Business plan 2026/27

Transforming lives through healthcare innovation



Health Innovation West of England

Contents

3 Foreword

4 Plan on a page

5 Introduction and overview

7 Our portfolio of work programmes

8 Discover, develop and deploy well-evidenced and cost-effective innovation into practice
12 Improve quality and safety of care
17 Enable reductions in health inequalities and inequity
19 Prevention and early intervention
21 Drive economic growth
24 Enable productivity and support the workforce
25 Champion the potential of digital and AI across health and care
29 Expand our evaluation and insight capability

33 Measuring success and impact

34 Strategic partnerships and engagement

36 Developing our Academy offer

37 Enabling triple-helix partnerships

38 Clinical faculty

39 Organisational development

40 Business development

41 Enabling functions and corporate services

42 Get in touch and find out more

43 Appendices

Foreword

I am excited to present our 2026/27 business plan, describing our programme of work to support the discovery, development and deployment of innovation with our member organisations, local integrated care systems and other partners across the health and social care landscape in the West of England.

In addition to locally determined work, our business plan also outlines the agreed activity for our three national commissions from NHS England's Innovation, Research, Life Sciences and Strategy (IRLSS) group and National Patient Safety Team, and from the Government's Office for Life Sciences.

Our 2026/27 commitment is demonstrated in this plan reflecting our continued contribution to understanding and addressing local, regional and national priorities.

As well as working as part of the Health Innovation Network to deliver a portfolio of national programmes and drive a national pipeline of proven innovation, we are collaborating with our neighbouring networks in Wessex and the South West on a joined-up place-based approach to tackle shared challenges facing the region, such as CVD, cancer, frailty, and women's health.

In 2025/26 we invested in the infrastructure of our organisation including expansion of our evaluation & insights function, PMO, and Strategic Partnership leadership, in order to support wider engagement and development of an expanded local portfolio of impactful programmes and activities.

While outlining our portfolio of programmes and activities for the year ahead, the plan also ensures we remain agile and responsive to emerging needs and opportunities.



Natasha Swinscoe
Chief Executive,
Health Innovation
West of England



2026/27 business plan on a page

Health Innovation West of England

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
- Champion potential of digital and AI
- Expand our insight and evaluation capability

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
- Engage diverse communities
- Build our Academy offer and develop innovation capability
- Develop a robust and efficient innovation pipeline
- Deliver new Evidence into Practice calls
- Encourage solutions to improve environmental sustainability and help deliver a net zero NHS

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

2026/27 outcomes

- 7,500+ lives impacted
- 7+ new innovations introduced to individual clinical sites
- 1,000+ health and care workers benefitting
- Contribution to reducing health inequalities and inequity
- £12 million+ contributed to economic growth
- 70+ jobs created or safeguarded
- 20+ innovators supported
- Contribution towards achieving net zero

Introduction and overview

Health Innovation West of England's five-year strategy was published in April 2024, setting out our core priorities and ambitions to ensure all communities in the West of England benefit faster from the best innovations in health and care.

We recently reviewed our strategy in light of the release of the NHS Fit for the Future 10 Year Plan (10YHP) and the Life Sciences Sector Plan (LSSP), both of which place a greater emphasis on prevention, early intervention, and reducing health inequalities.

This business plan for 2026/27 details how we will build on previous successes in mobilising our strategy in the year ahead. It also incorporates our response to our collective priorities as part of the national Health Innovation Network, and those of our three national commissions.

Shifting left

To achieve the much-needed 'shift left' and to support the focus on neighbourhood health and reducing health inequalities, we will continue to work with health partners and the wider health and care system, amplifying the voices of local communities and in particular the disadvantaged and seldom heard, so that we can better respond to their needs. We have invested in our strategic partnerships, with all the activities we undertake directly supporting the discovery, development, and deployment of innovation across the health and social care ecosystem in the West of England.

All our work is focussed on local delivery, whether this is in supporting our local systems to respond to national innovation priorities or helping to implement locally determined projects. We collaborate with our regional colleagues to identify shared challenges, ensuring a joined-up approach and opening up wider opportunities to maximise collective impact.



South West focus

We benefit from excellent relationships with our neighbouring health innovation networks in Wessex and the South West peninsula and these are now more important than ever with significant changes taking place in our regional health and care landscape. This includes the clustering of our three integrated care boards (ICBs): Bristol, North Somerset and South Gloucestershire (BNSSG) with Gloucestershire; and Bath and North East Somerset, Swindon and Wiltshire (BSW) with Dorset and Somerset.

We will continue to work closely with Health Innovation Wessex and Health Innovation South West, ensuring a focused alignment with senior decision makers to respond to both regional and new clustered ICB priorities through a place-based approach. In practice this means we will continue supporting partners according to existing ICB boundaries and deliver work to support both very local and system-wide priorities.

National programmes

We are committed to both Chronic Kidney Disease (CKD) / Cardiovascular, Renal and Metabolism (CVRM) and Ambient Voice Technology (AVT) as mandated 2026/27 national programmes commissioned by IRLSS. We plan to provide support to the national Diabetes Outpatient Transformation Programme to enable continuity and build on the work we have already completed with local partners.

We are also committed to support the emerging NHS App national programme and will connect into work around the new Obesity Learning Health System.

We are the lead network for the Preventing Problematic Polypharmacy cluster programme. We are also signed up to support two further cluster programmes: ADHD and Women's Health.

Our OLS commission continues its core focus on identifying need, signposting and supporting innovators, driving economic growth, validation in real-world settings, and adoption of innovations across systems.

The Patient Safety Collaborative (PSC) programme remains focused on delivering the NHS National Patient Safety Strategy and works to support regional priorities.

We will align our work on local to regional activities based on engagement with local systems and the regional NHS England team, and we have agreed several local projects and activities for delivery in 2026/27, which are described in this business plan below.

As well as outlining the key programmes to deliver our objectives for the year ahead, it also describes enabling activities and our approach to measuring success, organisational development (OD) and workforce, business development, and the support offered by our Corporate Services function.

Some of this activity is driven by the master license agreement with our commissioners, but all are designed to ensure alignment with our strategic goals and objectives, meeting the needs of our local ecosystem and populations we serve.

Whilst most of our activity and resource is allocated for this year, we retain some flexibility to consider further opportunities with local colleagues that respond to their needs and align with our strategic priorities, with the agreement of our Partnership Board.

Our portfolio of work programmes in 2026/27

Our strategy outlines eight key priorities that we are using to guide our activity through to 2029.

These priorities are based on engagement with a wide range of our local innovation ecosystem partners, across health and social care, industry, research and academia, local authorities and the voluntary, community and social enterprise (VCSE) sector, and are informed by national policy and guidance.

This section takes each of these eight priorities in turn and explores how our work programmes will respond to these over the next 12 months.

Supporting the three strategic shifts in healthcare

We ensure that our work supports the government's three strategic shifts for the NHS as much as possible, as detailed in the 10 Year Health Plan. Programme alignment with the three shifts is indicated using the following key:



1. Hospital to community



2. Analogue to digital



3. Treatment to prevention

Work programmes

1 Discover, develop and deploy well-evidenced 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.

We will continue to act as the region's trusted partner for identifying and accelerating impactful health and care innovations. Over the next three years, we will strengthen this pipeline through national programmes and local initiatives.

Needs identification, horizon scanning and demand signalling

Through our needs analysis activities, we will engage with health and care professionals, networks and communities to gain their insights and help them to identify and articulate the needs and challenges that would benefit most from new approaches.

As part of the national Health Innovation Network, we input into and benefit from a collective approach to horizon scanning for promising innovations to meet the needs of identified health and care challenges.

In response to local requests, as well as planned needs identification work, we have explored areas of unmet need and challenge, developing new horizon scans to identify potential solutions through innovation.

In 2026/27, these scans will be shared with the relevant system partners and added to the Health Innovation Network's horizon scanning repository to support solutioning across the network. As horizon scan requests are often ad hoc, we will measure them against an end of year target.



Work programmes

Accelerating Deployment Of Proven Technologies (ADOPT)

Our new Accelerating Deployment Of Proven Technologies (ADOPT) programme is designed to transform how the NHS identifies and implements innovation.

Instead of endlessly 'piloting' new ideas, ADOPT focuses on the rapid and sustained adoption of innovations that have already been proven to work.

Through the ADOPT programme, we will work intensively with local health and care organisations, supported by Knowledge Mobilisation Fellows to co-design robust, ambitious project plans using the Design Council's Double-Diamond approach to innovation. Our goal is to move swiftly from identifying a problem to procuring and deploying an appropriate solution at pace, ensuring that life-changing technologies reach patients faster.

