



Integration Joint Board  
Transformation and Innovation / Futures Committee

11<sup>th</sup> May 2023

This Report relates to  
Item 6 on the Agenda

# The Lens: Pilot Evaluation

*Paper presented by Viv Gration*

*For Noting*

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<b>Paper Approved for Submission By:</b>	David Rowland, Director of Strategic Planning and Transformation
<b>List of Background Papers:</b>	IJB Strategic Commissioning Plan <a href="https://dghscp.co.uk/wp-content/uploads/2022/03/IJB-Strategic-Commissioning-Plan-2022-2025-1.pdf">https://dghscp.co.uk/wp-content/uploads/2022/03/IJB-Strategic-Commissioning-Plan-2022-2025-1.pdf</a>
<b>Appendices:</b>	<b>Appendix 1</b> - Pilot Intrapreneurship Report, February 2023

## 1. Introduction

- 1.1 The Health and Social Care Partnership launched a Pilot Intrapreneurship Programme with The Lens at the Making the Leap Together event on 28 September 2022. This was followed by an investment event on 25 January 2023 and support for the 'Sprint Implementation' of five projects that were successful in securing funding.
- 1.2 The paper provides an evaluation of the Pilot Intrapreneurship Programme (September 2022 to March 2023).

## 2. Recommendations

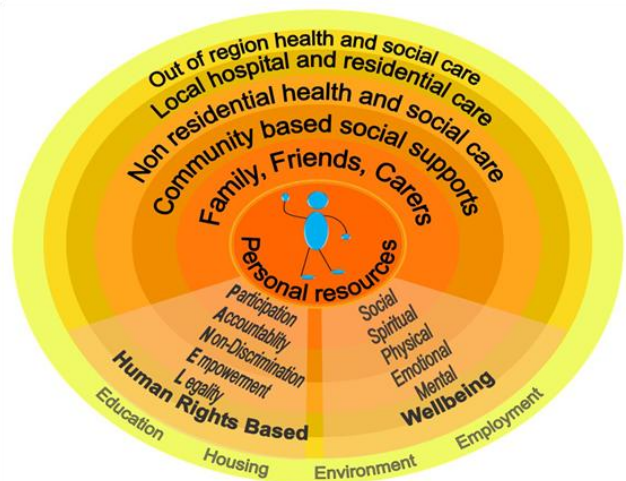
- 2.1 **The Transformation and Innovation/Futures Committee is asked to:**
- **Note the successful outcomes from the Pilot Intrapreneurship Programme in the evaluation report attached**

## 3. Background and Main Report

- 3.1 The increasing demand, workforce and financial challenges in delivering health and social care and support are well known. The Integration Joint Board Strategic Commissioning Plan describes a Model of Health and Social Care and Support (see background papers).

The Model of Care illustrates that personal resources, family friends and unpaid Carers as well as community based supports are central.

It also promotes a greater focus on resources on prevention and early/low level intervention and recognises the importance of individual and community resilience.



- 3.2 With these challenges and the new model of care in mind the Partnership invested in an intrapreneurship programme led by The Lens. The programme invited ideas to help people live better at home for longer.

### 3.3 The Pilot Intrapreneurship Programme

- 3.4 The evaluation report at Appendix 1 includes an overview of the programme, specifically setting out the five phases

- Engagement

Joint work between the Partnership and The Lens encouraged people to share their ideas and apply for funding. This included the introduction of the programme at the Partnership's 'Making the Leap' event in September 2022. People were invited to share ideas to 'help people live better at home for longer.'

- Investing in people and ideas

The investment fund was delegated to an 'investment team' made up of representatives from the third and independent sector, Health and Social Care Partnership and Carers. Crucially the team do not hold senior positions in the Partnerships but are fully aware of the issues and challenges facing communities from their everyday work or lived experience.

There were 15 applications from 11 organisations, following specific training and a rigorous process the investment team shortlisted. Ultimately six teams (intrapreneurs) and ideas progressed to the next stage.

- Developing Intrapreneurship workshops

By developing the mindset and skills of the intrapreneurs, they become a community of change makers that inspire and influence others to think differently. Over 12 weeks the intrapreneurs attended four workshops. These were business storytelling, business modelling and value proposition, prototyping and testing and pitching.

- Investment day

On 25 January 2023, each intrapreneur team presented their 5 minute pitch which was followed by five minutes of questions from the investment team. All five of the teams were successful in securing funding for their idea, not all for the full amount they asked for. Each team also received tailored feedback and recommendations from the investment team and had the opportunity to network with the audience of senior leaders as well as their peers and colleagues.

- Impact

The Lens team facilitated a roundtable discussion to explore the impact, learning and future recommendations. Through individual and group feedback they captured the impact on the intrapreneurs and the investment team in relation to innovation skills, confidence and leadership and the sense of being part of a community.

The overwhelming response was positive and the evaluation report provides further details.

3.5 The report also gives an insight into the 'next steps' for the successful intrapreneurs, investment team and includes two case studies. It also highlights

- The impact on the participants: confidence, leadership and innovation skills
- The development of ideas that help people live better at home for longer
- The impact on the partnership and the contribution made to the vision for change by meeting all of the objectives
- Learning and recommendations for future programmes

3.6 The impact on people and their ideas is clearly evident from these case studies, the evaluation report and from a video that captures feedback from those involved. Please click this link to view <https://vimeo.com/795648678>

3.7 **Sprint Implementation**

3.8	The Health and Social Care Partnership also funded a Sprint Implementation Phase from January to April 2023. The programme includes coaching, implementation workshops, workshops for leaders, mentoring and connecting to Partnership champions and communications.
3.9	A further report will be forthcoming with an evaluation of the 'implementation' phase of the pilot and will consider the impact of the programme on mindset, behaviours, and actions, from the perspective of the individual, and the influence this may have had on people surrounding that person.
<b>4.</b>	<b>Conclusions</b>
4.1	The challenges facing the Health and Social Care Partnership are well documented and necessitate a change in models of delivery and cultural change.
4.2	The Lens intrapreneurship pilot programme has proved to be successful in achieving the initial aims, increasing confidence, leadership and innovation skills of participants.
4.3	Five projects have been supported and are progressing through implementation.
<b>5.</b>	<b>Resource Implications</b>
5.1	The two phases of The Lens programme have cost a total of £38,075 plus £50,000 investment fund.
<b>6.</b>	<b>Impact on Health and Social Care Partnership Outcomes, Priorities and Policy</b>
6.1	The programme supports delivery of the model of care and the national health and wellbeing outcomes.
<b>7.</b>	<b>Legal and Risk Implications</b>
7.1	Not applicable
<b>8.</b>	<b>Consultation</b>
8.1	Chief Officer
8.2	Deputy Chief Officer
8.3	Deputy Director of Finance, NHS Dumfries and Galloway
8.4	General Manager, Community Health and Social Care
8.5	Procurement Manager, Dumfries and Galloway Council
8.6	Endowments Manager
<b>9.</b>	<b>Equality and Human Rights Impact Assessment</b>
9.1	This paper does not directly suggest any service change. Equality and Human Rights Impact Assessments will be carried out at the ideas described are developed further.
<b>10.</b>	<b>Glossary</b>

10.1 All acronyms must be set out in full the first time they appear in a paper with the acronym following in brackets.

<b>EQIA</b>	<b>Equalities Impact Assessment</b>
<b>IJB</b>	<b>Integration Joint Board</b>