



Transforming lives through health and care innovation



Vision



Mission



Priorities



Goals



**Enabling
activities**



Partners



Outcomes



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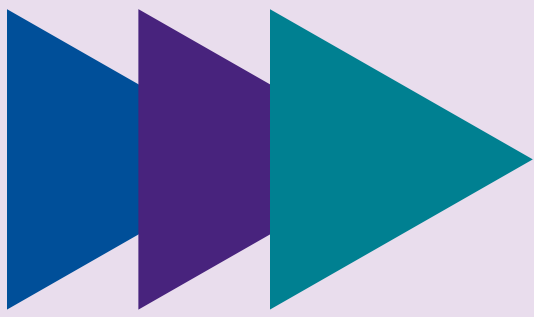
Transforming lives through health and care innovation

Our vision

We want all communities in the West of England to benefit faster from the best innovations in health and care

Our mission

By collaborating with our local health and care systems and the life sciences sector, we will discover, develop and deploy proven innovation to drive better and fairer health outcomes for our communities and enable wealth creation



Transforming lives through health and care innovation

Priorities

- Discover, develop and deploy well-evidenced and cost-effective innovation into practice
- Improve quality and safety of care
- Enable reductions in health inequalities and inequity
- Prevention and early intervention
- Drive economic growth
- Enable productivity and support the health and care workforce
- Engage diverse communities
- Help deliver a net zero NHS

Goals

- Continue to grow our vibrant local innovation ecosystem
- Enable economic growth
- Evidence the impact of innovation
- Increase flow of evidenced innovation to adoption and spread
- Foster a culture of learning and collaboration
- Unlock the power of data

Enabling activities

- Facilitate and grow local networks
- Build our Academy offer and develop innovation capability
- Develop a robust and efficient innovation pipeline
- Expand our insight and evaluation capability
- Deliver new Evidence into Practice calls
- Encourage solutions to improve environmental sustainability
- Champion exploration of the potential of AI across health and care

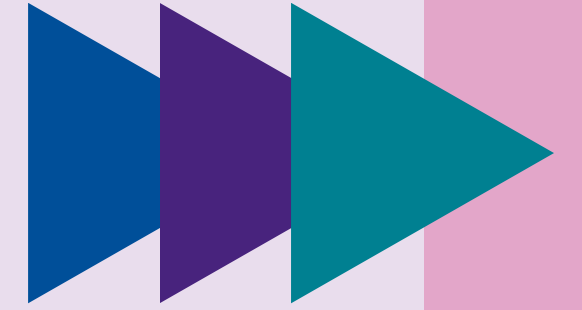
Partners

- Patients and public
- Clinical networks
- Industry and innovators
- Regional development organisations
- Research and academic community
- Integrated care systems
- Primary and community care
- Acute hospital trusts
- Mental health trusts
- Ambulance service
- Cancer Alliance
- Social care, public health and local authorities
- VCSE organisations
- Health Innovation Network

Outcomes

- 50,000+ lives impacted
- 50+ new innovations spread
- 5,000+ health and care workers benefitting
- Contribution to reducing health inequalities and inequity
- £60 million+ contributed to economic growth
- 550+ jobs created or safeguarded
- 1,250+ innovators supported
- Contribution towards achieving Net Zero





Foreword

Our strategy outlines how we will continue to be the 'go to' innovation partner to support our health and care systems in creating better and fairer health outcomes for all our local communities.

Meeting the priorities of our local innovation ecosystem partners is a crucial principle for Health Innovation West of England. By aligning our activities with our membership and system needs over the last ten years, we have successfully supported the discovery, development and deployment of innovations.

This strategy looks ahead to the next five years and is founded on a decade of learning and building strong relationships with our healthcare innovation ecosystem.

We have built the trust and respect of our local partners, not only for our innovative and collaborative approach, but most importantly for the time we take to genuinely understand the challenges our health and care systems face and prioritising our response and resources to these.

There are certainly new challenges ahead, but similarly there is a plethora of innovative solutions we can harness in how we can tackle these together.

This strategy showcases our shared ambitions in the West of England and we are excited and honoured to play our part in making them happen.

Steve West
Chair of Health Innovation West of England and Vice-Chancellor of the University of the West of England

Natasha Swinscoe
Chief Executive of Health Innovation West of England

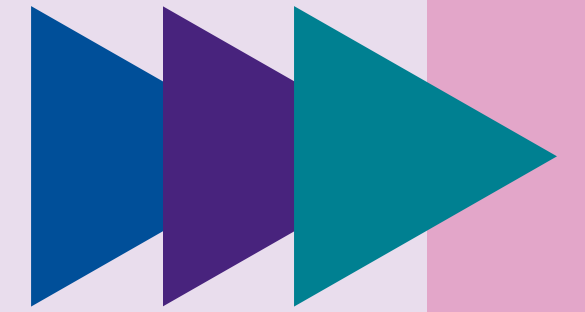


Steve West, Chair



Natasha Swinscoe,
Chief Executive

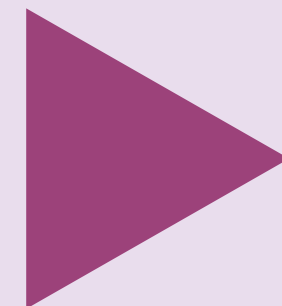
Our definition of health and care innovation



We believe innovation is any new idea, approach, service, or product that either offers the potential or has been proven to improve the quality of health and care.

