



<b>Digital Health &amp; Care Innovation Centre</b>	
<b>BOARD MEETING Via Microsoft &amp; in person at DHI HQ, Inovo Building, Glasgow</b>	<b>Thursday 29<sup>th</sup> February 2024</b>

Chairing: Mr John Jeans (member)			
Present:	Professor George Crooks (member) Chief Executive Officer Digital Health & Care Institute (DHI)		Charles Sweeney (member) CEO Physiomedics Ltd
	Janette Hughes (attendee) Head of Performance and Planning, DHI		Chaloner Chute (attendee) Chief Technology Officer DHI
	Moira MacKenzie (member) Deputy CEO DHI/Director of Innovation		Mr Jonathan Cameron (member) Deputy Director for Digital Health and Care Scottish Government
	Professor Sir Harry Burns (member) UoS		Gordon Hush (member) Head of The School of Innovation and Technology, GSA
	Colin Brown (attending on behalf of Karen Reid) Head of Strategic Development NES		Fiona Bates (attendee) Senior Policy/Analysis Officer SFC (MS Teams)
	Grant Reilly (attendee) Head of Communications and Marketing, DHI		Joanne Boyle (attendee) Head of Engagement DHI
	Pamela Mooney Programme Manager, DHI		

Apologies	Professor Duncan Graham (attendee) Associate Principal & Executive Dean of Science, UoS		Brian O'Connor (member) Chair European Connected Health Alliance, UK (MS Teams)
	Nicola Watt, Team Leader, Innovation and Place Scottish Enterprise		
Board Secretary	Shirley Sharp, Office Manager/EPA, DHI (attendee)		

Item	Topic	Action By
1.	<b>Welcome and Introductions</b> JJ welcomed everyone to today's meeting and submitted apologies on behalf of those unable to attend.	
2.	<b>Minutes of previous meeting</b> The minutes of the previous meeting were agreed as an accurate record.  <b>Action Log/Matters Arising</b> <ul style="list-style-type: none"> <li>DHI Delivery plan – This has now been signed off by the Chair and submitted to SFC for consideration.</li> <li>Industry Engagement Strategy – AL has now met with the board industry representatives and will come back to the next meeting in May to present the proposed DHI Industry Strategy going forward into phase 3.</li> <li>DigiInventors – GR will update board colleagues during today's engagement update.</li> </ul>	<b>AL</b>
3.	<b>DHI Delivery Plan</b> JH confirmed that the final version was submitted to SFC on the 16th of Feb. Discussions are now underway with Scottish Government and others on what that delivery plan will look like in the future. JH asked colleagues to note that the final page of the plan contains the assurance metrics and targets that DHI will be looking at in the next 3-year period. DHI will now be moving into a transition period, where we will be developing our reporting structures with input from across the organisation. JH advised that commencement of phase 3 will begin in August 2024.	
4.	<b>Moray Growth Deal Update</b> JH addressed the main highlights from the MRCE update and asked colleagues to note the following. <ul style="list-style-type: none"> <li>The change control was submitted to both UK and Scottish Governments and has now been formally approved. The no cost extension will now mean the continuation of the project up until May 2026</li> <li>Staff reprofiling will now take place to see how many staff can be taken through towards the end of the programme.</li> <li>UK and SG governments will be visiting the site in Elgin on the 14<sup>th</sup> March, hosted in the DSE space. The focus will be on showing the three living labs activity work.</li> </ul>	

