**APPENDIX 1: SERVICE SPECIFICATION**

**Feasibility Study for a Healthcare Social Innovation Incubator**

**Introduction**

Mid and South Essex NHS Foundation Trust has contracted with Basildon Council to oversee the commissioning and project management of a suitable consultant / consultancy firm to undertake a Feasibility Study into the establishment of a **Healthcare Social Innovation Incubator** in Basildon.

Basildon Council will be responsible for overseeing the delivery of the assignment, by procuring the consultant / consultancy firm to undertake the Feasibility Study and project managing the delivery to ensure the consultant / consultancy firm delivers the project on time and on budget, to the necessary quality thresholds.

**Aims of the Feasibility Study**

The aims of undertaking this Feasibility Study are to:

* Investigate the feasibility of establishing a **Healthcare Social Innovation Incubator** in Basildon; and
* Develop a high level business model and financial model for the preferred option if deemed viable to establish a **Healthcare Social Innovation Incubator** in Basildon.

The purpose of undertaking this Feasibility Study is to give Mid and South Essex NHS Foundation Trust, and relevant partners, a clearer picture of the proposed project and an indication of the viability of the potential business venture, namely, whether the project is worthy of investment and/or whether it is deliverable.

In order to understand viability the proposed venture, the Feasibility Study will need to go someway towards developing a high-level business model/financial model for such a facility.

The key benefits envisaged from conducting this Feasibility Study are:

* To provide valuable information for the “go/no go” decision
* To narrow down the business alternatives
* To identify the valid reason(s) to undertake the project
* To enhance the success rate of the project, if progressed, through the evaluation of multiple parameters
* To aid decision-making on the project
* To identify reasons to not proceed
* To improve project team/partnership focus, in support of delivery.
* To identify new opportunities for service development
* To develop a high-level business/financial model for the preferred option

We envisage the Feasibility Study will determine the factors that will lead to a project’s success or failure and will address:

* Technical feasibility
* Legal feasibility
* Operational feasibility
* Realistic project timeline
* Economic feasibility

Undertaking a Feasibility Study into the potential to establish a **Healthcare Social Innovation Incubator** in Basildon will enableMid and South Essex NHS Foundation Trust, and the wider project partners, to explore what is needed to “get it right,” before committing any further business resources, time and budget to launch such a facility. The Feasibility Study might uncover new ideas that may shape the project’s scope. The feasibility study will outline and analyse several alternatives or methods of achieving business success and will help to narrow the scope of the project to identify the best business model / financial model for taking forward the initiative.

This Feasibility Study will not be a Business Plan for the ultimate solution, but will identify a high-level business/financial model, that will become the basis for a future business plan.

**How will the Feasibility Study be used?**

The purpose of the feasibility study is to provide Mid and South Essex NHS Foundation Trust and the wider partnership with the information needed to determine if the proposed business venture is viable and help stakeholders decide if the proposed venture has sufficient merit to move forward.

It will also be used to secure organisational and partnership commitment to a high-level business and financial model, that might be taken forward in the next stage of the project.

**Potential contents of the Feasibility Study**

Whilst the precise contents of the Feasibility Study will be the decided by the appointed consultants, and influenced by their findings, we would expect it to include the following sections, as a minimum:

* An executive summary
* A description of the proposed product/service
* Any technology considerations
* The product/service marketplace
* Marketing strategy
* Organization / Partnership Structure & Capabilities
* The project schedule / timelines
* Budget / financial projections

As indicated previously, we would envisage the Feasibility Study identifying whether the overall concept to develop a **Healthcare Social Innovation Incubator** in Basildon is viable/feasible and point towards the proposed business and financial model for the development of such a facility.