The types of innovation we believe offer huge benefits to the health and well-being of our local communities include:

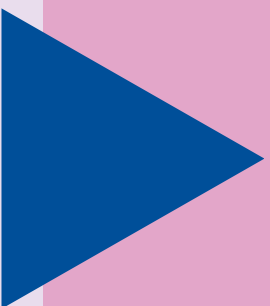
- New drugs
- New medical devices
- New technologies
- New procedures
- New pathways
- New services
- New models of care



In addition to defining what we mean by health and care innovation, it is equally important to define how we discover, develop and deploy innovation so that it benefits more people faster:

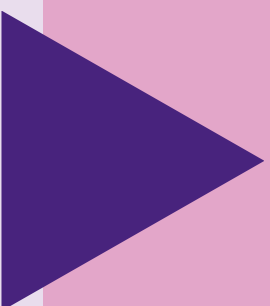
Discover

Identifying promising solutions to meet health and care needs



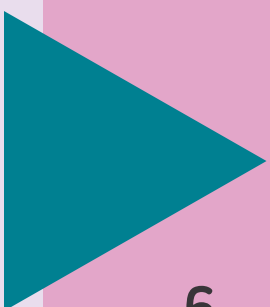
Develop

Bringing together innovators and providers to accelerate proof of value and market readiness



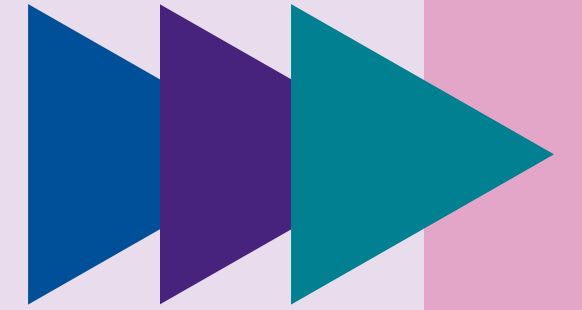
Deploy

Supporting the health and care system to adopt and spread proven innovations



There has never been a greater need for innovation in health and care and we know that innovation can never be a 'one-size-fits-all' solution. We will interrogate the wider Health Innovation Network pipeline of adoption-ready innovations and offer our systems targeted solutions to meet their identified needs.

Our foundations



Our vision is for all communities in the West of England to benefit faster from the best innovations in health and care. We will achieve this by building on our strong foundations, working in collaboration with local health and care systems and the life sciences sector.

Innovation has the exciting capacity to transform health services and improve public health.

Patients benefit enormously from innovation, with breakthroughs enabling prevention of ill-health, earlier diagnosis, more effective treatments, better outcomes and faster recovery.

Health research and innovation are also important for a thriving local economy, bringing investment, jobs, talent and skills to our area.

Health Innovation West of England is an established network, bringing together all the organisations involved in the planning and delivery of local health and care services, along with universities, research and industry partners, clinical and commercial innovators.

We have a rich history of research and innovation in the West of England, and have a strong track record not only in deploying innovations to improve health and health services locally, but also for exporting innovations across the wider South West region and nationally.

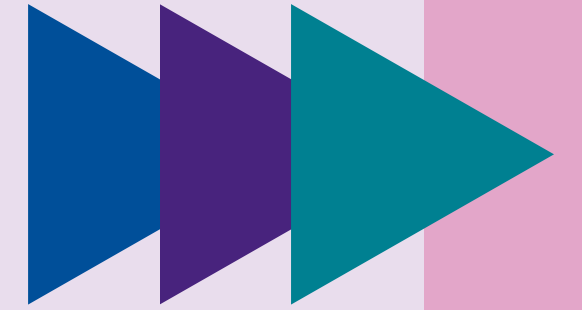
Each of our local integrated care systems recognise innovation as a significant enabler for achieving improved outcomes for their populations and value the role we play in supporting their capacity and capability around innovation.

In our first ten years, in collaboration with our member organisations and local systems, we have speeded up the development, adoption and spread of innovation and innovative practice.

We are now firmly established as a trusted partner across the local health and life science landscape, with a reputation as an effective convenor, skilled at building and maintaining dynamic networks.

Through these we connect health and care professionals, academics, innovators, patients and public to accelerate the discovery, development and deployment of innovation to meet local health and care challenges.

Our shared priorities



England's 15 Academic Health Science Networks were relicensed in 2023 for a further five years and renamed Health Innovation Networks to better reflect our role as the innovation arm of the NHS.

The core aims for all Health Innovation Networks remain to:

- generate a rich pipeline of demonstrably useful, evidence-based innovations
- support adoption and spread of proven evidence-based innovations
- host and coordinate the Patient Safety Collaboratives.

