

SIMULATION-BASED CODE BLUE TRAINING FOR NURSES

CHALLENGE OWNER

This challenge is part of the **innovPlus Challenge 2025 Run 1 – Pathway 1**, organised by the Institute for Adult Learning’s inlab. As part of the iN.LEARN 2.0 initiative, innovPlus facilitates the rapid development and pilot deployment of prototypes that can address learning challenges and exploit opportunities for better Learning and Development (L&D) and Continuing Education and Training (CET) outcomes, including design, delivery and assessment.

innovPlus is organised as a competition for training providers, organisations with L&D departments, learning experts, solutionists and technology partners to collaborate and present a holistic solution to real learning challenges faced by the training provider, organisation and/or groups of learners. Please refer to [Annex A](#) for more background on innovPlus.

The Challenge Owner is a leading private healthcare provider offering a comprehensive range of inpatient and outpatient services through its network of hospitals and clinics. Equipped with state-of-the-art facilities and supported by a diverse team of skilled healthcare professionals that includes a significant number of nurses delivering direct patient care, the Challenge Owner is committed to providing high-quality, patient-centered care. As part of its ongoing efforts to enhance clinical competencies, the Challenge Owner actively collaborates with partners in healthcare education and immersive learning technologies to co-develop tailored training solutions that integrate with existing development frameworks.

CONTEXT

CURRENT SITUATION

Code Blue¹ drills are designed to simulate emergency resuscitation scenarios where nurses must perform distinct yet interconnected roles. The first responder typically assumes the team leader position, coordinating the overall response and directing team efforts. Other critical roles include airway management, where nurses operate the manual resuscitator and maintain proper airway positioning, and circulation management, which encompasses chest compressions, defibrillation, medication administration, and documentation. These roles require seamless coordination and clear communication among team members to ensure effective patient care.

Hospital nurses are required to complete two mandatory Code Blue drills annually to maintain emergency response readiness, which includes certification in Basic Life Support and regular in-department drills. These drills are essential for ensuring staff can respond effectively during actual emergencies. However, logistical issues such as scheduling conflicts, equipment shortages, and last-minute cancellations disrupt the training process, causing delays and creating a rush at the end of the year.

The Challenge Owner trains Code Blue Drill Facilitators (CBDFs)² through a dedicated course to lead in-department drills. Despite having trained facilitators, the quality of training varies as different facilitators adopt inconsistent approaches. These inefficiencies persist despite central efforts to coordinate the drills and standardise training materials. As a result, nurses face inconsistent experiences, reduced confidence, and potential gaps in their readiness for resuscitation.

¹Code Blue refers to an emergency situation where a patient requires immediate resuscitation due to cardiac or respiratory arrest.

²CBDFs are specially trained healthcare professionals who conduct and evaluate emergency response drills.

PAST AND CURRENT SOLUTIONING EFFORTS

To improve training coordination, the Challenge Owner has implemented centralised equipment booking systems and structured debriefing checklists. Each department is allocated specific training equipment and materials, including simulation mannequins and emergency trolleys containing essential resuscitation equipment and medications required during Code Blue situations. However, these initiatives face significant operational constraints. With limited training equipment available, departments must carefully coordinate their training schedules, often resulting in delays and postponements. The scheduling challenges are further complicated by the need to balance training requirements with clinical duties. These constraints, combined with inconsistent facilitation approaches, impact the quality and completion rate of mandatory drills, particularly affecting the standardisation of emergency response training across nursing teams.

CHALLENGE / GAP / UNREALISED POTENTIAL

- Training resource and scheduling constraints. Nurses often struggle to complete two mandatory code blue drills annually due to persistent scheduling conflicts and limited access to equipment. With only two complete training sets available across multiple departments, facilitators must constantly negotiate availability, often resulting in postponed or cancelled sessions. These delays cause a build-up of incomplete drills as the year progresses, leading to an end-of-year rush that places additional strain on staff and compromises the quality of training delivery.
- Training quality and inconsistencies. CBDFs exhibit considerable variations in their delivery styles and effectiveness. Some facilitators lack the experience or confidence to operate the equipment effectively and instead rely on laminated rhythm cards (visual aids showing different cardiac rhythms) and verbal instructions to simulate scenarios, which limits the realism and depth of the learning experience. The challenge is compounded by inconsistent debriefing practices, where facilitators may struggle to provide accurate feedback or address critical performance gaps. This variability in facilitation quality creates uncertainty among nurses about their skill proficiency and areas for improvement.
- Lack of structured support for facilitators. CBDFs facilitate groups of five to six participants during the training session. They need to juggle several tasks at once, such as playing different roles, observing and assessing participants' performance, and managing session logistics. However, they often do this without structured support. There is no system to collect feedback on their performance, and they do not receive regular coaching or development. This makes it difficult to ensure consistent facilitation and limits opportunities for improving the training process over time.
- Unsatisfactory performance during drills. 48% of nurses recorded an error rate of 30% or more during drills in their first attempt, which exceeds the acceptable error threshold of 0%. In addition, 43% of nurses failed to perform key resuscitation tasks correctly on their first attempt. The current average time to complete mandatory drills is 1.5 hours, exceeding the expected duration of 1 hour.
- Lack of opportunities for cross-departmental team training. Nurses do not have the opportunity to practise coordinated emergency response with colleagues from other departments to establish standardised protocols for handovers during actual emergencies.

