



<b>Digital Health &amp; Care Innovation Centre</b>			
<b>BOARD MEETING Via Microsoft TEAMS</b>		Thursday 19 <sup>th</sup> May 2022	
Chairing: Mr John Jeans (member)			
Present:	Professor George Crooks (member) Chief Executive Officer Digital Health & Care Institute (DHI)		Dr Margaret Whoriskey (member) Head of Technology Enabled Care and Digital Healthcare Innovation, SG
	Chaloner Chute (attendee) Chief Technology Officer DHI		Brian O'Connor (member) Chair European Connected Health Alliance, UK
	Moira MacKenzie (member) Deputy CEO DHI/Director of Innovation		Karen Reid (attendee) CEO NES
	Campbell Grant (member) Chairman & MD Sitekit		Joanne Boyle (attendee) Head of Engagement DHI
	Edith Macintosh (member) Executive Director of Strategy and Improvement Care Inspectorate		Professor Sir Harry Burns (member) UoS
	Don McIntyre (attendee) – Dep for Madeline Smith Design Director, GSA/DHI		Professor Duncan Graham (attendee) Associate Principal & Executive Dean of Science, UoS

Apologies	Madeline Smith (member) Head of Strategy, Innovation School, GSA		Ms Janette Hughes (attendee) Head of Performance and Planning DHI
	Charles Sweeney (member) CEO Physiomedics Ltd		Andrew Howie (attendee) Head of Health and Wellbeing Scottish Enterprise
	Mr Grant Reilly (attendee) Head of Communications and Marketing, DHI		Gary Bannon (attendee) Senior Policy/Analysis Officer SFC
Board Secretary	Shirley Sharp, Office Manager/EPA DHI (attendee)		Alex Porteous, Admin Asst DHI (attendee)

Item	Topic	Action by
1.	<p><b>Welcome and introductions</b></p> <p>JJ welcomed everyone to today's meeting and submitted apologies for those unable to attend.</p> <p>Colleagues were also asked to note omission of the Engagement Update from today's pack. The update has been sent as a separate document and a revised version of the pack will be sent following today's meeting.</p>	SS
2.	<p><b>Minutes of previous meeting</b></p> <p>The minutes of the previous meeting were agreed as an accurate record.</p> <p><b>Review of the Action Log</b> - JJ advised that previously he had agreed to meet with Andrew Morris and HDR UK to discuss the Right Decision Support Programme. Unfortunately, the planned meeting was postponed but JJ expects to pick this up with AM at a meeting in June. JJ will update colleagues at the next meeting of the board.</p>	JJ
3.	<p><b>Chairman's Update – Verbal</b></p> <p><b>Research Excellence Framework (REF)</b></p> <p>JJ asked colleagues to note that the work of DHI has been included in the recent research impact evaluation for Glasgow School of Art, and asked DM to give the Board an update on behalf of GSA. DM advised that GSA is classed as a small specialist institution within higher educational institutions and that in the recent REF it has increased its position to second place. DM then gave an overview of the REF criteria and highlighted a few of the DHI projects which were included. DM advised that the REF result has received great acclaim within GSA, and this is largely down to role and work of the combined institutions. HB advised that Strathclyde has also went up significantly in the rankings and is now 4<sup>th</sup> behind Glasgow, Edinburgh, St Andrew's University. The principal is extremely happy</p>	