This year we are partnering with Salisbury NHS Foundation Trust. We will collaborate with the Trust's clinical and operational teams to map out current adoption processes and identify opportunities for improvement.

The project with Salisbury will focus on a priority theme, identified by the hospital. Once this unmet need is defined, the team will 'horizon scan' for spread-ready innovations, culminating in an innovation showcase. By the end of the project, the Trust aims to have a revised, accelerated pathway for bringing proven technologies and innovative approaches into everyday practice.





Cancer Innovation Programme

We will continue our strategic partnership with the Somerset, Wiltshire, Avon and Gloucestershire (SWAG) Cancer Alliance to support cancer innovation.

To date we have supported two innovation calls with nine new projects launched across the SWAG geography, and have co-designed their innovation strategy, striving to put innovation at the heart of the work to transform cancer outcomes.

This year we will build on this work by supporting the development of the SWAG Cancer Alliance Innovation Champions programme. We will offer support around innovation appraisal, deliver culture training via our Academy, and provide continued evaluation support across various SWAG projects and activities.







Work programmes

Evidence into Practice

Since 2014, our Evidence into Practice challenge has played a vital role in successfully spreading evidence-based innovation to other healthcare settings, which often includes adapting these to different structures and procedures.

The Evidence into Practice programme is an open call to healthcare professionals across the West of England who have developed an initiative or project that demonstrably improves the quality of patient care and has already been tested on a small scale.

Previous projects supported by the Evidence into Practice programme include the PReCePT, PERIPrem, SHarED, PreciSSIon and HOME.

Through a new Evidence into Practice call in 2026/27, we will once again offer comprehensive support to spread evidenced-based innovations that improve the health of our local communities.

This year we aim to test an approach that is targeted to specific thematic areas or a sector, such as VCSE, to ensure local programme development is in response to the left shift.



Work programmes

Spreading high-impact innovation

In 2026/27, we are partnering with our neighbouring health innovation networks in Wessex and the South West peninsula to develop a new local-to-regional innovation spread programme.

Our ambition is to identify spread-ready innovations that have strong evidence of high-impact within one of our HIN geographies and to then scale this up across the entire South West region in response to local need.

We have identified four regional priorities:

- CVD
- Cancer
- Frailty
- Women's health.

As well as being informed by regional priorities, the selection of innovations will also align with our national Health Innovation Network strategy to incorporate digital, technological or pharmaceutical interventions. The shortlist will be agreed with our NHS England Regional Medical Director.

The selected innovations will need to deliver quantifiable impact and benefits as agreed with our local and regional interest holders.

We will provide innovator support and develop data packs and full implementation plans for each selected innovation, working to an anticipated go-live date of September 2026.



Work programmes

2 Improve quality and safety of care

The safety of patients and improving quality of care is 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 (PSC) and continue to support the ambitions of NHS England's National Patient Safety Improvement Programme.

This year we will support system-wide improvement programmes, including PERIPrem, Medicines Safety and Martha's Rule. Our focus is on reducing unwarranted variation and improving patient outcomes through evidence-based interventions.

Medicines Safety Improvement Programme

The Medicines Safety Improvement Programme is one of the national Patient Safety Collaborative (PSC) workstreams and aims to address the most important causes of severe harm associated with medicines.

This year our collective focus is on reducing harm from psychotropics in people with learning disabilities in the absence of serious mental illness. People with a learning disability are 16 times more likely to be prescribed an antipsychotic than the general population.

In 2026/27 we will continue to work with healthcare organisations to improve care provided to these patients, improving quality of life and reducing medication-related harm.





Maternity and Neonatal Safety Improvement Programme

The Maternity and Neonatal Safety Improvement Programme is another of the national PSC commissioned workstreams.

Our work to make care safer by consistently implementing best practice in maternity and neonatal care pathways continues in 2026/27 in line with the established delivery plan. Key areas of focus include building on our PERIPrem project to enhance the optimisation and stabilisation of pre-term infants, and supporting the early recognition and management of deterioration in mothers and babies through digital implementation of the Maternity Early Warning Score (MEWS) and the updated Newborn Early Warning Track and Trigger (NEWTT2) tools.



Work programmes

PERIPrem

PERIPrem (Perinatal Excellence to Reduce Injury in Premature Birth) is a unique perinatal care bundle of 11 interventions that demonstrate a significant impact on brain injury and mortality rates amongst babies born prematurely. This innovative project was identified through our Evidence into Practice call in 2019.

PERIPrem has been implemented across the South West of England and PERIPrem Cymru was also launched in Wales 2023. We continue to support increased adherence to the elements of the PERIPrem bundle by hosting regular learning and sharing events and signposting resources, which are freely available on our website.

In 2026/27 we will continue to provide project management support and clinical expertise for the adoption of PERIPrem in Health Innovation West Midlands and Health Innovation East Midlands, where it launched at the end of 2024.



Avoiding Brain Injury in Childbirth (ABC)

The Health Innovation Network are the implementation partners for Avoiding Brain Injury in Childbirth (ABC) through the Patient Safety Collaboratives (PSCs).

The ABC national programme, commissioned by the Department of Health and Social Care has been a collaboration between the Royal College of Midwives, the Royal College of Obstetricians and Gynaecologists and the THIS Institute. It addresses some of the findings in the Health and Social Care Select Committee Report 2012-2022: The safety of maternity services in England.

ABC aims to reduce avoidable brain injuries during childbirth by improving clinical practice, communication, and care. The programme includes evidence-based tools, structured training, and protocols to support professionals in delivering safer, more personalised care.

Using the ABC approach, we are supporting colleagues in the West of England to focus on two high-risk areas:

- Detecting and responding to intrapartum fetal deterioration during labour (IFD)
- Managing impacted fetal head at caesarean birth (IFH).





Work programmes

Martha's Rule and Managing Deterioration Safety Improvement Programme

This national Patient Safety Collaborative (PSC) programme aims to reduce deterioration-associated harm by 2027 by improving the prevention, identification, escalation and response to physical deterioration, through system co-ordination as part of safe and reliable pathways of care.

'Martha's Rule', which gives patients and their families round-the-clock access to a rapid review from an independent critical care team if they are worried about their or a loved one's condition, is named in memory of 13-year-old Martha Mills. Martha tragically died after developing sepsis in hospital due to a failure to escalate her to intensive care and after her family's concerns about her deteriorating condition were not responded to promptly.



The Health Innovation Network has been a delivery partner for implementing Martha's Rule since May 2024. This programme is building on NHS England's 'Worry and Concern' pilots, which developed and tested escalation methods for patients' and families' concerns.

In 2026/27 we will continue to support local trusts that have adopted Martha's Rule to ensure sustainability of the programme around recognising, escalation, and management of deterioration. By March 2027 we aim to achieve sustained implementation, whilst also spreading to maternity and emergency departments.

Once fully implemented, patients, families, carers and staff will have round-the-clock access to a rapid review from a separate clinician if they are worried about a person's condition.



Work programmes

Preventing problematic polypharmacy

Building on our successful work to date, we are leading a remodelled polypharmacy programme for the Health Innovation Network, retaining the proven three-pillared approach to population health management, workforce education and public behaviour change, and now with a stronger focus on frailty and repeat prescribing.

Studies indicate that up to 50% of medications prescribed to older people could be inappropriate. Currently more than 765,000 people aged 65 and over in England are taking 10 or more medicines, a figure projected to exceed 1.1 million by 2035 without effective intervention, and bringing with it a possible 77,000 additional unplanned hospital admissions.



Initially covering East Midlands, Wessex and the West of England, the new programme for 2026/2027 is well-placed to help integrated care boards (ICBs) deliver their five-year prevention plans and will support efforts to address frailty and ageing. Neighbourhood teams will be supported to implement an evidence-based approach to tackling problematic polypharmacy.

Colleagues will have access to workforce education and learning opportunities and a suite of patient-facing resources for Structured Medication Reviews, translated into 12 community languages with audio and Easy Read versions.



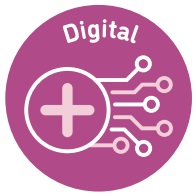
Work programmes

Attention Deficit Hyperactivity Disorder (ADHD)

We will support local delivery of a new national Health Innovation Network programme to test and evaluate a primary care-based service enhancement for adult ADHD pathways. The aim is to improve access and patient flow, support workforce efficiencies and reduce non-contracted spend.

The programme also aims to develop an evidence-based understanding of digital innovation to support delivery of the model across the care pathway.





Patient Safety Incident Response Framework (PSIRF)

The Patient Safety Incident Response Framework (PSIRF) sets out the approach for NHS organisations to respond to patient safety incidents and ensure compassionate engagement with those affected, and forms part of the National Patient Safety Improvement Programme.