Due to the lack of consistent and structured training, nurses often feel unprepared and lack confidence in handling real-life resuscitation scenarios. This impacts their ability to perform critical skills such as team coordination, situational awareness, and decision-making under pressure during code blue events. Consequently, patient safety may be compromised. Nurses and facilitators also experience ongoing stress and dissatisfaction, which can lower staff morale and increase turnover. Without improvements, the hospital risks continuing with a system that fails to meet the learning and operational needs of its clinical teams.

CHALLENGE STATEMENT

How might we help nurses enhance resuscitation skills, strengthen decision-making under pressure, and receive timely feedback through a realistic, engaging, and simulation-based team environment to boost their proficiency and preparedness for Code Blue situations?

WHAT ARE WE LOOKING FOR?

The Challenge Owner is looking for a simulation-based training solution to enhance Code Blue competency levels for nurses. The solution is intended to provide realistic practice opportunities for nurses while supporting both individual and team-based learning.

The solution should meet the following criteria:

- Realistic simulation environment. Able to accurately replicate ward and ICU settings with authentic medical equipment and monitors, simulating the multi-sensory and high-pressure nature of Code Blue events. To include evolving patient conditions and allow learners to respond to dynamic scenarios, view monitors, hear alarms, and react to chaotic inputs.
- Core resuscitation role practice. Enable practice of key Code Blue roles including airway management with manual resuscitator, chest compressions, defibrillation, drug administration, and documentation. Learners must understand when and how to act based on role-specific responsibilities and protocols.
- Situational judgment scenarios. Simulate realistic complications including role uncertainty, communication breakdowns, and unexpected errors. Test learners' ability to maintain composure, prioritise actions, and maintain environmental awareness during high-pressure situations.
- Team-based training capabilities. Allow multiple users to log in simultaneously and practise different roles in the Code Blue response team. Support individual practice sessions when team members are unavailable by simulating other team roles.
- Real-time assessment features. Track timing of critical actions (e.g. time to activate code blue, time to shock, drug administration) and completeness of documentation. Evaluate performance against the hospital's existing 25-point facilitator checklist, with capability to assess soft skills like leadership and team awareness.
- Guided learning support. Provide hints and prompts at critical decision points during simulations. Include structured post-scenario debriefing focusing on both technical performance and non-technical skills.
- Flexible learning options. Allow learners to select scenarios and difficulty levels for self-directed practice at their convenience, without requiring facilitator presence.
- Performance tracking and analytics. Generate individual learning dashboards showing performance trends, strengths, and areas for improvement across multiple training sessions. Enable facilitators to review team data and compare performance metrics to inform coaching needs.

OVERALL PERFORMANCE REQUIREMENTS

- Scalable. The solution should be scalable to accommodate a growing number of trainees, while maintaining a consistent and high-quality learning experience.
- User-friendly and accessible. The solution should be easy to use, with an intuitive interface that allows both junior and senior nurses to participate confidently without extensive onboarding. Users should be able to navigate and interact with minimal instruction.
- On-demand and portable. The solution should be available anytime, anywhere on demand, ideally without any physical setup required. Any physical setup required should be portable and easy to administer by one or two trainers.

- Application and web-based. The solution should be accessible on a web-based platform and compatible with various devices and operating systems.
- Integration with existing frameworks. The solution should be compatible with the Challenge Owner's (i.e. hospital's) IT infrastructure and existing Code Blue training frameworks to ensure seamless integration and deployment.
- Secure and PDPA-compliant. The solution should be secure with access strictly limited to registered users, adhering to Personal Data Protection Act (PDPA) requirements for data handling and confidentiality.
- Ethical. The solution must adhere to the healthcare ethics guidelines set by MOH.

TARGETED LEARNERS /USERS

Primary and Secondary targeted learners / users of the envisaged solution (including estimated numerical figures)

- Primary users: Estimated 600 nurses with varying levels of seniority at the Challenge Owner's hospital.
- Secondary users: Estimated 1,400 secondary users across affiliated healthcare institutions.

The Solution Partner should be registered and operating in Singapore. The prototype needs to be demonstrated in Singapore and tested for at least 9 months with at least 40 – 50 users before further refinement and deployment.

MEASURES OF SUCCESS

- Increased training completion. The number of nurses completing Code Blue drills should increase, with at least 80% completing their mandatory drills in the first three quarters of the year, reducing last-minute completion by 40%. Each staff should participate in at least two simulation training sessions per year.
- Enhanced competency levels. Learners should demonstrate improved performance in Code Blue drills through:
 - 20% reduction in error rates during drills
 - 20% increase in first-attempt success rates for key resuscitation tasks
 - 30% reduction in average time required to complete mandatory drills
 Performance should be measured via a point-based system with clear rubrics, where points are awarded for correct decisions and actions. Individual performance reports should track improvements over time and identify areas needing attention.
- Enhanced confidence levels. The confidence levels of nurses in managing Code Blue situations should achieve a rating of at least four out of five, as measured through pre- and post-training surveys.
- User satisfaction. The overall satisfaction of facilitators and learners with the solution should achieve at least 90% positive feedback via surveys, representing a 30% increase in training satisfaction scores.

