



Call for Proposals

Scoping Workforce Planning and Development Needs for the Specialist Data, Information and Knowledge Workforce

in Scotland's Health and Social Care.

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1. Purpose

The Digital Health & Care Institute (DHI) is commissioning this project in collaboration with NHS Education for Scotland and the Public Health and Intelligence Unit within NHS National Services Scotland, to:

- a) Define the scope and scale of the specialist data, information and knowledge workforce in Scotland's health and social care.
- b) Engage this workforce and build their ownership in re-imagining and co-designing new "digital first" ways of working for the future that maximise the impact of their specialist roles on health and care.
- c) Produce a high level definition of future capacity and skills needed for this workforce. This will provide a foundation for more in-depth analysis in future.
- d) Scope the gap between current state and future needs, and outline the approaches which are most likely to be effective in addressing this gap in future.

2. Strategic context

This project will contribute to two key strategic developments in Scotland's health and social care which highlight the importance of developing this specialist workforce:

a) **Creation of the new national public health body for Scotland.**

This is at an early stage of development and will continue to progress during the course of this project. It is already clear is that the new body will respond to the recommendations of the Public Health Review, which emphasises the central importance of workforce skills and specialist support in using data, information and knowledge to inform delivery of public health.

b) **Development of a new Digital Health and Care Strategy.**

This strategy is currently under development, due for publication in spring 2018. It aims to deploy digital information, knowledge and technology to enable the change Scotland needs in the way that health and care services are delivered. The project outlined in this brief will work in synergy with two work strands which are expected to play a key role in the implementation plan for this strategy:

- **Workforce development and leadership.** This workstrand is led by NES in collaboration with Scottish Government eHealth, SSSC, DHI and others.
- **Information and knowledge.** This workstrand is led by a national steering group chaired by the Deputy Chief Medical Officer, and supported by the Scottish Government eHealth Division.

An underpinning strategic theme of particular relevance to this project is the move beyond the current model, focused on retrospective analysis and description of existing knowledge. The emerging strategy recognises that data, information and knowledge management specialists will need in future to emphasise intelligent, predictive use of technology to mobilise knowledge into decisions and actions. This includes new approaches such as machine learning, to anticipate risk, and a range of decision support tools to optimise outcomes for personal care, individual services and the whole system.

3.Specification

3.1 Requirements

Requirement 1

Produce a consensus definition on the scope of the specialist data, information and knowledge workforce group in Scotland’s health and social care.

Arriving at this definition is likely to involve engagement with the Steering Group and other leaders in this field.

Requirement 2.

Conduct a scoping review of the published and grey literature and existing initiatives

- to identify existing capability frameworks, workforce models and workforce planning and development approaches relevant to this workforce group.

Requirement 3.

Analyse and map the most relevant of the existing frameworks to produce a composite overview of Data, Information and Knowledge workforce capabilities identified to date.

Requirement 4

Engage this workforce in re-imagining their roles in a future digitally transformed health and social care system.

The intention will be to reaffirm for this workforce the recognition of the vital importance of their contribution, and to build confidence, ownership and momentum around moving into this future.

As part of this engagement exercise, the supplier will consult with this workforce on their understanding of requirements for future skills and ways of working to deliver this digital future.

Requirement 5

Scope the scale, distribution, current skillsets and working models across this workforce.

Requirement 6

Gather insights from leaders in data, information and knowledge across health and social care on:

- Future needs for workforce capacity, skills and models of working.
- The approaches that would most effectively address the gaps between current state and future needs.

3.2 Scope of consultation

While the successful provider will define the specific scope of the workforce group of interest, it is already possible to identify a number of key networks and stakeholder groups to involve in the consultation:

- Data and information scientists and analysts in the Public Health and Intelligence Unit in NHS National Services Scotland, and in Health Scotland.
- eHealth Leads in NHS Boards and the teams they manage.
- Local Authority Digital Transformation Network coordinated by the Digital Office within the Improvement Service, and the teams the senior managers in this network manage.
- Health Informatics Network coordinated by the Public Health and Intelligence Unit
- The Scottish Public Health Evidence Network (ScotPHEN)
- Information Leads in NHS Boards and the information services teams they manage.
- Local Authority Research and Information Analysts network (LARIA)
- Knowledge into Action network. This comprises librarians and knowledge managers with national and local remits across health and social care.