PSIRF moves beyond implementation of the system-wide approach to learning from incidents and how to improve safety and focusses on understanding and developing the infrastructure needed to support the translation of insight, from systems-based learning responses into improvement. It aims to lay the foundations for processes that support the consistent measurement of impact, capturing evidence of improvement across distinct safety improvement programmes.

Through our Patient Safety Collaborative (PSC), we will continue to support adoption of the framework locally.





Work programmes

3 Enable reductions in health inequalities and inequity

We aim to understand our impact on addressing health inequalities at a local level across our portfolio of work, specifically as we seek to reduce unwarranted variation in care outcomes and spread innovation.

We will champion the needs of underserved communities and support targeted innovation programmes. Our aim is to ensure equitable access to innovation across the region.

Black Maternity Matters

In 2021, Health Innovation West of England established the Black Maternity Matters collaborative with Representation Matters, BCohCo and Black Mothers Matter.

The programme aims to reduce inequitable maternity outcomes faced by Black mothers and their babies, supporting perinatal teams to offer safer, equitable care.

The six-month programme delivers in-depth, anti-racist training to multidisciplinary clinicians and senior leaders within the West of England. This training is delivered through in-person sessions and is supplemented by book clubs to embed learning.

A key component involves encouraging participants to develop QI projects to transform perinatal services. The programme also fosters an ongoing community for continued learning and support.

In 2026/27 we will continue to deliver training to cohorts across the West of England, as well as delivering both commissioned and open access cohorts in other areas of the country, including Birmingham and London.



South West Learning Disability Collaborative

Our original Learning Disability Collaborative was established in early 2019 and initially focused on using the National Early Warning Score and soft-signs tools such as RESTORE2, and increasing uptake of annual health checks and flu vaccinations.

After notable successes, the expanded South West Learning Disability Collaborative was created in 2022 to cover the entire South West region and has grown to over 590 members.

The expanded collaborative, which is funded and delivered in partnership with NHS England South West, shares learning and best practice on a range of topics across the region.

In 2026/27 we are pleased to be continuing our support for this collaborative, running our popular and highly valued webinars, bringing together health and care professionals, carers and people with lived experience driven by a shared ambition to improve health outcomes for people with learning disabilities.

Work programmes

Women's health

In 2026/27 we will support a new national Health Innovation Network programme focusing on women's health.

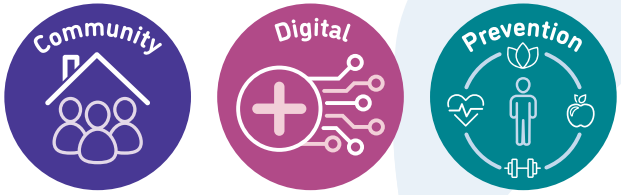
Through regional workshops, we will explore what is already in the women's health space, including any pathways, tools or innovations that are ready for spread and scale. The programme will be refined based on the intelligence gained and work will be aligned to the new Women's Health Strategy.



Amplifying Voices

Collaborating with VCSE partners, our Amplifying Voices project aims to address health inequities by amplifying the lived experiences of people from the global majority.

In 2026/27 this project will bring together people and co-design activities to gather insights, helping us to create resources to inform more inclusive tools and pathways, signal demand to innovators, inform future design, support health equity, and improve our presence and ways of working with both VCSE partners and citizens.





Work programmes

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 now seen as key to reducing health inequalities across all aspects of health and social care and is one of the three strategic shifts for the NHS.

Aligned with national policy, we will increase the focus of our partnership work with primary care, local authorities and industry to accelerate innovation adoption at neighbourhood and place level. Our work will support earlier diagnosis and improved population health outcomes.

Chronic Kidney Disease (CKD)

We will support local delivery of the Health Innovation Network's new national CKD programme, LUCID, collaborating closely with our neighbouring networks in Wessex and the South West to ensure the programme dovetails with regional activities and approaches. For instance, our existing regional CVD Collaborative will expand to become the Cardiovascular, Renal and Metabolic (CVRM) Collaborative.

The three-year LUCID programme aims to improve outcomes (increase length and quality of life, reduce admissions and re-admissions and improve prognosis) for people living with CKD through supporting pathway transformation and clinical service redesign using innovative diagnostic tools, pharmacological interventions and remote monitoring solutions.

LUCID will support all three of the NHS three shifts, from hospital to community-based care, from analogue to digitally enabled pathways, and from treatment to prevention by enabling earlier diagnosis, proactive disease management and longterm condition optimisation.



Work programmes

Respiratory Transformation Partnership

The Respiratory Transformation Partnership (RTP) is a unique national initiative developed by the Health Innovation Network, NHS England and the Office for Life Sciences, with industry partners.

It is designed to drive whole pathway transformation in asthma and chronic obstructive pulmonary disease (COPD) care, creating a new model of joint transformation delivery. It will bring policy, commissioning, innovation and frontline adoption together under one programme.



RTP provides an opportunity to work in close partnership with our ICBs, regional respiratory networks and provider organisations to support pathway redesign, adoption of high-value innovation and reduction of unwarranted variation.

In 2026/27 we will focus on convening system partners, supporting funded sites, aligning activity with local respiratory and elective recovery priorities, and contributing to national learning.

Engagement will be proportionate to local system priorities and capacity, and fully integrated with our wider long-term conditions and transformation portfolio.

Obesity Learning System

Funded by Innovate UK, the Obesity Pathway Innovation Programme (OPIP) launched in September 2025 with NHS organisations applying for a share of up to £85 million to transform obesity pathways through innovation. Following review and selection, projects will commence in 2026, and we will plan and apply a 'learning health system' approach to supporting successful OPIP bids locally, aligned to the needs of the Innovate UK programme.



Work programmes

5 Drive economic growth

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

We believe that as part of a vibrant health and life sciences sector, the NHS can collaborate effectively with industry for patient benefit, while delivering greater value for the taxpayer, contributing towards the nation's prosperity and stimulating economic growth.

Through our work to enable the development of 'triple-helix' life science partnerships and our wider OLS-commissioned activities, we will support innovators and attract investment to the region.

Our goal is to deliver measurable economic impact and job creation, supporting the development of a forward-thinking commercial environment in the West of England.

Enabling 'triple helix' partnership activity

The triple helix model is a conceptual framework describing how academia, industry and government can work together to promote innovation, economic growth and social development.

Last year we formed the South West Health and Life Science Cluster Development Initiative with the GW4 Alliance, Health Innovation South West and South West Life Sciences to generate insights around health and life science activity in our region and to map existing place-based clusters. This was informed by a series of stakeholder engagement events with industry, academia, NHS providers and local government organisations.

During 2026/27, we will work with individual organisations and/or existing clusters to design and deliver projects to drive this activity, strengthen collaboration and enhance the reputation of the region around health and life sciences.



Work programmes

Signposting and supporting innovators

In 2026/27 our team will continue to offer a range of support services and guidance to innovators who are developing products and services with the potential to improve patient outcomes, increase efficiencies, and grow the UK health sector economy.

This support can include feedback and signposting, identifying clinical pathways, evidence gathering and real-world evaluation, and assessing market readiness.



West of England Primary Care Innovation Accelerator Academy

The commercialisation of health and care innovations can be challenging, particularly at the stage where a scalable business model is being developed. In the last couple of years, we have delivered two cohorts of our Commercialisation Academy, designed to support innovators identify and address areas within their product and organisational maturity.

In 2026/27 we will work with a delivery partner to design and deliver a refreshed programme, renamed the Primary Care Innovation Accelerator, targeting innovators who can deliver impactful digital solutions to primary care.





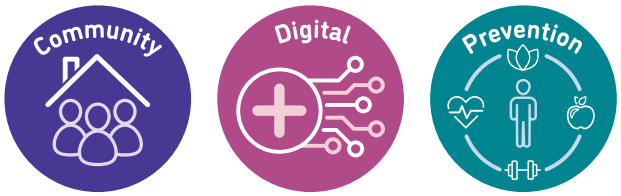
Work programmes

NHS Clinical Entrepreneur Programme and Innovation Accelerator

Launched in 2016, the NHS Clinical Entrepreneur Programme encourages healthcare staff to develop the commercial skills, knowledge and experience needed for successful spread of innovation. The programme is now part of the AAC. We will continue to support the programme by encouraging local clinical entrepreneurs to apply, providing support to local clinical entrepreneurs and helping to spread the innovations of those who are successful.