**Potential process for undertaking the Feasibility Study**

Whilst the precise process for conducting the Feasibility Study will be something that we will look to the consultant to recommend, we envisage it might include the following phases;

1. **Preliminary Analysis.** In this stage of the process, we envisage the consultant will collate and efficiently evaluate alternative product/service ideas, through discussion with the Steering Group/partners and a wider scan of solutions that have been developed elsewhere. This stage will help to frame and start to flesh-out potentialbusiness scenarios, with only some being studiedmore in-depth. During this step, we would envisage the appointed consultant may investigate a variety of ways to organise the proposition and/or how best to position the service in the marketplace.
2. **Market Assessment.** A market assessment will likely be conducted to help determine the viability of the proposed product/service in the marketplace. The market assessment will also help to identify demand in the market, and at what price. If opportunities are found, the market assessment will give focus and direction in the construction of business scenarios to investigate in the feasibility study. This market assessment will provide much of the information for the marketing feasibility section of the feasibility study.
3. **Organizational/Partnership Structures.** This step in the feasibility analysis will consider the organization of the proposed operation/facility/service, including potential staffing requirements and other resources required.
4. **Financial Model.** In this stage of the feasibility study, outline financial models for the operation will be developed, with projectedrevenues and expenses being estimated.
5. **Points of Vulnerability.** In this stage of the study, internal project factors that represent potential points of vulnerability to the project’s short-term or long-term steps will be reviewed and analysed, so they can be subsequently controlled, managed or eliminated.
6. **Results and Conclusions.** The conclusions of the feasibility study should outline in-depth the various scenarios examined and point towards a favoured business and financial model. Major stumbling blocks and any potential weaknesses should be highlighted. This section of the study should help the Steering Group assess any potential trade-offs between the risks and rewards of moving forward with the business project.
7. **Go/No-Go Decision.** This section of the study should also make some recommendations about whether to proceed or not, setting out the go/no-go recommendations.

**The selected consultant / consultancy firm**

In order to conduct the Feasibility Study, the partnership will need to appoint a consultant/consultancy firm to conduct the study. Whilst Basildon Council will oversee the procurement process to appoint a suitable consultant / consultancy firm, Basildon Council will work with Mid and South Essex NHS Foundation Trust to select a suitable consultant to meet the service requirements.

In order to select a consultant to undertake the feasibility study, Basildon Council will issue a Request for Proposals (RFP) to prospective consultants, outlining the service(s) we require. Consultants will be expected to respond to the RFP by describing how they envisage the study will be conducted, what questions will be answered by the study, a time-line for completing the analysis and how much it will cost.

Whilst Basildon Council and Mid and South Essex NHS Foundation Trust will be responsible for selecting a suitable consultant to undertake the Feasibility Study, Basildon Council will be responsible for contracting, managing and monitor the performance of the appointed consultant.

The appointed consultant will provide the committee with highlight reports as the project progresses, a draft version of the Feasibility Study, a Final version of the report and suitable presentations to enable the outcomes of the report to be presented to other relevant stakeholders.

**Project Management of the Feasibility Study**

Basildon Council will be responsible for project managing the overall delivery of the project, overseeing the procurement process and managing the selected consultant to ensure the feasibility study delivers on time/cost/quality objectives.

At the outset of the project, Basildon Council will establish a project Steering Group to oversee the delivery of the project and work with the appointed consultant, as the project progresses.

The Steering Group will provide direction and management for the project. The Steering Group will be the overall authority for the project and is accountable for the success or failure of the project. Basildon Council and Mid and South Essex NHS Foundation Trust will nominate members with sufficient authority to sit on the Steering Group, to carry out this role effectively.

The Steering Group will also act as the main point of liaison between the appointed consultant and the partnership to ensure that the study progresses, consistent with the project’s objectives. The Steering Group will:

* Represent the project needs and interests to the appointed consultant.
* Review and clarify what is needed from the appointed consultant.
* Monitor the work of the appointed consultant.
* Provide a list of stakeholders for consulting on the Feasibility Study.
* Review reports and papers presented by the consultant, providing feedback in a timely manner.

Before accepting the Final Feasibility Study, the Steering Group will be responsible for reviewing the final version of the report, assessing that it addresses all of the relevant issues and questions and meets the expectations of the Steering Group.

**Cost of the feasibility study**

The costs of delivering this overall assignment are as follows:

Estimated Capped Budget for the Feasibility Study £49,999.00 + VAT

**APPENDIX 2: WHAT DO WE MEAN BY A HEALTHCARE SOCIAL INNOVATION INCUBATOR?**

In order to undertake a Feasibility Study into the establishment of a **Healthcare Social Innovation Incubator** we thought it worthwhile setting out what we conceive such a facility might deliver.

