Invitation to Tender (ITT)

Evaluation of the tech-enabled care programme

April 2023

Deadline: 12.00 (midday), Wednesday 7 June 2023

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The associated documents to read alongside this Invitation to Tender include:

- Sample contract
- Tender response form (on the online applicant portal)
- Supporting slides: Initial thinking for a new funding programme on tech-enabled care
- Guidance document (on the online applicant portal)
- Contract budget template (on the online applicant portal)

Contents

1   Summary

The Health Foundation, through this Invitation to Tender (ITT), is seeking a provider to undertake a programme evaluation of its tech-enabled care programme from August 2023 until spring 2024, with the potential to extend until spring 2025 to cover the pilot phase of the programme.

The tech-enabled care programme will provide funding to support the development of new technology-enabled approaches to care at home or in the community. The programme will convene and support diverse teams from across health and social care (including people who deliver and receive care). It will take them through an iterative process to design and develop the new approaches, and pilot them in a real-world context. Due to the iterative nature of the programme, timings for the programme and the evaluation are subject to change. A support partner will be appointed to help refine the programme and to offer practical support to funded teams.

The aim of the programme is to demonstrate promising new approaches to technology-enabled care that have potential for future spread and scale. The ultimate goal is to improve outcomes and experiences for those delivering and receiving care.

The aim of the programme evaluation is to capture the overall story of the programme, provide independent feedback to inform decision making at learning and review points, and to support the teams to develop evaluation capability. During the initial phases, where the ideas are developed and tested, we expect the evaluation is likely to take a developmental approach. During the pilot phase, the evaluation will not only capture learning about the programme, but explore the feasibility of the approach(es) being piloted in real-world local system contexts.

Responses to this ITT will be assessed using several criteria, including:
- suitability of the proposed evaluation approach, including ways of working with the teams, support partner and the Health Foundation
- expertise in evaluating complex interventions using a developmental approach and a range of research methods
- expertise in evaluating pilots that focus on supporting innovation in care and/or technology
- expertise in involving a range of stakeholders, including experts by experience throughout evaluations, and experience of evaluating co-production
- knowledge of health and social care, and awareness of the tech landscape within the sectors
- experience of building evaluation capability in time-stretched organisations
- ability to build effective relationships at pace
- demonstrable capacity to deliver the evaluation on time, within budget and to the required standard, with proven ability to flex resource capabilities and adapt to changing environments when required
- appropriate project management, risk management and quality assurance expertise for iterative programmes
- suitability of approach to environmental sustainability, diversity and inclusion, and safeguarding
- value for money.

An information webinar will be held on Wednesday 10 May 2023 from 14.30 to 15.30, offering applicants the opportunity to learn more about the tech-enabled care programme and the aims and requirements of the evaluation.

The successful evaluation supplier will be selected in July 2023, to commence work in August 2023. Our intention is that the evaluation will continue throughout the funded programme period from August 2023 to spring 2025. However, given the iterative approach and the potential that no teams move forward to the pilot phase, we are initially contracting for an evaluator to work with us until spring 2024. There will then be the potential to extend the contract until spring 2025 to cover the pilot phase. These timelines may change as the programme evolves. We anticipate bids of up to a maximum of £175,000 (inclusive of VAT and expenses) for the first contracted period. The extension would provide additional budget which would be dependent on how many ideas are piloted.

The tender should be completed using the Health Foundation's online portal by 12:00 (midday), Wednesday 7 June 2023.

2   About 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.

Our commitment to diversity and inclusion: The Health Foundation is committed to embracing values of equality, diversity and inclusion by promoting and sustaining an open, inclusive and supportive environment which affirms the rights of individuals to be treated fairly, equitably and with respect. Our equality and diversity policy applies to our relationships within and between our staff, our board of governors and the external stakeholders, grant holders, partners and suppliers with whom we work. Download our equality and diversity policy.

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

3   The tech-enabled care programme

The aim of the tech-enabled care programme is to demonstrate new, relational and proactive approaches to care in the home and community that are technology-enabled and centred on the needs of those receiving care.

The programme design was based on the outputs of an initial scoping phase, where the Health Foundation programme team worked with a scoping partner (PUBLIC) to explore the opportunities for this new programme.

