

## Transformative Award Description and Scope

### Description

The Transformative Award is the highest funding level of the Innovation Accelerator Fund (IAF), allowing employees of the South East London Pathology Partnership to apply for up to £500,000 in funding for a large-scale project.

Transformative Award projects are expected to have a significant impact across multiple operational units and align with organisational priorities. They must seek to transform operational entities with the goal of improving patient care and outcomes using novel approaches and technologies.

**Table 1: Key features of the Transformative Award**

Award size	Up to £500,000
Duration of project cycle	Up to 3 years
Application type	Two-stage application process, shortlisted applicants to present to IAF Panel
Final approval body	Synnovis Group Board
Application frequency	Annual

### Scope

Although IAF projects may include cross-organisational collaboration, the Principal Investigator must be an employee of one of the partnership organisations. Trust led applications should involve or be supported by Synnovis investigators and demonstrate a clear benefit to pathology, patients, and Synnovis. If no Synnovis investigators are identified, the benefits to pathology and Synnovis must be clearly outlined in the application.

Projects that will be considered for funding through the Transformative Award must:

- Be large-scale and aim to transform operational entities.
- Aim to have a significant impact across multiple operational units.
- Aim to significantly improve existing services and/or create new services to positively impact patient care.
- Aim to increase laboratory efficiencies, capacities or capabilities.
- Align with organisational priorities and goals.
- Be achievable within the organisation’s capacity.
- Consider environmental sustainability and social responsibility.
- Include a clear strategic and competitive advantage for commercial benefit.
- Involve innovation to develop a new technology or novel application of an existing technology.
- Include a clearly defined plan for implementation.
- Be able to demonstrate measurable outcomes that benefit pathology and ultimately the service.

Projects that will not be considered for funding through the Transformative Award include:

- Activities which could be considered business as usual (BAU), including routine or periodic changes, even if such changes represent improvements.

- Projects that only impact a single operational unit or area.
- Projects that do not consider environmental and social factors.
- Projects that are not fundamentally innovative.
- Projects that do not provide measurable outcomes.

## Application Process

The initial step of the application process is a call for expressions of interest. This enables prospective applications to be assessed against the criteria and scope of the Transformative Award. The expressions of interest are shared with senior Trust representatives for comment and reviewed by the IAF Panel. Each expression of interest is also reviewed by the IAF's Equality, Diversity and Inclusion (EDI) Advisor, who provides a report to the IAF Panel for consideration during shortlisting. Key aspects of the expressions of interest include:

- Investigator details
- Project details
- Case for change
- Benefits
- Outline financial assessment
- Outcomes
- Responsibilities
- Declarations

Following this review, selected applicants will be invited to submit a full application. A Transformative Award project is expected to consist of smaller interdependent projects (or work packages) that make up the project as a whole. In that regard, each Transformative application should include a breakdown of the component work package(s) and describe their interdependence. Key aspects of this application include:

- Measurable Objectives
- Risk and constraints
- Financial assessment
- Environmental sustainability
- Patient impact assessment
- Quality impact assessment
- Workstreams
- Intellectual property
- References
- Responsibilities
- Declarations

The IAF Panel will invite independent Subject Matter Experts (SMEs) to assist in the review of the Transformative Award proposals. SMEs are selected based on the expertise required to assess specific aspects of each proposal and may be a member of one of the partnership organisations or an external academic or Industry expert. In some cases, the SME may set up a meeting with one or more technical staff to review the project plan. In addition, Synnovis' Business Development team will assess the commercial elements of the application. Applications will also be reviewed by Synnovis' Project Management Office (PMO) who will assess the feasibility of the goals, milestones, targets and resources required to support the implementation of the award should the application be successful. As Transformative Award projects are large and complex, they must be overseen by a Project Manager and the PMO will determine the associated costs, which must be covered by the

IAF award. The PMO will also assign the Project Manager to oversee any successful awards.

The IAF Panel will review the findings from these assessments to inform shortlisting of the applications. Shortlisted applicants will be invited to deliver a presentation on their proposal to the IAF Panel. Following presentations, the IAF Panel will provide a summary and recommendations on projects to support to the Synnovis Group Board for ratification. The recommendations of the IAF Panel and SGB ratification are final. Feedback will be available to unsuccessful applicants.

### **Award Conditions**

Transformative Award funding is released in stages upon defined milestones being achieved and Principal Investigators must submit regular progress and expenditure updates to the IAF Administrator throughout the lifetime of their project. If investigators fail to provide progress and expenditure updates or if a project fails to meet agreed milestones or findings indicate the project may not be successful, the project may be ended early, and any unspent funds returned to the IAF. Significant delays to the start of a project may result in the withdrawal of the approval.

The scope and plan of awarded projects must not deviate from the original proposal and projects must be completed by the completion deadline stated in the award agreement. Any such changes must be approved by the IAF Panel, and it is the responsibility of the Principal Investigator to notify the IAF Administrator of any concerns around the delivery of the project or agreed timelines at the earliest opportunity.

It is not possible to grant additional IAF funding to projects and it is therefore strongly recommended that proposals include suitable contingency planning.

The proper use and maintenance of equipment and systems is an important element of the research process. Appropriate procedures should be in place and responsibilities assigned to ensure training and support for use, regular servicing and calibration of equipment by trained staff, appropriate records of calibration, servicing, faults, breakdowns and misuse. Any equipment purchased through the IAF is owned by Synnovis.

Intellectual property resulting from activities supported by the IAF are subject to the relevant contractual terms of the partnership