	<p>overall with Strathclyde's performance. GC asked if any DHI examples were used in Strathclyde's REF submissions. GC noted that he is aware that the Science faculty did use DHI work for REF purposes but will seek a more detailed discussion with the Dean on this out with today's meeting.</p> <p>JJ informed colleagues of a recent conversation with IBM's UK Healthcare lead and briefed her on the work carried out by DHI during the covid period. JJ advised that they are looking to explore the use of Decision support tools and JJ has made introductions to GC and Dr Ann Wales following the recent information leaflet sent out on the Right Decision Support service.</p> <p>JJ reminded the Board that that at the recent Strategy Session, a number of Commercial issues were raised and subsequently JJ and GC have agreed to meet with the CEO of CENSIS to review work they have undertaken on a commercial vehicle. A meeting will be taking place next week on a possible collaboration.</p>	<p><b>GC</b></p> <p><b>JJ/GC</b></p>
<p><b>4.</b></p>	<p><b>Chief Executive Update</b></p> <p>GC advised that, in addition to his written update, he would like to focus the Board's attention on proposed future ways of working for the DHI and which will be the subject of a formal paper at the next meeting. GC highlighted that during the pandemic, DHI carried out a review of ways of working within national and international organisations. Most organisations appear to be moving permanently to blended ways of working. GC advised that there are a number of drivers for this, expense being a significant one in both real estate and commuting for staff, but also reducing carbon footprints.</p> <p>Feedback from DHI staff indicates that they have appreciated the flexibility that the current working arrangements have given them, and a blended way of working will be proposed as long as the needs of the organisation can also be met.</p> <p>KR advised that all National Boards are adopting a similar approach and that NES fully supports this way of working and has found that productivity has increased, and the recruitment of candidates improved, attracting a number of high-quality candidates due the non-geographical restrictions of working from home. GC advised that the UoS is keen to use this flexible approach to working but also recognising that some areas of the University will need to be building based.</p> <p>CG asked if this would make a difference to staff contracts to which KR responded that, for NES, the trade unions have reached an agreement that there will not be a change to contracts over the first year of this blended working approach. HB advised that recent discussions within the university executive team are looking at the potential of the university increasing to full attendance by the summer of 2022. However, it was recognised that that Covid is not over, and the University may need to revert at short notice to previous ways of working.</p> <p>DM also noted that GSA students are being hired from various international as well as domestic organisations due to the hybrid working arrangements. Opportunities are much improved with an almost 90% recruitment rate for graduating students.</p> <p>GC reminded the Board of the Scottish Funding Council's proposed changes to how the innovation centres are funded looking towards a more long-term model with a 10-year cycle mooted. With regard to DHI's current funding, SFC have assured management that</p>	<p><b>GC</b></p>

	<p>there will be no instability during the transition into Phase 3. The existing funding commitment will continue, and the 23/24 timeframe will be used to move seamlessly from the existing to new funding system.</p> <p>JJ asked for an update on the location of DSE. GC advised that UoS is looking at consolidating the office and the DSE into the Inovo space from the 9<sup>th</sup> floor of the TIC building. This is the Management's preferred solution.</p>	
5.	<p><b>Spotlight Session – Skills and Workforce Development Update</b></p> <p>SR attended today's meeting to update the board on the DHI skills and future workforce developments.</p> <p>SR advised that the DHI funded MSc Scholarships programme is working very well and is beginning to highlight the number of dedicated master's programmes now available across Scotland. DHI is planning to host an alumni event after summer and include past and present MSc students.</p> <p>SR asked colleagues to note the recent work involved with the National campaign to improve and increase the focus on future skills. In particular the digital skills gap for future health and care staff graduating from further and higher education. SR advised that there has been a massive increase in digital job opportunities and of the 13,000 new digital jobs available only 5000 candidates were qualified to apply, with the Tech industry struggling to recruit qualified staff.</p> <p>There is also work being undertaken to look at the existing provision within Higher Education in Scotland to support the digital agenda. 5 course areas were reviewed with the provision being quite low in medicine, and patchy in other areas and not a core part of the curriculum. There is a rich provision within computing but exposure to health and care is very limited. SR advised that it is hoped the National Campaign will help to address the issues of skills shortages, stimulate educational provision, raise awareness and encourage demand for educational opportunities. This will hopefully improve training and capacity within Higher Education and look at how we can create a more attractive image for the sector.</p> <p>KR commented that she recognised much of what has been shown and agree that more work is needed to support this approach. NES has been meeting with Health Education England and are keen to work with DHI on this and other areas within health and social care. KR advised that the GMC are happy with content on the university's curriculum at this time and any additions would be down to individual institutions. KR agreed to take an action and look to see if NES will consider leveraging additional funding to support this agenda. SR also suggested a possible post graduate course going forward and it was agreed that KR/JH/SR would discuss this further out with today's meeting.</p> <p>HB commented that most doctors are normally very keen to use digital technology. Undergraduates however are a problem and that needs to be down to the Deans and to include this in the curriculum. HB suggested it would be good for NES to alert deans for the need to get students up to date on this, as there is a lot of digital health tools out there related to illness, but wellness and wellbeing should also be a focus. HB raised the topic of mentoring, aimed predominantly on mentoring people who are struggling with, mental health and drugs misuse, particularly at times of crisis. CC advised that there is current technology which is working towards this using self-service digital tools and</p>	KR/JH/SR