**The High Level Proposition**

Through the establishment of a **Healthcare Social Innovation Incubator**, we want to explore the potential to establish a dedicated facility and a network of supportive services that brings together a range of skills and resources that are capable of:

* Developing innovative solutions to tackle key societal health and social care challenges;
* Supporting health and social care businesses in the region to further develop and adapt their business models, to enhance the effectiveness of the services offered and strengthen their overall competitiveness;
* Bringing together a range of service providers to develop innovative new business models for tackling current health and social care challenges;
* Improving connectivity between different elements of the ‘value chain’ to develop new approaches to tackling health and social care challenges;
* Stimulating new social enterprises that deliver innovative, viable health and social care solutions.
* Utilising digital technologies to develop innovative new health and social care solutions
* Exploring how we can mobilise ‘crowd action’, nudge principles and prevention science methodologies to develop innovative, sustainable solutions for tackling key health and social care challenges.

The partners involved in making this proposal to establish a **Healthcare Social Innovation Incubator** are united in their commitment to advance social innovation in health and social care, with the ultimate goals to stimulate innovative new approaches to tackling major health and social care challenges.

**The Potential aims of the Healthcare Social Innovation Incubator**

The potential aims of this Healthcare Social Innovation Incubator are to:

**Community Capacity Building**

1. Empower and build the capacities of local communities, businesses, VSO organisations and individuals involved, to participate in the delivery of innovative health and social care solutions; and

**Ideation**

1. To stimulate social innovations in health and social care;
2. To enable new service delivery models to be developed, that support the delivery of more inclusive, effective and affordable health and social care services;
3. To enhance social relationships between people, communities, businesses and research organisations to co-create social innovations that tackle heath inequalities and enhance social inclusion;
4. To support businesses to develop new Healthcare Social innovations
5. Utilise service design and social innovation process to reshape service delivery models, and institutions, to build greater resilience in the health and social care system.

**Incubation**

1. To support the development and incubation of the social innovation ideas developed in the ideation phases of the above process, into viable business ideas and propositions.

**Our Partnership**

This proposal has been developed by a partnership comprising:

* **Mid and South Essex Foundation Trust:** a £1bn NHS provider exclusively providing care to the 1.2 million residents of Mid and South Essex while working in collaboration with partners across MSE Integrated Care System and the 4 Alliances of South-West Essex, South-East Essex, Thurrock and Mid-Essex.
* **Basildon Borough Council:** – the lower tier authority covering the borough of Basildon which delivers a range of public sector statutory services in the Basildon area.

**What do we mean by Social Innovation in Health and Social Care?**

Our partnership has a strong commitment to stimulating Social Innovation in Health and Social Care and have a strong track record in supporting businesses to grow and develop, stimulating healthcare innovations, and encouraging the existing health and social care workforce to pursue entrepreneurial opportunity.

What makes this proposal different is that we are ostensibly interested in exploring whether the potential exists to deploy these collective capabilities to the application of a mechanism, which uses the principles of innovation, design thinking, social entrepreneurship and prevention science to stimulate the development of innovative health and social care solutions. This **Healthcare Social Innovation Incubator** will improve connectivity between a range of organisations, stakeholders and communities to develop innovative solutions to recognised health and social care challenges.

The increasing social, demographic and economic burdens on health and social care spending has given rise to the need for new health and social care systems and solutions. Social innovation provides an opportunity to adopt a fresh approach to strengthen health and social care systems and solutions. Through participatory approaches, novel solutions can be designed and developed by innovators, actors in the health and care value chain and other stakeholders to address complex and longstanding health and care challenges.

Social innovations can include new processes, mechanisms, roles or behavioural practices, or new paradigms and policies that enable health and social care delivery to be more inclusive, effective and affordable. Social innovation tackles how to improve health, by engaging communities in creating and sustaining solutions.

By investing in a **Healthcare Social Innovation Incubator** the partners are keen to stimulate catalytic innovation, to develop new products and services that are more participatory, affordable and effective.

For example, during the Covid-19 pandemic, the Mid and South Essex Foundation Trust partnered with local clothing manufacturers to produce scrubs and gowns for their staff, to utilise local expertise in response to a nationwide problem. This partnership has endured beyond the acute Covid period, progressing now to more ongoing areas such as staff uniforms.

