Continuous Quality Improvement Leadership Development

1. **Introduction**
   1. NICE, the National Institute for Health and Care Excellence, is the independent organisation responsible for providing evidence-based guidance on health and social care. NICE guidance, standards and other resources help health, public health and social care professionals deliver the best possible care within the resources available.
   2. The [NICE charter](https://www.nice.org.uk/about/who-we-are/our-charter) contains detailed information about who we are, what we do and the principles we work to.
   3. NICE invites bids through this tender to select a provider for building capability in continuous quality improvement and fostering leadership behaviours and habits that support it. This investment in people will equip NICE staff in positional and situational leadership roles with the necessary skills to adequately support a continuous improvement collaborative programme, aimed at achieving one of the organization’s strategic priorities.
2. **Background**
   1. NICE has a reputation as a world leader in providing robust, independent, and trusted advice to the health and care system and is widely recognised as such around the world. The environment in which it operates has changed and continues to change rapidly. New treatments, practices and technologies are emerging at pace, with real-world data driving a revolution in evidence. Health and care professionals need to be able to access and use up-to-date information to support their decision-making. Additionally, the public wants to know what good care looks like and patients want to be better informed about their choices and more involved in the decisions made about their care.
   2. Among the strategic priorities of the organisation, over the course of 2024/2025 and 2025/2026 we aim to improve the timeliness of NICE's guidance production whilst maintaining quality and improving staff experience by continuously improving the guidance producing processes, stakeholder management and digital technology used in guidance development. This will be delivered through an organisation-wide continuous quality improvement programme that bring together some of the guidance producing teams regularly around a shared aim, measures and overarching theory of change to accelerate their testing and learning and embed successful ideas.
3. **Adoption of continuous quality improvement** 
   1. To deliver the changes that are needed to ensure that NHS patients in England benefit from faster access to the most innovative and cutting-edge medical technologies, NICE needs to move from pockets of innovation and isolated examples of good practice to an organisation-wide, multi-disciplinary systematic approach to continuous quality improvement. This will involve building on existing improvement skills to a common method and approach to improvement that equips and entrusts everyone to improve the work they do. Teams will be empowered to solve complex problems in their service delivery in a systematic way, complex cross-organisation priorities to be tackled through collaborative programmes that bring together multiple teams to accelerate testing, learning, standardisation, scale-up and spread of successful solutions. All parts of the organisation will be activated to continuously improve the quality of their service by deploying quality improvement to respond to complex problems and own the change.
   2. The organisation has recognised the need to invest in formal Quality Improvement practice. As part of this recognition, NICE appointed a Programme Director of Improvement in May 2024, who has a new small team available to concentrate on supporting the organisation to learn and apply continuous quality improvement methodology. It is not expected that this team will enact continuous improvement for the organisation as that would be unachievable and not deliver for the pace of change required. Rather, the team will coordinate the learning and application of continuous quality improvement to enable all NICE staff to apply this in solving complex problems that they come across in their individual work, in their teams and across organisation priorities. The Continuous Quality Improvement (CQI) team will develop and embed support structures that enable all parts of NICE to continuously improve through four main drivers 1) surfacing and magnifying the motivation and agency to lead change 2) developing the skills and releasing the time needed to focus on improvement 3) providing wraparound support to people involved in continuous quality improvement (CQI) 4) aligning and integrating CQI with daily work and strategic priorities. CQI will complement other of Whole System Quality in the organisation that make up the organisation’s quality management system which involves quality planning, quality assurance, quality improvement and quality control.
   3. Staff in the organisation will engage in continuous quality improvement in three main ways, through CQI collaboratives that bring together teams working on a shared complex problem to deliver one of the organisation’s strategic priorities, through CQI projects to tackle complex problems that teams identify in their service delivery, and through daily improvement where individuals use the CQI method and tools in their regular work. Formal QI projects will include project lead(s), a cross-section of staff from the service(s) working on the problem, a CQI coach from either the CQI team or the Change Agents Network to support the application of the CQI method and tools, a customer/user of the service to partner in understanding the problem and testing solutions, and a sponsor who is a senior leader from the directorate who can champion the work and help overcome barriers. The internal Change Agents Network will support and advise people and functions involved in change across the spectrum of Whole System Quality. These are staff who dedicate a small part of their time to provide support and advice to teams and functions involved in change. Regular training in CQI will be made available to all staff using a dosing approach of providing the right level of CQI training from introduction to CQI to expert improvement advisors through just-in-time training and project-based training. A central repository of CQI tools, project progress and stories will form part of the organisation’s learning system.