Key insights from the research which have shaped the programme design are:
- There is a lack of collaboration across the technology, health and social care sectors, as well as a lack of relationships which are needed to enable holistic change.
- This area is complex and systemic in nature; systems should play a key role in defining the specific challenges they want and need to solve.
- This programme should sit across and within health and social care.
- Relational and proactive care, as well as person-centred care, is desired by policymakers and health and care systems and organisations, but is not always realised.
- There is a lack of wider thought leadership on how technology can enable more relational, proactive care, and challenges in navigating the social care marketplace. More evidence is needed, such as robust economic evaluation, to enable better decision making.

Building on these insights, a programme has been designed that takes teams through a structured innovation process to design and develop new technology-enabled care approaches and pilot them in a real-world context.

The programme supports teams through a phased innovation process to:
- **Validate opportunities and develop ideas**: understand and validate local needs and opportunities for new approaches to care and explore the role of technology within that; convene and work with local partners and stakeholders (including people who deliver and receive care) to develop ideas. Up to six teams will be selected for this stage.
- **Test**: refine and test ideas in a real-world context.
- **Pilot**: develop plans and deliver a 12-month pilot of the approach.

The programme has been designed to be iterative so that it can be adapted and respond to learning as it progresses. To support this, there are several learning and review points within the programme timeline to decide whether there is need to:
- pause if more time is needed in a current phase or the programme if it is not delivering what was intended, and understanding why (this may even result in stopping altogether)
- pivot, if there is the need to adapt future phases and re-design the rest of the programme accordingly
- persevere and continue with the current programme plan.

This is a new funding approach for the Health Foundation. It is an ambitious programme and we have limited experience of delivering funding programmes in social care and the technology sector. Therefore, we are still testing and refining the model with potential applicants and stakeholders, and a support partner is being appointed to help with this.

In addition to an evaluation supplier, a support partner will be appointed to:
- support the Health Foundation to refine how each stage of the programme will operate
- develop and deliver activities and support offers for funded teams at each phase of the programme, providing practical support to develop their ideas, skills, advice and expertise, and building capacity
- support ongoing learning and reflection about the programme approach and help to inform and implement iterative changes to its design over time.

During the learning and review points, it will also be decided which team(s) move forward to the next phases of the programme. For the teams that do progress, there will be chance to take stock of what support they need to take forward their ideas. The programme team will work alongside the support partner to refine the next phases of the programme, including the support offers and agreed resourcing.

Further details about the current design of the programme (including details of the different phases) are outlined in the slides found under 'Downloads' on the ITT webpage.

4 Details of the work: tech-enabled programme evaluation

The Health Foundation is seeking an evaluator to undertake an evaluation of its tech-enabled care programme.

Our intention is that the evaluation will continue throughout the funded programme period (which may be adapted/paused), from August 2023 to spring 2025. However, given the iterative approach, we are initially contracting for an evaluator to work with us until spring 2024, with potential to extend until spring 2025 to cover the pilot phase. Timelines for the specific components of the evaluation are given in section 15.

The purpose of the overall programme evaluation is to:
- capture the overall story of the programme
- provide independent feedback throughout the programme to inform decision making at learning and review points
- support the teams to develop evaluation capability (based on teams' individual needs):
  - to identify, collect and share data with the programme evaluation team
  - to maximise the likelihood that their projects will continue beyond the length of the programme.

During the 'Validate opportunities and develop ideas' and 'Test' phases, we expect the evaluation is likely to take a developmental approach. The purpose of this is to surface learning to support rapid programme iterations, particularly during the learning and review points, to maximise the chances of teams successfully reaching the pilot phase and continuing beyond the length of the programme.

Following are the draft evaluation questions that we think will be important to answer in the programme evaluation. This is not an exhaustive or definitive list, and we will work with the successful evaluator to review and develop them further.
- To what extent has the programme model achieved its aims?
- What have we learned about how to support innovation throughout this programme?
- How well have the teams' skills developed throughout the programme?
- How far have the approaches been shaped by those who would benefit from them as well as deliver them?
- What are the factors that affect the success of the approaches that are developed?

During the pilot phase, we expect the evaluation will explore the feasibility of the approach(es) in real-world local system contexts. The evaluation will need to be adapted based on the nature of the approach(es) being piloted. It is likely that the impact of the approaches will not be demonstrable during the pilot as the programme is focused on the beginning of the innovation journey (and therefore it is unlikely there will be a measurable difference during the evaluation).

