



NHS Oldham Clinical Commissioning Group

Pharma Dragons' Den 2015

Guidance Pack

"Investing in your ideas, improving patient care."

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1 Introduction

NHS Oldham Clinical Commissioning Group (CCG) is pleased to announce that we will be hosting the next phase of its Dragons' Den project from 28th – 29th July 2015 at Earl Mill in Oldham.

Following on from the success of the first phase, which has led to innovative ideas becoming a reality in primary and community care, we are inviting pharmaceutical companies to pitch their proposals for improving the care of the people of Oldham to our clinical panel.

As clinical commissioners, we adopt an innovation-based ethos into everything that we do, respecting the key aspects of innovation:

- **Using local intelligence effectively, combined with broader partnerships, to help to translate great ideas into action and outcomes**
- **Investing in good ideas**
- **Nurturing trust and respect among partners whose interests align with ours**
- **Drawing on the collective wisdom of experienced leaders across the health sector**

In an era that is dominated by concerns about rising demand, economic constraints and constant changes to our healthcare operating environment, we recognise that we have to offer improvements to our patients via innovative approaches and new ideas.

With this in mind, we are inviting interested parties to submit proposals to NHS Oldham CCG that will benefit patients by fulfilling the requirements of our Triple Aim by

- **Improving the health of the people in Oldham**
- **Improving the care they receive and their experience of it**
- **Delivering the best value for money by using our resources effectively**

2 NHS Oldham CCG – Who We Are

NHS Oldham CCG is responsible for deciding how around £300m of taxpayers' money is spent on people who live in Oldham. We are a membership organisation, with each family doctor in Oldham listed as one of our members, overseen by a Governing Body made up of local doctors, health professionals and executive and non-executive directors. All local doctors have signed an agreement with the Governing Body, which demonstrates their commitment to delivering our aims, objectives and plans.

Our vision is to improve health and healthcare for the people of Oldham by commissioning the highest quality healthcare services, provided near to the patient, in an integrated fashion and representing best value for money. Our objectives are described in the Triple Aim, summarised above.

The CCG has appointed Clinical Directors, to specific clinical areas, which have been chosen for their relevance to the Oldham population. The Clinical Directors are responsible for bringing together different people and organisations involved in their health area, including community, hospital and specialist staff, to plan and put in place the very highest quality services.

The areas we are currently focusing on are:

- **Cancer and end of life care**
- **Children, young people and maternity**
- **Elective care (inc. musculoskeletal)**
- **Endocrinology**
- **Medicines Optimisation**
- **Mental Health & Learning Disabilities**
- **Primary Care**
- **Respiratory**
- **Vascular**

The CCG makes decisions based on our NHS and medical knowledge and experience; whether services improve health, whether they provide a good experience for the people who use them and whether they provide good value for money. However, the CCG is also committed to engaging with all of its stakeholders to ensure the best clinical outcomes for its patients, using our resources as effectively as possible.

3 Principles

NHS Oldham CCG's approach to innovation is supported by a number of core beliefs:

- That a culture focused on health adds more value than one focused solely on healthcare
- That there are many valid approaches to achieving superior health outcomes and that these should be explored
- A belief in the capabilities of individuals to manage their own health
- That CCG members and partners can create new and exciting ways to enhance care in Oldham

These beliefs are underpinned by the innovation-based ethos described above and a commitment to support innovative ways of working in order to deliver our Triple Aim.

4 Process

The process for getting from the project launch on May 1st 2015 to the Panel Days on 28th / 29th July 2015 and beyond has been designed to be as fair, transparent and inclusive as possible.

We have consulted with key stakeholders, including the Association of the British Pharmaceutical Industry (ABPI), for several months to ensure that we are compliant with legislative and procurement frameworks, whilst the timescales for delivery have been made as accommodating as possible, in order to allow the maximum amount of time for interested parties to prepare their proposals and comply with any internal requirements of their organisations.

We have divided the process into five key stages, as follows:

1. **The Application Stage**

The Pharma Dragons' Den project will be launched on 1st May 2015 via the Contracts Finder web portal at <https://www.contractsfinder.service.gov.uk>.

As we are anticipating a high number of responses to this opportunity, and as there will be a limited number of available slots at the Panel Days, all submitted proposals will be subjected to an initial screening process.

In order to make this process fair, we have designed a standard application form, modelled on an outline business case, to capture proposals. This format was chosen as its requirements will be familiar to most applicants and information will be presented in a way which allows the CCG to assess the viability of proposals.

