

Item:	DHI Board Meeting Minutes
Date and Time:	Thursday 21 st August 2025
Location:	<ul style="list-style-type: none"> Inovo Board Room, Ground Floor, Inovo Building, 121 George St, Glasgow, G1 1RD. Microsoft Teams
Chair:	<ul style="list-style-type: none"> Dr Petra Wilson (Chair)
Present:	<p>Members</p> <ul style="list-style-type: none"> Prof George Crooks OBE (member) Chief Executive Officer, DHI Moira Mackenzie (member) Deputy CEO/ Director of Innovation, DHI Jonathan Cameron (member) Deputy Director for Digital Health and Care, Scottish Government Prof Roma Maguire MBE (member), Deputy Associate Principal & Director Health and Care Futures, UoS Angus McCann (Member) Non-Exec Director, MyWay Digital Health Flora MacLeod (member) Design Director, IBM UK Charles Sweeney (member) CEO, Physiomedics Ltd Prof Gordon Hush (member) Head of The School of Innovation and Technology, GSA <p>Attendees</p> <ul style="list-style-type: none"> Janette Hughes (attendee) Head of Performance and Planning, DHI Grant Reilly (attendee) Head of Communications and Marketing, DHI Prof Duncan Graham (attendee) Associate Principal & Executive Dean of Science, UoS Colin Brown (attending on behalf of Karen Reid), Head of Strategic Development, NES Nicola Watt (attendee) Team Leader, Innovation and Place, Scottish Enterprise Fiona Bates (attendee) Senior Policy/ Analysis Officer, SFC (MS Teams) Prof Margaret Whoriskey MBE (attendee) Head of Innovation for Care and Wellbeing Jennifer Thomas (attendee) Skills and Project Manager
Apologies:	<ul style="list-style-type: none"> Brian O'Connor (member) Chair European Connected Health Alliance, UK John Matheson (member) Non- Exec Director
Board Secretary:	<ul style="list-style-type: none"> Shirley Sharp (attendee) Board Secretary / PA DHI

Item	Topic	Action By
1.	<p>Welcome and Introductions</p> <p>PW welcomed everyone to today’s meeting and submitted apologies on behalf of those unable to attend.</p>	
2.	<p>Minutes of the Previous Meeting</p> <p>The Board agreed that the minutes of the previous meeting were an accurate reflection of discussions.</p>	
3.	<p>DHI Action Log</p> <p>GC advised that all items on the action log are either complete or in progress, including the establishment of new strategic partnerships and the alignment of teaching materials. Digital Business Cards – GR has emailed everyone regarding a digital business card, which links to DHI and requested that those interested in a DHI digital business card should contact GR directly.</p>	All
3.	<p>Chair’s Update</p> <p>PW encouraged Board members to engage offline and build on meeting discussions, aiming to foster a collaborative environment where ideas are shared to support GC and the team in organisational growth.</p> <p>PW highlighted the need to embed cyber security awareness and practices by design with DHI, stressing that building trust and confidence in digital solutions is everyone’s responsibility and its not just a technology issue</p> <p>JC responded by offering the opportunity for DHI to engage with the Cyber Security Centre of Excellence at Scottish Government (DHAC), noting that NHS cyber security initiatives could be leveraged to support DHI’s efforts.</p>	
4.	<p>CEO Update</p> <p>GC updated the Board on recent Scottish and UK government publications relevant to DHI. GC outlined how the Health and Social Care Renewal Framework’s principles align with the DHI’s 10-year strategy, emphasising prevention, early intervention, person-centred care, and digital enablement.</p> <p>CB explained that NES’s statutory responsibilities will be transferred to a new national body, impacting both NES and NSS, with a 90-day consultation and a start date of April 1st, 2026. CB agreed to circulate the NES Chief Executive’s letter regarding the new national capability for transforming health and social care to all board members.</p> <p>GC then went on to discuss the 2nd document, Population Health Framework, with its focus on increasing life expectancy, reducing inequalities, and promoting digital tools and whole system collaboration, highlighting DHI’s role in integrating health and social care.</p> <p>MM was asked to update the board on DHI’s involvement in refreshing Scotland’s Life Sciences Strategy, including participatory design sessions and ongoing support to inform the strategy and support establishment of a LS cluster management organisation. MM agreed to bring back a paper on the cluster activities to a future board meeting by way of a general update as this presents opportunities to align research and innovation efforts.</p>	CB/GC