Building on a successful decade working together in the West of England, we now have the opportunity to develop a long-term focus for the next five years and beyond.

While we will continue to support and influence nationally commissioned and mandated programmes from NHS England and the Office for Life Sciences, there is ample scope for a rich local programme, and ultimately all our work will continue to have a local focus.

This strategy therefore looks ahead to how we will expand the work of Health Innovation West of England over the next five years, responding to the identified priorities of our local health and care systems. We will also work with our systems and partners to leverage additional funding for new commissions.

We will develop annual business plans each year to accompany this overarching strategy, informed by its longer-term context and direction.

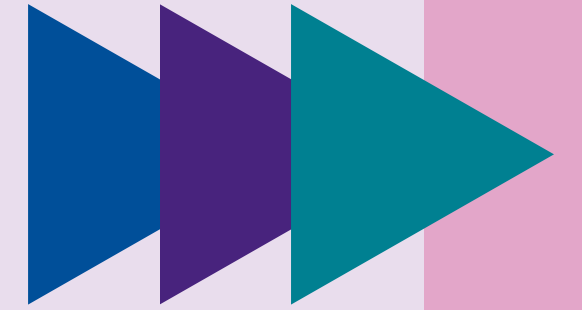
The development of our strategic priorities has involved many in-depth conversations with a wide range of our local innovation ecosystem partners, across health and social care, industry, research and academia.

We have synthesised the common themes from these discussions to inform the eight priorities described in the following pages that will steer all activity in the next five years.



“We now have the opportunity to develop a long-term focus for the next five years and beyond”

Our shared priorities



1 Discover, develop and deploy evidence-based and cost-effective innovation into practice

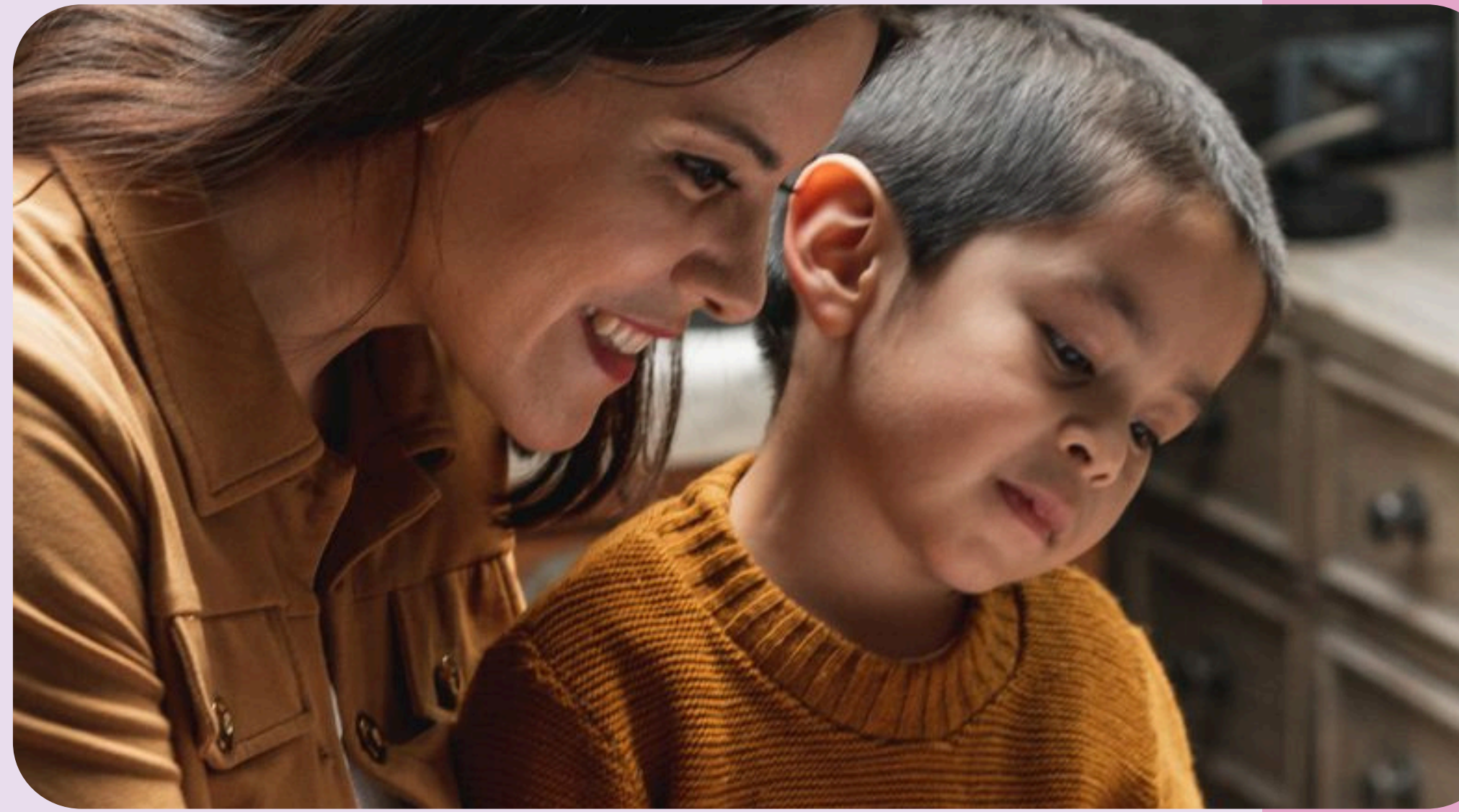
Our role is to deliver positive health and care outcomes in the West of England and nationally by supporting the discovery and development of promising innovations and the deployment of proven innovations in response to local system priorities, benefitting more patients faster and enabling people to play an increasing role in their own care.