	<p>services. It was agreed that HB will arrange to meet with Chal out with today's meeting to discuss further.</p> <p>KR also advised that GMC have proposed that extra funding be given to medical institutions and perhaps this could be used towards the additions to the curriculum. KR will take discussion forward on this with GMC on undergraduate programmes.</p> <p>BO'C discussed the work of the Elemental Social Prescribing product being used in the UK, which gives the GP the option to prescribe an alternative to drugs i.e., dance class, meditation. Several countries are already using this, and this would be a great opportunity to build their learnings into the DSE. BO'C and CC will discuss further.</p> <p>MW agreed that social prescribing is gaining momentum. Coaching and support is very important as a broader approach and needed as part of transformational change. MW advised that Elemental are also working with Tactuum and EHI on social prescribing which could also link into the work of DHI. MM also added the possibility for ALISS linking with Elemental in Scotland. KR advised that NES are looking to pick up on social prescribing as Scotland is lacking in this area through lack of education and training. KR agreed to link with Chris Mackie at ALISS and introduce colleagues to Elemental.</p> <p>SR asked colleagues on suggested areas of additional funding to help support the skills development work going forward. BO'C advised that there are billions of Euros available across the EU member states, which includes specific areas and funding that can be tendered for. ECH alliance can help with that. SR, JH and BO'C to discuss this further.</p>	<p><b>HB/CC</b></p> <p><b>KR</b></p> <p><b>BO'C/CC</b></p> <p><b>KR</b></p> <p><b>SR/JH/BO'C</b></p>
<p><b>6.</b></p>	<p><b>Finance and Governance Report</b></p> <p>MM reminded colleagues on the three funding aspects to DHI, Core funds from SFC, additionally funded projects and the growth fund.</p> <p>There is currently a underspend of £192k within the core funds due predominantly to a reduction in travel and other Covid – 19 related matters over the past couple of years. There is also a design team underspend, which includes a maternity leave gap and colleagues who have transferred into MGD team on an interim basis until staffed up. Academic grant underspend has now fully recovered, and it is anticipated to overspend by the year end.</p> <p>Additionally funded projects are sitting at £12.9m over the period and still continue to exceed targets and expectations.</p> <p>MM reminded the Board about certain limitations on the Growth fund within the UoS system. MM advised that the UoS finance function have reviewed this and advised that as long as DHI is able to project accurately over the financial year they are comfortable with monies carried across the financial years.</p> <p>MM also advised that with regard to the underspend, areas such as the office reconfiguration, the graduation intern scheme and increasing academic grant award are being progressed to proactively manage the underspend. MM agreed to go back to GB with plans currently in place to address the underspend.</p>	<p><b>MM</b></p>