We envisage the evaluation will incorporate the following design principles:

- appropriate evaluation methods; developed with the support partner and teams to avoid duplication and overburdening teams
- methodological flexibility
- systems thinking
- agile and iterative; comfortable with the uncertainty that co-production brings
- inclusive; with public participation throughout
- building evaluation capability based on teams' individual needs; through supporting staff within teams to identify, collect, analyse and present data (to enable teams to carry out evaluations beyond the length of the programme).

5 Ways of working

General

The process and quality of engagement between the programme evaluator, teams, the Health Foundation and support partner will be vital to the success of the evaluation.

During the first two months of the evaluation, the evaluator will be expected to develop a relationship with each of the teams and the support partner, and to formally agree ways of working with each of them through a concordat.

Relationship with the Health Foundation

The Health Foundation will meet with the successful evaluator at an inception meeting (expected to be in July 2023) to refine the evaluation approach, theory of change and evaluation questions before they submit a draft evaluation protocol for approval by the Health Foundation in September 2023. The protocol will need to be agile and will change throughout the programme and vary depending on the programme phase. We will also work with the evaluator to agree outputs; and expect the programme evaluator to set the findings in the context of the wider strategic narrative.

The work will be managed by the research team, with strategic and content input provided by the programme team in the Health Foundation's Improvement directorate.

We will want to meet or speak with the evaluator regularly, but we will agree the nature of updates with the evaluator at the inception meeting. We anticipate the evaluator will provide agile updates throughout the duration of the programme and we will work together once appointed to co-design the ways of working.

The Health Foundation will draw on external experts from relevant fields to provide advice throughout the evaluation and the programme. The programme governance structure will be determined as the programme is refined.

Time and capacity to prepare any required documentation for meetings and for key members of the evaluation team to attend meetings should be built into your proposal.

Relationship with teams

The programme evaluator will need to work with the teams early in the evaluation design process to ensure a clear understanding among all parties regarding the plans for data collection and to ensure collaborative working at the different levels of the evaluation.

The programme evaluator is expected to support the teams to develop evaluation capability as part of their evaluation approach. This includes supporting them to identify, collect and

analyse relevant data, as well as how to communicate it effectively, and also to identify any further evidence that may be required for testing or commissioning after the programme concludes.

The programme evaluator will agree a core set of data to collect with each team. If data are required for the programme evaluation in addition to that being collected, consideration should be given to avoid overburdensome data collection.

Relationship with support partner

The Health Foundation is commissioning a support partner who will work with the Health Foundation and the teams to support the delivery of the programme.

The programme evaluator will need to work closely with the support partner to maximise opportunities and ensure there is no duplication, and to ensure emerging findings are used to refine the model and the next phase of the programme.

6 Deliverables

Specific deliverables are likely to include (timings subject to change due to the iterative nature of the programme):

Deliverable	Date (TBC)
'Validate opportunities and develop ideas' and 'test' phases (August 2023 – Spring 2024)	
Draft protocol for the evaluation (which will continue to be iterated throughout) *Likely to include the methods and tools to be employed during the evaluation, including ethical and governance considerations; ways of working with the teams, support partner and the Health Foundation; the proposed approach for the validate and test phases; and the proposed approach for collecting the data.*	September 2023
Concordat(s) on ways of working with each team and support partner	Q4 2023
Presentation on progress in the 'validate opportunities and develop ideas' phase and next steps	December 2023
Report at end of the 'test' phase (initial contract period)	Spring 2024
Potential pilot extension (March 2024 – Spring 2025)	
Final report and learning materials	Spring/summer 2025

7 Audience for this work

The primary audiences for the evaluation are:
- the teams involved in the programme
- the support partner
- the Health Foundation.

The Health Foundation will work with the evaluator to identify and map relevant stakeholders, but we expect them to include:

- individuals and groups involved in generating or refining new models of care
- local and regional health networks
- technology innovators and developers
- care providers and commissioners
- national policymakers (government bodies and national health and care bodies).

In commissioning any piece of research or evaluation, we ensure that an outline communications plan accompanies the evaluation plans from the start, and that this is fully developed through to completion.

We will work closely with the provider to develop key messages and to draw out the implications of the findings, and any communications and public affairs (including media) related to the evaluation and its findings.

We will also work with the evaluator to consider presentation options for the different audiences. We are keen to ensure that the development process of this work supports our wider stakeholder engagement work. Our aim in terms of dissemination is to provide outputs that are usable by those in policy and practice who are research literate but time poor.

