



## Agenda

**DHI Board Meeting: Tuesday 30<sup>th</sup> May 2017, 10am – 13.30pm**

**Venue: Boardroom, Inovo Building, 121 George St, Glasgow, G1 1RD**

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|-----|---|-----|
| 1.  | Chair's Introductions and Apologies                         | GC  |
| 2.  | Appointment of New Chairman and Board Endorsement           | GC  |
| 3.  | New Chairman Opening Remarks                                | JJ  |
| 4.  | Minutes of last meeting 16/02/17                            | JJ  |
| 5.  | CEO Recruitment and Governance                              | DL  |
| 6.  | Update on Board Papers                                      | DC  |
| 7.  | Challenge Themes Status                                     | CC  |
| 8.  | Finance Report – including Funding Status                   | HA  |
| 9.  | Strategy with Corporates including Demonstrator Environment | HA  |
| 10. | Marcoms Update  | HA  |
| 11. | SFC Quarter 3 MEF Report for Approval                       | HA  |
| 12. | Any Other Competent Business                                | All |
| 13. | Date and Time of Next Meeting – To be confirmed             | JJ  |

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1. Minutes of the previous meeting (16/02/17)
2. Executive Summary
3. Governance Papers
  - 3.1 DHI Board Terms of Reference
  - 3.2 DHI Strategic Delivery Group
4. DHI Challenge Activity
  - Review Process of Options
5. Finance Report
6. Demonstration Environment and Strategy with Corporates
7. Marcoms
8. Operational Updates
  - 8.1 DHI Strategic Partnering
  - 8.2 Engagement
  - 8.3 Research and Knowledge Management
  - 8.4 DHI Experience Labs
  - 8.5 Operational KPI's
  - 8.6 DHI Operational Workplan

## 1. Minutes of the Previous Meeting

### DIGITAL HEALTH & CARE INSTITUTE

#### BOARD MEETING

Minutes: 16<sup>th</sup> February 2017

#### Chairing:

Professor George Crooks,  
Chairman, Digital Health & Care Institute

#### Present:

Mr Dave Clark  
Interim CEO  
Digital Health & Care Institute

Professor Harry Burns  
UoS

Mr Hugh Hall  
Chief Operating Officer  
UoS

Ian Blewett,  
Scottish Enterprise

Madeline Smith,  
Head of Development  
Institute of Design Innovation,  
Glasgow School of Art

David Littlejohn  
Executive Dean,  
UoS

Charles Sweeney, CEO,  
Critiqom

Donna Chisholm,  
Regional Head of Sectors,  
Innovation and Programmes,  
Highlands & Islands  
Enterprise

Mr John Connaghan  
Chief Operating Officer  
NHS Scotland

Louise McKean  
Solicitor and Contracts  
Manager  
UoS

#### Conference line

Brian O'Connor, Chair, European Connected  
Health Alliance, UK

Irene McAra-McWilliam  
Deputy Director (Innovation)  
Glasgow School of Art

Helen Raftopoulos  
Scottish Funding Council

#### Apologies

Professor Andrew Morris  
University of Edinburgh

#### Visiting attendees

Stuart Deed  
Strategic Funding Director  
Digital Health & Care Institute

#### Board Secretary:

Shirley Sharp, Executive PA, Digital Health &  
Care Institute

**ACTION  
BY**

**1. Chair's Introduction and Apologies**

The Chair welcomed everyone to today's meeting and thanked the University of Strathclyde for hosting. The Chair also submitted apologies on behalf of those unable to attend.

**2. Declarations of Interest**

No declarations of interest were made.

**3. Minutes of last Meeting and Matters Arising**

The minutes of the last meeting of 16<sup>th</sup> November 2016, were agreed as an accurate record.

**Matters Arising**

- The chair advised that the CEO recruitment process is now fully underway and head hunters have been employed as an addition to assist the University recruitment process.
- DC advised that all staff, including the team in Forres, have been briefed fully and the general mood going forward into phase two is very positive. The business case has also been submitted to the Scottish Funding Council, this will be discussed further during today's meeting.

**4. Chairman's Update**

The Chair raised the issue of reviewing DHI's governance processes and has agreed on a more simplified version being produced going forward. Templates have been received from a few of the other Innovation Centres to help assist with the review process. The Chair advised that it is hoped a draft document will be available to present to members at the next Board meeting in May. The Chair will arrange a meeting beforehand to discuss content with colleagues prior to the next Board meeting in May.