The mission of the NHS Innovation Accelerator is to spearhead the national acceleration of innovation and business growth of health and care innovators to help enhance patient experience and outcomes and drive economic growth in the UK. The NIA does this by supporting Fellows to extend their footprint in the NHS and further afield, as well as supporting their business growth.

Throughout 2026/27 we will support both national innovator programmes, including local promotion, support to local fellows or those addressing local needs, and senior level support for shortlisting and interviews. Tailored support will also be provided for adoption and spread of a small number of proven innovations where there is local system demand.



NHS Innovation Service

Led by the Accelerated Access Collaborative, the NHS Innovation Service acts as a catalyst for the development and spread of impactful innovations into the NHS. It is a useful tool for innovators, explaining the required standards and evidence, plus the NHS procurement and reimbursement processes. We will continue to work closely with the national team to promptly provide support to innovators as identified through the needs assessment service.



Work programmes

6 Enable productivity and support the workforce

Health and social care systems 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.

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 invest in workforce development through further developing our Academy and Innovation Fellowship offers, blending clinical and digital skills, and support AI adoption.

Internally, our organisational development (OD) plan will underpin this with a focus on personal growth, teamship and leadership.

West of England Academy

Our popular West of England Academy provides a wide range of accessible resources and learning opportunities for health and care professionals, frontline workers, support service providers and innovators to support their professional development, increase their knowledge and understanding of quality improvement (QI) and enhance their ability to drive positive change.

Our Academy covers the entire innovation journey from ideation to implementation. We help people learn how to develop creative problem solving techniques, prototype and test potential ideas and solutions, and gather evidence to drive meaningful change.

In 2026/27 we will expand the Academy offering beyond the NHS to cover the entire health and care innovation ecosystem, ensuring that our modules are accessible to colleagues from other sectors, including VCSE and local authorities. See more on page 36.

System Innovation Collaborative

In 2024/25 we worked collaboratively with BNSSG ICB to design the Innovate Healthier Together (IHT) programme to help them take full advantage of innovation in achieving their ambitions to change lives and improve health, wellbeing and care for the populations they serve.

The evaluation report demonstrated that IHT successfully led to strengthened partnerships, increased awareness of innovation activity and exposure to innovation techniques, and the creation of a dynamic and engaged IHT Fellowship.

In 2026/27 we will transition IHT to an enhanced System Innovation Collaborative (SInC), supporting colleagues across the wider Gloucestershire and BNSSG ICB cluster, running regular innovation forums and continuing to build the fellowship.

Work programmes

7 Champion the potential of digital and AI across health and care

Harnessing the power of data, artificial intelligence (AI) and digital technologies is essential if we are to tackle the challenges faced by our health and care systems.

As a health innovation network our strength lies in our ability to convene and harness the skills of others as consortia developers and catalysts.

We will support the deployment of digital tools and AI solutions. This includes the continued rollout of HOME, a remote blood pressure monitoring service for pregnant people.

We will also evaluate the impact of different innovations, such as the rollout of the DrDoctor patient communication system by Sirona care & health and the use of robotic process automation across several NHS cancer services.

South West Secure Data Environment

The new South West Secure Data Environment (SDE) will provide an innovative and efficient approach to conducting research with millions of people's health and care records, while maximising privacy and security. The goal is to enable research that's faster, fairer and safer.

SDEs are online platforms for accessing and analysing routinely collected health and social care data for research. SDEs give trusted researchers secure access to NHS and local authority data. Access is only allowed with the permission of a data access committee, which represents the organisations providing data.

Hosted by BNSSG ICB, we are one of the partner organisations from across the region involved in developing the South West SDE.

Alongside Health Innovation South West, we provide commercial and technical leadership, including strategic advice around the development of an operational commercial function to engage with industry (from startups and SMEs to large corporates) and work towards financial sustainability. We will also engage with our local NHS provider organisations as data controllers, supporting them to engage with the SDE infrastructure and contribute to this invaluable regional data asset.

An important project in 2026/27 aims to use the South West SDE to support the new perinatal equity anti-racism (PEAR) framework, which we hope to be in a position by March 2027 to use for testing and evaluation. In particular, this will help us to generate valuable metrics and intelligence for our maternity and neonatal programmes, include PERIPrem and Black Maternity Matters.



Work programmes

HOme Monitoring for Expectant and postnatal parents (HOME)

We are continuing to support the rollout of a remote blood pressure monitoring service across all hospital trusts in the West of England.

HOme Monitoring for Expectant and postnatal parents (HOME) is an evidence-based, remote monitoring pathway designed to enhance care for people at high risk of developing hypertension during pregnancy and the postnatal period, empowering them to report their own blood pressure without the need for weekly trips to hospital clinics and stay healthy at home.

Initially developed by Great Western Hospitals NHS Foundation Trust in 2017, HOME was the successful innovation selected from our Evidence into Practice call in 2024.

HOME offers a remote blood pressure monitoring service using a digital system and home-based monitoring equipment. This enables early detection and intervention, while reducing the need for frequent in-person visits.

A key focus this year will be around evaluation and generating a clear understanding of the benefits for patients, workforce, adopting organisations, and the carbon reductions.



Work programmes

Treating Tobacco Dependency

We are partnering with Health Innovation East Midlands on a new programme designed to tackle tobacco dependency by improving access to hospital-based tobacco dependency services and community support.

Operating initially across the West of England and East Midlands, the initiative aims to optimise the existing NHS Model Tobacco Pathway by leveraging digital technology to increase inpatient engagement with stop smoking services and smoking cessation medications.



Smoking remains a leading cause of preventable death in England, claiming approximately 64,000 lives annually and contributing to over 100 different diseases.

A central pillar of the new programme is the integration of digital patient messaging systems (SMS) to ensure equitable access to cessation support. By enhancing these pathways, the programme aims to support patients not only during their hospital stay - a pivotal moment when individuals are often more open to making healthier choices - but also through the critical transition back to their communities.

AI-enabled Ambient Voice Transcribing (AI AVT)

We will locally deliver the Health Innovation Network's new national AI AVT programme.

Ambient voice scribes are a core enabler of transformation and a key part of the NHS 10 Year Health Plan for England. The plan seeks to use this technology to reduce administrative burden on clinicians, free up staff time for patient care, and improve overall operational efficiency, ultimately reducing clinician burnout, improving job satisfaction, and helping with staff retention.

The programme scope for 2026/27 will be developed following conversations with system partners and further national programme refinement.



Work programmes

Diabetes Outpatient Transformation Programme

This national Health Innovation Network programme aims to increase access to Hybrid Closed Loop (HCL) technology, improve outcomes for people with type 1 diabetes, and support more effective and preventative models of outpatient care.

The programme plans to support the adoption of NHS England's new dashboards for monitoring uptake of type 1 diabetes technology, align metrics to support the capturing of data for national evaluation of HCL implementation.

Locally we plan to dedicate some support to build on the work we have already carried out to date across our systems.



NHS App

The Health Innovation Network is leading a national, multi-year programme to accelerate adoption and optimise real world benefits from the NHS App, with a particular focus on reducing health inequalities and supporting underserved populations.

This year will be the discovery and baselining phase, leading to operational delivery in phase two of the programme next year informed by our learnings and insights.





Work programmes

8 Expand our evaluation and insight capability

Our Evaluation and Insights team is embedded within programmes of work across the organisation, facilitating their analytical and evaluation requirements.

The team provides a critical assessment through various robust and real-world processes on whether the adoption of an innovation within a health or social care setting achieves the desired change in outcomes.

In line with our evaluation and insights strategy, we will continue to recognise the importance of evaluation and insights in the discovery, development and deployment of well-evidenced and cost-effective innovation.

Key evaluations planned for 2026/27 include:

Real-world evaluation of the Hegenberger Retractor

Postpartum tears affect around 19,000 women annually in England and can have long-lasting physical and emotional impacts if not treated correctly.

We are conducting a real-world evaluation with Royal United Hospitals Bath NHS Foundation Trust to assess a groundbreaking device, designed to improve recovery for women and birthing people after childbirth.

The 'Hegenberger Retractor' is an innovative tool that supports obstetricians in repairing second, third and fourth-degree tears. It aims to shorten procedure times, improve healing, and make the experience less stressful for both patients and staff.

We are gathering feedback from clinicians and patients to understand both the benefits and challenges of incorporating this tool into standard practice. The evaluation report will be published in 2026.



Hospital Group Model: Cardiology Group clinical service evaluation

We are carrying out an evaluation on behalf of two hospital trusts in Bristol, University Hospitals Bristol and Weston and North Bristol Trust, as part of their transition to a Hospital Group model.