POSSIBLE USE CASES

1. Orientation training for new nurses. Sarah is a newly joined nurse in the general ward undergoing her orientation programme. After logging into the solution, she is introduced to Code Blue simulations that she can complete at her own pace. The platform allows her to practise different roles from airway management to defibrillation in a guided environment. When she hesitates during a cardiac arrest scenario, the system prompts her to select the correct equipment and actions and provide explanations for the selection. The timed scenarios allow her to experience the pressure of emergency response while building muscle memory for critical protocols. With the solution's multi-user mode, Sarah also practises with her ward colleagues, each taking different

roles in the resuscitation team. After multiple sessions, she demonstrates improved confidence in both individual skills and team coordination, enhancing her readiness for the mandatory physical Code Blue drills.

2. Refresher training for experienced staff. Wei Xiang, a senior ICU nurse, accesses the platform for his Code Blue refresher training to help him prepare for two annual code blue drills. Despite his years of experience, he values the opportunity to practise complex scenarios, particularly those requiring team leadership during high-stress situations. He appreciates the flexibility to complete training between his busy shifts, choosing scenarios that challenge his decision-making abilities. During one session, he leads a simulated cardiac arrest response with varying team compositions. The system evaluates both his clinical actions and leadership skills, providing immediate feedback on areas like team communication and rapid decision-making. Through regular practice, Wei Xiang maintains his proficiency while adapting to updated protocols and equipment changes.
3. Cross-department team training. Nurses from different departments participate in a joint virtual Code Blue training session. Despite working different shifts across various wards, they connect through the platform to practise coordinated emergency response. The simulation presents a complex scenario where a patient deteriorates in the general ward, requiring intervention from both ward and ICU teams. The multi-user environment allows each participant to practise their specific role while learning to coordinate with colleagues from other departments. The session highlights communication challenges between units and helps establish standardised protocols for smoother handovers during actual emergencies. This interdisciplinary approach strengthens the hospital's overall emergency response capabilities.
4. Data-driven training enhancement. Siti is a Nurse Educator who leads the hospital's Code Blue training programme and uses the solution's analytics dashboard to assess nursing staff performance. The reports provide detailed insights including completion rates, response times, and common errors across departments. She identifies that nurses from the surgical ward consistently struggle with defibrillator operation, while medical ward nurses show delayed activation of the Code Blue team. Using these insights, Siti adjusts the training focus for each department. She assigns targeted scenarios to address specific gaps and monitors improvement through the platform's assessment metrics. Underperforming staff are identified for additional coaching, while high performers are recognised for their achievements. This data-driven approach helps standardise Code Blue response quality across the hospital while making training delivery more efficient.

WHAT IS IN IT FOR YOU?

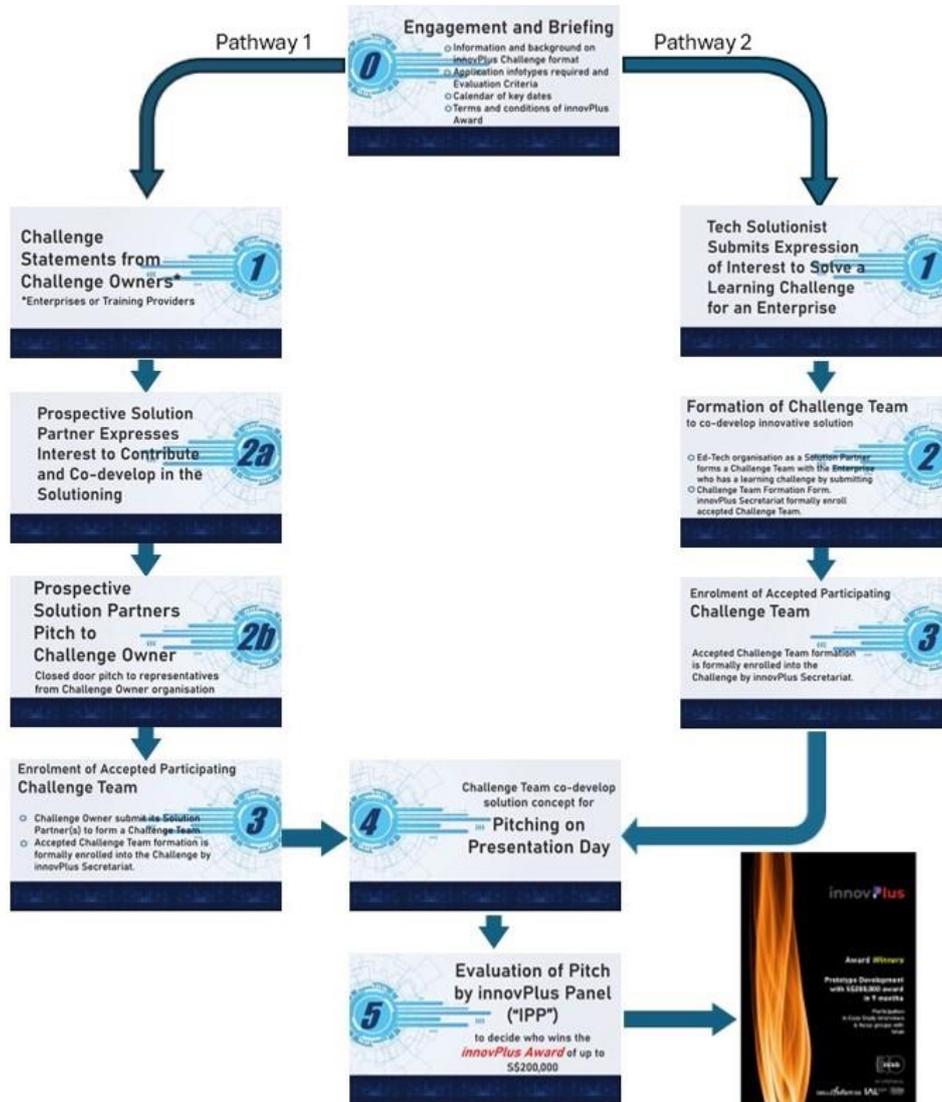
- Up to S\$200,000 of prototyping grant (innovPlus Grant) for each winning Challenge Team of the innovPlus Challenge 2025 Run 1 (see Award Model) to develop and trial an innovative, feasible and scalable prototype that advances CET practice and learning outcomes.
- Access to IMDA'S PIXEL corporate innovation hub and complimentary innovation consultancies (e.g. Design Thinking, Digital Storytelling) for prototype development, where applicable.
- Co-innovate with the Challenge Owner with access to their expertise, facilities, and human resources in developing the solution, and potential to scale the successful solution for commercialisation.

