

Research, Innovation and Evaluation

Guide for Evaluation

March 2025



Hertfordshire and
West Essex Integrated
Care System



Content:

1. Why evaluate? Consider evaluation at the start of any project, what are the main objectives/aims and how can they be measured.
2. The HWE ICB business case template is being updated to add this as a prompt. It includes a section on liaising with Business Intelligence to ensure that data is being collected routinely to support evaluation.
3. What support the Research and Innovation Hub can offer in developing this capability across the ICS.



Why evaluate?

Evaluation offers a way to determine whether an initiative has been worthwhile in terms of delivering what was intended and expected. An evaluation may ask what change has taken place or what progress has been made and to inform future developments.

The evaluation process assesses the service enhancement or redesign from a number of perspectives:

- a) was the intervention successfully introduced?
- b) did the intervention achieve the primary outcome (and what is the strength of the evidence?),
- c) what was the experience of colleagues,
- d) what was the experience of patients, service users, residents etc?
- e) what are the learning lessons from the intervention, with particular relevance to finances, quality and future rollout?
- f) how does this support the ICB priorities?



Hertfordshire and
West Essex Integrated
Care System



The HWE ICB business case template is being updated to add Research evidence, applicable innovation and the requirement for an evaluation plan. It includes a section on liaising with Business Intelligence to ensure that data is being collected routinely to support evaluation.

The questions are:

- Have you considered the latest research evidence?
- Have you considered the latest innovations to improve patient care and enable efficiencies?
- Have you considered how to evaluate the programme and liaised with Population Health Management/Business Intelligence Teams regarding data collection?



Hertfordshire and
West Essex Integrated
Care System



How can Research, Evidence and Evaluation be included in all business cases and service decisions

Advice and support is available, the first step is to book an advice session by emailing:

hweicbhv.researchandinnovation@nhs.net

External resources

- NHS England [9 steps you can take to ensure decisions are underpinned by evidence](#)
- An evaluation toolkit <https://nhsevaluationtoolkit.net/>
- An Innovation Guidance Toolkit for ICSs [Sept 2024] is available <https://sites.google.com/nih.ac.uk/nwresearchinnovation/innovation/innovation-guidance-toolkit>



What can HWE ICS Research and Innovation Hub offer to enable population outcome improvement