We are evaluating the 'pathfinder' Cardiology Group Clinical Service (GCS), the first GCS to be established as part of this transition. As the evaluation is focusing on evidencing benefits for patients and staff and how these are achieved, it addresses a key gap in previous national evaluations of hospital groups, which have often overlooked these impacts in favour of organisational and financial measures.

We are exploring these benefits with a focus on four main areas: rapid access chest pain clinics, percutaneous coronary interventions (PCI), cardiac rehabilitation and workforce resilience.

Work programmes

Evaluation of DrDoctor in Sirona for patient communications

Sirona care & health have procured the DrDoctor patient communication system and intend to roll it out across all their services, starting with the specialist musculoskeletal (MSK) service.

Working in partnership with UWE's Integrated Care Academy, we will evaluate and assess both the process and impact of the rollout, offering Sirona valuable insights for the successful deployment of the patient communication tool across all services.

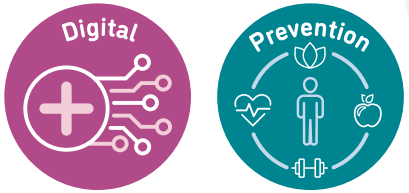


Evaluating the use of ChipLite Boxes in endoscopy suites

Improving the ability of endoscopists to identify early signs of upper gastrointestinal (GI) cancers is a national priority. Rates of missed diagnosis, where early signs are not spotted during endoscopy, are poor in the UK, varying from 7.6% to 39.3% across providers.

The Somerset, Wiltshire, Avon and Gloucestershire (SWAG) Cancer Alliance have partnered with SurgEase to install CHiP® Lite within endoscopy suites across their footprint. The CHiP® Lite platform enables live, annotatable and recorded video outputs from operating room equipment, making possible real-time communication and collaboration between users.

We are evaluating the impact with results expected by the end of 2026.





Work programmes

Evaluating robotic process automation (RPA) in cancer services

Robotic Process Automation (RPA) offers an opportunity to reduce administrative pressures and improve the accuracy, completeness and efficiency of cancer pathway data.

RPA uses software 'robots' to automate rule-based, repetitive tasks, such as uploading MDT outcomes, extracting diagnostic data, and updating pathway status alerts. Importantly, these automations integrate with existing systems and support consistent and reliable data processing.



We are working with the SWAG Cancer Alliance to evaluate the use of RPA within cancer services in Salisbury, Gloucestershire and Somerset.

The project is exploring how well RPA works in real clinical environments and what impact it has on staff, service quality, and patient safety. This will cover efficiency, timeliness and accuracy of data, staff experience, patient safety and financial impact.

The final report is due in the summer of 2026.

Evaluating Pi™ to speed up diagnosis of prostate cancer

Prostate cancer is the UK's second deadliest cancer for men, with most trusts missing the 28-day diagnosis target.

Lucida Medical's AI software, Pi™ analyses MRI scans and is being tested at Gloucestershire Hospitals to assess its effect on diagnosis times and efficiency. We are supporting the SWAG Cancer Alliance to evaluate the pilot, with the final report expected in early 2027.





Work programmes

Cancer case finding

Cancer case finding focuses on searching for suspected cancer cases within high-risk groups during routine visits and appointments.

The SWAG Cancer Alliance is recruiting up to four primary care networks and GP practices to pilot new approaches, which we will support with evaluation. The pilots are planned to run through to early 2027/28.



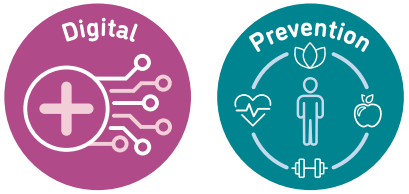
Evaluating RateMyShift for confidential staff feedback

As pressures on the health and social care workforce continue to grow, understanding and responding to staff experience in real time has become increasingly important for delivering safe, sustainable care.

In late 2025, University Hospitals Bristol and Weston NHS Foundation Trust began a pilot of RateMyShift, a confidential staff feedback app, which we are evaluating.

The developers of the RateMyShift app, Olivia Crossing and Annie Taylor, are both graduates of our Commercialisation Academy.

Our evaluation support has included reviewing the evidence and providing data collection tools for the pilot. This will be the first independent evidence for RateMyShift, with the aim of supporting future spread and grant applications. The evaluation report will be published in early 2027.



South West Evaluation Online Network

Our online network allows evaluators and those with an interest in evaluation to connect, support each other and develop their knowledge and skills. We use Jisc mail and LinkedIn to communicate with network members, and host regular webinars that will continue throughout 2026/27.

Find out more about the network.

Measuring success and impact

Over the last decade, we have been successful in identifying and delivering initiatives that have benefitted patients, their families and carers, and healthcare professionals.

The challenge we have faced has been the ability to demonstrate impact, especially given we are removed from direct care delivery and often do not 'own the data'. Our role is instead to provide tailored support and expertise to innovators, our systems and wider partners to make change.

Our master licence agreement with our commissioners outlines expectations around demonstrating progress against our agreed objectives for both national and local programmes. We also support innovators, including the developing and reporting on pipeline activities, demand signalling, and horizon scanning, all of which need to be tracked and reported against.

We also have overarching outcome measures as outlined in our organisational strategy. These are underpinned by an annually reviewed measurement framework, and success is measured through a combination of adoption metrics and key performance indicators (KPIs), stakeholder feedback, and evaluation outputs aligned to each strategic priority.

Quarterly reviews, assurance reporting, performance scorecards, and annual impact reports will track and report progress against objectives, supported by a robust project management methodology, alongside newly updated systems and tagging.

For 2026/27 we are designing and implementing a new performance scorecard. This shows progress against key KPIs and can be filtered based on differing reporting needs. In addition to project level metrics, we will also monitor workforce, finance and other corporate metrics.



Strategic partnerships and engagement

Our new Strategic Partnerships and Delivery function was introduced in late 2025/26.

This has two main priorities:

- to support our strategic ambition to connect with a wider system partners, including NHS, local authorities, academia, industry and the VCSE sector
- to deliver a project portfolio that supports 'system enablement', allowing our system partners to innovate more effectively, including the development of our West of England Academy offering and discovery activities to inform thinking around regional opportunities for health and life sciences.

Through this investment in dedicated capacity, we have deepened relationships with stakeholders across BNSSG, Gloucestershire and BSW ICB geographies, particularly through our support for the development of innovation strategies for Bristol NHS Group and Gloucestershire Health and Care NHS Trust.

We have connected with VCSE Alliance representatives from each ICB region, actively worked up proposals for collaborative programmes of work with primary care (such as support for implementation of AI and AVT with One Care), engaged with our universities and local authorities, and provided strategic advice and direct support to the NIHR Bristol Biomedical Research Centre.

This work has informed our thinking as we undertake our business planning and has laid the foundations for meaningful collaborations in 2026/27.

Supporting neighbourhood health design and delivery

As part of our response to the 'left shift', we are well positioned to supporting our systems to think strategically about the role of innovation and improvement in the future of health and social care delivery.

One area in which we are actively engaging with colleagues from local authorities, community/social care providers and VCSEs, is the shaping of neighbourhood health. As we strengthen relationships with local authorities, and in particular public health, adult social care, and health and wellbeing boards, we will be well positioned to inform and influence the strategic innovation agenda around the design and delivery of neighbourhood health.

Key activities in 2026/27 include:

- supporting the rollout of QI and innovation training for VCSE colleagues
- running a local authority-focussed Evidence into Practice process to identify projects for scale
- helping to establish triple-helix partnerships to drive neighbourhood health, including connectivity with established local data architecture.

Our work programme for the coming year includes:

- Health Innovation Network national programmes: engaging with local systems as we roll out the 2026/27 national programmes, connecting in with the right organisations and individuals to support accelerated adoption.
- West of England Academy: curating a pipeline of organisations benefitting from Academy support, such as the SWAG and Sirona, and providing intelligence to justify continued investment into this offering into 2026/27.
- Regional economic growth: generating and supporting opportunities to leverage significant investment into the region through the establishment of 'quadruple-helix' partnerships/clusters, such as our support to Gloucestershire County Council for the Golden Valley development to submit a bid to the UK Research and Innovation (UKRI) Local Innovation Partnership Fund.
- NIHR infrastructure: advising the NIHR Bristol Biomedical Research Centre on their bid for relicensing and enhanced collaboration during the remainder of the current license period.
- System innovation thinking: informing the design and delivery of the BNSSG-Gloucestershire System Innovation Collaborative, with a view to sharing the learnings from this process with BSW ICB colleagues.
- Local authority and VCSE engagement: collaborating with local authority and VCSE contacts to codesign local programmes of activity that demonstrate the value of our collaboration and deliver impact for patients, professionals and the public.
- Patient and public involvement and engagement: we will identify a senior lead for Health Innovation West of England and produce a patient and public involvement and engagement (PPIE) strategy, including panel/engagement arrangements as a mechanism to draw views and experience, involving public in projects and other initiatives.
- University engagement: as well as a round table to discuss collaboration with our four member universities in quarter one, individual engagement is already underway with these key partners. For example, through our representation on the UWE Integrated Care Academy Leadership Group and Bristol Biomedical Research Industry Liaison Group; through our Partnership Board representatives; and through our support for NIHR, UKRI, and other research grant submissions related to our portfolio.