INNOVPLUS COMPETITION PHASE PROCESS FLOW

Diagram 1 illustrates the innovPlus process flow in the competition phase and the requirements for active involvement of each party. Stage 2a of Pathway 1 indicates the current stage of the competition,

where Prospective Solution Partners are to express interest to contribute and co-develop solutions with the Challenge Owner through IMDA’s Open Innovation Platform.

Diagram 1 - innovPlus Competition Phase Process Flow



The Challenge Owner will evaluate all proposals by Prospective Solution Partners received on the OIP based on the evaluation criteria below, and invite shortlisted partners to a second stage evaluation in the form of a pitch (Stage 2b of Pathway 1 in [Diagram 1](#)).

Solution Fit (30%)	<u>Relevance</u> : To what extent does the proposed solution address the problem statement effectively?
Solution Readiness (20%)	<u>Maturity</u> : How ready is the proposed solution to go to the market? <u>Scalability</u> : Is there any evidence to suggest capacity to scale? Does the proposed solution offer potential to also help other enterprises facing similar challenges (i.e. broader application, adaptation and transferability)?
Solution Advantage (30%)	<u>Pedagogical Design</u> : What sound pedagogical design approaches underpin the proposed solution to enhance effectiveness of learning or desired learning outcomes?

	<p><u>Cost Effectiveness and Innovativeness</u>: Is the solution cost effective and truly innovative? Does it make use of new technologies in the market, and can it potentially generate new IP? How sustainable and affordable is the estimated cost for pilot trial, deployment, software support and post-pilot rollout?</p>
Company Profile (20%)	<p><u>Has presence in Singapore</u>: The company must have a valid UEN in Singapore. <u>Business Traction</u>: Does the product have user and revenue traction? Is the company able to demonstrate financial capability and resources to complete the prototype? <u>Team Experience</u>: Do the team members possess strong pedagogy and scientific/technical background?</p>

Thereafter, the Challenge Owner will decide on the Solution Partner to form a Challenge Team to co-develop the idea into a potential solution (Stage 3 of Pathway 1 in [Diagram 1](#)). The Challenge Team will pitch their solution in the final round of the competition, known as the innovPlus Presentation Day. On Presentation Day, the Challenge Teams from both Pathways 1 and 2 will present how the envisaged solution could deliver the stated learning outcomes with a presentation and demonstration to the innovPlus Panel (Stage 4 in [Diagram 1](#)). The innovPlus Panel shall have the final decision on whom the eventual Grant awardees shall be (Stage 5 in [Diagram 1](#)). Please refer to the Terms and Conditions in [Annex B](#) for further details.

AWARD MODEL

Up to S\$200,000 of prototyping grant (innovPlus Grant) will be awarded to each winning Challenge Team of the innovPlus Challenge 2025 Run 1 for the development and pilot deployment of a prototype solution. The grant will NOT be inclusive of any applicable taxes and duties that any of the parties may incur. Guidelines on the grant disbursement quantum, milestones, timeline and supported cost items are stated in the Terms and Conditions under [Annex B](#).

*Note that a finalist (prospective Solution Partner) who is selected to undertake the prototype will be required to enter into an agreement with Challenge Owner(s) that will include more detailed conditions pertaining to the POC/prototype.

SUBMISSION GUIDELINES AND DEADLINE

The proposal **must** include the following:

- Completed and countersigned innovPlus Expression of Interest (“EOI”) Form
- 1 deck of slides in PDF format explaining the proposed solution, how it addresses the challenge statement and meets the desired performance requirements. To include information such as the proposed data inputs, system that the proposed solution will run on, potential benefits, the envisaged learning innovation, and the team’s implementation plan
- Video or pictures (300dpi) of any prototype or simulation, if applicable
- ACRA Business Profile (2025 or most recent) with certificate confirming registration of business
- Corporate Compliance and Financial Profile from BizFile (2025 or most recent)
- Track record of the company (including financial capability to complete the project) / CV of the team

All submissions must be made by **1 Aug 2025, 1600 hours (SGT/GMT +8)**. inlab and IMDA may extend the deadline of the submission at their discretion. Late submissions on the OIP, or submissions via GeBIZ, will not be considered.