Proposals should include suggestions for potential outputs and dissemination routes for the work, to support a breadth of stakeholders to maximise benefits from the programme learning, on the understanding that this may change due to the iterative nature of the programme.

We may commission an independent writer to produce a Health Foundation learning report based on the evaluator's evaluation report. In such an instance, we expect the evaluator to work with the writer to provide insight into the key findings, and feedback on early drafts of the learning report.

We may also submit the outputs from the evaluation for independent peer review.

Please ensure that your proposal makes reasonable allowance for the time required to fulfil these obligations for dissemination throughout the duration of the evaluation.

8   Requirements

The appointed programme evaluator will be responsible for delivering all aspects of the programme evaluation, including developing the initial evaluation protocol, obtaining relevant authorisations and approvals where applicable (such as ethics approval and patient informed consent), data collection and analysis, and reporting of findings.

The successful evaluator must ensure that they have both **capacity and adequate resources** in place to deliver a robust, timely evaluation that will be complex in nature.

The evaluator must be comfortable working with uncertainty around the timeline and nature of the programme and evaluation.

We are looking for innovative approaches to this evaluation which draw on a range of methods, perspectives and expertise.

The successful evaluator should be able to describe how they would address key evaluation questions through a diverse range of methods, particularly when data are likely to be accessible at different times given the uniqueness of the approaches.

Assessment and selection criteria for the programme evaluator are shown in section 12 of this ITT.

9   Intellectual property

In commissioning this evaluation, the Health Foundation will own the intellectual property generated (please see the intellectual property clause in Schedule 6 of the example commissioning contract).

10 Budget

We anticipate bids of up to a maximum of £175,000 (inclusive of VAT and expenses) to undertake the initial programme evaluation until spring 2024 and to provide the deliverables outlined in the first part of section 6 of this ITT. The budget for the potential extension to cover the pilot phase will be dependent on the number of approaches being piloted (an indicative budget would be approximately £50,000 if one is taken forward to this phase).

We will commission this evaluation by issuing a contract for services and, as such, we expect VAT is likely to be payable on all aspects of the work. **Please consult your contracting team and/or finance team to ensure that VAT has been included appropriately before submitting your proposal and budget.**

Assessment of applications will be on value for money, as a selection criteria outlined in section 12 of this ITT, rather than the lowest bid. We expect the budget to cover all aspects of the evaluation: staff time, specific deliverables, involving experts by experience, recruitment, travel and subsistence required for site visits and meetings, and reporting costs.

11 Tender response requirements

Suppliers will need to submit their completed application form via our online applicant portal, referring to our guidance.

Detailed provider information needs to include:
● organisation name, address, registered address (if different) and website address
● description of the organisation's activities or services
● organisational governance and management structure
● most recent company accounts
● how your proposal meets the aims and objectives of this work
● a proposed plan
● your relevant experience and expertise
● risks and mitigations
● how you envisage working with the Health Foundation and stakeholders
● details of team members involved in this work.

As these are standard Health Foundation ITT questions, we advise reading the ITT application guidance (found in the 'support documents' section of the online portal), which sets out our expectations and suggested word count for each question as it relates to this tender.

Instructions for tender responses

The Health Foundation reserves the right to adjust or change the selection criteria at its discretion. The Health Foundation also reserves the right to accept or reject any or all responses at its discretion, and to negotiate the terms of any subsequent agreement.

This work specification/ITT is not an offer to enter into an agreement with the Health Foundation; it is a request to receive proposals from third parties interested in providing the deliverables outlined. Such proposals will be considered and treated by the Health Foundation as offers to enter into an agreement. The Health Foundation may reject all proposals, in whole or in part, and/or enter into negotiations with any other party to provide such services, whether it responds to this ITT or not.

The Health Foundation will not be responsible for any costs incurred by you in responding to this ITT and will not be under any obligation to you with regard to the subject matter of this ITT.

The Health Foundation is not obliged to disclose anything about the successful bidders, but will endeavour to provide feedback, if possible, to unsuccessful bidders.

Your bid is to remain open for a minimum of 180 days from the proposal response date.

You may, without prejudice to yourself, modify your proposal by written request, provided the request is received by the Health Foundation prior to the proposal response date. Following withdrawal of your proposal, you may submit a new proposal, provided delivery is affected prior to the established proposal response date.

Please note that any proposals received which fail to meet the specified criteria contained in this ITT will not be considered for this project.