GC/UoS

The Chair advised that the CEO recruitment process is now fully underway and head hunters have been employed to assist with the University recruitment process. DC advised that down selection of candidates will take place on 3<sup>rd</sup> March, with interviews scheduled to take place on 24<sup>th</sup> March. DC has assisted UoS HR department on potential down selection and interview panel members. DL advised that he has had several conversations with interested parties, some of those internationally based, and is confident that there will be several good candidates for selection.

HH introduced Louise McKean to Board members and advised colleagues that LMck will take on several operational issues upon his departure; the next phase of DHI going forward will be one of them, and she will attend future Board meetings representing UoS and DHI interests.

HH advised that regarding the CEO recruitment process, he will issue a note to Board members re timeline and input regarding the shortlisting and

HH/LMcK

interview processes. HH advised that input will be sought from NHS, UoS and GSA colleagues. HH also advised that the University will also be seeking candidates for the position of Chairman when the current Chair steps down. CS asked for clarification on who will make the decision re Chairman's post. HH advised that as this is not a public appointment, this should make the process more straight forward and timeous, but the Board will ultimately make the decision informed by UoS recommendations. HH advised that it is hoped that the appointment of the new Chairman will move in parallel with the CEO post if at all practicable. Expressions of interest will be sought and advertised on the University website next week. HH advised this will be an open and transparent process, able to stand up to SFC and public scrutiny.

HR enquired about University of Edinburgh's role on DHI Board. GC clarified that they are indeed part of the Board, represented by Professor Andrew Morris, and he has been sent invitations to all meetings to date. Unfortunately, he has been unable to attend any. It was therefore agreed by Board colleagues that if AM could not attend the meeting, then a depute should attend in his place. The Chair will seek clarification on representation from UoE going forward. GC

#### **5. Update of Board Paper by CEO – Paper presentation**

DC advised that the DHI business case had been submitted to SFC, with an offer of grant accepted by UoS to the value of £3m over two years. An additional £0.5m has been pledged by NHS Scotland in year one on condition of delivery, and Scottish Enterprise are also offering up to £1.3m subject to grant approval.

Donna Chisholm, HIE arrived at 10.45am.

DC advised that on looking forward to phase two, recruitment within engagement will be required fairly urgently. Discussions have taken place with colleague in HI&E and they have agreed to partly fund this role, with the post holder based in Inverness. DC advised that the establishment of advisory groups is also underway with UoS and GSA colleagues. Full teams have been briefed and from the 20<sup>th</sup> February, monthly management team meetings will take place in either Perth or Glasgow. A further whole team meeting will take place on the 20<sup>th</sup> March in Perth, to allow colleagues the opportunity to work more closely together. It is hoped this will happen on a regular basis going forward over the coming months, to try and establish closer working relationships within the broader team.

DC advised it will be necessary to look at DHI branding and communications going into phase two; DHI's mission has now changed significantly from phase one and this needs to be reflected in our internal and external communications. Phase one success and how it was measured has been a challenge and we need to look at how we do this better going forward. DC highlighted the three Challenge areas for Phase two and advised that over the next few weeks DHI hopes to receive further information from Scottish Government re specifics to the Challenges and JC

confirmation of funding being committed. JC advised that it would be helpful to have a business development meeting beforehand to fine tune these areas, looking at deployment, spread and recognition for DHI.

Colleagues discussed the broader system and DHI's role within it, and how alignment to Scottish Government's Digital Health framework is crucial. Colleagues agreed that DHI's accountability needs to be defined to help show impact. DL commented that he would hope for the next board meeting, DHI will be able to bring a document to the table, informed by the business development meeting, that will have specific details of what, how, who and funding required for phase 2 work agreed. This will then hopefully be adopted as a way forward into the next phase of DHI working.

SD, Strategic Funding Director, DHI, joined the meeting at 11.20am.

DC gave colleagues an update on SFC's funding position, moving from phase one into phase two. DC advised that after much discussion with SFC, DHI phase one will wind up on the 31<sup>st</sup> March. HR advised that SFC is supportive of this decision with discussion required to any remaining surplus of funds from phase one. HH advised that currently discussions are ongoing with Stuart Fancey, SFC, re retaining any surplus to roll into phase 2. BO'C asked for clarification on the note at the end of Final Phase 1 Projections of the Boardpack re estimated run rate. DC and MS advised that GSA figures had not been received by HA prior to calculations being made and that a reconciliation is required. The surplus cash figure will be clarified in due process.