2 Improve quality and safety of care

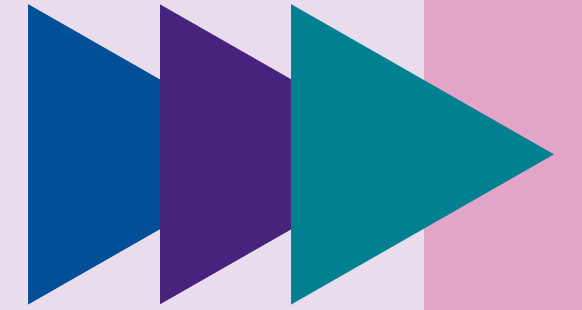
The safety of patients and improving quality of care must be a critical thread running throughout all of our work, in addition to our specific Patient Safety programmes. We want to build on the success to date of our local Patient Safety Collaborative and continue to support the ambitions of the National Patient Safety Improvement Programme.

3 Enable reductions in health inequalities and inequity

We will spread the best new innovations, and quality and safety improvement interventions to disadvantaged communities across our region to reduce health inequalities and improve life chances for the populations we serve.



Our shared priorities



4

Prevention and early intervention

Preventing illness and disease and a greater focus on the wider determinants of health is a high priority for all our system partners. This 'left shift' is key to reducing health inequalities across all aspects of health and social care.

5

Encourage inward investment and drive economic growth

One of our key principles as a health innovation network is that wealth is as important as health. Our aim is to support the creation of a forward-thinking commercial environment in the West of England, where the NHS can collaborate effectively with industry for patient benefit, while delivering greater value for the taxpayer and stimulating economic growth.

6

Enable productivity and support the health and care workforce

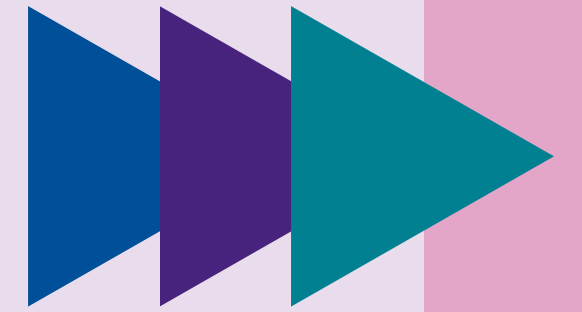
Health and social care systems in the West of England need innovative solutions to help them cope with demand and improve services for local people. We also recognise the importance innovation can play in delivering efficiencies and supporting productivity.

Whilst our strategy focuses on prevention and early intervention, we need to find ways to support our over-stretched and busy staff to provide services more efficiently and safely and, in many instances, release time to care and spend with patients and users.

We will identify and spread well-evidenced innovation to deliver efficiencies in care provision, recognising the immediate pressures the health and care workforce face.

“One of our key principles as a health innovation network is that wealth is as important as health”

Our shared priorities



7

Engage diverse communities

Health and social care are intrinsically linked and there are many opportunities for innovation development and adoption.

We will work more closely with integrated care systems and seek to engage more with partners in social care, local authorities, the voluntary, community and social enterprise (VCSE) sector alongside colleagues in the NHS, particularly around prevention and early intervention.

We will engage more directly with local communities, in particular the disadvantaged and seldom heard, to better understand social determinants of health.

8

Help deliver a net zero NHS

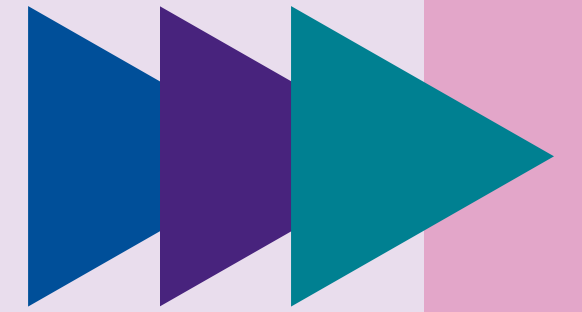
With millions of employees and tens of millions citizen reliant on it, the NHS is a major contributor to the country's carbon emissions.

Our unique role working with industry, academia and the health and care system puts us in the perfect position to support the drive for sustainability at every level.