Developing our Academy offer

The West of England Academy delivers practical, evidence-based workforce development activities to build innovation and improvement skills across the region. Our core offer includes free learning events, structured workshops, coaching, and facilitation. These activities help individuals and teams tackle real challenges in their day-to-day work contexts.

In 2026/27 we will focus on consolidating our core offer and expanding our reach. We will strengthen our accredited curriculum and increase engagement across health and care organisations in the region. We will also begin to widen access to social care, local authorities, and the VCSE sector in response to growing demand for practical support with innovation and improvement in these areas.

To support this expansion, we have secured investment to develop and test new offers tailored to these groups. We will also build a better understanding of the Academy's impact. Wherever possible we will form strategic partnerships so that our offers can be co-designed with organisations to meet their needs, drawing on a core group of specialist facilitators and a wider network of subject matter experts.

As part of our growth, we will explore commercial opportunities for intellectual property developed by the Academy. This will help generate income from sectors outside health and contribute to our wider mission of supporting economic growth and development in the region.

Internally, there is a wider programme of organisational development led through the corporate team and staff forum. The Academy provides opportunities for staff to gain experience in putting skills into practice through Academy-organised events such as Breakfast with the Academy and supports the three goals for our staff of:

1) Personal development and growth: we will support, empower, and inspire every member of staff to be the best version of themselves at work to deliver our organisation's ambition to serve our stakeholders and communities.
2) Building teamship: we will develop our 'one team approach', acknowledging that we are able to deliver greatest impact through collaboration and working together, underpinned by a shared set of values and behaviours.
3) Leadership development: we will provide individuals with the opportunities, training, and experience for them to be effective leaders.



Enabling triple-helix partnerships

Triple and quadruple-helix partnerships bring together industry, academia, local government and the voluntary sector. Together with enabling organisations such as the NIHR and UKRI-funded infrastructure, research-intensive NHS trusts and health innovation networks (HINs), they can drive innovation and implementation in health and life sciences.

While several UK regions benefit from well-defined cluster identities, the South West has historically lacked a clearly articulated regional proposition.

In early 2024, GW4 engaged Health Innovation West of England and Health Innovation South West to explore the opportunity to define and support a South West Health and Life Sciences Cluster to advocate for the region, following feedback from the Office for Life Sciences highlighting this gap.

Following Partnership Board approval, a discovery phase has been undertaken over the last 12 months to map the regional ecosystem, which has included staging a series of engagement events across industry, investors, academia, NHS, public and voluntary sectors. This work has generated a comprehensive evidence base of capabilities, assets, opportunities, and gaps, alongside insights into stakeholder needs and has demonstrated the polycentric, cross-sectoral structure and potential of the South West ecosystem with a final report to be delivered in summer 2026.

A regional workshop in the first quarter of 2026/27 will validate findings and support dissemination of insights to stakeholders. Following the closure of the discovery phase, partner organisations will lead delivery within their own regions, or according to their specific functions and priorities.

It is envisaged that South West Life Sciences will be supported to take on a strategic advocacy and coordination role, using the insights generated to promote the region and support connectivity.

The two health innovation networks will deliver triple-helix partnership activity within their respective geographies, supporting the design and delivery of initiatives that can best respond to the narrative we have captured. For example, a focus on specific sectors such as AI, or taking a place-based approach to support geographically bounded but higher-pace clusters to develop in the West of England. This scoping work will form the core of our triple-helix partnership enablement activity in 2026/27.

This decentralised model enables locally tailored delivery while maintaining a coherent regional narrative. It supports the development of targeted, high-impact initiatives and ensures that activity is grounded in the strengths and needs of distinct places and sectors across the South West region.



Clinical faculty

We have a clinical faculty comprised of clinical leads from diverse background who are allocated to support key programmes and projects. Certain activities, such as our AI and digital agenda, will require people with specialist skills and where this is the case we aim to be flexible and adaptive in securing appropriate support.

For 2026/27 we are identifying potential additional requirements for clinical leadership and insight as we develop new programmes of work.

We will also assist with the professional development of the wider clinical workforce, for example through support for the pharmacy internships programme, which is part of the Innovation Internship Programme run by UWE's Integrated Care Academy.



Organisational development

To support Health Innovation West of England's strategic ambition to act as a local enabler for the three NHS shifts, as well as improving the adoption, scale and spread of innovation, we have developed our organisation development (OD) plan to ensure our team of staff, systems and work culture are best placed to deliver these goals.

Our three OD ambitions focus on three key areas:

1. Personal development and growth – we will support, empower, and inspire every member of staff to be the best version of themselves at work to deliver our organisation's ambition to serve our stakeholders and communities.
2. Building teamship – we will develop our 'one team approach' acknowledging that we are able to deliver greatest impact through collaboration and working together, underpinned by a shared set of values and behaviours.
3. Leadership development – we will provide individuals with the opportunities, training, and experience for them to be effective leaders.

Our OD plan will:

- Empower every team member to connect their day-to-day role with strategic objectives.
- Develop inclusive, values-based leaders who can drive change and lead across systems.
- Foster resilient and collaborative teams with a strong shared identity and commitment.
- Sustain agility and learning, enabling us to continuously improve and respond to NHS needs.
- Strengthen the delivery of national and regional programmes by ensuring staff and leadership capability keeps pace with innovation advancements and best practice.

Business development

We are creating a business development strategy, which sets out how we identify, assess, and deliver business development activities that align with our organisational strategy, as well as NHS priorities and the Government's industrial strategy.

We will clarify our organisational service offer, set out an income generation plan, and describe a governance model to manage emerging business opportunities consistently. The aim is to ensure any new business development supports our strategic mission: to transform lives through health and care innovation. It is essential that all business development activities are rooted in both our mission and our NHS identity.

Through a structured framework for identifying, appraising, and pursuing opportunities for growth, partnership and income generation, we can build organisational resilience and prioritise business development activities against strategic goals, capacity and resources, regularly reviewing and refining our strategy in line with our service portfolio.



Enabling functions and corporate services

Communications

The communications function delivers on all aspects of Health Innovation West of England's communications strategy, developed to support our five-year organisational strategy and covering both internal and external communications activity.

Our six overarching communications objectives are:

1) Promote awareness and support
   Help key stakeholders understand and value our role and purpose, particularly in how our vision, mission and goals align with their own.
2) Build trust and credibility
   Enhance our reputation as the 'go-to' partner in the West of England for health and care innovation and transformation.
3) Encourage participation
   Promote awareness and understanding of our work programmes and services, encouraging active participation from key stakeholders.
4) Engage diverse communities
   Actively reach out to and involve diverse stakeholders and populations, particularly underrepresented and disadvantaged populations, in the work of our organisation and our innovation initiatives.
5) Facilitate collaboration
   Strengthen strategic partnerships across the health and care innovation ecosystem in the West of England to achieve shared ambitions.
6) Support transparency
   Demonstrate accountability by providing regular updates on progress, outcomes, and impact.

Key activities for 2026/27 include launch of a new website, a series of engaging thought leadership campaigns (including development of content for our new podcast channel West Side Stories), a review of internal communications approaches, and planning for a major conference in 2027/28.

Programme management office

Our programme management office (PMO) function ensures effective planning, delivery, benefit tracking, and evaluation of our entire portfolio of projects and activities.

The PMO designs and manages processes for collecting management information to support resourcing, annual business planning, KPI/impact reporting, and wider assurance performance reporting to leadership team, commissioners, and our partnership board, as well as all systems and platforms that support these activities, such as Verto and Zoho CRM.

Financial planning

Our finance function supports Health Innovation West of England to use its resources effectively to maximise value and impact for the NHS and patients.

Sound financial governance already exists regarding internal controls of payments, invoicing and reporting and we continue to invest any surplus funds into projects and activities which directly benefit our organisation or that of our systems.

Corporate services

We have introduced key governance improvements, including structured leadership team meetings and strategic planning cycles. These will support delivery and accountability across all functions.

Key activities in 2026/27 will be implementation of SharePoint and strengthened Net Zero arrangements, including updating and republishing our Carbon Reduction Plan..