Annex A – About innovPlus

1. iN.LEARN 2.0 is an initiative launched by SkillsFuture Singapore to drive innovation in the Training and Adult Education (“TAE”) sector from ideation to commercialisation through its three key programmes – the innovPlus, innovSpur and Sandbox. It will focus on four key areas:
 - i. increasing the uptake of online and blended learning by individuals;
 - ii. amplifying enterprises’ adoption of innovative learning technology;
 - iii. developing effective remote assessment and proctoring solutions for individual and enterprise-led training; and
 - iv. developing effective placement solutions that tighten the industry-training nexus.

2. As part of iN.LEARN 2.0, innovPlus contributes to the initiative by facilitating the rapid development and pilot deployment of prototypes that can address learning challenges and exploit opportunities for better Learning and Development (“L&D”) and Continuing Education and Training (“CET”) outcomes, including design, delivery and assessment. It is organised as a competition for training providers, organisations with Learning and Development (“L&D”) departments, learning experts, solutionists and technology partners to collaborate and present a holistic solution to real learning challenges faced by the training provider, organisation and/or groups of learners. innovPlus could cover any/all of the following areas of innovation:
 - Pedagogy / Learning Design and Delivery
 - Learning technology
 - Training management
 - Application of skills and workplace performance
 - Assessment and credentialing
 - Remote assessment and proctoring
 - Hybrid Mode
 - Adaptive Learning
 - Blended Learning
 - Workplace Learning

3. innovPlus comprises three rounds of evaluation:
 - i. inlab of Institute for Adult Learning (“IAL”) will assess if the stated Challenge Statement meets the eligibility criteria and competition guidelines stated in the Terms and Conditions under [Annex B](#).
 - ii. Participating organisations as Challenge Owners (“CO”), who are seeking solutions to their learning challenges, will hear pitches from prospective Solution Partners (“SP”) on how their challenges can be overcome and select the partners whose ideas they assess to best meet their needs. The Challenge Owners and their selected Solution Partner(s) will then form a Challenge Team (“CT”) to co-develop the ideas into a potential solution.
 - iii. The Challenge Teams pitch their solutions in the final round of the competition, known as the innovPlus Presentation Day. On that day, the teams will present how the envisaged solution could deliver the stated learning outcomes with a presentation and demonstration to the innovPlus Panel (“IPP”).

4. innovPlus is conducted once every six months. Prototyping grants, each up to **S\$200,000**, could be awarded to the winning concepts to develop a prototype¹ for pilot testing with actual learners/users² within a maximum duration of 9 months³.

¹ A *prototype* is defined as an original and novel model, form or solution, with its primary utility being to advance more effective learning. The key operators in this definition, 'original', 'novel', and 'more effective learning', must be clearly conveyable and verifiable.

² *Actual learners/users* is defined as the persons who will benefit from resolving the learning challenge, who you can commit to (primary target), e.g. within your organisation. Pilot testing shall encompass minimally 30% of the targeted primary learner/user population, which cannot be less than 15 users per pilot run.

³ 6 months to complete a workable Proof of Concept with User Acceptance Test, and an additional 3 months to show scaling up of prototype (where applicable) and usability to minimally 30% of **primary** targeted learner/user population, which cannot be less than 15 users per pilot run.

Annex B – innovPlus Challenge and Award Official Terms and Conditions

As part of participating in innovPlus and submitting the innovPlus application form, all participating organisations and individuals agree to accept the following terms and conditions governing the innovPlus Challenge (and all its associated processes) and the innovPlus Grant offer (if applicable):

DESCRIPTION OF THE GRANT

1. The innovPlus Challenge (“innovPlus”) is a competitive learning innovation grant that awards a prototyping grant of up to S\$200,000 to winning organisations to develop and trial an innovative, feasible and scalable prototype that advances CET practice and learning outcomes. The innovPlus Challenge is organised by inlab of the Institute for Adult Learning (“SUSS-IAL”). Winning submissions will be as determined by the innovPlus Panel (“IPP”) (defined below) in accordance with the prevailing Evaluation Criteria and Terms and Conditions. The innovPlus Grant is funded by SkillsFuture Singapore (“SSG”) and is administered by SUSS-IAL, by appointment of SSG. SUSS-IAL is an autonomous institute of Singapore University of Social Sciences (“SUSS”).

ELIGIBILITY

2. The innovPlus Challenge is open to organisations that are a registered business entity in Singapore (a valid ACRA or UEN identifier will be required for application), to participate as prospective Challenge Owners. Government Agencies and Statutory Boards are not eligible to participate⁴. Prospective Challenge Owners will be subjected to financial review. Only Singapore-registered business entities may apply to participate as a prospective Solution Partner.
3. Challenge Owner organisation and its choice of Solution Partner(s) shall form a Challenge Team.
4. Challenge Owner organisation⁵ can be granted the innovPlus Grant for up to a maximum of two grants at any time within three years from date of the first award. The clock will reset after sitting out of two innovPlus Challenge runs.
5. Solution Partner organisation can be granted the innovPlus Grant for up to a maximum of three grants at any time within three years from date of first award. The clock will reset after sitting out of two innovPlus Challenge runs. Additionally, each Solution Partner is allowed to enrol in a maximum of two Challenge Teams in each eligible run.