4. Deliverables

The overarching final deliverable will be a project report with appendices, incorporating:

1. Agreed definition of scope of this workforce.
2. A vision of the re-imagined future for the specialist data, information and knowledge workforce in the context of digitally transformed health and social care.
3. High-level definition of :
 - Future capacity and capability and ways of working required to deliver this future.
 - Current status of capacity, capability and ways of working.

- The gap between current state and future need.

4. Recommendations on approaches to bridge this gap over the next 3-5years.

As evidence for its conclusions and recommendations, this report should cite and summarise the findings from:

- The scoping review of the literature and existing initiatives
- Engagement and consultation with leaders and the wider workforce in data, information and knowledge.
- Report of scoping review of the literature and existing initiatives.
- Composite mapping of existing capability frameworks most relevant to this workforce.

Detailed reports of these individual pieces of work should be presented as appendices to the main report.

5.Milestones, deliverables and timescales

Indicative timescales for this development are as follows:

Milestone / Deliverable	Timescale
Tender process and award	
<ul style="list-style-type: none"> • Issue call for bids 	Week beginning 11 th December 2017
<ul style="list-style-type: none"> • Bids received 	26 th January 2018
<ul style="list-style-type: none"> • Award contract 	By 9 th February 2018
<ul style="list-style-type: none"> • Project initiation meeting 	By 16 th February 2018
Project deliverables	
<ul style="list-style-type: none"> • Agreed definition of scope of the specialist data, information, knowledge workforce 	By 2 nd March 2018
<ul style="list-style-type: none"> • Report of scoping review of literature and existing initiatives 	By 2 nd March 2018
<ul style="list-style-type: none"> • Composite mapping of most relevant capability frameworks. 	By 23 rd March 2018
Completion of “Re-imagining Digital Futures” engagement and consultation exercise	By 30 th March 2018
<ul style="list-style-type: none"> • Sign-off of report of “Re-imagining Digital Futures” engagement and consultation with specialist networks and stakeholder groups. 	By 20 th April 2018
<ul style="list-style-type: none"> • Completion of workforce survey 	By 27 th April 2018
<ul style="list-style-type: none"> • Sign-off on report of workforce survey 	By 18 th May 2018
<ul style="list-style-type: none"> • Completion of stakeholder interviews 	By 25 th May 2018
<ul style="list-style-type: none"> • Interim report on: <ol style="list-style-type: none"> a) Current state, future state and gap analysis of capacity, capability and ways of working for the specialist data, information and knowledge workforce. 	By 22 nd June 2018

b) Recommendations for effective approaches to address these gaps.	
• Sign-off on final report	By 20 th July 2018

6. Skills required

The supplier will offer, either directly, or through engagement with third parties, a combination of experience and expertise in the areas listed below.

Since this project will make a key contribution to implementation of the new Digital Health and Care Strategy, the supplier will be expected to propose innovative digital methods wherever possible, to widen reach and stakeholder participation.

- a) Workforce planning and modelling, in health and social care contexts.
- b) Stakeholder consultation and needs analysis across complex systems, using qualitative and quantitative approaches – e.g. interviews, focus groups, surveys.
- c) Consensus building across diverse stakeholder perspectives.
- d) Design of capability frameworks, covering knowledge, skills, behaviours and attitudes.
- e) Design and delivery of learning and development opportunities for health and social care staff.
- f) Facilitating readiness for change through stakeholder engagement and communication .
- g) Sourcing and summarising research evidence and grey literature.

7. Governance

A project steering group with representation from the Digital Health and Care Institute, NHS Education for Scotland, the Public Health and Intelligence Unit within NHS National Services Scotland, NHS Boards, social care and Scottish Government eHealth team will oversee delivery of this project. It will sign-off project deliverables and advise the providers on key issues such as defining the scope of this workforce; consultation methodology and target groups.

8. Budget

The total budget available for this project is £30,000, excluding VAT.