We will actively support the development and uptake of technologies and best practices designed to reduce emissions in health and care.

By focussing on these shared priorities, we will remain relevant to the work of our local member organisations and stakeholders. Through our national commissions and locally agreed, individually funded programmes, Health Innovation West of England will continue to be the 'go to' innovation partner to support these system needs. We have the tools and expertise to do this and the shared ambition to deliver the range and diversity of innovations required to be successful.

Our strategic goals



Our strategic goals reflect the priorities of our local health and care systems, articulated in the previous section, enabling us to effectively target our people and resources on addressing the real needs and challenges facing us collectively.

1

Continue to grow our vibrant local innovation ecosystem

Over the next five years we will accelerate our pipeline for innovation so that proven and affordable innovations get to patients faster.

At the same time we will continue to support the creation of a local innovation ecosystem by mobilising the assets within the region's trusts, integrated care systems, universities and industry partners.

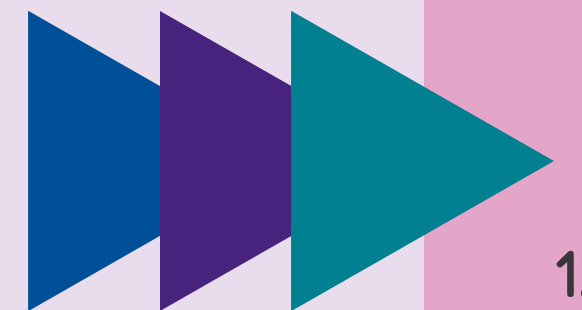
We will also act as a vehicle to respond to the recommendations from the Innovation Ecosystem Review Programme, led by Roland Sinker.

2

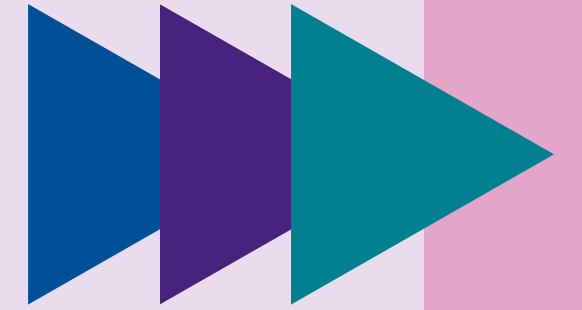
Enable economic growth

In 2023/24, Health Innovation West of England supported innovators and enabled over £10 million in economic growth, including through grants and private investment. Our ambition is to enable a further £60 million of economic growth by 2029.

We will focus more on high-growth potential companies and innovators in our spread support to increase our contribution to economic growth.



Our strategic goals



3

Evidence the impact of innovation

As the NHS continues to evolve and respond to the complex challenge of population health management and improving patient outcomes, understanding the impact from innovation is essential for effective decision making and achieving continuous improvement.

Measurement also plays a vital role in fostering accountability and transparency. In an era of limited resources and increasing demands on health and social care, stakeholders need high quality data to justify investments, secure funding, and ensure that resources are allocated to those interventions that deliver tangible results.

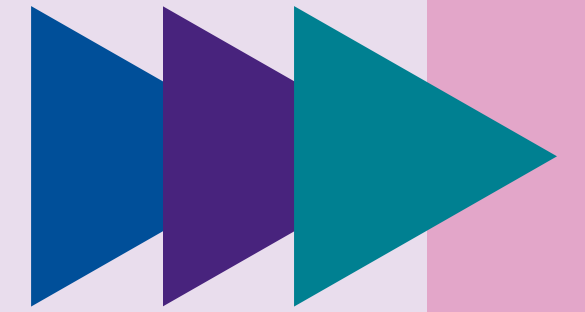
4

Increase flow of evidenced innovation to adoption and spread

By focusing on validation and evaluation we can provide due diligence and de-risk innovations to enable faster spread beyond curated pilots into the real world. We will also expand and enhance our support for promising later stage innovations to accelerate real world evaluation and rollout.



Our strategic goals



5

Foster a culture of learning, collaboration and knowledge sharing

We will continue to play an important role in fostering a culture of learning, collaboration, and knowledge sharing around innovation and transformation.

This aligns with the core objectives of our local innovation and improvement Academy, which supports health and care professionals to think and work innovatively and implement new ways of working.

6

Unlock the power of data

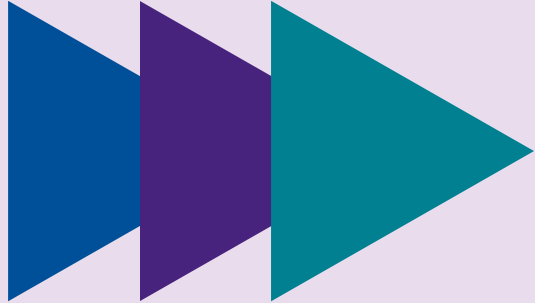
We recognise the power of data both to drive change and its importance in understanding the impact of the work we do.