The number of applications allowed will be limited to two per organisation, of which only one will be progressed to the Panel Days; this will ensure that there is no suggestion of partiality on behalf of the CCG.

Applicants must specify on the cover sheet of the application form if the proposal aligns to one of the CCG's stated clinical programme areas (see below), as the CCG will only progress to Panel Day the two highest scoring applications from each of the following pooled categories:

Category 1	Category 2	Category 3	Category 4
Children & Young People	Cancer	Elective Care (inc. Musculoskeletal)	Any other condition, not covered by one of the first three categories
Mental Health & Learning Disabilities	End of Life Care	Endocrinology	
Respiratory	Vascular		

Applications should be completed with as much detail as possible, within the given word limits, adhering to the guidance provided in this document and on the form itself. Completed forms should be submitted by the 30th June 2015 using the instructions provided on the Contracts Finder website.

2. Screening Stage

Once the application stage deadline of 30th June 2015 has passed, each application will be measured against evaluation criteria, details of which are available in Appendix 4, and given a score out of 100 by a CCG panel comprised of CCG Executives and Clinical Directors. Applications will be treated as confidential at all stages of the process.

The eight highest scoring proposals will be invited to present their ideas at one of the Panel Days, with no more than two proposals being selected from each pooled category of clinical programme areas. If there are insufficient proposals from any one category for two applications to be progressed, then the highest scoring application, not already selected, from the other filled categories will be selected to pitch at Panel Day.

In the interests of transparency and fairness, the CCG will notify all applicants of its decision by 10th July 2015, giving feedback where organisations have not been progressed to the Panel Days at the end of July.

The highest scoring applicants will be sent an invitation to attend the Marketplace Events and Panel Days on 28th and 29th July 2015, along with a detailed prospectus about what to expect on each day. The events will be held at Earl Mill in Oldham.

3. Panel Stage

Further details will be provided at the earliest available opportunity, but it is expected that each day will comprise a Marketplace Event in the morning and a Panel Day in the afternoon, where applicants will present their proposal to a CCG Panel. The Panel will include a mixture of CCG clinicians, Executives and Programme Leads. There will be no patient or public representation at this stage of the process.

The Panel will assess each proposal during the pitches and these will then be assessed via a consensus meeting on or before 7th August 2015. Organisations will be notified by 14th August 2015 about whether their proposal has met the final assessment criteria and whether they will be recommended for approval via the CCG's governance process.

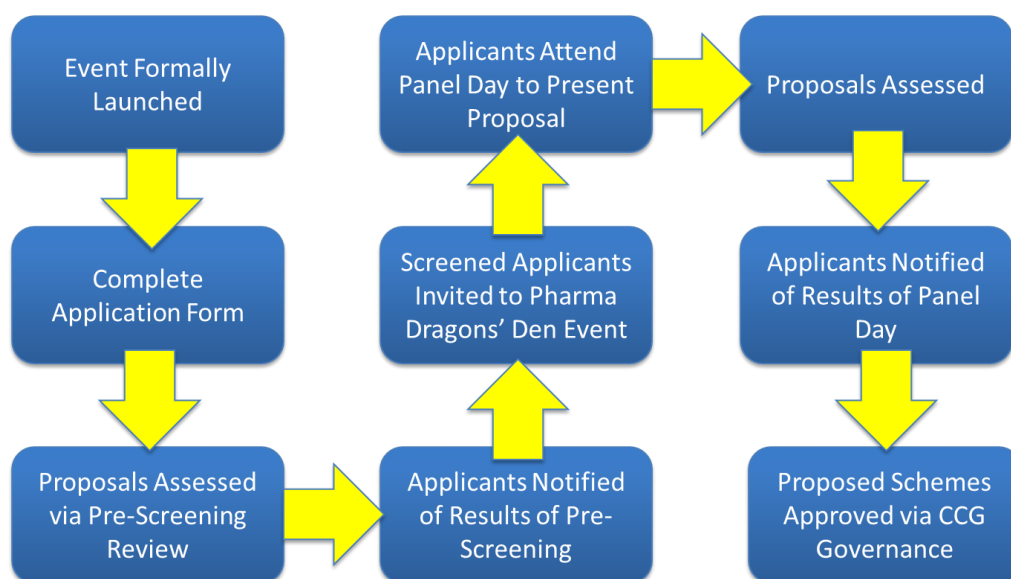
4. Approval Stage

At this stage, any necessary final checks will be made in collaboration with the successful applicants, prior to final discussions taking place at, and recommendations being made to, the CCG's Governing Body. Approved proposals will progress to stage five, which is expected to start no later than 1st October 2015.