	<ul style="list-style-type: none"> <li>RCE internal audit management response has now been submitted to the Moray Growth Deal Programme board for consideration. JH advised that a very positive report was received with only minor amends around the boards governing structure.</li> </ul> <p>JJ questioned the diabetes pathway call and lack of response. JH advised that feedback was given by the market with a number of factors highlighted; low value and broad specification were areas of particular issue. JH advised that they will be revisiting again to rescope. JC commented that currently there are a lot of innovation calls and bids out there collectively and this may have an impact on responses. JC suggested a call with JH to assist and discuss further the scope and timing of the call.</p> <p>HB also suggested discussions with UoS colleagues who are looking at an improvement science approach to a number of areas. Discussions are expected to continue with the new MSP following Michael Matheson’s resignation and HB suggested he and JH keep in touch re this improvement approach going forward.</p>	<b>JC/JH</b>
<p><b>5.</b></p>	<p><b>Chairman’s Update – Verbal</b></p> <p>JJ updated colleagues on the outcome of the recent DHI Board Effectiveness review. Four recommendations came out of the process and JJ asked for colleagues to note the following actions.</p> <ul style="list-style-type: none"> <li>Revisit the industrial strategy and its delivery, this will be discussed at May’s meeting.</li> <li>Formally look at succession planning, staff retention and recruitment.</li> <li>Face to face board meetings to continue, with greater support for virtual attendees.</li> <li>Responsibilities of the board, particularly for new members. JJ to consider producing a document which will give some clarity on the member role.</li> </ul> <p>JJ also updated the board on the recent recruitment drive for new board members. 13 applications were received and 5 candidates will be interviewed by our panel. The focus of this recruitment phase is to recruit members from Industry and the care sector. The care sector however is proving a challenge and we will need to look at how best to address this. Further discussion also centred around board turnover in general and tenure of each member. JJ agreed that this item would be discussed further in today’s closed session .</p>	
<p><b>6.</b></p>	<p><b>CEO Update – Verbal</b></p> <p>GC advised colleagues on his recent presentation to the cross parliamentary group for Life Sciences at Holyrood. GC was asked to present as part of the data and digital sub group of the life sciences Industry Leadership group. The focus of the presentation was the AIM4ALL project looking at market access for advanced therapeutics and how this can be improved. GC also updated the board on DHI’s participation at the Digital Health and Care Conference, with several colleagues participating and presenting. The DigilInventors Challenge Award ceremony was also hosted at the event, and GR will give further info during his update today.</p> <p>GC asked colleagues to note the work of the DHI Staff Wellbeing group and the recent annual survey.. Jennifer Thomas, who chairs the group will be invited to the next board meeting to update colleagues on the outcome. MM and GC have agreed on a small budgetary amount for the group to support activities that focus specifically on team building and generic team wellbeing.</p>	

	<p>GC advised that the DHI senior executive team are looking at issues such as organisational structure, internal systems and processes and ensuring that the executive team are in the best position to deliver our agreed commitments going forward into the next phase. GC and PM will also consider a slot at the next meeting in May to focus on the risk register and seek the boards further involvement. PM will invite a member from the internal audit team from UoS to assist.</p> <p>GC updated colleagues on the addition of Dr Margaret Whoriskey to the DHI team. MW is currently working on a horizon funded project, Peace Plus in collaboration with colleagues in Northern Ireland and the Republic. As part of the deal, we will also be looking at a number of collaboratives within the greater Horizon programme.</p> <p>GC updated the chair on discussions with the Ministry of Health in Singapore the date of which is currently being finalised after agreeing on an agenda for the workshop.</p>	<b>GC/PM</b>
<b>Standing Items – by exception only</b>		
<b>7.</b>	<p><b>Finance and Governance Update</b></p> <p>MM advised that the financial report is currently projecting a core budget underspend of around £166K, but this is insufficient to extend over our year five envelope to the end of July. Thankfully, the Scottish Funding Council have agreed to underwrite £167k, for any transitional period. Management is now working very hard at getting a formal approval letter, which will enable us to extend staff contracts. We also await formal confirmation of the infrastructure investment funding.</p> <p>Additionally funded income reflects some of the previous conversation about project pipeline growth. This has slowed down and sitting currently at £13.4m. MM advised that there are no great concerns regarding this and that there are a number of projects in the process of being formalised and that securing these will be the focus going forward.</p> <p>Growth fund has an uncommitted balance of around £96k, which is hoped to be utilised before the year end.</p>	
<b>8.</b>	<p><b>Engagement Update</b></p> <p>JB attended today's meeting to give the Board an update on the use of a CRM based digital tool called Pipedrive, which is now being used by DHI to capture all information on DHI's project work. JB went on to discuss the pipeline strategy within Pipedrive, including strategic engagement, project progress and industrial engagement. JB discussed DHI's priority areas and the need to broaden collaborations with other partners. JB asked colleagues to note progress of the digital health initiatives highlighted, including DHI attendance at the SCE annual conference in March to connect with other members of the tech sector. JB advised that the Engagement team is continually evolving and developing their database and website.</p> <p>JB also discussed the use of gamification techniques for substance abuse, addiction, and depression, with these initiatives being particularly effective for young people.</p> <p>GH advised that GSA have a programme that focuses on exactly this type of work and requested a catch up out with today's meeting with JB to discuss gamification and design research.</p>	<b>JB/GH</b>