A further example of such engagement has been seen where we have worked with one of our doctors who was already being supported by our in-house Innovation Programme, to help build a platform for staff testing and vaccinator booking service. He is now active in 142 sites across East Anglia and has taken on staff. We have several similar examples that have supported innovation while trying to create social value locally.

**What might such a Healthcare Social Innovation Incubator comprise?**

In common with a traditional incubator, we envisage that such a **Healthcare Social Innovation Incubator** might potentially comprise the following elements (but this will be tested in the Feasibility Study);

1. A physical space, which enables different stakeholders to be brought together to develop innovative new ideas and in which these ideas can be nurtured and incubated.
2. Innovation Facilitators, to bring together a range of stakeholders (students, healthcare employees, communities, businesses etc.) to develop new social innovations.
3. Support services to help these social innovators to further develop their business ideas, models and plans
4. Access to potential ‘end customers’, open to work with these social innovators to develop their new, service innovations
5. Access to ‘patient finance’, to support these social innovators to scale their businesses
6. Access to the patient base – to enable the social innovators to undertake translational research
7. Access to a network of specialist skills – experts, dieticians, nutritionists etc.
8. A programme of challenge based events, around key health and social care challenges – i.e., Hackathons, Sandpits etc.

**What capabilities will the partners bring to the proposition?**The partners cited above will bring a range of potential capabilities, resources, skills and expertise to the project, to support the delivery of the **Healthcare Social Innovation Incubator.** These include:

1. Access to clinical entrepreneurs and the National Clinical Entrepreneurship Programme, which supports clinicians to pursue entrepreneurial pathways. Mid and South Essex NHS Foundation Trust is a Test and Evaluation Site for this national programme.
2. Access to nascent entrepreneurs, social innovators and voluntary/community organisations
3. Access to the business community, to ‘spin-in’ potential solutions and work in partnership with other stakeholders to scale innovations
4. Access to a range of specialist commercial partners (including, for example, Pfizer, Microsoft, BUPA etc.)
5. Access to the mainstream and specialist business support (including finance providers, advisers, relevant SBRI and innovate UK programmes etc.)
6. Access to our existing training and development teams, capable of supporting the project teams
7. Access to the patient cohort, to enable translational research
8. Signposting to additional forms of support.

Building on our existing collaborations for research and in the multi-year NHS Clinical Entrepreneur Programme hosted at ARU, we anticipate working with local higher education institutions within Essex to enrich these opportunities, reduce barriers to access sometimes experienced by local communities and help to cross-pollinate ideas to address major health and social care challenges. The Clinical Entrepreneur Programme, in which the Trust is a partner and many of our innovators participate, has created over 1300 jobs and raised £280m in four years, it now forms a significant part of the UK life sciences field, as well as providing an excellent training and talent retention role of the UK and NHS.
**Why added value might this facility deliver?**The facility we are proposing to establish will not duplicate the existing services provided by the partner organisations or replicate anything that presently exists.
Within the constraints of the current Trust’s operating model, it is not able to offer the space and support to incubate social innovators with ideas for viable start-ups, work with existing businesses to develop new business models for tackling health and social care ‘grand challenges’ or convene different players from the wider community to work together to address these challenges.
As such, the partnership feels that the creation of such as facility – ideally in a recognisable physical location – would offer significant benefit to the local economy, by supporting local businesses and innovators to mature and deliver greater impact, through the development, testing and implementation of new health and social care products or services.
The Social Value Incubator would have the premises, support structure, facilities and information to – for example – assist local individuals and business looking to work locally to anchor, grow and work alongside the voluntary and community sector, to develop, test and commercialise health and social care innovations. Such an initiative might lead to an increase in income to these businesses, greater stability for organisations and also better designed and more accessible services for people and communities.
By locating an incubator in or close to Basildon it will provide for:

* Substantial access to an emergent social value market, with proximity to London but locally also seeing a multiplicity of large public and private sector organisations
* Ready access to wider social innovation learning and resources from the high volume of manufacturing and other industries within Basildon, Thurrock and south Essex.
* Strong links to MSE Foundation Trust hospital, other health and care partners, and 11,000 voluntary and community sector organisations where the fuller realisation of social value could have a transformative impact on their service users and communities