5. Implementation Stage

The final stage of the selection process will involve the CCG and its new partners finalising plans and preparing for the implementation of projects. At this stage, contractual arrangements will be put into place, with service specifications agreed, key performance indicators designed and monitoring / review arrangements agreed to ensure that outcomes can be measured successfully.

Process Summary



This process is summarised in Appendix 1, with key dates summarised in Appendix 2.

5 Completing the Application Form

The Application Form, available via the Contracts Finder website at <https://www.contractsfinder.service.gov.uk>, has been designed in collaboration with NHS Shared Business Services, the CCG's procurement adviser, and the ABPI.

It has been modelled on an outline business case with the intention of

- Collecting enough information to allow the CCG to make an informed decision about the viability of, and need for, a proposal
- Requesting an appropriate level of detail from applicants, whilst acknowledging that the CCG may have a considerable amount of proposals to screen prior to forwarding successful applications on to the Panel Days
- Collecting information in a format which makes it possible to compare proposals within an evaluation framework

The form has been split into the following sections, with the maximum word count and scoring weighted as below:

#	Section	Max Word Count	Weighted %
-	Cover Sheet	N/A	-
1	Executive Summary	250	-
2	Proposal	1,500	30.00%
3	Expected Benefits	1,000	25.00%
4	Timescale	500	10.00%
5	Costs	N/A	10.00%
6	Investment Appraisal	750	15.00%
7	Major Risks	N/A	10.00%
8	Additional Evidence	N/A	-
Total		4,000	100.00%

Detailed guidance is provided within the Application Form and within Appendix 4.

6 Contact Details

If you require any more information about the Pharma Dragons' Den process, you can e-mail your queries to oldccg.pmo@nhs.net. Please note that we can only accept queries by e-mail.

In the interests of fairness and transparency, we will only be able to answer queries about the process and we will not be able to provide specific advice about proposals.

We look forward to receiving your proposals and we hope to see you at our Marketplace Event and Panel Day in July.

Appendices

Appendix 1 – Process Summary

Process

If you have an idea that you would like to submit for consideration, we would ask that you follow the steps below:

1. Complete the Pharma Dragons' Den Application Form, ensuring that you have completed all of the required sections following the guidelines included.
2. Submit your application via oldccg.pmo@nhs.net no later than 12.00 noon on 30th June 2015.
3. As we are anticipating a high number of responses to this opportunity, and as there will be a limited number of available slots at the Panel Days, all submitted proposals will be subjected to a pre-screening review process. The pre-screening process will allow NHS Oldham CCG to prioritise which bids are selected for the Panel Days.
4. Submitted proposals will be given a score based on the following criteria, as laid out in Appendix 4.
5. The 8 highest scoring proposals will be invited to present their ideas at one of the Panel Days, with no more than 2 proposals being selected from each pooled category of clinical programme areas. If there are insufficient proposals from any one category for two applications to be progressed, then the highest scoring application, not already selected, from the other filled categories will be selected to pitch at Panel Day.
6. NHS Oldham CCG will respond to all applicants by 10th July 2015, at the latest. Applicants who are not selected to attend the Marketplace Events and Panel Days will receive formal feedback about why their proposals have not made it through to the final stage.
7. Successful applicants will be invited to attend a Marketplace Event and Panel Day on either the 28th and 29th July 2015, where they will be able to discuss their proposal with panel members before formally presenting their bids to a Pharma Dragons' Den Panel at Earl Mill in Oldham.
8. The Panel will assess all of the presented proposals and its assessments will be ratified via NHS Oldham CCG's governance process, with recommendations to pursue those that have met all of the criteria.
9. NHS Oldham CCG will aim to notify applicants of the outcome of this meeting by 14th August 2015.

Appendix 2 – Key Dates

Stage #	Stage	Key Activities	Key Dates	Duration
1	Application Stage	Pharma Dragons' Den launched	1 st May 2015	9 weeks
		Application forms and Guidance Pack made available	1 st May 2015	
		Applications forms completed and submitted	30 th June 2015	
2	Screening Stage	Proposals assessed by CCG Evaluation Panel	8 th July 2015	2 weeks
		8 highest scoring proposals selected for invitation to Panel Day		
		Decisions & feedback communicated to both all applicants	10 th July 2015	
3	Panel Stage	Successful applicants prepare for Marketplace Event and Panel Days	11 th July 2015 – 27 July 2015	5 weeks
		Marketplace Event and Panel Days held, proposals pitched to CCG Panel	28 th – 29 th July 2015	
		Post-panel assessment of pitches completed	7 th August 2015	
		Applicants notified of results of panel day, pending agreement via CCG governance	14 th August 2015	
4	Approval Stage	Appropriate final checks made	30 th September 2015	6 weeks
		Proposed schemes approved via CCG governance	30 th September 2015	
5	Implementation Stage	Detailed discussions will take place with organisations who have had their proposals approved by the CCG and planning start, with a view to implementing projects at the earliest available opportunity	TBC	TBC

