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| Digital Health & Care Innovation Centre | |
| BOARD MEETING Via Microsoft & Inovo Building, Glasgow | Thursday 23rd November 2023 |

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| Chairing: Mr John Jeans (member) | | | |
| Present: | Professor George Crooks (member) Chief Executive Officer Digital Health & Care Institute (DHI) | | Brian O'Connor (member) Chair European Connected Health Alliance, UK (MS Teams) |
| | 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 | | Professor Duncan Graham (attendee) Associate Principal & Executive Dean of Science, UoS |
| | Professor Sir Harry Burns (member) UoS | | Charles Sweeney (member) CEO Physiomedics Ltd |
| | Colin Brown (attending on behalf of Karen Reid) Head of Strategic Development NES | | Fiona Bates (attendee) Senior Policy/Analysis Officer SFC (MS Teams) |
| | Mr Jonathan Cameron (member) Deputy Director for Digital Health and Care Scottish Government | | Andrew Howie (attendee) Head of Health and Wellbeing Scottish Enterprise |
| | Gordon Hush (member) Head of The School of Innovation and Technology, GSA | | Abigail Lyons (attendee) Senior Business Innovation Manager, DHI |

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| | Joanne Boyle (attendee) Head of Engagement DHI | | Campbell Grant (Member) CEO, Sitekit |
| Apologies | Grant Reilly (attendee) Head of Communications and Marketing, DHI | | |
| Board Secretary | Shirley Sharp, Office Manager/EPA DHI (attendee) | | |

| Item | Topic | Action By |
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| 1. | <p>Welcome and Introductions</p> <p>The chair welcomed everyone to today's meeting and updated colleagues on recent board membership activity.</p> <p>Edith MacIntosh and Campbell Grant will be stepping down as members at the end of this year and the chair acknowledged with thanks their contributions to the DHI Board during their tenure. The chair also advised that Jonathan Cameron, Deputy Director for Digital Health and Care, will be replacing Margaret Whoriskey as the Scottish Government member going forward. Gordon Hush, Head of the School of Innovation and Technology, GSA, will also replace Madeline Smith as member.</p> <p>The chair introduced Flora MacLeod, IBM, who will be observing today's meeting and is interested in joining the DHI Board representing industry.</p> <p>The formal advertising process for new board members has now begun and JJ hopes to update colleagues on progress at the next meeting in February.</p> | |
| 2. | <p>Minutes of previous meeting</p> <p>The minutes of the previous meeting were agreed as an accurate record.</p> <p>Action Log/Matters Arising</p> <p>JJ advised that the DHI annual report has been formally signed off and submitted. All other items noted including the formal launch of the DSE will be covered on today's agenda.</p> | |
| 3. | <p>Chairman's Update – Verbal</p> <p>JJ asked colleagues to assist in publicising the non-executive director vacancies for the board. These are currently being advertised on our website and linked social media channels. We are particularly keen to look for 2 or 3 people from industry and the care sector. The care sector has been an area that we have struggled to find representation in the past. Hopefully we will be successful in finding suitable representation from this current recruitment process.</p> <p>JJ also asked colleagues to note that the DHI Board Effectiveness review is almost complete and will update colleagues at our next meeting in the new year.</p> <p>The Chair would also like to congratulate staff on the recent DHI 10-year Anniversary event held in the new reconfigured office at DHI HQ. JJ added that he believed the event</p> | |

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| | demonstrated the value that the organisation has added to the landscape so far, with very positive feedback received. | |
| 4. | <p>CEO Update – Verbal</p> <p>GC advised that he has received notification from the Scottish Funding Council on the 15th of September that DHI will now be moving forward as part of the long term infrastructure investment process. This will hopefully ensure the longterm future of the organisation as part of the SFC Innovation landscape.</p> <p>GC also advised that a short feedback document was received from the panel recognising the key role that DHI has played in this field, particularly during the Covid pandemic and its support of Scottish Government and health care colleagues. The panel did feel however, that there could have been clearer articulation of the value brought to universities and colleges in the written submission, but following the face to face meeting the panel were reassured. GC advised that this brief summary document is available to members should they wish to see it.</p> <p>GC reiterated the success of the 10 year anniversary event, which included a number of stakeholders and representatives from a number of industries. The event was a good opportunity to discuss our new environment and how we intend to use this space in the future.</p> <p>GC updated members on completion of the formal collaboration agreement between NES and DHI. The formal launch process will be managed by the NES comms team supported by Grant. The link to the press pack will be sent on to board once complete.</p> | SS/GR |
| 5. | <p>DHI Strategy</p> <p>MM updated colleagues on the status of the strategy document and attached delivery plan. The board was invited to note that there has been no significant changes from the previous version seen with the next step being formal sign off and publication of the document.</p> <p>Colleagues discussed the format and content provided. JJ agreed that it would be helpful to have a short summary document to help others articulate and that this be in written format rather than presentation.</p> <p>JH advised that the delivery plan has been sent to SFC on 15th November. This document is aligned to the seven priority action areas, activities and outcomes that DHI will be expected to deliver. JJ asked FB to comment on next steps for this. FB recognised the tight timelines for submission and thanked DHI for their hard work in delivering that. FB advised that the SFC will be reviewing all of the plans submitted by each of the successful innovation centres with the aim to provide feedback in the coming weeks with final sign off in mid December .</p> <p>JJ requested that final sign off be delegated to the chair and CEO as the timelines fall prior to the next meeting in February. Any comments would therefore be welcome in fairly short order. The board agreed to this delegation.</p> | MM/JH ALL |