9. Response

You are invited to respond to this document with the following information:

9.1 Your proposals for delivering on:

The requirements, scope and deliverables described in section 3. You should detail:

- a) your understanding of the main issues to be addressed.
- b) how you intend to deliver on the requirements.
- c) the methodology you propose to use
- d) how you will work in collaboration with key leads and stakeholders.

9.2 The expertise and experience of the team undertaking the work, referencing the skills detailed in section 5. This should include CV[s] and statement of availability of the individual/s who will undertake the work.

9.3 Summaries of similar work undertaken, including contact information (name and telephone number or email address) for at least one reference.

9.4 Details of risks identified, and how these will be mitigated.

9.5 A realistic timetable of activities, including contingency management, to meet the timescales outlined in section 4.

9.6 A breakdown of costs, including any expenses.

Response proposals are to be submitted through the Digital Health & Care Website [here](#). If you encounter any problems or require assistance please contact support@dhi-scotland.com

To assist with the completion of your response, you may contact ann.wales@gov.scot for further information.

10. Evaluation

Proposals will be evaluated against each other in an objective manner. The Evaluation Panel will score each Bidder's response using the criteria shown in the following table.

The Bidder(s) selected will be chosen based on the best value for money. This means suitable quality, delivery, level of risk and response to customer needs at best price.

<u>Criteria</u>	<u>Description</u>	<u>Weighting</u>
<p>Understanding the purpose of the work, context and background and proposes a methodology that meets all the requirements of the tender specification</p> <p>See Section 8.1 a)-d)</p>	<p>The proposal clearly demonstrates understanding of the context of this project, the strategic and policy drivers, and how it will contribute to transformation of health and social care to deliver better outcomes for patients.</p> <p>Proposal demonstrates that all the requirements of the specification have been addressed and understood and that the proposed methodology is appropriate and capable of successfully delivering the project.</p>	40%
<p>Relevant skills and expertise of team to be appointed to deliver the project</p> <p>See Section 8.2</p>	<p>Proposal demonstrates availability of the required combination of expertise and experience among team members to be appointed to the project.</p>	15%
<p>Experience and reputation in undertaking similar work</p> <p>See Section 8.3</p>	<p>Proposal demonstrates evidence of previous work undertaken in the past 3 years <u>relevant to this project</u> including the names(s) of clients who can be approached for comments.</p>	10%
<p>Timetable</p> <p>See Section 8.4</p>	<p>The proposal provides a detailed timetable of events to ensure that deadlines can be met and explicitly identifies any contingency.</p>	10%
<p>Risk Management and Quality Assurance.</p> <p>See Section 8.5</p>	<p>The proposal provides evidence that the main risks involved with the project have been identified and adequately addressed. Details of the bidder's risk management and quality assurance methodology are also outlined.</p>	5%

Price See Section 8.6	The proposal is competitively priced and represents good value in the context of the goods/services to be delivered over the life of the contract. Costs are clearly demonstrated and justified. Best value bids will demonstrate an appropriate combination of cost and quality.	20%
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As part of the tender evaluation process short listed Bidders may be invited to provide a presentation to the Evaluation Panel or interview to demonstrate their understanding of the project.

The following scoring convention will be used to assess each of the responses to the above quality questions.

Score	Descriptor
4	Excellent response - is excellent overall and will include a balance of completely relevant elements of the Contract as specified (but not limited to the specifications) <i>The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full</i>
3	Good response - is relevant and will include a balance of elements of the Contract as specified (but not limited to the specifications) <i>The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled</i>
2	Acceptable response - will include some elements of the Contract as specified (but not limited to the specifications) <i>The response addresses a broad understanding of the requirement but lacks details on how the requirement will be fulfilled</i>
1	Poor response - is partially relevant and will include few elements of the Contract as specified (but not limited to the specifications) <i>The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled</i>
0	Unacceptable - Nil or inadequate response <i>Fails to demonstrate an ability to meet the requirement</i>

The Evaluation Panel reserves the right to recommend that if the score for any one criterion is “0”, that the Contractor not be recommended. That is, they reserve the right to veto a Contractor if it does not meet at all any one of the criteria.