Appendix 3 – Rules

1. Submissions must be made using the Pharma Dragons' Den Application Form, available via the Contracts Finder; proposals will not be considered in any other format.
2. The CCG will not accept more than two proposals from any one organisation, company or individual. Where an organisation, company or individual is party to another application, this must be clearly stated on the application form in the relevant section.
3. Applicants must specify on the cover sheet of the application form if the proposal aligns to one of the CCG's stated clinical programme areas. The CCG will only progress to Panel Day the two highest scoring applications from each pooled category
4. If two proposals from the same category receive the same score and there is only one place remaining for that category, the CCG Evaluation Panel will be asked to reach a majority decision about which application to progress.
5. All sections of the application form must be completed in the requested format. Incomplete submissions, or those which do not adhere to the given guidance, will not be considered.
6. The application form must be submitted by 30th June 2015 via oldccg.pmo@nhs.net. Late submissions will not be accepted. We anticipate that there will be considerable interest from the pharmaceutical industry in this event so please ensure that you submit your proposals on time.
7. Submitted proposals must adhere to the [ABPI Code of Practice for the Pharmaceutical Industry 2015](#), EU Competition Law and [UK Bribery Act 2010](#). Proposals that do not appear to comply with the Code or relevant legislation will not be accepted.
8. NHS Oldham CCG's decision is final at all stages of the application process and there is no appeals process. In accordance with the spirit of collaboration and innovation, the CCG will provide feedback to unsuccessful applicants.

Appendix 4 – Evaluation Criteria for Screening Applications

All applications complying with the rules in Appendix 3 will be evaluated by a CCG Evaluation Panel, which will decide which 8 proposals from the four pooled categories will progress to the Panel Days.


Marks will be awarded for “Yes/No” questions using the following definition:

Definitions for Pass/Fail Questions	Grade	Score
Meets all the criteria set out in the question	Yes	1
Does not meet all the criteria set out in the question	No	0

Requirements which are measured using grades from “0 – Deficient” to “4 – Superior” will be assessed as follows:

Assessment	Score
Deficient – Response to the requirement significantly deficient or no response received. Provides no confidence that the issues will be addressed and managed at all in line with expectations.	0
Limited – Limited information provided, or a response that is inadequate or only partially addresses the requirement. Fails to meet expectations/requirements in many ways and provides insufficient confidence of delivery.	1
Acceptable – An acceptable response submitted in terms of the level of detail, accuracy and relevance. Some confidence that the applicant will be able to deliver in line with expectations	2
Comprehensive – A comprehensive response submitted in terms of detail and relevance. A good degree of confidence in the applicant’s ability to do what is stated through a thorough understanding of what is being requested.	3
Superior – As Comprehensive, but to a significantly better degree, or likely to result in increased quality. A high degree of confidence in the applicant’s ability to deliver. The response is well evidenced and is of a quality and level of detail and understanding that provides certainty of delivery.	4

Where the scoring system deviates from these two methods, it is clearly stated in the full criteria set out below.

<div>Pharma Dragons Den</div> <div>Application Evaluation Criteria</div> <div>  </div>									
Section Ref No:	Section	Section Weighting	Business Requirement	Response	Guidance	Max. Question Score	Weighting	%	Max Word count
-	Cover Sheet	N/A	-	This section will not be scored	None	N/A	-	-	N/A
1	Executive Summary	N/A	-	This section will not be scored	None	N/A	-	-	250
2	Proposal	30.00%	Overall Clarity of Proposal	<p>How clearly has the proposal been described? Has it been well articulated and is the basis for the proposal understandable?</p> <p>Marks will be awarded based on the overall clarity of the proposal: 0 - Deficient 1 - Limited 2 - Acceptable 3 - Comprehensive 4 - Superior</p>	None	4	3.75	15.00%	1,500
			Triple Aim	<p>Does the proposal clearly indicate how the project will enable the achievement of NHS Oldham CCG's stated Triple Aim</p> <p>0 - No 1 - Yes</p>	None	1	5.00	5.00%	
			Identified Need	<p>Does the proposal clearly evidence the need for the project, stating the reasons for undertaking the project, including any local identified needs</p> <p>0 - No 1 - Yes</p>	None	1	4.00	4.00%	
			Delivery	<p>How good is the response at outlining how the proposed initiative will be delivered, including identifying resources required:</p> <p>0 - Deficient 1 - Limited 2 - Acceptable 3 - Comprehensive 4 - Superior</p>	None	4	1.50	6.00%	