HOW TO PARTICIPATE

6. To participate in the innovPlus Challenge, applicants may apply as either a Challenge Owner or as a Solution Partner. Application must be made using only the following official innovPlus application forms:
 - a. innovPlus Challenge Statement Application Form (for prospective Challenge Owner participating via Pathway 1);
 - b. innovPlus Expression of Interest (“EOI”) Form (for prospective Solution Partner);
 - c. Part 1 of innovPlus Challenge Team Formation Submission Form (for enrolment of team formation);

⁴ [Govt Agencies list: gov.sg](http://gov.sg) | [Ministries \(sgdi.gov.sg\)](http://sgdi.gov.sg)

[Statutory Board list: gov.sg](http://gov.sg) | [Statutory Boards \(sgdi.gov.sg\)](http://sgdi.gov.sg)

⁵ Second Grant Award must be to another Department/Division/Business Unit of the awarded organisation.

- d. All parts of innovPlus Challenge Team Formation Submission Form; and
- e. Projected budget and project schedule using prescribed innovPlus templates.

Only application forms downloaded from the official innovPlus webpage on SUSS-IAL's website will be accepted into the innovPlus Challenge. Completed forms must be submitted by email to the innovPlus Secretariat and inlab at the email addresses specified in the header section of all application forms. Only fully completed application forms received by the stipulated respective deadlines for each stage of the innovPlus will be considered for acceptance and enrolment into the innovPlus Challenge.

A submission may, in Secretariat's sole and absolute discretion, be rejected if it fails to follow the technical, creative, and legal requirements specified on the innovPlus webpage, the official innovPlus Infokit and in these Official Terms and Conditions. Applications that do not follow all of the instructions, provide the required information in their application form, or abide by these Official Terms and Conditions or other instructions of Secretariat may be disqualified at Secretariat's sole and absolute discretion. All entries that are late, illegible, incomplete, damaged, destroyed, forged or otherwise not in compliance with the Official Terms and Conditions may be disqualified from the innovPlus at Secretariat's sole and absolute discretion. Applications generated by script, macro or other automated means and entries by any means which subvert the entry process are void. All entries become the physical property of SUSS-IAL and Secretariat and will not be acknowledged or returned. Assurance of delivery of entries is the sole responsibility of the Applicant.

Additionally, applicants shall attend the activities organised by the innovPlus Secretariat to improve the capability of the Challenge Teams in identifying the root cause to their challenge and developing the appropriate solutioning. These include the innovPlus Prospectus Briefing, workshops and coaching sessions, and any other sessions deemed relevant to innovPlus participation. Failure to do so could lead to disqualification from the competition.

SUBMISSION GUIDELINES

7. Submission for evaluation by IPP pursuant to the award of the innovPlus Grant, will be in the following three parts:
 - a. Paper submission via the official innovPlus Challenge Team Formation Submission Form and the projected budget and project schedule, by the stipulated deadline, of no less than 21 calendar days before Presentation Day. The paper submission is to be in English. The paper submission must answer the prompting guides as set out in the innovPlus Challenge Team Formation Submission Form;
 - b. Presentation and demonstration of any concept mockup/wireframe (where applicable), in English, by (up to) five members of the Challenge Team to the IPP on Presentation Day (as informed by Secretariat) of no more than 15 minutes. This will be followed by engagement with IPP for up to 15 minutes. The session will be conducted in closed-door to only the IPP in the Pitching Room.

The Challenge Team must have all rights, clearances, permissions, approvals and/or consents necessary for their Submission, including, but not limited to, music rights, releases from all persons listed in the submission, location releases for all recognisable locations, and releases from all and any person who participated in the production of the Submission. In the event that the Challenge Team does not have the appropriate rights, the Submission may be disqualified at the Secretariat's sole discretion. SUSS-IAL reserves the right to disqualify any entries if it views their materials to contain contents (e.g. text, sound or images) that in SUSS-IAL's opinion to be offensive, inappropriate, or that will cast innovPlus, Centre for Workplace and Learning Innovation, SUSS-IAL or SUSS in a negative light.

The above specified three parts shall collectively form the Submission of each enrolled Challenge Team, and shall be the basis by which each Challenge Team is evaluated for the Grant. Challenge Teams awarded the Grant, shall be held accountable to the Submission, and be funded to deliver, complete or report on all parts of this Submission, to qualify for a claim on the Grant. Should the Challenge Team be unable to deliver on the Submission,

the Team agrees for SUSS, acting through SUSS-IAL, to recover any grant already disbursed, and any liquidated damages resulting from the disbursement, so decided at the absolute discretion of SUSS-IAL.

EVALUATION OF SUBMISSIONS

8. On Presentation Day, all Submissions will be evaluated by the innovPlus Panel (“IPP”), which consists of a panel of institutional/industry/pedagogy experts based on the following evaluation criteria:

a. Concept

- Extent that the concept is clear and well-defined;
- Extent that the concept is distinctive from other similar ideas;
- Extent the concept aligns or is consistent with existing knowledge and evidence about the challenge being addressed; and
- Extent the concept fit the context of the learning challenge being addressed, including addressing the key aspects of the learning challenge.

b. Innovation

- Extent proposed innovation goes beyond known / existing solutions with (a) clear innovative value and (b) absolute valued add in terms of raising the quality and ROI of the learning and learning outcomes;
- Extent the proposed solution offers a competitive advantage vis-à-vis existing solutions in the market;
- Evidence of sound pedagogical design being effectively harnessed to the proposed solution; and
- Extent of user friendliness and adaptability.