Get in touch and find out more

If you're interested in finding out more about how Health Innovation West of England can support you or how you can get involved in our work programmes, we'd love to hear from you.

Supporting innovators

To talk to our Innovation team about support for developing healthcare innovations, email healthinnowest.innovation@nhs.net or visit www.innovationexchange.co.uk.

West of England Academy

To find out about the learning events and training resources available through our Academy, email healthinnowest.academy@nhs.net or visit www.healthinnowest.net/academy.

General enquiries

To find out about anything else, drop us a line at healthinnowest.contactus@nhs.net, explore www.healthinnowest.net or sign up for our regular email newsletters at www.healthinnowest.net/newsletter-sign-up.

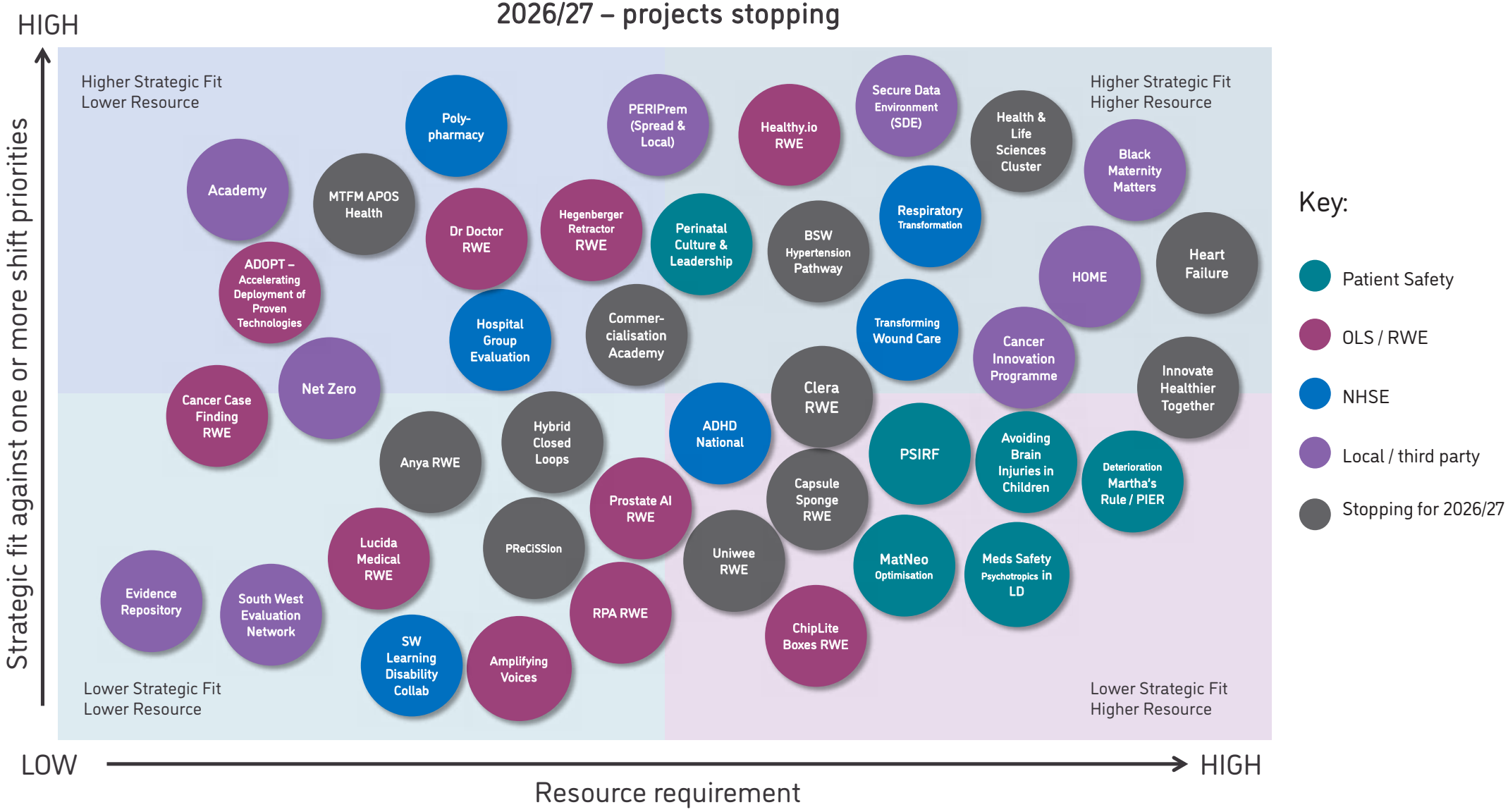
Connect with us

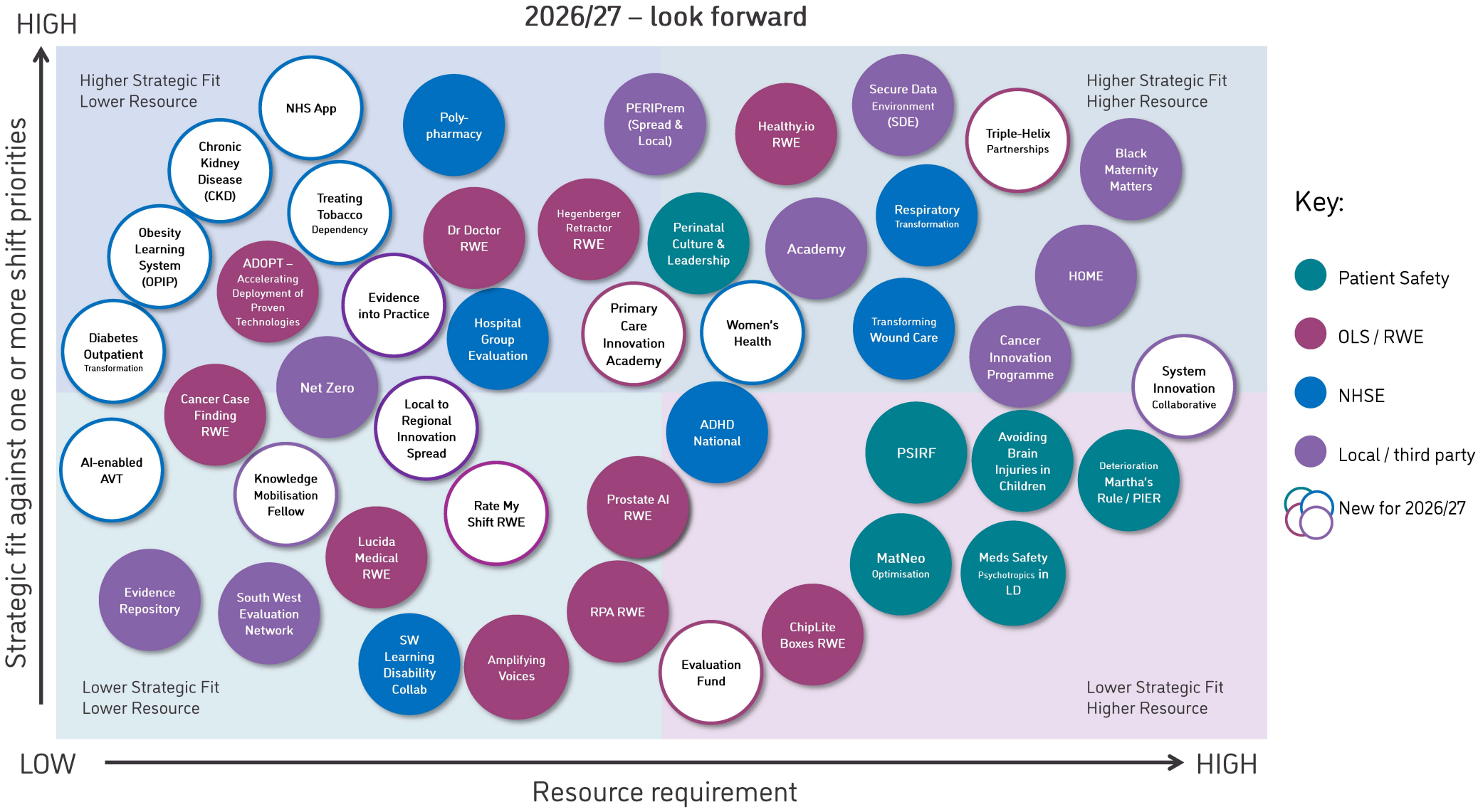
- Health Innovation West of England
- @HealthInnoWest
- @HealthInnoWest