12 Submitting your tender and selection process

How to apply

Please complete your application by **12:00 (midday, Wednesday 7 June 2023**. <u>**We will not accept proposals submitted after this time.**</u>

You will need to log in/register a new account on our portal, then select the relevant opportunity. We use a standard online form for all tender responses and there is opportunity to upload relevant documents. Unless you have discussed and agreed extenuating circumstances with the team at the Health Foundation, please do not submit responses in any other format.

Information webinar

An information webinar will be held on **Wednesday 10 May, at 14.30–15.30**. Please register to attend the webinar on Eventbrite.

The information webinar will provide applicants with the opportunity to hear more about the programme on tech-enabled care and the aims and requirements of the evaluation. Prospective applicants are strongly encouraged to attend the webinar.

If you have any questions about the evaluation or the ITT that you would like to be answered during the webinar, please email research.mailbox@health.org.uk by 12.00 (midday) on 8

May 2023. Please note that we will not be able to answer specific technical questions about individual tender responses during the webinar.

Following the webinar, materials providing information from the call will be available on the Health Foundation website.

Assessment and selection

Assessment of applications will take place during June 2023. Applications will be assessed by representatives from the Health Foundation and external advisers.

You will be informed whether your proposal has been shortlisted in the week commencing **3 July 2023.**

We intend to interview shortlisted bidders on **12 and 13 July 2023** to explore proposals in more depth. Please ensure you have availability on those days.

Proposals will be assessed using the following criteria:
- suitability of the proposed evaluation approach, including ways of working with the teams, support partner and the Health Foundation
- expertise in evaluating complex interventions using a developmental approach and a range of research methods
- expertise in evaluating pilots that focus on supporting innovation in care and/or technology
- expertise in involving a range of stakeholders, including experts by experience throughout evaluations, and experience of evaluating co-production
- knowledge of health and social care, and awareness of the tech landscape within the sectors
- experience of building evaluation capability in time-stretched organisations
- ability to build effective relationships at pace
- demonstrable capacity to deliver the evaluation on time, within budget and to the required standard, with proven ability to flex resource capabilities and adapt to changing environments when required
- appropriate project management, risk management and quality assurance expertise for iterative programmes
- suitability of approach to environmental sustainability, diversity and inclusion, and safeguarding
- value for money.

It is important to the Health Foundation that the chosen provider can demonstrate that the right calibre of staff will be assigned to the project; therefore, the project leader who will be responsible for the project should be present during the panel interviews if you are shortlisted.

13 Confidentiality

By reading/responding to this document you accept that your organisation and staff will treat information as confidential and will not disclose it to any third party without prior written permission being obtained from the Health Foundation. Providers may be requested to complete a non-disclosure agreement.

14 Conflicts of interest

The Health Foundation's conflicts of interest policy describes how it will deal with any conflicts which arise as a result of the work which the charity undertakes. All external applicants intending to submit tenders to the Health Foundation should familiarise themselves with the contents of the conflicts of interest policy as part of the tendering process and declare any interests that are relevant to the nature of the work they are bidding for. The policy can be found and downloaded from the Health Foundation website.

15 Timetable

Item	Date
Information webinar Questions to be submitted to research.mailbox@health.org.uk by 12:00 (midday) 8 May 2023	10 May 2023
Closing date for applications	12.00 (midday), Wednesday 7 June 2023
Review of applications and shortlisting	June 2023
Confirmation of shortlisted applicants	Week commencing 3 July 2023
Interviews	Wednesday 12 and Thursday 13 July 2023
Successful bidder notified	Week commencing 17 July 2023
Inception meeting	Week commencing 31 July 2023
Evaluation to commence	August 2023
Draft evaluation protocol to be approved by the Health Foundation	September 2023
Concordats deadline: programme evaluator to share its written agreement on ways of working with teams	Q4 2023
Report at the end of the initial contract period	Spring 2024
Extension of contract to cover pilot phase of programme (TBC)	March 2024
Expected delivery of final evaluation report and learning materials from the pilot phase (TBC)	Spring 2025

16 Questions

If you have any queries relating to the tendering process or the nature of the service required, please email **research.mailbox@health.org.uk**. We will aim to reply to queries within five working days, but please ensure that you allow plenty of time ahead of the closing date for applications.

17 Contract arrangements

The Health Foundation's standard contract for delivery of services is attached to this ITT. Please ensure that you have read our sample contract and agree to the terms. Any queries about the contract terms should be detailed in your application.