



Q Lab UK: Invitation to apply for testing

September 2021

The Health Foundation

Tel: +44 (0)20 7257 8000

www.health.org.uk

Deadline: **13 October 2021, 12pm**

Send your application form to: QLab@health.org.uk

Attached documents include

- Q Lab UK – test team application form

Led by



In partnership with



1.0 About Q Lab UK

1.1 Working on a complex challenge, Q Lab UK brings together organisations and individuals to pool what is known about a topic, uncover insights and develop and test ideas. Our ambition is to:

1.1.1 Provide generalisable insights that can inform improvement efforts and align improvement and digital work.

1.1.2 Generate ideas for how to address the problem and to build momentum for change through individuals and organisations.

1.1.3 Support people who are involved in the Lab to develop their skills for collaborative change.

1.2 Q Lab UK's current project is in partnership with NHSX. Together, we are focusing on **how to build staff and patient trust and confidence in technology-enabled remote monitoring so it can be scaled across the health and care system**. The first phase will be a Lab that runs from November 2021 to May 2022

1.3 This project is an opportunity to collaborate across organisational and professional boundaries in the UK and Ireland, to uncover insights and learning on this topic.

1.4 More information on Q Lab UK is also available on the Q website:

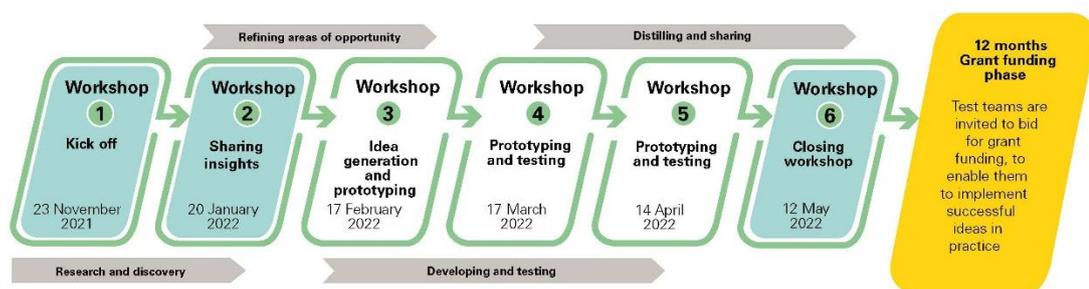
<https://q.health.org.uk/q-improvement-lab/>

1.5 Q is delivered by the Health Foundation and supported by partners across the UK and Ireland: NHS England and Improvement, Healthcare Improvement Scotland, Improvement Cymru, Public Health Agency Northern Ireland, Health Service Executive Ireland.

2.0 Details of the work

2.1 The Lab will take place over six-months between November 2021 and May 2022, structured around a series of workshops that guide people through each stage of the creative process and facilitate peer learning.

2.2 The Lab is followed by a year-long grant funding phase from Aug 2022 to support test teams to implement successful interventions.



2.3 To support this work, we are inviting people to apply to become a test team.

2.4 A test team is a group of people and/or an organisation(s) interested in developing and testing ideas within their local area.

2.5 We are looking to work with up to 6 test teams across UK and Ireland to work with the Lab, NHSX and other Lab contributors

2.6 We expect teams to identify a clinical service or model of care and already have access to remote monitoring technology. To support this, Q Lab UK will run activities to enable test teams to generate and develop ideas, before moving onto early testing (prototyping and simulating ideas) in practice.

2.7 Through this testing we hope to see:

- Ideas being tested to improve care for people affected by the challenge. We hope that some of these tests result in promising improvements that can be further developed or scaled-up.
- A wider group of people and organisations that have momentum to work on the challenge, who can share and learn together.
- New learning generated about interventions that work more or less well, and new insights on building trust and confidence in technology-enabled remote monitoring that can be shared and used by others.

2.8 By testing ideas in practice, we hope to uncover generalisable insights on how to support scaling of technology-enabled remote care.