Appendices


2025/26 Business Plan
HIGH
Strategic fit against one or more shift priorities
Higher Strategic Fit
Lower Resource
Higher Strategic Fit
Higher Resource
Lower Strategic Fit
Lower Resource
Lower Strategic Fit
Higher Resource
LOW
HIGH
Resource requirement
Poly-pharmacy
PERIPrem (Spread & Local)
Healthy.io RWE
Secure Data Environment (SDE)
Health & Life Sciences Cluster
Black Maternity Matters
Academy
MTFM APOS Health
Dr Doctor RWE
Hegenberger Retractor RWE
Perinatal Culture & Leadership
BSW Hypertension Pathway
Respiratory Transformation
HOME
Heart Failure
ADOPT – Accelerating Deployment of Proven Technologies
Hospital Group Evaluation
Commer-cialisation Academy
Transforming Wound Care
Cancer Innovation Programme
Innovate Healthier Together
Cancer Case Finding RWE
Net Zero
Clera RWE
ADHD National
PSIRF
Avoiding Brain Injuries in Children
Deterioration Martha's Rule / PIER
Anya RWE
Hybrid Closed Loops
Prostate AI RWE
Capsule Sponge RWE
Lucida Medical RWE
PReCiSSIon
Uniwee RWE
MatNeo Optimisation
Meds Safety Psychotropics in LD
Evidence Repository
South West Evaluation Network
RPA RWE
ChipLite Boxes RWE
SW Learning Disability Collab
Amplifying Voices
Key:
Patient Safety
OLS / RWE
NHSE
Local / third party

2026/27 – projects stopping




2026/27 – look forward
HIGH
Strategic fit against one or more shift priorities
Higher Strategic Fit
Lower Resource
Higher Strategic Fit
Higher Resource
Lower Strategic Fit
Lower Resource
Lower Strategic Fit
Higher Resource
NHS App
Poly-pharmacy
PERIPrem (Spread & Local)
Healthy.io RWE
Secure Data Environment (SDE)
Triple-Helix Partnerships
Black Maternity Matters
Chronic Kidney Disease (CKD)
Treating Tobacco Dependency
Obesity Learning System (OPIP)
Dr Doctor RWE
Hegenberger Retractor RWE
Perinatal Culture & Leadership
Academy
Respiratory Transformation
HOME
ADOPT – Accelerating Deployment of Proven Technologies
Evidence into Practice
Hospital Group Evaluation
Primary Care Innovation Academy
Women's Health
Transforming Wound Care
Cancer Innovation Programme
System Innovation Collaborative
Diabetes Outpatient Transformation
Net Zero
Cancer Case Finding RWE
Local to Regional Innovation Spread
ADHD National
PSIRF
Avoiding Brain Injuries in Children
Deterioration Martha's Rule / PIER
AI-enabled AVT
Knowledge Mobilisation Fellow
Rate My Shift RWE
Prostate AI RWE
Lucida Medical RWE
MatNeo Optimisation
Meds Safety Psychotropics in LD
Evidence Repository
South West Evaluation Network
SW Learning Disability Collab
Amplifying Voices
RPA RWE
Evaluation Fund
ChipLite Boxes RWE
LOW
HIGH
Resource requirement
Key:
Patient Safety
OLS / RWE
NHSE
Local / third party
New for 2026/27

Programmes for 2026-27	Alignment with our strategic priorities Darker colour = strong alignment; lighter colour = lower alignment								Alignment with the three national shifts		
	Discover, develop and deploy	Quality and safety of care	Health inequalities and inequity	Prevention and early intervention	Economic growth	Productivity and workforce	Digital and AI	Evaluation and insight	Hospital to Community	Analogue to digital	Sickness to prevention
Nationally funded programmes – NHS England: Innovation, Research, Life Sciences and Strategy (IRLSS)											
Chronic Kidney Disease (CKD)	✓	✓		✓				✓	✓	✓	✓
Diabetes Outpatient Transformation	✓	✓		✓		✓	✓		✓	✓	
Obesity Learning System	✓	✓		✓					✓		✓
AI AVT						✓	✓	✓		✓	
NHS App			✓		✓	✓	✓		✓	✓	✓
Respiratory Transformation	✓	✓	✓		✓			✓	✓	✓	✓
Health Innovation Network cluster programmes – NHS England: IRLSS											
Polypharmacy	✓	✓	✓	✓		✓		✓	✓	✓	
Women's Health	✓	✓	✓		✓	✓		✓	✓	✓	✓
Treating Tobacco Dependency	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
ADHD	✓	✓	✓		✓	✓	✓	✓	✓	✓	

Programmes for 2026-27	Alignment with our strategic priorities (Darker colour = strong alignment; lighter colour = lower alignment)								Alignment with the three national shifts		
	Discover, develop and deploy	Quality and safety of care	Health inequalities and inequity	Prevention and early intervention	Economic growth	Productivity and workforce	Digital and AI	Evaluation and insight	Hospital to Community	Analogue to digital	Sickness to prevention
Local to regional programmes (including Patient Safety)											
MatNeo Optimisation	✓	✓	✓	✓							✓
MatNeo Deterioration	✓	✓	✓							✓	
PERIPrem (Spread and Local)	✓	✓	✓	✓							✓
Deterioration - Martha's Rule	✓	✓	✓	✓							✓
Avoiding Brain Injury in Children (ABC)	✓	✓	✓	✓		✓					✓
Medicines Safety - Psychotropics in LD	✓	✓	✓						✓		✓
South West Secure Data Environment			✓		✓		✓			✓	
Enabling Triple-Helix Partnerships					✓	✓	✓			✓	
Cancer Innovation Programme (SWAG)	✓	✓	✓			✓	✓	✓		✓	✓
Local to Regional Innovation Spread Programme	✓	✓							✓	✓	✓

Programmes for 2026-27	Alignment with our strategic priorities Darker colour = strong alignment; lighter colour = lower alignment								Alignment with the three national shifts		
	Discover, develop and deploy	Quality and safety of care	Health inequalities and inequity	Prevention and early intervention	Economic growth	Productivity and workforce	Digital and AI	Evaluation and insight	Hospital to Community	Analogue to digital	Sickness to prevention
Local programmes											
Academy	✓	✓				✓		✓			
System Innovation Collaborative (SInC)	✓				✓	✓	✓	✓			
Evidence into Practice	✓	✓				✓			✓		✓
HOME	✓	✓	✓			✓	✓	✓	✓	✓	✓
Black Maternity Matters		✓	✓			✓	✓				✓
Net Zero						✓					
Accelerating Deployment of Proven Technologies (ADOPT)	✓	✓			✓	✓				✓	

Programmes for 2026-27	Alignment with our strategic priorities (Darker colour = strong alignment; lighter colour = lower alignment)								Alignment with the three national shifts		
	Discover, develop and deploy	Quality and safety of care	Health inequalities and inequity	Prevention and early intervention	Economic growth	Productivity and workforce	Digital and AI	Evaluation and insight	Hospital to Community	Analogue to digital	Sickness to prevention
Evaluation and Insights											
Bristol Hospital Group evaluation	✓	✓				✓		✓			
RWE - DrDoctor	✓	✓		✓				✓	✓	✓	✓
RWE - Hegenberger	✓	✓				✓		✓			✓
RWE - Capsule Sponge	✓	✓				✓		✓	✓	✓	
RWE - ChipLite Boxes	✓	✓				✓		✓		✓	
RWE - Robotic Process Automation	✓					✓	✓	✓		✓	
RWE - RateMyShift	✓	✓	✓			✓		✓		✓	
RWE - Lucida Medical	✓	✓			✓	✓	✓	✓		✓	
RWE - Cancer Case Finding	✓	✓			✓			✓	✓	✓	✓
South West Evaluation Online Network						✓		✓			
Evaluation Fund	✓	✓				✓		✓			
Knowledge mobilisation fellow								✓			

Programmes for 2026-27	Alignment with our strategic priorities (Darker = strong alignment > lighter = less alignment)								Alignment with the three national shifts		
	Discover, develop and deploy	Quality and safety of care	Health inequalities and inequity	Prevention and early intervention	Economic growth	Productivity and workforce	Digital and AI	Evaluation and insight	Hospital to Community	Analogue to digital	Sickness to prevention
Office for Life Sciences											
Primary Care Innovation Academy	✓	✓			✓	✓	✓	✓	✓	✓	✓
Amplifying Voices	✓	✓	✓							✓	
Signposting and supporting innovators					✓			✓			
Identifying need	✓		✓								
Adoption and spread of innovation	✓				✓						
E&I webinars for innovators								✓			
NHS Innovation Support Service	✓				✓	✓					
NHS Clinical Entrepreneur Programme	✓	✓			✓	✓					
NHS Innovation Accelerator	✓	✓			✓	✓					