



INNOVATION AND IMPROVEMENT IN HEALTH AND CARE FUND

GUIDANCE FOR APPLICANTS

Purpose of the programme

This grant programme supports the development of new models of health and care to improve outcomes for people living with serious long-term or life-limiting conditions. Applications may address care for any area of physical or mental health, physical or learning disability, or end-of-life care.

All applications **must**:

- provide clear evidence that the project will lead to innovation or improvement in health and care practice and explain how these outcomes will be scalable/replicable by other organisations. The Trust will not fund incremental changes in a single setting or provide revenue funding to maintain existing provisions, however worthwhile this may be.
- provide evidence that the innovation or improvement that the Trust is being asked to fund will have a direct benefit for the charity's beneficiaries and that these benefits will start to be delivered during the funding period and continue afterwards. The Trust is not prescriptive about the form this evidence should take; it may be from a pilot study, from practice in a specific setting that the applicant is now looking to roll out more widely, or from practice in other countries that have not previously been applied in the UK. The evidence must nevertheless be sufficient to demonstrate positive, real-world outcomes.

The Trust will prioritise projects which support:

- the integration and resilience of health and care services
- improved access to services
- areas of unmet need.

What the Trust will fund

The Trust will look to support the up-front investment necessary to roll out or scale up new, improved practices. It will therefore consider applications to support:

- *infrastructure funding* for specific facilities or equipment, where these are necessary to support innovation or improvement in practice.
- *project costs necessary to roll out or scale up new, improved practice*, including staff or consumables costs. This can include new staff recruited to deliver the project. Existing staff can only be incorporated as a cost in the budget where they will make a substantial contribution to rolling out or scaling up the new, improved practice. The Trust will not fund

any elements of their salary required to maintain ongoing activity.

The Trust recognises that delivering a project will make some demands on the organisation's core services (such as space, IT, or other resources). Budgets may therefore include a reasonable contribution to overheads. Organisations should not seek to recover overheads by including fractional salary contributions for staff who are not making a substantial contribution to the project.

Any funding from the Trust must be spent down in the two years from the grant agreement date. The applicant will need to demonstrate how the new model will be sustained once any investment supported by the Trust has been completed.

What the Trust will not fund

The fund will **not** support:

- Small-scale activity to make incremental improvements in practice in a single setting; however worthwhile these may be.
- Organisations whose main charitable activities are not health-based.
- Research projects, pilot projects, or early-stage work to assess proof of concept.
- Research into the causes and treatment of illnesses.
- Projects where the underlying evidence is based on academic studies without any practical testing.
- The routine replacement of equipment or the routine refurbishment of facilities.
- Contributions to large capital campaigns for "bricks and mortar" projects unless they relate to specific facilities or services that directly address the priorities for this fund.

It is not possible for the Trust to make donations to:

- a. beneficiaries who do not have registered charity status.
- b. overseas organisations, or organisations based in the UK who are seeking support for a project overseas.
- c. faith-based charities.

Eligibility

The programme is open to registered and exempt charities in the UK and to NHS organisations. Support for human health and care must be the primary focus of the lead applicant's work.

Given the programme's focus, projects may involve a number of partners. The lead organisation responsible for the delivery of the project, and to which any funding would be awarded, should be an established centre of excellence or have the potential to become a leader in its field.

Please note that where NHS Trusts have separate, dedicated charities which support their work, only one application may be submitted. If an NHS Trust and its associated charity are seeking funds for multiple projects, they will need to select the one which they believe most closely aligns

with the grant programme and put forward a single application. Similarly, where a university and affiliated NHS organisation both have a prospective proposal, they will need to decide which one should be submitted.

Applications will need to demonstrate:

- a) the organisation's track record in developing new models of health and care and/or providing high-quality care for its beneficiaries.
- b) how the application relates to the organisation's wider strategy
- c) the organisation's commitment both to sustain and disseminate the work funded by the Trust.

The Trust recognises that innovation and improvement can originate in organisations of all sizes. The Fund's focus on supporting scalable, sustainable change nevertheless means that the Trust is likely to prioritise applications from organisations that have the capacity to deliver projects of an appropriate scale. The Trust therefore will not support applications where the project's total budget exceeds 20% of the charity's most recent year's income. For projects submitted in partnership, the Trust will not support applications where the project's total budget exceeds 20% of the combined income of the partnered organisation's most recent year's income.

In previous years, the value of individual awards to support innovation and improvements in care has typically been in the range of £150,000 - £500,000. It is unlikely that the Trust will support a project under £100,000.

The Trust will not consider applications from organisations that have received an award of capital funding from the Trust within the previous two years (from the date of the award). This includes NHS organisations and Universities with separate, dedicated charities. For example, an NHS charity will not be eligible if their NHS Trust has received an award within the previous two years, or vice versa.