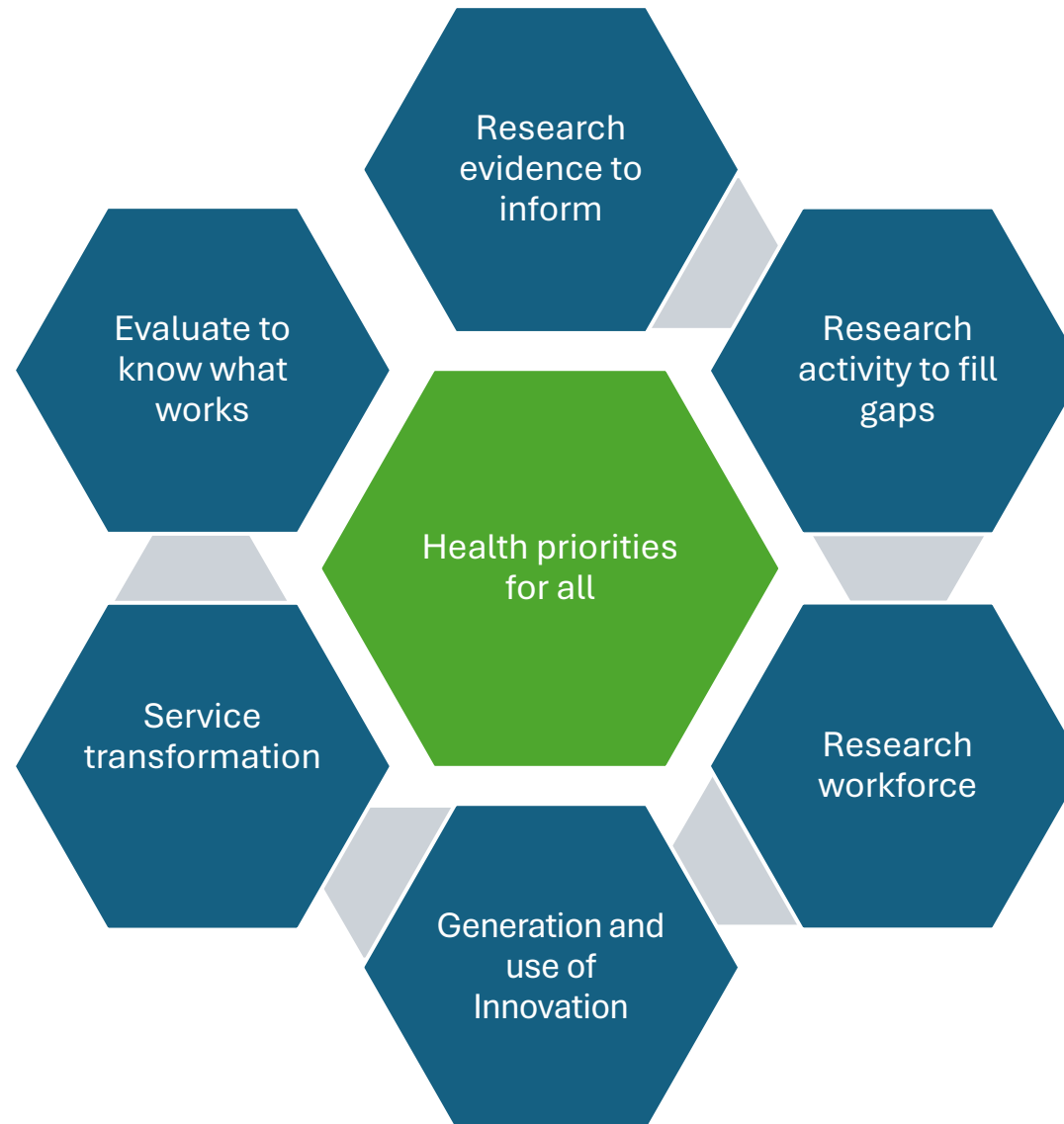
Context

PHM generates insights obtained from available data to understand and inform priorities

Priorities are addressed through a programme of activities with a defined scope

Research, innovation and evaluation are elements of that programme...

... this ensures use of research evidence, innovation and evaluation to know if we are successful and also to learn from implementation



Enabling activities

Data capture and coding

Training / Mindset

Upskilling colleagues

Generation, identification and adoption of innovation to support delivery of our priorities

Resource prioritisation

Inclusion into Project Management Office (PMO) checklists / quality approach

Utilise Business Intelligence (BI) approach to embed success metrics

Research and Innovation Hub: Evaluation planning guide

1. Identify and Involve Stakeholders

- [Identify](#) stakeholders (e.g., patients, staff, funders).
- [Engage stakeholders](#) throughout the project to help shape your plan and achieve buy-in
- Useful Resource: [The NHS Improvement stakeholder analysis tool](#)

2. Understand the Evidence Base

- Gather evidence from various sources (e.g., best practice, public health data, [NICE guidance and recommendations](#), [Cochrane reviews](#), [research papers](#), local learning (i.e., evaluations, quality improvement, audits), stakeholder feedback, policy briefings.
- Review the evidence with stakeholders.
- Resource: [NHS Evidence Toolkit](#)



Research and Innovation Hub: Evaluation planning guide

3. Define Your Service or Innovation

- Outline the problem it is trying to solve, how your project will work and who will benefit.
- Ensure your project is aligned with the [HWE ICB Medium Term Plan](#).
- Define the measurable change or outcome/s you are trying to achieve [intended outcomes].
- Develop a [theory of change](#) to show how the project activities will lead to your intended outcomes.
- Useful resource: [Theory of Change resources](#).

4. Assess Your Plan

- Check your plan is for a [service or innovation evaluation](#), not research.
- Evaluation and research have different ethical and governance requirements.
- Tool: use the [Health Research Authority decision tool](#) for guidance.



Research and Innovation Hub: Evaluation planning guide

5. Plan Your Evaluation

- State your aim and key objectives. Think about the [intended uses](#) and [users](#) of the evaluation.
- Choose an [evaluation approach](#).
- Work with BI/PHM to understand what data needs to be collected to [measure success](#) and impact.
- We recommend using a planning [template](#).

4. Book an advice session

- Ensure appropriate approach.
- Link with a provider if needed.
- Check funding availability.

✉ To book, contact: hweicbhv.researchandinnovation@nhs.net