2.9 Teams who can show promising impact of their ideas will be invited to apply for follow-on grant funding in May 2022 to continue to test and implement their ideas.

3.0 Benefits of involvement

3.1 Benefits of becoming a testing team include:

- Access to expertise and knowledge from Lab participants working across the system to understand and see the challenge from a range of perspectives
- Support from NHSX and the Q Lab UK team to link the challenge and learning from the Lab to wider system context and priorities
- 121 coaching to use design and innovation methods to understand complex problems and generate ideas to improve health care improvement
- Developing skills for collaborative change
- Peer support and expertise from other test teams and Lab contributors
- Increased exposure to other audiences through Q Lab UK, NHSX and the Health Foundation
- Financial support of up to £20k to take part

4.0 Eligibility

4.1 Teams will need to have a minimum of one Q member to be eligible. We could, however, accept applications if someone in the team applied to join Q based on this opportunity (as opposed to being an existing member before the offer is advertised).

4.2 All teams will need to demonstrate that they have improvement and digital expertise as part of the core team. This can include teams that are used to working together, and teams that are working in collaboration for the first time.

4.2.1 If there are no Q members on the team at application, one team member must demonstrate the following **improvement expertise**: knowledge and experience of using approaches and methodologies to improve the quality of health and care. For example, an improvement methodology, co-design or Systems Thinking. You may have been gained this understanding through formal development, personal study or your professional and personal experience.

4.2.2 At least one team member must demonstrate the following **digital expertise**: knowledge and experience of leading or supporting a digital project to improve health and care. This may have been gained through involvement in the setup, implementation and transition to business as usual of using digital technologies in a health or care setting.

5.0 Commitment required from test teams

5.1 Test teams will be required to demonstrate that they sign-up to working with Q Lab UK values and principles, which includes:

- Openness and transparency
- Commitment to iterative learning
- Valuing diverse views and opinions
- Working collaboratively with people who have a stake in the problem
- Sharing and spreading your learning within and beyond Q Lab UK

5.2 Test teams will allocate a named team who will support testing. Our recommendation is that this team includes the following roles (although some of these could be combined):

- Someone who can bring people in and build a team to do this work, co-ordinate their involvement and project manage the work.
- Support from a senior leader within your organisation – who will make sure the challenge and ideas generated are linked to organisational priorities, help make internal connections and build the case for this work.
- Someone who can act as the project sponsor or provide strategic direction for the work – who will be influential at making strategic connections from this work in their networks and consider spread of the ideas developed.
- Someone who can support the sharing of the learnings of the work within the wider Lab community.
- Involvement from individuals who access the health and care services that you provide.

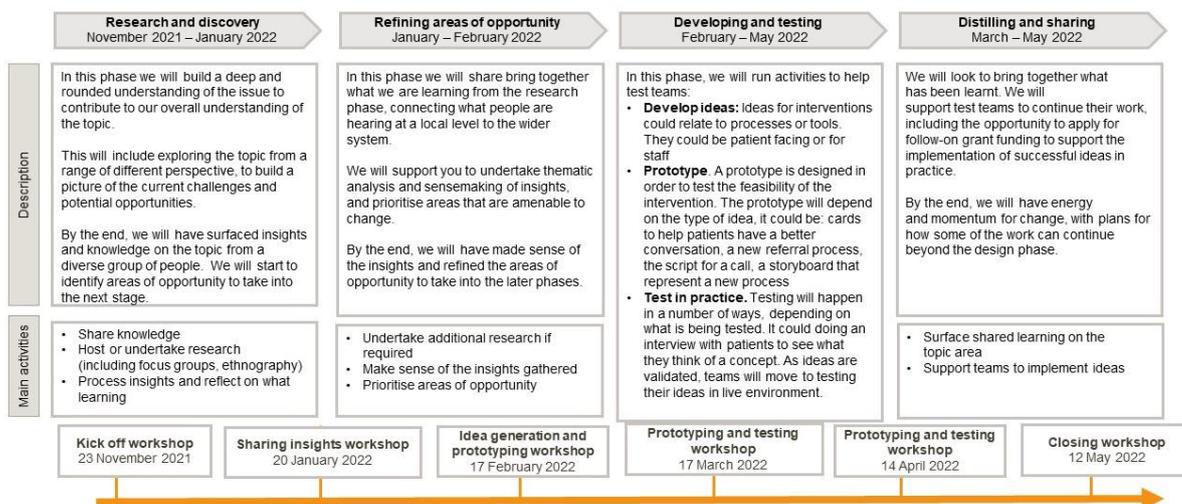
5.3 Test teams will need to meet the stipulated time commitment and touchpoints during testing:

- We expect the team lead to commit to **13-22 days** between November 2021 and May 2022 (which equates to 2-3.5 days per month) from the lead. We recommend that other members of the testing team also provide a similar time commitment, to make sure that you can make progress over the six-month testing period.

6.0 How the Lab process will work in practice

6.1 The Lab process is split into four stages, as shown in this visual.

What to expect from the different stages



6.2 You will be guided through this process through a series of half day Lab workshops. These are currently planned to take place virtually but may change in the future.

Welcome to the Q Lab UK – meet the teams	Wednesday 17 November 2021
Workshop 1: Kick off workshop	Tuesday 23 November 2021
Workshop 2: Sharing insights	Thursday 20 January 2022
Workshop 3: Idea generation and prototyping	Thursday 17 February 2022
Workshop 4: Prototyping and testing	Thursday 17 March 2022
Workshop 5: Prototyping and testing	Thursday 14 April 2022
Workshop 6: Closing workshop	Thursday 12 May 2022

6.3 Alongside these workshops you can expect to have regular communications with the Q Lab UK team, a dedicated design coach and other test teams.

6.4 There will be an embedded evaluation throughout the Lab. Our hope is that most evaluation activities will add value to test teams work and be conducted in workshops, rather than being additional. We may occasionally ask people involved in testing to take part in interviews or undertake surveys.

7.0 Application requirements

7.1 Applicants are requested to complete the Q Lab UK test team application form. This includes:

- Organisation information such as: name, address
- Summary of why you wish to work with Q Lab UK and what you are hoping to achieve

- How you meet the eligibility criteria set out
- Have your team or organisation started to address this challenge? If so, how?
- What clinical pathway or model of care have you identified for this work and why?
- How does this fit alongside your organisational priorities?
- Details of the team carrying out the work (names, roles and expertise)
- What funding you are requesting for testing (up to £20,000)

8.0 Application timeframe and process

15 Sept	• Applications open for teams. This will involve submitting a word application form
11.00-12.00 30 Sept	• Information webinar for potential teams wanting to take part to find out more
12.00 13 Oct	• Deadline for application submission
5 Nov	• Teams informed of decision
8 Nov	• Contracting process between teams and Q Lab UK
11.00-12.00 17 Nov	• Welcome event for successful teams to meet each other and the Q Lab UK team
23 Nov	• Q Lab Kick off workshop

9.0 Funding to support testing

- 9.1 Q Lab UK will be providing up to £20,000 to test teams, to support team involvement and the logistical costs associated with testing.
- 9.2 Seed funding cannot be used to procure new technology platforms or cover licencing costs. We expect teams to be able to access technology in their organisation as part of the testing process.
- 9.3 Please see [Appendix 1](#) for the Health Foundation's funding policy.
- 9.4 Applicants can choose whether and how much of this funding will be needed when they apply.
- 9.5 Applicants will need to provide a high-level budget to show how they will be allocating the funding.