Application process

The fund has a three-stage application process.

1. Expressions of interest (EOI)

EOIs are conducted via a Teams call with the Trust staff. Appointments are available to book online until 31 January 2024. During the conversation, applicants will be expected to provide:

- A concise overview of the project as an innovation or new model of health and care
- The project's overall expected costs and the specific aspects you are requesting support from the Trust for (particularly if part of a larger project).
- A brief explanation of the evidence underpinning the project.
- An indication of the organisation's sustainability plan for the new model of care beyond two years.

Trust staff will review EOIs to make an initial assessment of their alignment with the funding criteria and the evidence underpinning the proposal. Where projects are assessed to be potentially fundable, Trust staff will provide a link to make a preliminary proposal.

2. Preliminary proposals

Proposals will be considered and short-listed at the Trustees' summer meeting, which is usually held in May. All preliminary proposals must be submitted using the online application form, which will be available with a link given to invited organisations. Proposals submitted by other means will not be considered. Preliminary proposals can be submitted until 29 February 2024.

3. Full applications

Applicants whose proposals are shortlisted by the Trustees will be invited to make a full application by noon on Friday, 30 August 2024. The Trustees will then consider these full applications at their autumn meeting, which is usually held in November. The Trust may wish to visit your project as part of the assessment process for full applications or invite you to suggest the names of external experts to act as referees.

How to Apply

1. Expressions of interest

EOIs are conducted via a Teams call with the Trust's Director and Grants Manager. Applicants schedule a 20-minute conversation through the online booking system. In the conversation, applicants will be expected to provide:

- A concise overview of the project as an innovation or new model of health and care
- The specific aspects you are requesting support from the Trust for (particularly if part of a larger project) and the project's overall expected costs.
- A brief explanation of the evidence underpinning the project.
- An indication of the organisation's sustainability plan for the new model of care beyond two years.

Trust staff will use the EOI meetings to make an initial assessment of a project's alignment with the funding criteria and the evidence underpinning the proposal. Where projects are assessed to be potentially fundable, Trust staff will share a link with the organisation to submit a preliminary proposal.

2. Preliminary proposals

Following a short conversation with Trust staff, longlisted organisations will be invited to submit a preliminary proposal. Applicants will be expected to explain clearly and convincingly:

- How the requested funding would be used to support innovation or to develop a new model of health and care and/or support the integration of health and care services.
- The anticipated outcomes of the project and how these will improve provision for people living with serious long-term or life-limiting conditions.
- An initial assessment of the opportunities for these outcomes to be adopted more widely, and the potential barriers to wider adoption.
- How the proposed investment relates to the organisation's wider strategy.
- The individual or team that would be responsible for leading the project.
- The expected cost of the project, the organisation's plans for fundraising, and the future

financial sustainability of the model.

- The expected timescale for the project.
- A completed budget using the Trust's template.

3. Full application

There is no set format for full applications, but submissions must not exceed 10 sides of A4 and have a minimum font size of 11 and a minimum margin size of 2 cm. Applicants may attach annexes to the document (for example to provide additional data from pilot studies or practice in other settings, or additional information on the costings). Annexes must not exceed 5 sides of A4 in total. It should set out:

- How the project has been taken forward since the initial application, and any additional evidence arising from this work that demonstrates positive, real-world outcomes.
- The indicators the organisation will use to assess the success of the project, and when it expects these measures to be achieved.
- A clear plan for sharing/disseminating outcomes, the lessons learned from the project and how these outcomes will be scalable/replicable by other organisations.
- Updated costings for the project. The application should highlight any specific aspects of the budget that the Trust is being asked to fund.
- How the project will be funded, including details of cash and in-kind contributions from the organisation's resources, progress in securing other external funding and the fundraising pipeline.
- Projected cash flow showing how the innovation or care model is supported by the proposed investment.
- How the project will be sustained.
- The timetable and key milestones for the project.
- The key risks and mitigations considered in developing the project plan.

The expressions of interest, preliminary proposals, and full applications should provide the Trustees with a comprehensive picture of the project, its financing, and the justification for the Trust providing support.

The Trust may wish to visit your project as part of the assessment process for full applications or invite you to suggest the names of external experts to act as referees.

Additional Guidelines

This programme is available to registered or exempt charities and NHS organisations operating within the United Kingdom. Organisations, which are also eligible to apply for the Trust's Research Infrastructure Fund, should note that it is not permitted to apply to both funds in the same calendar year.

Substantial demand for the Trust's limited resources means that applications are competitive. Submitting an expression of interest, preliminary proposal, and/or full application does not guarantee progress to the next stage of the programme or the award of funding.

Applicants should contact the Trust should they have any further questions at

donations@julesthorntrust.org.uk.

Guidance updated: November 2023