We will actively work with partners and system stakeholders to enable the development and roll out of the Secure Data Environment (SDE) across the NHS South West region. This secure data and research analysis platform offers a significant opportunity to support better research capabilities and enable the spread of innovation.

“We will accelerate our local pipeline so that proven and affordable innovations get to patients faster”



Enabling activities



Our work can be viewed through our service offer themes:



Social listening
Collaborate with partners to actively listen to people and local populations



Health inequalities
Addressing unmet needs in the community through innovation collaboratives



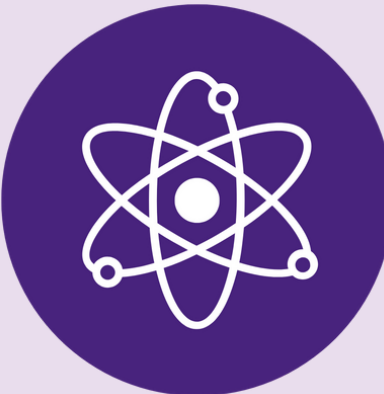
'Join the dots'
Creating and sustaining inter-sector partnerships in health and social care



Spreading
Translating and accelerating innovative solutions into practice



Insights
Enabling data analysis and evaluation activities



Research and innovation
Strong and successful research partnerships



Innovator support
Articulating needs to industry and providing support to innovators

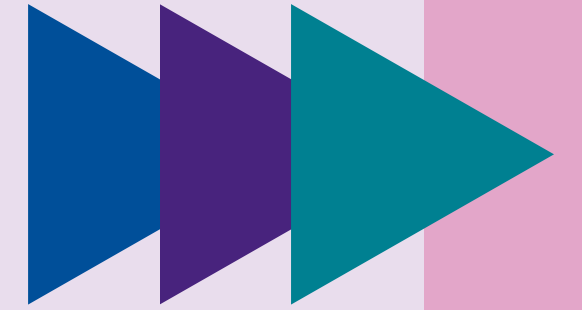


Clinical engagement
Creating clinical and professional networks to improve safety culture and promote innovation



Economic growth
Contributing to local growth and support a vibrant innovation ecosystem

Enabling activities



Based on feedback from our partners, we will evolve and build our enabling activities from a position of strength.

1

Facilitate and grow local networks

We recognise the value of our 'honest broker' role in facilitating vibrant clinical networks and will seek to build on the strength and depth of existing relationships to create new networks and communities through which we can learn, engage and deliver impact.

For example, in collaboration with Somerset Wiltshire Avon and Gloucestershire Cancer Alliance, we will launch a new cancer innovation programme to speed up the adoption of innovations in response to local priorities.

We will prioritise engagement with local authorities and local communities to identify opportunities for innovation to address social determinants of health, building on established relationships with organisations such as Bristol Health Partners and establishing new links with academia and industry to achieve this.

2

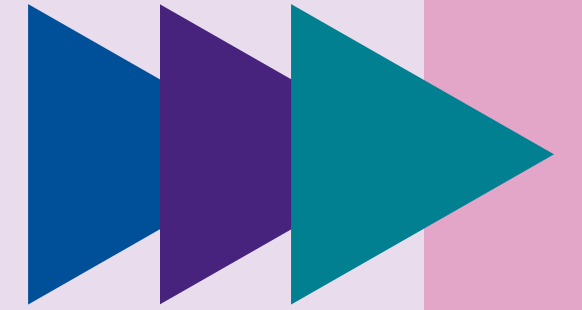
Build our Academy offer and develop innovation capability

The Academy is one of our strongest assets. It supports health and care professionals to think and work innovatively and implement new ways of working using creative problem solving and quality improvement methods and tools.

In response to continued demand from across our three integrated care systems, we will seek to evolve, develop and transfer our capability through continued training and our skills and knowledge exchange. We will also continue to explore how we effectively offer colleagues the space to nurture their own individual, organisational and system-wide mindset for innovation.

We will develop more programme activity, such as Innovate Healthier Together, through which we can galvanise, grow and support the local innovation community and respond to recommendations from the Innovation Ecosystem Review.

Enabling activities



3

Develop a robust and efficient innovation pipeline

We will continue to develop our innovation pipeline to identify and support innovators from both our region and across the UK whose innovations offer the potential to meet local health and care needs.

We will develop a rich and demonstrably useful pipeline by focusing our innovator support to companies by:

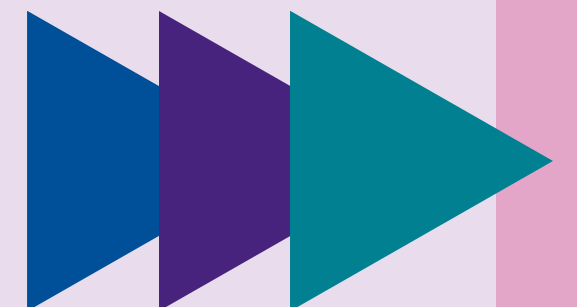
- providing the now-embedded 'Innovator Offer' into the support we provide to innovators, ensuring a consistent level of service to innovators working with Health Innovation Networks.
- supporting innovators to access appropriate funding in key priorities themes, such as SBRI.
- providing tailored support to promising innovators in areas such as navigating the NHS, funding, value proposition development, evidence and cost benefit assessment.
- ensuring innovators meet the NHS standards and evidence requirements.
- providing innovator support to companies referred via the NHS Innovation Service.