DC went on to discuss the DHI team moving from Eurocentral into Glasgow. Currently looking at two options within the Inovo building. Shared occupancy with IBIoIC on the 3<sup>rd</sup> floor or occupancy of available space on the 1<sup>st</sup> floor. Issue currently being that another tenant has first refusal on the space on the 3<sup>rd</sup> floor, but they have agreed to give a decision on this by the end of February, instead of the end of March. The 3<sup>rd</sup> floor will require to be fitted out, which would add additional cost and time to any potential move. Should DHI be unable to co-locate with IBIoIC on the, 3<sup>rd</sup> floor, the 1<sup>st</sup> floor becomes the preferred alternative, subject to cost analysis. The 1<sup>st</sup> floor office space is already furnished and available to move in now, which would allow for a move from Eurocentral almost as soon as would be deemed practicable. DC agreed to keep Board colleagues fully informed on this process. DC

DC advised that SD has been invited to today's Board meeting to brief colleagues on DHI's commercial partnerships with large corporations. SD advised on significant projects and engagements involving DHI and others, e.g. Digital Pillcam Technology (NHS Highlands), Atrial Fibrillation - AF (NHS Lanarkshire as potential rollout), Outpatient Redesign and Home Vent. JC advised that he would like more information on the Pillcam project and its potential impact on roll out. SD advised that he would be happy to send JC information or arrange to meet regarding this. SD  
JC

SD also advised on a collaboration agreement between DHI, Macmillan Cancer Care and Abertay University re a personalised care plan for cancer care patients using gaming technology. Discussion ensued and JC agreed that regular business development meetings should be held with SG and DHI, and he will introduce colleagues with a view to helping create links to SG advisory boards re operational delivery. SD went on to discuss the need to create pathways with corporate to ensure early adoption, development and route to market. JC advised that he will endeavour to arrange a meeting with CLO at NSS to discuss practicalities around this. Board colleagues discussed the need for additional external funding for DHI going forward and the need to have DHI promoted at an international level. BO'C advised that ECH Alliance would be happy to assist and advised on that there are alternative funding routes to be investigated within Europe.

JC

DCH/JC

DCH also discussed an upcoming SBRI supported by Innovate UK re Inflammatory Bowel Disease, the third stage of which is due to start at the beginning of March, involving two health boards in the north and two in the central belt. Procurement will be involved at the outset with potential investment funds available of up to £0.5m. JC asked for Donna Chisholm to send further details on the SBRI as he would like to send a representative from NHS Scotland to attend. Both agreed to update colleagues at the next Board meeting in May.

#### **6. Update on Board Paper – CEO**

DC advised that most of today's discussion has covered the highlights discussed in today's Board paper. DC confirmed the closing down of phase one and moving forward into phase two from the beginning of April. DC advised that clarification and staffing implications have been particularly challenging, and DC has advised that a formal written request is being submitted to SFC re any underspend as discussed previously.

DC advised that relationships with DHI/UoS and GSA are moving forward and in a constructive positive manner. DC advised that UoS are keen not to have the same contract with GSA as in phase one, but to work on an almost sub-contract basis with a whole team approach and to ensure that it will be contractually binding for all parties. Louise McKean and her GSA counterparts are currently in the process of drafting this. MS advised that investment going forward has been challenging and that some GSA staff will be leaving at the end of phase one. Colleagues went on to discuss the need to focus on good business planning dealing with the challenges ahead. The need to take a broader approach to what is available in Scotland and to draw from the best contributors wherever DHI may need it. BO'C highlighted the need for robust corporate governance and for this to be articulated in writing to Board members, as this has not always been clear in the past, along with roles and responsibilities for its members.

#### **7. AOB**

IB advised that Innovate UK now have a Scottish Ambassador in Scotland. His name is Bob Martin and he is keen to form relationships with key stakeholders in Scotland. IB will send on his details to the Board. DCH also



discussed the Industrial Strategy Challenge Fund. Potential monies may be available from this Innovate UK fund. DCH and IB will discuss offline. DCH/IB

GC advised colleagues that this would be HH's last DHI Board meeting, as he will be leaving UoS to become Principal of Fife College at the end of the month. GC thanked HH on behalf of the DHI Board, for all his hard work and input towards trying to secure a future for DHI and its staff. GC and colleagues would like to wish HH well in his new role.

IMcA asked for clarification on GSA bespoke funded masters with NHS. HR advised that it would be worth getting in touch with her colleague Sophie Lowrie at SFC re this. IMcA agreed to contact SL. IMcA

JC advised Board colleagues on Scottish Government's eHealth strategy. It is hoped he will be able to table this at the next meeting in May. BO'C offered the assistance of the ECH Alliance to help inform the new strategy. JC agreed to the current draft to BO'C for ECH Alliance views. Shirley Sharp will send details to JC and BO'C. JC SS

**8. Date and Time of Next meeting**

Date and time of next meeting to be arranged.