etc.</i></li> </ul>
16	<b>WILL THE PROJECT REQUIRE A CHANGE TO AN ESTABLISHED CARE PATHWAY?</b>	<p><i>Yes / No question.</i></p> <p><i>Many QI projects will require tests of change to care pathways. We would expect applicants to have already engaged with some of the stakeholders within this care system/pathway when scoping their bid.</i></p> <p><i>If Yes, please describe which care pathway you will require a change to, and what that change will be, what are the risks associated with this change?</i></p>

17	<p><b>WILL YOUR PROPOSED PROJECT ACTIVITY REQUIRE ACCESS TO, CHANGES TO, OR INTEGRATION WITH, EXISTING IT INFRASTRUCTURE OR SYSTEMS TO ENABLE DELIVERY?</b></p>	<p><i>Yes / No / Don't Know question.</i></p> <p><i>You should only answer "Don't Know" if you are currently unable to assess whether or not your proposed activity will require a change to IT systems or infrastructure to enable its delivery. If selected for progression, you will need to establish these requirements prior to achieving final sign off for funding.</i></p> <p><i>If yes, there are four sub-questions:</i></p> <p><b>A) Which system/s or infrastructure will you require access to, changes to, or integration with?</b> <i>Please state any relevant system/s</i></p> <p><b>B) What changes / integrations are required, and the timescales needed for this?</b> <i>Please summarise the nature of the changes/integrations required, if any, and the anticipated timescales for these to be achieved</i></p> <p><b>C) Who owns or manages this system / infrastructure?</b> <i>Please state the team or individual responsible for this system</i></p> <p><b>D) How have you engaged with the relevant system owners / managers / IT departments so far to determine the feasibility of making these necessary changes?</b> <i>Approval should be sought in principle and an IT lead/sponsor identified who will support and facilitate the process of making these changes. Depending on the scale of change required, you may need to arrange for dedicated IT support or project management to be provided to facilitate this. Please consider this within your budget, as additional funding for this cannot be retrospectively added to successful bids.</i></p> <p><b>Key Salford IT contacts:</b> <i>All applicants should consult the relevant IT departments / providers for their intended pilot sites to obtain the information needed to complete this section. These contacts will enable you to gain a proper perspective on the technical landscape, compatibility and interoperability needs of the systems you wish to change or integrate with. This engagement is also necessary to ensure that projects have the correct support and pre-approval for deployment in these areas.</i></p> <p><b>Some key local contacts are provided below:</b></p> <p>Salford Locality IT (for enquiries regarding Primary Care/GP and Care Homes systems)</p> <ul style="list-style-type: none"> <li>• <b>Wendy Hughes</b> (Primary and Community Informatics Manager) <a href="mailto:wendy.hughes14@nhs.net">wendy.hughes14@nhs.net</a></li> </ul> <p>Salford Care Organisation IM&amp;T (for enquiries regarding Salford Care Organisation, Community Services and Pharmacy systems)</p> <ul style="list-style-type: none"> <li>• <b>Chris Chapman</b> (Digital Ecosystems Lead) <a href="mailto:chris.chapman@nca.nhs.uk">chris.chapman@nca.nhs.uk</a></li> <li>• <b>Natalie Garratt</b> (Head of Innovation) <a href="mailto:natalie.garratt@nca.nhs.uk">natalie.garratt@nca.nhs.uk</a></li> <li>• <b>Phil Bell</b> (Chief Information Officer) <a href="mailto:phil.bell@nca.nhs.uk">phil.bell@nca.nhs.uk</a></li> </ul> <p><b>Note:</b> <i>Salford Care Organisation require pre-approval to be sought for any Innovations wishing to be piloted at their site/s. If your proposal involves testing at Salford Royal, please also include your approval confirmation when submitting your application form</i></p>
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18	<b>WHAT RISKS HAVE YOU IDENTIFIED, AND HOW WILL YOU MITIGATE THEM?</b>	<p><i>Please provide details of any risks identified for delivery of this project, and any mitigating actions.</i></p> <p><i>We do not require any particular Risk Management methodology to be used for this section.</i></p>
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#### SECTION FOUR: BUDGET & FINANCE