	<p>Finally, GC advised the board that the allocation of 24.5 FTE masters scholarships have been awarded across 11 universities and 16 digital health and care courses, with ongoing promotion of postgraduate education in digital healthcare.</p> <p>GC then advised colleagues to inform SS if they would like to see a copy of the Health and Social Care Renewal Framework and Population Health Framework documents.</p>	All
5.	<p>Spotlight Session – Digital Care Innovation Hub</p> <p>MW joined today’s meeting to give board colleagues an overview of the Digital Care Innovation Hub proposal. MW explained that the proposal is the result of extensive stakeholder engagement and aims to address gaps in social care and social work research and innovation, aligning with DHI’s strategy and recent government frameworks. University of Edinburgh has been particularly active in this engagement.</p> <p>Board colleagues raised questions about resource capacity, physical manifestation of the hub, engagement with further education colleagues, and industry involvement. MW and JH responded with details on ongoing collaborations and plans for capacity building.</p> <p>MW described ongoing and planned engagement with care providers, government directorate, academic and international partners, emphasising the importance of continuous collaboration and knowledge exchange. MW agreed to socialise and share the report and outputs from the June Industry engagement event with the board and relevant stakeholders.</p> <p>MW asked for the board’s endorsement to proceed with the hub’s establishment, with shadow work ongoing and plans to bring further updates and a detailed work plan back to the board in due course. The board agreed.</p> <p>It was also agreed that MW and JC would arrange a playback session with the DHAC and SG to share outputs from the consultation and engagement on the Digital Care Innovation Hub to strengthen engagement with social care policy colleagues. JH also agreed to share the completed Painchek academic evaluation (or draft) with JC and the board.</p>	<p>MW</p> <p>JC/MW</p> <p>JH</p>
6.	<p>DHI Staff Wellbeing Survey Findings – Jennifer Thomas</p> <p>JT presented to the board the findings of the 2025 DHI staff well-being survey. JT went on to describe the survey methodology and key findings, explaining the survey’s evolution over the last five years, noting that while most staff value flexibility and internal communication, nearly one in five struggle with workload and time management, especially managers.</p> <p>The survey revealed mixed views on career development opportunities, with some staff citing organisational size and fixed term contracts as barriers, and a gap between awareness of training opportunities and the capacity to take them up.</p> <p>JT highlighted that staff valued flexibility, supportive line management, and access to university wellbeing resources, with suggestions to explore hybrid working and more collaborative activities to address siloed working.</p> <p>DG described related workload review projects at the UoS following a similar survey amongst staff and offered to connect Jennifer with relevant colleagues at UoS. Board colleagues also discussed benchmarking, mentoring and the nuanced interpretation of</p>	DG

	survey results as individuals identifying they worked in excess of contracted 35 hours did not in itself suggest they had issues with it.	
7.	<p>DHI Annual Report</p> <p>JH gave colleagues an overview of this year’s draft annual report and explained the dual document approach for the report, with a public facing summary and a detailed submission for the Scottish Funding Council, covering strategy, financials and impact stories by early Sept. The board discussed the language of ‘re-establishing visibility’ in the report and agreed to delegate authority for final sign off to the Chair and CEO, due to timelines, with the final version to be circulated to all members.</p> <p>The board also agreed to review the draft annual report and supplementary SFC submission and provide any more detailed feedback direct to Janette.</p>	All
Standing Items – by exception only		
8.	<p>Finance and Governance Update</p> <p>MM presented the estimated year-end financial position. MM reported an anticipated positive variance of £77k on the core budget, with additional project funding exceeding targets, but cautioned that future new project performance may vary due to resource constraints. MM advised that the reconciliation phase is almost complete as awaiting final sign off from University of Strathclyde finance. Discussions being held with SG and SFC colleagues on any carry forward. MM asked colleagues to note that income to the growth fund was limited due to the nature of public sector funding, and the exec team is considering options to expand capacity while managing budget pressures.</p>	
9.	<p>Priority Action Areas – Introduction and Highlight Reports</p> <p>JH provided an update on DHI’s seven priority action areas (PAA’s), noting that 6 of the 7 PAA’s are on track, with one area Supporting Commercial Growth (PAA5), currently marked as amber due to ongoing forward funding issues. Discussions are progressing with enterprise partners but this is challenging</p> <p>JH advised that several projects are nearing adoption- ready, including Digital Lifelines and Decision Support Tools, with ongoing collaboration with universities, innovation hubs and industry partners.</p> <p>JH reinforced that the team has successfully recruited 24.5 master’s scholarships for the current year, with increased engagement through student days and events, and ongoing work with colleges and universities.</p> <p>Recent international activities included hosting delegations and showcasing Scottish research and innovation assets, with ongoing efforts to foster global collaborations.</p> <p>JH also advised that a Moray RCE tender for smart, sustainable housing attracted significant interest, and work continues with Ulster University and other partners to support business innovation in life sciences.</p>	
10.	<p>Corporate Risks and Issues</p> <p>JH updated the board on corporate risks, and highlighted a new risk identified regarding the impact of DHI’s financial structure and cash flows, with mitigation involving maintaining a minimum balance of £50k in the growth fund to cover delays in grant payments, especially large European projects.</p>	

	<p>The board also discussed the dual nature of DHI's small size as both a risk and an opportunity, suggesting that DHI could position itself as a career accelerator, with structured exits and ongoing organisational review.</p> <p>JH noted that there appears to be an increase in job applications, with caution advised on the interpretation of this due to the use of AI in the application process; the board discussed strategies for managing and interpreting these trends.</p>	
11.	<p>AoB</p> <p>AI Lighthouse – JH updated the board on progress with the AI Lighthouse strategic outline case, noting that additional bid-writing support will be commissioned and industry partners are being engaged.</p> <p>GC confirmed that John Matheson has accepted a position on the board and will join the next meeting in November as he is currently on annual leave.</p>	
12.	<p>Date and Time of Next Meeting</p> <p>The next meeting is scheduled to take place on Thursday, 20th November 2025, Via Microsoft Teams.</p>	