Section Ref No:	Section	Section Weighting	Business Requirement	Response	Guidance	Max. Question Score	Weighting	%	Max Word count
3	Expected Benefits	25.00%	Definition	Benefits should be clearly defined: 0 - No tangible benefits defined 1 - Benefits defined	None	1	3.00	3.00%	1,000
			Measurement	Benefits should be defined in measurable terms: 0 - Benefits not measurable 1 - All stated benefits are / will be measurable during lifetime of project or within 12 months of project ending	None	1	3.00	3.00%	
			Timing	Higher marks will be awarded for those benefits which have the greatest impact over the shortest amount of time. Scores are: 0 - No indication of when benefits will be realised 1 - Benefits realisable within 18 - 24 months of project commencement 2 - Benefits realisable within 12 - 18 months of project commencement 3 - Benefits realisable within 6 - 12 months of project commencement 4 - Benefits realisable within <6 months of project commencement	None	4	1.25	5.00%	
			Citizen Benefit	0 - Insufficient, quantified evidence, lack of compelling weight of qualitative arguments 1 - does not contribute to improving experience, quality and/or reducing health inequalities 2 - is unlikely to contribute to improving experience, quality and/or reducing health inequalities 3 - should contribute to improving experience, quality and/or reducing health inequalities 4 - strongly contributes to improving experience, quality and/or reducing health inequalities	- Will the benefits address an unfulfilled need? - Will the proposal contribute to reducing health inequalities? - Will the proposal result in improved quality?	4	1.50	6.00%	
			Health Benefit	0 - An initiative in this area will result in inappropriate clinical quality and/or health outcomes. No evidence base. Insufficient, quantified evidence. 1 - will not result in improved clinical quality and/or health outcomes. Very limited evidence base. 2 - is unlikely to result in improved clinical quality and/or health outcomes. Limited evidence base. 3 - improved clinical quality and/or health outcomes. Good evidence base. 4 - would result in vastly improved clinical quality and health outcomes. Strong evidence base.	- Will the proposal improve clinical quality & health outcomes?	4	1.50	6.00%	
			Dis-benefits	Where possible, any associated disbenefits should be highlighted: 0 - No dis-benefits considered 1 - Dis-benefits highlighted	None	1	2.00	2.00%	

Section Ref No:	Section	Section Weighting	Business Requirement	Response	Guidance	Max. Question Score	Weighting	%	Max Word count
4	Timescale	10.00%	Project Length	Preference will be given to projects which can be delivered in the shortest period of time: 0 - Project length > 3 years 1 - Project length between 2 - 3 years 2 - Project length between 1 - 2 years 3 - Project length between 6 months - 1 year 4 - Project length <6 months	None	4	2.50	10.00%	500
5	Costs	10.00%	Source of funding, amount of investment required, level of detail provided	The source of any required financial investment must be clearly stated, with the use of investment clearly articulated. The highest scores will be given to those proposals which provide proportionate detail and a sound basis for calculations made: 0 - Deficient 1 - Limited 2 - Acceptable 3 - Comprehensive 4 - Superior	None	4	2.50	10.00%	N/A
6	Investment Appraisal	15.00%	Basis of calculation	A comparison should be made of the aggregated benefits and dis-benefits to the project costs and ongoing operational costs. Preference will be given to those appraisals which use a sound, recognised method of appraisal. Whilst different investment appraisal techniques may be used, the proposed initiative should provide a measurable return on investment, as preference will be given to those projects which offer the best possible value. 0 - Deficient 1 - Limited 2 - Acceptable 3 - Comprehensive 4 - Superior	None	4	3.75	15.00%	750
7	Major Risks	10.00%	Risk identification, scoring & mitigation	Key risks should be assessed for their likelihood of occurrence and their impact. Evaluation scores will be based on the realistic assessment of the identified risks and the suggested mitigating actions: 0 - Deficient 1 - Limited 2 - Acceptable 3 - Comprehensive 4 - Superior	None	4	2.50	10.00%	N/A
8	Additional Evidence	N/A	Additional Evidence	Whilst case studies and detailed costing information may be attached to the application in a PDF format, this will not be scored	None	N/A	N/A	N/A	N/A