	<p>JB highlighted the key points from today's update. As previously discussed with the pipeline work, we are focussing on strengthening relationships with universities and collaborators with the potential to gain additional funding for DHI.</p> <p>Digital Mental Health Innovation Cluster – The year one report is now public and available on the Strathclyde repository and our Website. JB commented that Health Innovation South London, who were awarded the UKRI bid, contacted us to explore possible collaborative work.</p> <p>DigiInverntors – GR advised the board that there are ongoing discussions around future resource and funding. GR has continued meantime to work with key strategic partners for delivery of the challenge and this is now aligned to priority action area 4 as part of the future skills pipeline. JJ asked that GR bring back a more detailed proposal, including resource requirements and future funding sources to the next meeting.</p> <p>JB then went on to discuss the work of the various clusters and the possibility of creating a Scottish Health and Life Sciences Cluster. JB asked colleagues to note that Abby Lyons is now leading on the industrial leadership strategy, with more details to be presented at the next meeting in May. JB also asked if GH could look at the design team input to this report, as there is so much work going on with the design team that may not be being captured fully. GH agreed to discuss with DM.</p>	<p><b>GR</b></p> <p><b>JB/GH/DM</b></p>
<p><b>9.</b></p>	<p><b>DSE Update</b> CC directed colleagues to today's slide deck issued with the pack for full details on the DSE work to date.</p> <p>CC then went on to discuss integrated care projects. The proposal aims to knit together the projects that are already being done in the integrated care space and think more strategically about how to achieve one big thing. Discussion continued on various topics including the National Care Service initiative in Scotland and the organisation's position on it. GC reported that DHI had attended workshop with Scottish Government with a positive outcome. JC suggested working forward in anticipation of a new agency and emphasised the importance of scrutiny going through Parliament. CC provided updates on the progress of various projects in the portfolio, including the Living Lab project which is facing a significant delay due to DPI approvals. The team is looking at hosting the project on-site to get around the DPI process.</p>	
<p><b>10.</b></p>	<p><b>Performance and Planning Update</b> PM asked the board to note the following highlights from this quarter's report.</p> <ul style="list-style-type: none"> <li>• KPI's are performing well across all four pillars and now all green.</li> <li>• 8 projects in the portfolio and all are progressing well, except for living lab 1/Grampian project with a significant delay forecast on the DPIA. This has been escalated.</li> <li>• AIM4ALL due to close in the next few weeks.</li> <li>• Digital Innovation Hub – expected to close on May 24 and transitioned into PMO as business as usual. This will continue to be used to support the cluster work.</li> </ul>	

	<p>Discussion then centred on the delay to the DPIA from Grampian and reasoning behind this. JC advised that he has had recent discussions with the IG lead in Grampian and would be happy to assist with the escalation process. GC and JC will discuss further out with today's meeting.</p> <p>PM commented on the imminent onboarding of a further project; Hospital at Home with the Right Decision Support Service, funded by NHS Lanarkshire. This is expected to run from March to Sept with a value of £80k.</p>	<p><b>JC/GC</b></p>
11.	<p><b>RKM Update</b> Colleagues are asked to note today's update provided.</p>	
12.	<p><b>Corporate Risk Register</b> PM reported no additional issues from the previous quarter.</p>	
13.	<p><b>Financial Sustainability Planning Subgroup</b> MM advised that the Financial Sustainability Planning Subgroup (FSPS) was established by the Board in Nov 23 to develop options for addressing the anticipated budget deficit as identified in the SFC infrastructure investment submission in March 23. The group has met 3 times over Nov, Jan &amp; Feb and has developed a range of 4 main options for the Board to consider. MM presented the report on behalf of the Sub-Group, with additional inputs from Charles Sweeney and Gordon Hush as members.</p> <p>Following detailed discussion, the Board agreed to support preferred Option A. This option is anticipated to reduce the overall 3-year deficit to -£15,062 which could be addressed by undertaking the development of the website in-house (currently being explored) or by delaying recruitment of replacement posts. In the immediate term, this level of deficit is proposed to be underwritten by the current surplus in the Growth Fund. JJ thanked Board members for their input and advised that formal agreement of this option would be required by the University of Strathclyde along with GSA discussions on any FEC reduction. G Hush advised that GSA has been reviewing figures recently due to annual changes in the estates and overhead costs and it was felt that this could reduce the budget by the required amount with no amendments to the overall FEC percentage (i.e. retain at 80% rather than 75%). GH to send detailed figures to MM to enable an urgent update of the 3-year budget assumptions. A further update will be undertaken in April 23 to reflect further anticipated changes e.g. NI contributions.</p> <p>It was also noted that the Scottish Government core funding assumptions have been included within the budget assumptions at a flat budget rate of £0.5m p.a. over 3 years, but this has not yet been formally confirmed. Jonathan Cameron advised that Scottish Government are now very close to confirming the Scottish budget for 2024/25 and provided reassurance of a positive outcome for DHI. A meeting is scheduled for 11th March with DHI to formally confirm the allocation.</p>	
14.	<p><b>AoB</b> None noted.</p>	

15.	<b>Date and Time of Next Meeting</b> The next meeting will take place on Thursday 23rd of May @ DHI HQ, Inovo Building, 121 George St, Glasgow. MS Teams will be available for those unable to join in person. Closed session 3pm - 3.30pm (Board members only)	
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