

 UNIVERSITY OF BIRMINGHAM

A new role of evaluation in evidencing value propositions for innovative companies: a case study of Small Business Research Initiative funded evaluation

George Bramley, Catherine Mangan and Merv Conroy



Testing Value Propositions

VPs are made up a series of claims which need to assessed.

- Relevant?
- Plausible?
- Evaluable?
- Evidence available?
- Evidence good enough?



Role of evaluation in supporting innovative (Medtech) companies

Supporting the innovation process by:

- Refining and validating value proposition
- Development of evidence base for commissioners
 - Implementation
 - Good practices
 - Economic case

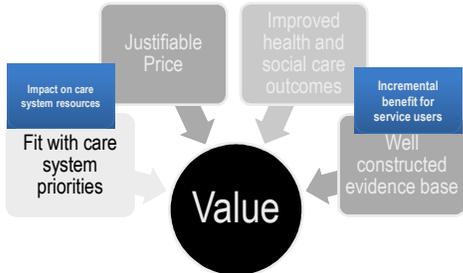


Case study

- JC developed a technology to support individuals with dementia to continue living in their own homes
- Adapted its use for adult with learning difficulties representing a potential innovation in the planning and delivery of care
- Linked the use of JC technology with person centred care
- Developed VP for Local Authority facing budget constraints and needed an evidence base
- Successfully applied for SBRI funding

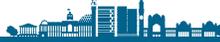


How NICE defines value



Value

Value varies depending on your perspective



Just Right approach

'Just Right' builds on pioneering work in supported living and residential care of adults with learning disabilities.

The Just Checking technology shows when service users are independent and when they call on care staff; the effect of staff actions; and the appropriateness of care plans.

It highlights to NHS and adult social care commissioners where over-care exists, and how it can be changed to be more person-centred, leading to better outcomes for service users and more economical and sustainable services for commissioning bodies i.e. getting the care 'just right'



Just Right approach

Just Checking system:

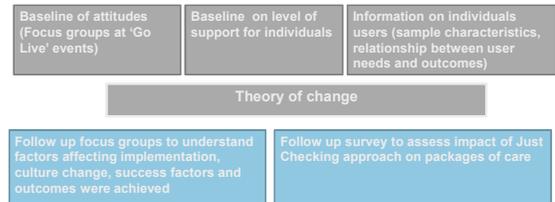
- motion sensors in homes
- continuous monitoring
- central secure server
- data visually presented in a graphical format to aide interpretation
- care managers can log in to examine and print charts
- customer support team (technical support; interpretation of data)

In addition Just Right also included:

- Training
 - personal care planning (PCP)
 - using data generated by JC to support PCP
- Identification of potential changes to existing care



Methodology



Aims of evaluation

- Formative, capturing information on implementation and outcomes for providers and their clients
- Economic assessment of potential over care and potential reallocation of resources to assist local authorities commissioners



Sample

- 9 local authorities
- 33 care providers
- 166 settings
- 417 tenants baseline / 380 follow-up
- 83.9% supported living
- 57.8% shared tenancy



Methodological choices: balancing different needs and perspectives

- Innovate UK** – support SMEs commercialise their innovation
- Client** – demonstrate value proposition
- Local authority** – support commissioning, resources released and improved provision
- Providers** – examples of where and how Just Right made difference
- KPMG** – data to support economic impact analysis



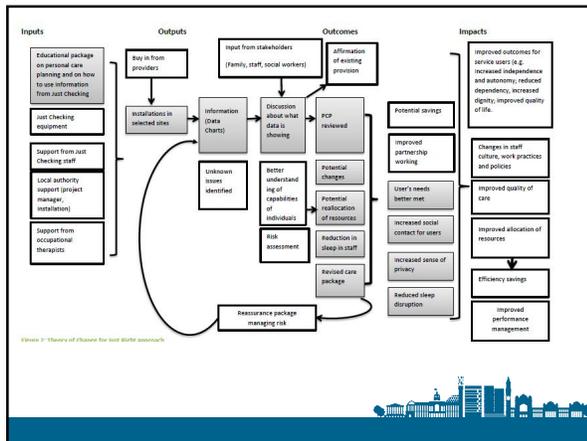
Theory of change

- Prototype developed with client

Just Checking equipment provides robust evidence of activity of residents within the living space. This may lead to the identification of 'over care' – i.e. levels of care that are higher than individuals actually require. Once providers have this evidence, they are able to re-configure more appropriate support packages.

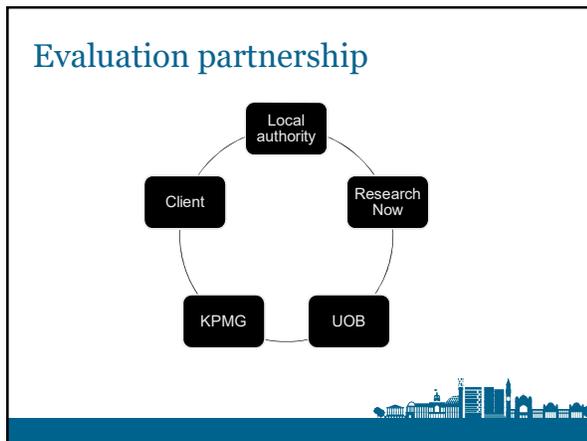
- Refined by asking commissioners and providers:
 - Hope to achieve by implementing JR
 - Expectations of JC equipment?
 - What would success look like?
 - Do you have any concerns? What might be the barriers to implementation?





Issue 2: Unrealistic expectations around data availability

- Expectation there would be detailed financial information (hours, pay rates, expenditure on AT)
- Care managers had limited information on resources allocated to individuals
- Block contracts
- Detailed spreadsheet greatly simplified in online survey
- Verification of data



Findings

- **Partnership in data collection works:** baseline survey provided data on 97% tenants and 91.2% follow-up.
- **Evaluation supported refinement of value proposition:**
 - reduced emphasis on cost savings to verification of level of care (confirm, potential for change, change leading to reallocation of resources).
 - Detailed theory of change

Issue 1: Ethics, data collection on individuals

- UoB ethics committee required anonymised data
- Linked baseline and follow-up survey on individual tenants to quantify change
- Solution: Assignment of different roles to client project manager and survey company

Findings (cont.)

- **Information value of data** provided by JC system in reviewing and planning care affected by:
 - **Training and support** (PCP and data interpretation)
 - **Concerns around interpreting data** (complexity, larger settings, biases and selectivity, assumptions)
 - **Receptivity of stakeholders** (culture, risk aversion, acceptance of technology, trust, LA narrative)
 - **Quality of dialogue** on data and potential changes (with staff, other HCP, commissioners, family, tenant)
 - **Room for manoeuvre** (contractual, ability to offer alternative care, acceptability of change to tenant)

Findings

- Confirmation of existing care was just right
- Care managers were more concerned about implementation (the need for more good practice examples and guidance)
- Importance of context



Conclusions

- Undertaking evaluations of new technologies and services for small companies present their own set of issues.
- Assignment of roles within evaluation partnership is important. It can help resolve ethical and methodological issues.
- Evaluators make significant contribution to the development of value propositions.
- Funding from a third party may be important for ensuring objectivity