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| 6. | <p>Moray Growth Deal</p> <p>JH updated colleagues on progress to date.</p> <p>A formal update was delivered to the Moray programme board last week by JH and CC, highlighting what RCE was outstanding and the journey so far. There is now a DSE in the Alexander Graham Bell building and 5 living labs. Over the last 18 months DHI has been working hard to start delivering on some of the promises and vision, including economic development, health and care benefits and skills agenda into the region. DHI has focussed on areas of social care and the integrated health care agenda. JH then went on to discuss progress on the R&D infrastructure and living labs. JH asked colleagues to note that there is currently an underspend of around £600k and it is hoped that the programme will be extended to summer 2026. CC then went on to discuss the current assets in Moray, including community connections, strategy services, smart community tools and digital enablement. A detailed discussion ensued on the use of personal data stores, the underspend and reprofiling should the programme need to be extended. CC asked the board if they are comfortable with reprofiling as discussed. Board agreed.</p> | |
| Standing Items – by exception only | | |
| 7. | <p>Finance Sustainability Plan</p> <p>MM advised that at the last meeting it was agreed to progress the financial sustainability planning. A sub-group has been established, chaired by CS looking at the deficit position and potential strategies. MM proposed 3 broad strategies had been identified, do nothing; reduce expenditure or secure additional income to address the deficit and support the planned growth and trajectory. A note of the first meeting is attached for info. A detailed discussion ensued on possible expenditure and income generating solutions. MM agreed to look at suggestions made around overheads, income generation and further discussion with faculty/UoS colleagues on potential solutions. MM agreed to update colleagues at the next meeting in Feb.</p> | MM |
| 8. | <p>Industry Engagement Plan</p> <p>AL attended today's meeting to discuss her role over the last 12 months at DHI, learning how the organisation operates, the skills, assets and capabilities sitting inside DHI, as well as understanding the needs of the organisation and what they need from business to deliver their objectives. Following discussions with colleagues and stakeholders AL has been looking at what the gaps might be in current provision and how DHI might address them.</p> <p>AL then went on to present on how best to define points to think about and how this will fit with the DHI strategy, delivery plan and resources. A detailed discussion ensued and it was agreed that more work needs to be done in this area, particularly around prioritisation and focus. JJ suggested a conversation outwith today's meeting with the industrialists on the DHI board to bring back to the next meeting in Feb. GC agreed to pick this action up with AL.</p> | GC/AL |
| 9. | <p>Finance and Governance Update</p> <p>MM advised that there are no significant changes, with only some minor alterations to the budget from last time. There is a projected underspend of £102k, this however does not cover DHI running costs should we be trying to cover the period up to the beginning of infrastructure investment funding. MM will have further discussions with SFC on the potential underspend as we get closer to the financial year end to agree how best to cover the operating deficit.</p> | |

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| 10. | <p>Performance and Planning Update</p> <p>PM advised that the PPI's are reset to zero at the beginning of August. Master's scholarships remain at amber, but discussions are ongoing with SFC re mitigation.</p> <p>The project portfolio is progressing well with 8 projects currently 'live'. Living Lab 2 has been onboarded.</p> <p>JJ asked if we could look at the pipeline at our next board meeting in February.</p> | JB |
| 11. | <p>RKM Update</p> <p>The board agreed to accept today's paper as an update. .</p> | |
| 12. | <p>Corporate Risk Register</p> <p>GC suggested that we use the May meeting as a board risk session. JJ agreed.</p> | |
| 13. | <p>AoB</p> <p>None noted.</p> | |
| 14. | <p>Date and Time of Next Meeting</p> <p>The next meeting will take place on Thursday 29th February @ 12.30pm – 3.00pm, DHI HQ, Inovo Building, 121 George St, Glasgow. MS Teams will be available for those unable to join in person.</p> <p>Closed session 3pm - 3.30pm (Board members only)</p> | |