4. **Initial testing and learning** 
   1. NICE will be testing, learning and iterating on the use of CQI across the priority programme to improve the timeliness of guidance production, whilst maintaining quality and improving staff satisfaction through 2024/2025 and 2025/2026. We will deliver this by introducing a NICE-wide approach to continuous quality improvement using the Model for Improvement from September 2024. The approach will provide a scientific systematic method of CQI that will enable guidance development teams to identify where improvement is required and how to work together to quickly and effectively plan, test and embed changes.
   2. A collaborative learning system will bring together a few guidance producing teams every 4 to 6 weeks with a shared aim, measures and theory of change to develop, test, embed and scale innovative ideas. This will also help define a set of measures that will be used for quality control and reporting beyond the life of this programme. The collaborative learning system will follow 90-day cycles for rapidly understanding the problem, developing a theory of change, testing ideas in scalable units and planning to test for implementation.
5. **What we are looking for**
   1. To ensure the speed and momentum of this programme that will allow us to test, learn and iterate on the use and impact of CQI while tackling a strategic priority, NICE is looking to appoint a suitably qualified provider to temporarily support the CQI team for 6 months in building capability in continuous quality improvement and support leaders to foster leadership behaviours and habits that support CQI.
6. **Required Outcomes** 
   1. The provider will develop the following elements:
      1. Skills for improvers: teach improvement science using the Model for Improvement alongside the Continuous Quality Improvement team to develop the improvement skills of staff and leaders at all levels, anchored in working on live complex problems.
      2. Skills for senior leaders: provide mentoring for senior leaders at NICE to foster an environment of continuous improvement.
   2. The provider will deliver the following support:
      1. co-design and co-deliver the 4 to 6 weekly learning sessions
      2. coach teams at the collaborative learning sessions
      3. provide teaching content that NICE can continue to use and adapt without charge indefinitely
   3. NICE may require additional services, directly linked to NICE’s on-going Continuous Quality Improvement programme, these will be mutually agreed with the successful supplier for this work.
7. **Required Experience**
   1. We are seeking to engage providers with deep expertise in continuous quality improvement and can demonstrate programmes that they have led to the establishment of continuous quality improvement across healthcare and governmental or similarly complex organisations.
   2. We envisage this stage of the work will take a maximum of 6 months commencing in September 2024.
   3. Continuous Quality Improvement Expertise:
      1. Demonstrable expertise in continuous quality improvement with a proven track record of leading successful CQI programs in healthcare and governmental organizations worldwide.
      2. Examples of high-impact CQI projects that have led to significant improvements in healthcare outcomes, efficiency, and patient satisfaction.
      3. Experience working with regional, national and international health organizations or recognized bodies in multiple countries.
   4. Leadership in Healthcare Continuous Quality Improvement:
      1. Experience in pioneering innovative approaches to quality improvement in healthcare settings that have been adopted as best practices.
      2. Case studies or published research showcasing the organization's role in advancing CQI methodologies.
   5. Public sector, arm’s length bodies, academic institution or similarly complex organisation experience:
      1. Extensive experience collaborating with public sector bodies, arm’s length bodies and academic institutions, particularly those requiring substantial organizational change.
      2. Proven ability to navigate complex regulatory environments and deliver successful outcomes in partnership with governmental and academic entities.
   6. Leadership Development and Cultural Transformation:
      1. Track record of developing and implementing leadership development programmes that foster a culture of continuous improvement across large organizations.
      2. Specific examples of successful leadership development initiatives that have resulted in measurable cultural and operational transformations.
   7. Collaborative Learning Systems and Knowledge Sharing:
      1. Expertise in designing and executing collaborative learning systems that engage multiple teams and stakeholders to accelerate CQI, innovation and spread best practices.
      2. Evidence of facilitating knowledge sharing and capacity building across organizations, leading to sustainable improvements in quality and performance.
   8. Sustainability and Scalability of Solutions:
      1. Experience in supporting organisations to develop CQI solutions that are not only effective but also sustainable and scalable across different contexts and settings.
      2. Examples of projects where CQI methodologies have been successfully scaled and adapted to new environments.
8. **Your bid**
   1. Please describe how your company will provide the service responding to the following points:
      1. Please detail your proposed process to work with NICE in order to deliver the requirements of this tender,