4

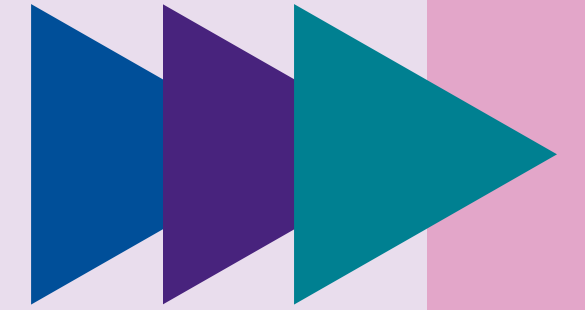
Expand our insight and evaluation capability

We recognise the importance of our evaluation and insights function to enable others to demonstrate impact and support spread and adoption of innovation. We aim to grow this enabling function, not for growth's sake but to be more impactful in what we can offer our partners.

By further expanding our insight and evaluation capability and building on our established partnership with NIHR Applied Research Collaborative (ARC) West, we will improve our ability to support our system partners in quantifying the impact and added value of innovations.



Enabling activities



5

Deliver new Evidence into Practice calls

Our stakeholders value our ways of working, in particular our challenge calls and the Evidence into Practice programme, due to the rigour with which these are chosen and implemented.

In recent years this has generated impactful innovation scale-up programmes, including PReCePT, PERIPrem, SHarED and PreciSSlon.

We will run further Evidence into Practice calls based on this proven recipe for success, focussed on the key priority need areas of our integrated care systems.

6

Champion exploration of the potential of artificial intelligence (AI) across health and care

We recognise the huge potential of AI in addressing many of the challenges faced by the health and care system and we will do more in this space. Our strength will be our ability to convene and harness the skills of others as consortia developers and catalysts.

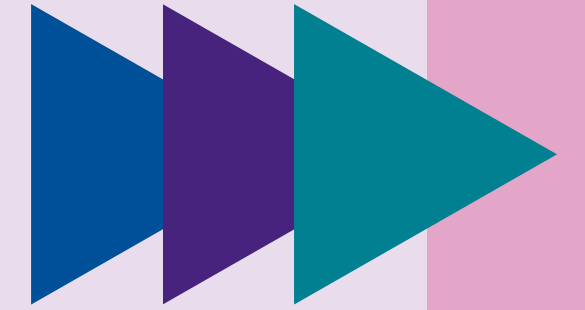
7

Encourage solutions to improve environmental sustainability

Alongside finding solutions for the NHS to be more environmentally sustainable, we will hold ourselves accountable as an organisation for our own impact on the environment.



Working in partnership



Our deployment of innovation in the local health and care system over the last ten years has nurtured lasting relationships with a wide range of partners.

A key relationship that has enabled this is our partnership board, formed of local leaders who oversee the systems we work with.

We have also developed strong relationships with the clinical networks that are essential to introducing new approaches in clinical practice, as well as increasing the number of local businesses that trust us as a partner in helping to develop and evaluate their products.

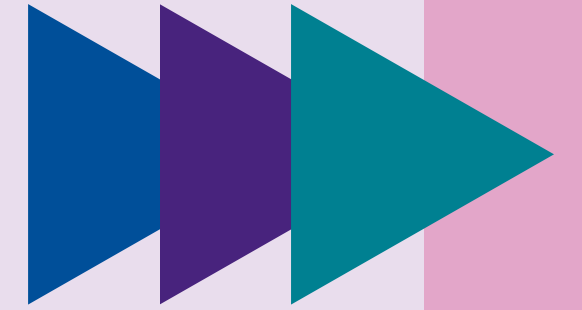
A successful partnership with NIHR ARC West has also helped us to demonstrate the impact of our work on outcomes for local people.

This approach has helped us to deliver system-wide changes, such as the use of the national early warning score, NEWS2 and use of the ReSPECT form and process.

In order to deliver our innovation offer over the next five years, we will firstly maintain the good relationships we have with our established partners. These include the local integrated care boards and systems, primary and community care services, acute hospital trusts, mental health trusts and the ambulance service, as well as universities.



Working in partnership



Through the delivery of specific programmes of work, we have also developed strong partnerships in particular parts of the healthcare system. These include the local maternity and neonatal network (through the PReCePT, PERIPrem and Black Maternity Matters projects), and primary care (through CVD programmes including work on atrial fibrillation, lipid and blood pressure management).

We have also worked with acute hospitals including emergency departments (ED safety checklist and SHarED) as well as surgical services (Emergency Laparotomy Collaborative and PreciSSlon) and respiratory departments (COPD discharge bundle and non-invasive ventilation project).