19	<b>WHAT IS THE TOTAL AMOUNT OF FUNDING YOU ARE REQUESTING IN ORDER TO COMPLETE THE PROJECT</b>	<p><i>Please state the <b>total sum amount</b> of funding being requested for this proposal. Total must be fully inclusive of all VAT.</i></p> <p><i>This question also asks projects to specify if they require</i></p>
20	<b>PLEASE PROVIDE A FULL BREAKDOWN OF HOW THE REQUESTED FUNDS WILL BE UTILISED</b>	<p><i>Please present your project budget, breaking down the sum total requested by project deliverable.</i></p> <p>There is no prescribed budget template for this section, however we would expect to see the following considerations included at least, where relevant:</p> <ul style="list-style-type: none"> <li>• Staffing (including any on-costs) <ul style="list-style-type: none"> <li>○ Delivery</li> <li>○ Project Management</li> <li>○ Backfill</li> </ul> </li> <li>• Training and Events</li> <li>• Product / license and support costs</li> <li>• Consumables, materials and equipment</li> <li>• Travel costs</li> <li>• Evaluation costs (if externally provided)</li> </ul> <p><b>Note:</b> <i>We will not normally approve costs for outright purchase of Clinical or Diagnostic equipment or standard Comms &amp; IT equipment (e.g., phones, laptops, peripherals). The expectation is that where possible these would be covered by existing provider or pool resource or procured on a rental/lease arrangement for the duration of the project. This minimises the risk of redundant assets at the end of the project. Onward purchase costs for any equipment necessary to sustain the project following the 12 month Award funding should be factored into the sustainability plan.</i></p>
21	<b>HOW WILL THE PROJECT ACHIEVE A RETURN ON INVESTMENT FOR SALFORD INTEGRATED CARE PARTNERSHIP</b>	<p><i>Provide a brief summary of the expected Return on Investment (ROI) for this project. This may include for example:</i></p> <ul style="list-style-type: none"> <li>• <i>Financial ROI – through immediate cost/efficiency savings realized by the project within the 12-month pilot period, or longer-term savings realized post 12-months</i></li> <li>• <i>Social Value /ROI – value calculated from Social benefits of the project (Note: if you are intending to present a monetary figure / equivalent for Social Value within your evaluation, or for use in a Business Case, we would expect this to be calculated using a validated methodology)</i></li> </ul>
22	<b>WHAT COMES NEXT AFTER THIS INNOVATION TEST? HOW WILL YOU ENSURE THAT THE PROJECT OR ITS RESULTS ARE SUSTAINABLE AFTER THE</b>	<p><b>Note:</b> <i>The Innovation &amp; Improvement Fund provides grant funding for up to 12 months to achieve certain outcomes and is <b>not a source of – or guarantee of – recurrent funding.</b></i></p> <p><i>Please describe how you would expect to sustain your project, should it be successful, after the 12-month funding period ends.</i></p>



<b>FUNDING PERIOD HAS ENDED?</b>	<p>Examples have included cases where:</p> <ul style="list-style-type: none"><li>• Bid is for 'pump-prime' funding to make improvements which would then become financially self-sustainable or fully integrated into business-as-usual delivery following the pilot without additional funding</li><li>• Pilot aims to test and gather evidence to support a business case with the intent to request recurrent funding, implementation, or onward commissioning at the end of the 12-month pilot.<ul style="list-style-type: none"><li>○ If so, please state from whom (e.g., Salford ICP, NCA, SPCT, GMMH, GMCA, Salford City Council etc). This can then be planned into project timescales.</li></ul></li><li>• Pilot aims to gather evidence on the effectiveness of an innovative product/service which would then be available for individual or provider purchase/use (for example to citizens, GP Practices, Care Homes, Schools, Pharmacies etc).</li></ul>
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**SECTION FIVE: DATA PRIVACY IMPACT ASSESSMENT**

23	<b>WILL THE PROJECT COLLECT / USE / PROCESS PERSONAL CONFIDENTIAL DATA?</b>	<p><i>Yes / No question</i></p> <p><i>If answering yes, please tick all items that apply, and add any additional categories to the 'other' boxes if necessary.</i></p> <p><b>Note:</b> <i>If you are unsure of what constitutes "Personal Data" or "Sensitive Data", please refer to <a href="#">this online resource</a> from the Information Commissioners' Office.</i></p> <p><b>Note:</b> <i>If you are shortlisted and invited to panel, you will be required to complete a Data Privacy Impact Assessment (DPIA) form prior to your interview. This is not required for the initial application submission, and a template would be sent to you with your interview invite.</i></p>
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**SECTION SIX: EQUALITY, DIVERSITY AND INCLUSION**