<p><b>7.</b></p>	<p><b>Board Strategy Update - Feedback from Strategy Workshop</b></p> <p>DM presented the findings of the strategy session via miro board, and a distillation of the information gathered. From those that attended the session three or four different models on how to capture the information were collected on the day. DM discussed the vision, economic impact and outcomes with particular emphasis on policy impact and competency framework. The consensus was that currently the vision is fine and working well, however an understanding and expansion of the DHI’s current and future economic impact is required.</p> <p>DM went on to discuss the enhanced ambitions for DHI including enveloping projects at scale for the NHS and ensuring these are realised and the benefits captured. DM also highlighted partnerships with international agencies and the shift to prevention i.e., healthy living and wellness, and its relevance to social care.</p> <p>DM went on to describe possible risks and challenges. Including how do we define what we do that is distinct from other agencies, getting projects adopted at scale and a possible disconnect between digital front door activities and what we do.</p> <p>DM suggested that, building on the strategic discussions thus far, the questions for the board are now: -</p> <ul style="list-style-type: none"> <li>• How do we manage the lack of control in scaling?</li> <li>• How should the vision evolve?</li> <li>• How is our contribution recognised in the early part of the development?</li> <li>• How to differentiate and communicate how we present this consistently.</li> <li>• Key mission areas – identify where convergent areas exist that we may be able to address.</li> </ul> <p>GC advised we now need to be looking at how we take this work and distil it into action. MM suggested the next steps are to further develop the logic model to identify the difference we seek to make our activities towards that. Management will return to the Board meeting in August and engage board colleagues in our thinking. This will identify one or two distinct questions for the board.</p>	<p><b>MM/JH</b></p>
<p><b>8.</b></p>	<p><b>Moray Growth Deal Update</b></p> <p>GC gave colleagues an update on progress on the Moray Growth Deal and the Rural Centre of Excellence. A Ministerial visit including a formal launch is currently being planned for Friday 10<sup>th</sup> June. GC gave thanks to CC and colleagues as the procurement of the critical components of the infrastructure are now complete and submitted for procurement. The first tranche of funding has been received from Moray council, with staff recruitment now being accelerated and on track for all the critical posts.</p> <p>Janette, and team have strong working partnerships with the health and care team and are actively engaged on priorities for development. GC advised that due to the initial slow start to recruitment, a short no cost extension of 9 months will be applied for. This will be submitted to Moray council for approval in the first instance and then to the Board.</p>	<p><b>GC/JH</b></p>

<p>9.</p>	<p>Standing items for Noting and By Exception only</p> <p>P&amp;P Update - GC updated the following points of note in JH's absence.</p> <ul style="list-style-type: none"> <li>• NHS Volunteering Scheme</li> </ul> <p>GC advised the volunteering scheme has been established now for some years. There is recognition by NSS that their IT infrastructure needed updating to be more dynamic for volunteers. DHI will be taking on an advisory role on this project and will be assisted by Bill Kendall.</p> <ul style="list-style-type: none"> <li>• Work placements</li> </ul> <p>JJ asked if the new blended working arrangements will be an obstacle.</p> <p>GC advised DHI will be looking at this as an opportunity for colleagues to work remotely and also in a blended form as an overall approach. There have been significant levels of interest on this so far. GC noted however that this well to be monitored going forward. MM advised that DM and SR are working on a Graduate intern pilot scheme. DM advised that the paperwork is now almost complete and due to be advertised shortly. Hopefully there will be a new intern place from GSA by the summer 22.</p>	
<p>10</p>	<p><b>Corporate Risk Register</b></p> <p>GC advised colleagues that there are no key risks for the board to take note of apart from the growth fund and the need to secure flexible funding. MM advised that DHI are currently strengthening the growth fund, which should start to mitigate this issue.</p>	
<p>12.</p>	<p><b>DSE Update</b></p> <p>CC discussed working with Microsoft and several DHI partners running on Microsoft infrastructure. Previous work with NHS GG&amp;C and Dynamic Scot is being promoted widely by Microsoft. Discussions are still ongoing around free data hosting for case study information and possible use of Microsoft tools within the DSE by other companies working with DHI.</p> <p>JJ asked, with regard to white papers/social media for the Exchange, is this enough or do we need a more robust public relations exercise?</p> <p>CC advised that as some of the national covid tools are now being stood down, these are being devolved to the public health teams. These can definitely be promoted, in particular the use of our national tool. CC advised that a discussion would need to be had with other partners on how this could be promoted to best effect.</p> <p>GR advised that post covid success stories are available, and he is looking at PR agencies to help us promote DHI's successes.</p> <p>BO'C asked how DHI can get more money from Microsoft as other companies have managed this. BO will connect CC to people who have been awarded grants and other income sources by Microsoft.</p>	<p style="text-align: center;"><b>GR</b></p> <p style="text-align: center;"><b>BO'C/CC</b></p>

	<b>AoB</b> None noted.	
13.	<b>Date and Time of Next Meeting</b> The next meeting will take place on Thursday 25 <sup>th</sup> August 2022 @ 1pm – 3pm. Closed session 3pm-3.30pm (Board Members only).	