We will expand our partnerships in the local health system by building on these successful collaborations. We have also agreed a new partnership with the Somerset Wiltshire Avon and Gloucestershire Cancer Alliance starting in 2024. We will explore working with other medical networks where they can enhance the delivery of innovation for the benefit of patients.

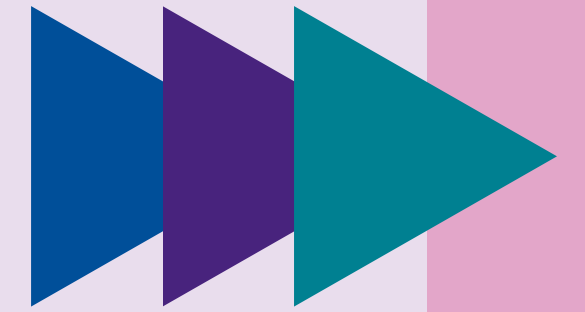
We will evolve our partnership with NIHR ARC West as we develop a wider evaluation offer. At the same time we will take opportunities to work closely with academic partners at our local universities.

New partners will also be needed where they will help us to align with our wider priorities. In particular, the desire from local system leaders for a 'left shift' with a greater focus on prevention and the wider determinants of health will require new relationships.

These will include the convening of new collaborative networks that include social care, voluntary community and social enterprises as well as local authorities and public health teams.

“We will expand our partnerships in the local health system by building on these successful collaborations”

Outcomes by 2029: health and care



We will hold ourselves to account for the successful delivery of our five-year strategy and have set bold ambitions that enable us to demonstrate impact, as well as share learning.

In discovering and developing promising innovations, as well as supporting spread and adoption of well-evidenced innovation into practice, we will improve quality and safety, and deliver better health and care outcomes for the communities we serve.

Our ambitions include delivering impact in the following key areas:



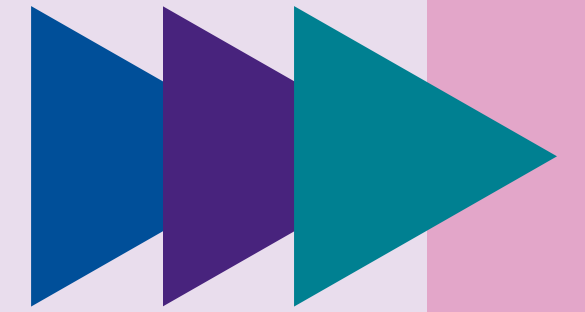
1 50,000+ lives impacted by innovations in our local portfolio

2 50+ new innovations spread

3 5,000+ health and care workers benefitting from our work

4 Measurable contribution to reducing health inequalities and inequity

Outcomes by 2029: economic growth



We are challenging ourselves as an organisation to develop robust and meaningful methodologies to evidence our impact in a further four priority areas:

As an innovation catalyst, we will hold ourselves to account over our enabling activity to drive economic growth and wealth creation. We know this is important for our partners and therefore have set the following ambitions in relation to the delivery of our innovation exchange:



5 £60 million+ contributed to economic growth and UK PLC

6 550+ jobs created or safeguarded

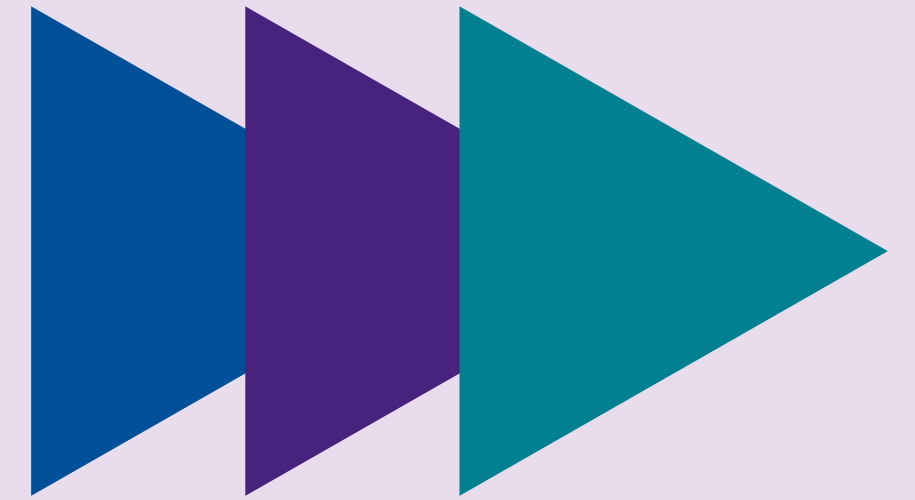
7 1,250+ innovators supported

8 Measurable contribution towards achieving Net Zero

We aim to be transparent and proactive in how we show progress against all eight of our ambitions. Each year we will agree and publish the measurement framework in our annual business plans, and report against these in our annual impact reports.



Health Innovation
West of England



STRATEGY 2024-2029

Transforming lives through health and care innovation

www.healthinnowest.net

healthinnowest.contactus@nhs.net