* please include the rationale for each step,
* an expected project plan/timeframe for each step
  + 1. Proven Methodology and Approach:
* Please detail your structured approach for continuous quality improvement and leadership development.
* Please detail any quality assurance process you would apply either overall and/or to specific steps.
  + 1. Expertise and Experience:
* Please detail your experience in leading similar continuous quality improvement programmes, specifically within healthcare or governmental organizations.
* Please detail your experience/expertise of providing similar programmes for 2 other clients from healthcare and governmental or similarly complex organisations that you feel are akin to the requirement here, and their outcomes.
  + 1. Capability Building:
* Please propose strategies for building improvement skills among staff and leaders.
* Please outline your plans for mentoring and supporting senior leaders to foster a culture of continuous improvement over the 6-month period.
* Please propose methods for integrating CQI practices into daily work and strategic priorities.
  + 1. Resource Deployment:
* Detailed information on the resources and personnel that will be deployed for the work.
* Qualifications and relevant experience of the team members.
  + 1. Cost and value:
* Comprehensive cost breakdown and rationale for all stages of the process.
* Your proposal to demonstration of cost-effectiveness and value for money to NICE for adopting this method and practising it
  + 1. Please detail your assumptions and key risks as you see them for this work and propose mitigations for each.
    2. Please detail what you would expect NICE to provide for you to be able to undertake the work successfully.
    3. If your organisation (whole organisation including parent, group or subsidiary) has a turnover of £36 million pounds or greater then please provide a Modern Slavery Act  Transparency Statement: this should set out the steps you have taken to ensure there is no modern slavery in your own organisation/business and that of your supply chain. [Please note: a parent org/ group statement is acceptable, this is compliance with the Modern Slavery Act 2015.]
  1. Within the tender pack there are: a sample set of terms and conditions for the services supply for your legal review; a declaration of competing interests, a Redaction Requests Form and a Form of Offer statement. Please complete and return all bar the sample terms and conditions along with your tender response.

1. **General Tender instructions**
   1. All offers must be written in English.
   2. All offers must be provided in GBP sterling and all costs be exclusive of VAT.
   3. All offers must be submitted to Barney Wilkinson by email to [barney.wilkinson@nice.org.uk](mailto:barney.wilkinson@nice.org.uk) by 17.00hrs on 25/7/24. Please note 8.2 regarding the tender forms which are also required.
   4. NICE does not bind itself to accept the lowest or any offer.
   5. NICE reserves the right to amend the specification at any time prior to the stated tender deadline.
   6. All tender documents will remain the property of the NICE and will not be altered or amended in any way.
2. **Timeline**
   1. We will seek to appoint a provider for this activity as soon as possible.