24	<b>EQUALITY &amp; DIVERSITY POLICY AND COMPLIANCE</b>	<p><i>Yes/No Questions.</i></p> <p><b>A: Do you have an up-to-date Equal Opportunities (or equivalent) Policy in place?</b></p> <ul style="list-style-type: none"> <li>• <i>"Up to date" is defined as being 3 years old or less.</i></li> <li>• <i>"Or equivalent" is defined as being a policy or a formally defined procedure which details how equality and diversity will be protected and promoted in the organisation.</i></li> <li>• <i>If you select 'No', this will need to be remedied in advance of formal approval for funding if your proposal was successful.</i></li> </ul> <p><i>If you are submitting a partnership bid, please refer to the policy of the lead organisation, or detail which organisations' policy will be followed.</i></p> <p><b>B: Have you been involved in any Equality Act 2010 litigation breaches in the last 3 years?</b></p> <ul style="list-style-type: none"> <li>• <i>If Yes, you must give details for this, including date, nature and circumstances of the breach, and remedial /follow up actions</i></li> </ul>
25	<b>PLEASE DESCRIBE HOW THIS PROJECT WILL ENSURE THE RIGHTS OF PROTECTED CHARACTERISTICS IN PARTICIPANTS, AND CONTRIBUTE TOWARDS TACKLING HEALTH INEQUALITIES IN SALFORD?</b>	<p><b>Note:</b> <i>9 Protected Characteristics are specifically protected against discrimination under the Equality Act (2010). A full list and accompanying guide can be found in <a href="#">this online resource</a> from the Equality and Human Rights Commission</i></p> <p><i>Please describe how these will be protected and maintained (where relevant) and inclusion opportunities maximised (for example accessibility) within the scope and activities of this particular innovation pilot scheme</i></p>
26	<b>ADDED SOCIAL VALUE: WHAT OTHER SOCIAL, ENVIRONMENTAL OR ECONOMIC BENEFIT/S WILL SALFORD RECEIVE THROUGH THIS PROJECT?</b>	<p><i>Please describe any other means through which your project will contribute to the creation of social value. This may include for example new job, training or volunteering opportunities, supporting local Salford businesses, enhanced greenspace, environmental sustainability, contributing to net zero / carbon neutrality agenda etc.</i></p>





## SECTION SEVEN: OPERATIONAL DETAILS

27	<b>REGISTERED DETAILS OF BIDDING ORGANISATION/S</b>	<p>Please provide the required business information for your Organisation, and any partner Organisations jointly applying in this bid</p> <ul style="list-style-type: none"> <li>• Name of Organisation = Registered business name</li> <li>• Address = Full registered business address</li> <li>• Organisation Type = Please indicate the type of organisation – for example NHS Trust, local authority body, academic institution, company, charity, CIC, etc</li> </ul>
28	<b>WHICH ORGANISATION WOULD PAYMENT BE MADE TO?</b>	<p>If funding is awarded, the grant will be paid to one organisation – usually the lead organisation for the bid. Occasionally we can accommodate separate payments to partner organisations, however it is expected that the lead/accountable organisation for the management of the project will also be responsible for management of the project budget.</p> <p><b>Note:</b> Funding will only be paid to organisations and not to individuals.</p>
29	<b>WHO WILL BE THE INDIVIDUAL/S RESPONSIBLE FOR THIS PROJECT?</b>	<p><b>A)</b> Please provide the details for the <b>Senior Lead</b> for this project. This is the person in your Organisation with the ultimate responsibility and accountability for delivering the project.</p> <p><b>B)</b> Please provide the details for the <b>Operational Lead</b> for this project. This is the person with responsibility for the actual day to day work of the project activities and deliverables.</p> <p>Depending on the scale and scope of the project, this may be the same individual</p>

## SECTION EIGHT: APPLICANT AGREEMENT

30	<b>PLEASE CONFIRM THAT IF YOUR PROPOSAL IS ACCEPTED YOU ARE AWARE OF, AND AGREE TO, THE FOLLOWING CONDITIONS</b>	<p>Please tick each of the three conditions listed to confirm your acceptance of them.</p>
31	<b>PLEASE CONFIRM THAT YOU HAVE READ AND ACCEPT THE TERMS AND CONDITIONS</b>	<p>Please tick to confirm your agreement</p>

\_\_\_\_\_ **END OF APPLICATION GUIDANCE** \_\_\_\_\_

Your completed application form, along with any requested additional information, should now be submitted via email to [innovation.salfordccg@nhs.net](mailto:innovation.salfordccg@nhs.net)

You will receive confirmation of receipt within 3 working days, along with a unique Bid Reference for managing your application and for on-going communication regarding your proposal.

Applications can be withdrawn at any time, for any reason, by contacting [innovation.salfordccg@nhs.net](mailto:innovation.salfordccg@nhs.net) with your Bid Reference