10.0 Selection criteria

- 10.1 Responses will be evaluated by Q Lab UK and NHSX using the following criteria, in no particular order:
- Ability to deliver on the commitments set out in Section 5 that include:
 - Commitment to Q Lab UK principles
 - High quality team to deliver the testing work
 - Sufficient time commitment to deliver the testing work

- The diversity of applications (range of teams & expertise) across the UK and Ireland and the health and care sector
- Understanding of the challenge in your local area and identified clinical pathway or model of care to undertake work
- Ability to work and learn with others

11.0 Selection process

- 11.1 Please complete the application form and send it to QLab@health.org.uk by 12pm on Wednesday 13 October 2021.
- 11.2 Applications will be reviewed by Q Lab UK and NHSX.
- 11.3 We may contact you for a short phone call week commencing 25 October 2021 to clarify information in your application
- 11.4 A response to your application will be made by 5pm on Friday 5 November 2021.

12.0 Next steps for successful test teams

- 12.1 All successful teams will be required to complete the Q Lab testing agreement, that will include:
- 12.1.1 A funding agreement and information on how to receive the funding.
 - 12.1.2 Individual sign-up for everyone named in your team, agreeing their time commitment between November 2021 – May 2021.
 - 12.1.3 An overview of the work that you will be undertaking.
- 12.2 We expect all teams to be able to start testing as soon as practicable. This will include attending:
- 12.2.1 Welcome event on Wednesday 17 November 2021
 - 12.2.2 Q Lab UK workshop on Tuesday 23 November 2021
- 12.3 All teams will receive an individualised testing pack, that sets out:
- 12.3.1 The design approach that we will use during the Lab.
 - 12.3.2 Named coach to provide support to use design methods in practice.
 - 12.3.3 Details for the dates and times of workshops over the next six months.
 - 12.3.4 Information on the other test teams that you will be working with
 - 12.3.5 Information on how learning from test teams will be shared with Lab contributors.
 - 12.3.6 Named contacts from Q Lab UK who will be supporting your work.
 - 12.3.7 Information on any virtual platforms we will use during testing and how these can be accessed.
- 12.4 Before testing begins, we expect that all test teams will complete an introductory evaluation survey, that will be conducted by the Q Lab UK team.

Appendix 1 Health Foundation funding rules

What our funding can be spent on

The following list outlines types of expenditure we would expect to fund. The list is not exhaustive, and we are aware that specific projects may require other types of expenditure.

- Backfill costs for leadership and clinician time spent on the project.
- Honoraria for any patients'/carers'/service users' involvement.
- Project management for the duration of the funding period.
- Administrative support.
- Attendance at meetings in relation to the project including room hire, catering, etc if appropriate.
- Travel costs to attend up any in-person events in central London
- Backfill costs for staff (clinical and non-clinical), for any relevant training required, involvement in project teams, implementing of changes and attendance at learning events.
- Communication materials and associated staff time required to promote the project, including taking part in interviews/events related to promoting the project.

The Health Foundation will not fund the following items

- Costs of product or technology development as a primary purpose or focus of the project (we will fund improvements to services, processes and practices supported by IT solutions where applicants can provide a very convincing case that the technology development is not the primary purpose).
- Substantive clinical posts linked to the specific intervention that will not be sustained after the funding period.
- Capital expenditure such as for vehicles or building acquisition or refurbishment.
- Costs of traditional research or laboratory-based activities.
- Organisational overheads such as costs of premises, management and HR.
- Procurement of day-to-day consumables or of 'business-as-usual' equipment.
- General conference attendance if you will be attending only as opposed to using the conference to present findings from your project and spread learning.
- Costs for education and training as a primary purpose or focus of the project (we will fund education and training as part of the proposal to support implementation).
- Costs of any development or capacity building that is unlikely to have a direct impact on the target beneficiary population within the lifetime of this programme.
- Costs of development of technical or clinical interventions focused on clinical effectiveness such as (but not limited to) surgical techniques and procedures and drug administration techniques.

We will, however, consider joint funding of applications where costs that fit into the categories above are funded by another source and this is clearly outlined in the application.