c. Impact and Scalability

- Demonstrates feasibility of implementation organisation-wide, sector-wide or sizeable segments of the workforce. Solutions includes an evaluation process, success indicators and impact measurement; and
- Offers potential to also help other enterprises facing similar challenges (i.e. broader application, adaptation and transferability)

d. Project and Implementation Team

- Team consists of members from different disciplines
- Has a credible and realistic plan, budget and schedule to complete project in specified duration (maximum of 9 months)
- Has a clear identification of all stakeholders involved in the project, with the relevant and necessary competencies and track records to ensure successful project delivery
- Demonstrates commitment to develop the prototype as envisioned. Presence of a dedicated project manager to oversee implementation and manage the project, including progress reporting, budget management, resource management, etc

e. Implementation Sustainability

- Extent of thinking and/or planning for roll-out of solution to rest of organisation, including possible costs and resources required
- Indication of project team’s continued involvement in the roll-out plan

9. IPP shall have the final decision on whom the eventual Grant awardees shall be. The IPP may declare void any entry should they consider that there are no entries reaching the required standard, whereupon they can award

prizes or not as they deem fit. No correspondence will be entered into or comment issued on any matters concerning the evaluation of entries, and no reasons be given for any decision made by the IPP.

10. Awards conferred are not transferable under any circumstances. In the event a winning team is unable and/or unwilling to accept the award or withdraw for whatever reason, SUSS-IAL reserves the right to award it to the next highest scoring team that meets the qualifying criteria.

QUANTUM AND ADMINISTRATION OF THE GRANT

11. Winners of the innovPlus Challenge shall qualify to draw down on a pre-approved innovPlus Grant (“Grant”) of up to S\$200,000, with a mandatory co-contribution of at least 10% of approved budget, which can be in monetary form or in-kind⁶.
12. The maximum grant amount of each award shall be exercised through a Letter of Award (“LOA”) between Singapore University of Social Sciences (“SUSS”) and the Challenge Owner organisation. Secretariat will consult the winning Challenge Team in working out and finalising the maximum grant amount and detailed budget for approval by SUSS-IAL, to constitute the LOA.
13. The Grant shall be disbursed in 4 tranches, strictly adhering to the stipulated milestone and timeline in the table below:

Tranch & Grant Quantum	Milestone	Milestone Timeline	Typical Grant amount
1 st : 30% of maximum grant amount	Effect of LOA by signature of SUSS-IAL and Challenge Owner organisation	Start of Project Period	up to S\$60,000
2 nd : 20% of maximum grant amount	Mid-Term Progress Report, Presentation and required claim documents	Not more than 3 months after start of Project Period	up to S\$40,000
3 rd : 20% of maximum grant amount	1 st part of Final Summative Report, Prototype and UAT completion, Presentation and required claim documents	Not more than 6 months after start of Project Period	up to S\$40,000
4 th : 30% of maximum grant amount	2 nd part of Final Summative Report, Pilot completion and Evaluation, Final Presentation and required claim documents	Not more than 9 months after start of Project Period	up to S\$60,000

Besides the first advance disbursement of 30%, subsequent funds will only be reimbursed on the submission and approval of the required reports and expenses incurred according to the approved budget. Proof of payment needs to be furnished before the claim can be approved.

CONDITIONS AND REQUIREMENTS OF AWARDED CHALLENGE TEAM AND PROTOTYPE

14. The innovPlus Grant is awarded on the basis of the presented prototype solution (and its proposed functionalities, features, capabilities, outputs and deliverables) and the envisioned scalability and roll out of the prototype to its intended users. As the implementation team as submitted in the application is evaluated as a criterion, any

⁶ To be supported with evidence for actual hourly rate charged (either with the payslip or a salary statement from HR)

change to the composition of the Challenge Team after award of Grant must be submitted in writing, through Secretariat, for SUSS-IAL's prior approval. Failure to do so could lead to automatic disqualification.

15. The awardees of the innovPlus Grant accepts the grant by signing a Letter of Award ("LOA") within 8 weeks from Presentation Day, comprising the terms and conditions governing the grant, including piloting the prototype with learners, submitting a pre- and post-evaluation report of the prototype's strengths and weaknesses and conferring non-exclusive, irrevocable, free right and license to the use of the prototype and all intellectual property and information generated resulting from the performance of the Project to SUSS-IAL for non-commercial, academic, research and development purposes, including, but not limited to, the purposes of proliferating the knowledge gained therefrom to the training and adult education (TAE) community. For the avoidance of doubt, the terms of the National IP Protocol⁴ shall apply. For the avoidance of any doubt, the terms and conditions in the LOA are strictly non-negotiable.
16. In general, the prototype development grant offered in the innovPlus Grant will support the following cost items:
 - Fees of expert services from entities (organisation or individual) outside the composition of the Challenge Team, that are required in the areas of technical and development work, or for purposes such as research or advice, shall be limited to a cap of 10% of the approved grant amount;
 - Professional services as charged to the Challenge Owner organisation by the Solution Partner(s) of the Challenge Team;
 - Supplies that are necessary for the overall operation, development and pilot of the awarded solution;
 - Equipment that have direct contribution to the overall operation, development and pilot of the awarded solution;
 - Software and / or other licensing that are essential for the project and for the duration of the project; and
 - Others – items not in the above list but necessary for the conduct and successful delivery of the project could be included in the funding request, subject to the approval of SUSS-IAL.
17. The grant will not support cost items that do not contribute directly to prototype development such as marketing, networking and publicity. It will also not support capital equipment not essential to the project, maintenance cost for software licensing, GST, and travel (local and overseas).
18. The Challenge Team is required to prove cost transparency and reasonableness on request by SUSS-IAL on all cost items it is claiming for funding.
19. No claims can be made on any items that are not in the budget submitted together with the proposal made in the Challenge Team Formation form.
20. SUSS-IAL shall not be under any obligation to make any payment to the Challenge Team on claims of:
 - unsupported cost items listed in the approved budget;
 - qualified expenses but which no adequate proof of expenditure and proof of payments has been furnished;
 - qualified manpower costs but which no adequate proof of cost reasonableness provided upon request;
 - any amount that exceeds the cost items listed in the approved budget; or
 - any amount that is based on expenditure / payment not in compliance with prevailing procurement practices in terms of not being value for money.

