Service innovation and evaluation projects



Together we are beating cancer



This guide outlines key questions you should consider when setting up a service innovation and evaluation project. Designed to support projects funded through Cancer Research UK's 'Test, Evidence, Transition' programme, this guide may also be helpful for wider teams working to improve health and care in the UK.

The guidance isn't exhaustive, and we recommend speaking to your organisation's Research and Development (R&D) team at an early stage. They'll be able to guide you through the steps involved in setting up and running your project, and help you understand what decisions and approvals are required.

► First steps



Question + Action

Further guidance/links



When?

Is my project research?

An important early step is to determine whether your project meets the definition of research outlined in the UK Policy Framework for Health and Social Care. This will inform the ethics and governance approvals you need and any sponsorship required.

To find out, click here to access the <u>Health</u> Research Authority decision tool

Your R&D team can advise you on any local guidelines you need to follow. For example, if your project involves accessing confidential patient information without consent in England or Wales, you'll need to apply to the Confidentiality Advisory Group. Click here for more information.

plenty of time for relevant governance and approval processes. Depending on the project, this could range from a few weeks to several months. Delays at this stage can impact timelines for staff recruitment and subsequent project activities, so we recommend working closely with your R&D team to understand potential timescales and build this into your project plan.

It's important to allow

► Identifying and engaging stakeholders

Key stakeholders

are individuals, groups or organisations that will play a role in delivering and managing the project, and anyone who would be affected by the project findings.

This includes:

patients and the public

those involved in training, managing or supervising staff

stakeholders who provide access to budgets, equipment or resources

those involved in implementing or evaluating the innovation

stakeholders who provide approval and sign off for any project activities

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Question + Action



Further guidance/links



When?

Who should I involve?

It's important to think carefully about stakeholders that would play a role in implementing or approving any changes to routine practice or service delivery beyond the end of the project. This can help make sure you've considered any budget, resource or staffing implications and clarified what types of evidence you'd need to build a case for support.

This <u>NHS stakeholder</u> identification toolkit provides guidance on finding and engaging

the right stakeholders.

When should I involve them?

Building strong stakeholder relationships from the start helps make sure relevant insights and perspectives are considered at the planning stage, throughout the project and beyond. It can also help avoid conflicts and delays that can happen if key decision makers aren't involved and consulted.

How should I involve patients and the public?

Cancer Research UK's patient involvement toolkit provides guidance on involving patients and the public in your project, along with tips and templates to plan, deliver and evaluate your patient involvement.

Useful resources and guidance can also be found via:

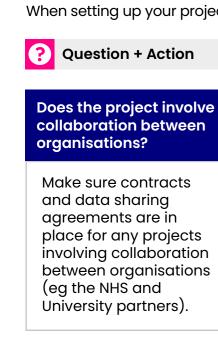
- NHS Scotland,
- Health and Care Wales,
- Public Health Agency in Northern Ireland
- National Institute for Health Research.

When should I involve them?

Involve patients and public as early as possible. This will help make sure their views can be included in innovation and evaluation design, which will help increase the chance of success.

▶ What else should I consider?

When setting up your project, you should also consider the following:



place for any projects involving collaboration between organisations University partners).

Do members of the

project team need

to be recruited?

Depending on the project, this may involve organising honorary contracts for non-NHS staff, Good Clinical Practice training for staff supporting clinical research and/or conducting Disclosure and Barring Service (DBS) checks.

Further guidance/links

The Information Commissioner's Office provides guidance on data-sharing

agreements.

Start any contractual agreements as early as possible to avoid to delays.

Allow time for members

of the project team

to be recruited and

onboarded.

When?

DBS checks are conducted by:

- GOV.UK for England and Wales
- for Scotland
- AccessNI for Northern Ireland

Question + Action

group be helpful?

Will a project steering

It can be helpful to form a group of independent advisers and subject experts to act as a 'critical friend' to the core team and make sure the project meets key milestones.

Further guidance/links

There are lots of helpful resources online for setting up steering groups, including this quidance from the National Institute for Health and Care Research which is also relevant to projects not

defined as research.

When?

Invite members to be part of the steering group as early as possible. This will make sure this important part of project governance is considered and can be used early on.

Have you identified hidden costs?

Your project will most likely already have a budget. But there can be hidden costs not initially included in the budget such as fees for data transference, NHS research passports, vaccinations and transcription.

NHS University Hospitals Bristol has compiled a list and a PDF of potential costs you might encounter which you can cross-reference with your project and budget.

Consider any hidden costs in the budgeting and costing work of your project at the start and monitor throughout the project.

This resource was designed by the CRUK Test, Evidence, Services Studies at the University of Kent.







For more information on this resource or CRUK's Test

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Evidence Transition programme please contact