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| Issue tender | 09/07/2024 |
| Deadline for expressions of interest | 18/07/2024 |
| Deadline for tender questions | 18/07/2024 |
| Answers sent out by | within 6 days of receipt (with the final responses from NICE to be issued on the 22/7/24) |
| Tender receipt deadline | 25/07/2024 |
| Interviews | 12/08/2024 |
| Award contract | 13/08/2024 |
| Contract start | 26/08/2024 |

1. **Budget**
   1. We are asking you to set the budget. Bidders are requested to fully cost their tenders including full cost breakdowns and rationale. Fees should be inclusive of all costs and expenses, including travel and accommodation if applicable, but exclusive of VAT
   2. Offers of £100,000 or more will not be considered.
   3. Failure to comply with these instructions may result in your offer being rejected.
2. **Selection criteria**

Tenders will be assessed based on the following mandatory and desirable criteria for selection for interview and at interview.

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| **Criteria** | **Weighting** |
| Proven Methodology and Approach | 25% |
| Expertise and Experience | 30% |
| Capability Building | 20% |
| Resource Deployment | 10% |
| Cost and Value for Money | 15% |

1. **Transparency**
   1. **I**n light of the governments need for greater transparency, suppliers and those organisations looking to bid for public sector contracts should be aware that if they are awarded a contract for this work, the resulting contract between the supplier and NICE will be published in its entirety. In some circumstances, limited redactions will be made to some contracts before they are published in order to comply with existing law and for the protection of national security. Suppliers are asked to make any sections of their tender that they regard as ‘Commercial in Confidence’ or ‘subject to the non-disclosure clauses’ of the Freedom of Information Act or the Data Protection Act clear within the submission documents. Please note that the total value (bottom line) of the agreement is required to be published under current EU regulations and the UK governments Transparency Agenda. If you require clarity on this point, please contact us via the route stated below.
2. **Cost evaluation**
   1. In light of the government’s drive for transparency, NICE is providing the formula that will be used for the cost evaluation aspect and the scoring guide.
   2. The cost will be evaluated using the following formula:

Lowest Bidder’s Price / Bidder’s Price X 10.

1. **Criteria and scoring guide**
   1. Each evaluator will independently evaluate each tender submitted and use the following guide to score each criteria, the scores of all evaluators per criteria are then averaged and the criteria weighting is then applied to give an adjusted score.

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| Scoring Note |  |
| -5 | The point is omitted |
| 0 | The point is not explained/ repeat of specification |
| 1 | The point is not acceptable |
| 2 | The point is possibly acceptable |
| 3 | The point is acceptable |
| 4 | The point is well made and acceptable |
| 5 | The point exceeds expectations/excellent |

1. **Non-compliance**
   1. NICE expressly reserves the right to reject any proposal that -:

* Does not follow the instruction to tender guidance.
* Is an incomplete proposal, where answers to any questions are not provided, or a reasonable explanation is not provided of why any answer to any question has been omitted.
* Refusal to adhere to or significant unacceptable changes made to the Terms and Conditions of Contract.

1. **Questions** 
   1. Before the offers are submitted, those wishing to offer may have specific questions and queries regarding the process, the policy or the arrangements with NICE. Under our procurement arrangements, NICE must ensure that all applicants receive equal treatment, and we will share all information requests and responses with them. In order to do this please could you confirm your intent to quote/ expression of interest at your earliest convenience and submit all questions and queries to Barney Wilkinson by email to [barney.wilkinson@nice.org.uk](mailto:barney.wilkinson@nice.org.uk) by 16.00hrs on 18/7/24and the responses will be issued together with the original questions by email to all who have expressed interest, these will be sent out by 22/7/24.
2. **Expressions of interest**
   1. Expressions of interest are to simply be an email containing the contract details of the person leading the tender from your organization. They will be used to ensure that any and all questions received are fairly distributed to all interested parties. Reference for this tender is ‘Continuous Quality Improvement Leadership Development’. Please send them to barney.wilkinson@nice.org.uk by 18/7/24.