21. The Challenge Team shall be solely responsible for its own partnership management and teamwork, including Intellectual Property (“IP”) arrangements and development / implementation plan.
22. The Challenge Team shall undertake that it will not infringe the intellectual property rights or any other rights of any person, and will comply with all applicable laws at all times.
23. The winning Challenge Team shall grant consent to SUSS-IAL disclosing, in such manner as SUSS-IAL deems appropriate, in its (SUSS-IAL’s) publicity materials of the team’s participation, and setting out and publishing in its publicity materials, in such manner as SUSS-IAL deems appropriate, information regarding the participation, including:
 - a. the materials submitted for the innovPlus Challenge and any other information pertaining to its proposal;
 - b. the contents of the findings or results, report(s) or any part thereof the awarded project; and
 - c. information arising from or pertaining to the reports or any presentation, seminar, conference, or symposium conducted by the team.
24. The Challenge Team agrees to indemnify and hold harmless SUSS-IAL against any and all actions, claims, demands, and proceedings in any way arising out of or connected with SUSS-IAL’s use, reproduction, publication or dissemination in the manner mentioned above, and all costs, expenses, losses and liabilities, howsoever arising.
25. The Challenge Team shall ensure that all information about the team or proposal provided to SUSS-IAL pursuant to its participation and for the subsequent purposes of or connected with making claims, are true, accurate and complete to the best of the team’s knowledge. In the event that it comes to the knowledge of the team that any information already provided is or has become inaccurate, untrue, incomplete or misleading, the team shall immediately notify SUSS-IAL of such inaccuracy, incompleteness, misleading nature, or untruthfulness, and provide such information in connection therewith as SUSS-IAL may request.
26. The innovPlus Grant will be withdrawn if:
 - a. the Challenge Team is unable to perform the obligations set out in the LOA; or
 - b. the Challenge Team commits a breach of any of the provisions of the LOA.

SHOWCASING OF INNOVATION DEVELOPMENT

27. The Challenge Team shall undertake to collaborate with SUSS-IAL in the development of case studies and/or research papers detailing the experience and insights gleaned from the prototype development and any trial-ing/pilot that ensued. No confidential or private information will be revealed through this effort;
28. The Challenge Team shall undertake to allow SUSS-IAL to disseminate the case studies and/or research papers in various formats including printed materials, online articles, video, audio, and other digital recordings to any individuals or organisations that it deems will benefit from the learning and sharing;
29. The Challenge Team shall undertake to collaborate with SUSS-IAL to allow and facilitate the use of its prototype or solution within sandbox environments to individuals or organisations designated by SUSS-IAL to trial the prototype or solution during and/or after the project; and
30. The Challenge Team shall undertake to agree for SUSS-IAL to profile the companies and individuals involved, as well as the solution and/or prototype on the following platforms:

- a. SUSS-IAL professional development seminars and workshops;
 - b. SUSS-IAL partner showcase for a period of 18 months;
 - c. SUSS-IAL conferences and events, e.g. the Adult Learning Symposium and Learning Roadshows; and
 - d. Conferences and events SUSS-IAL is participating in and where the themes / areas covered are aligned and of interest to the participants.
31. The full and prevailing terms and conditions of the innovPlus Challenge and innovPlus Grant can be found in the Challenge Statement application form, Expression of Interest and Challenge Team Formation submission form, and all applications submitted to the Challenge will be deemed to have accepted these terms and conditions.
32. Secretariat of the innovPlus Challenge and innovPlus Grant is the inlab, acting on behalf of the Institute for Adult Learning (“SUSS-IAL”), of 11 Eunos Road 8, #05-03, Singapore 408601, wherein SUSS-IAL is an autonomous institute of the Singapore University of Social Sciences.

GENERAL

33. Depending on the prevailing implementation challenges and needs, innovPlus Secretariat reserves the right to amend and change the terms and conditions with approval from the Director of Centre for Workplace and Learning Innovation, that complies with the intent and spirit of innovPlus.
34. SUSS-IAL reserves the right to disqualify any participant at any point in time during the innovPlus Challenge.

SUSS-IAL reserves the right to change these terms and conditions at any time without prior notice. In the event that any changes are made, the revised terms and conditions shall be posted on the innovPlus website immediately. Please check the latest information posted herein to inform yourself of any changes.