

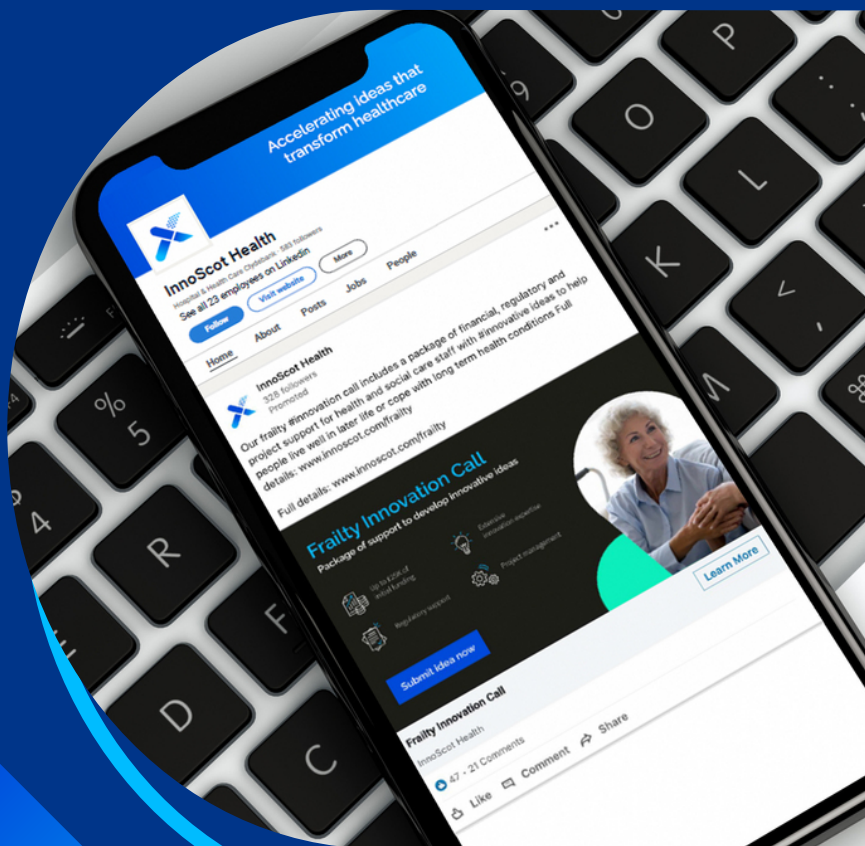


InnoScot
Health

STRATEGY 2021 – 2026

INNOVATING TOGETHER

A STRATEGY TO HARNESS
ENTREPRENEURIAL TALENT,
ACCELERATE IMPACTFUL
HEALTHCARE INNOVATIONS
AND POSITIVELY IMPACT
HEALTH, SOCIAL AND
ECONOMIC OUTCOMES IN
SCOTLAND



CLICK

CONTENT

Published by InnoScot Health

InnoScot Health is the new name for Scottish Health Innovations Ltd (SHIL), effective from 21 June 2022. This publication has been updated to reflect the new organisational identity. All other text remains unchanged from the original publication.

InnoScot Health is a private company registered in Scotland (SC236303) and limited by guarantee with three shareholders – Scottish Minister’s through the Chief Scientist Office of Scottish Government, NHS Tayside and the NHS Golden Jubilee.

INTRODUCTION

Innovation is an empowering, transformational force – and more important than ever as we look to the future. InnoScot Health, formerly known as Scottish Health Innovations Ltd, believes ground breaking ideas have the power to significantly improve health and social care for all, while supporting an ambitious, entrepreneurial, forward-thinking Scotland.

It is now almost 20 years since the inception of InnoScot Health, and an appropriate time to reflect, and consider progress and next steps.

DESPITE OUR RAPIDLY CHANGING WORLD, THE IMPORTANCE OF PROMOTING AND SUPPORTING HEALTHCARE INNOVATION REMAINS UNDIMINISHED.

Modern health requirements demand an entirely different approach to care – people are living longer, lifestyles are changing, and mental wellbeing is considered just as important as physical. At the same time, medical advances continue to tackle a range of increasingly complex health issues; and the acceleration of genomic and personalised medicine provides opportunity for more targeted treatments.

Digital health has grown exponentially, offering new approaches to the way care is organised, delivered and monitored; and technology continues to transform how individuals and organisations engage with and between each other. External forces are also significant.

As we look to the next five years, the COVID-19 pandemic and Brexit are expected to leave a lasting legacy on our health and social care services. We must turn these challenges into an opportunity to stimulate transformation and emerge stronger.

Our new strategy, Innovating Together, leverages and extends the vast experience InnoScot Health has gained since 2002 in inspiring, accelerating and commercialising impactful healthcare innovations.

WE HOLD A UNIQUE AND VALUED POSITION IN PROTECTING AND SUPPORTING NHS-INITIATED IDEAS.

It is focused on helping shape a highly adaptive, innovative NHS Scotland (NHS), while recognising that strong partnerships forged with academic institutions, funders, entrepreneurs and industrial partners are vital in supporting our mission.

It is bold and ambitious, requiring close working with public and private sector partners, but we are confident it is also achievable. It sets out the steps we must take, and the actions we need from ourselves and others, to drive forward impactful healthcare innovations for health, economic and social benefit.



“OVER THE LAST TWO DECADES, INNOSCOT HEALTH HAS WORKED IN CLOSE PARTNERSHIP WITH, AND CONTINUALLY EVOLVED TO MEET THE NEEDS OF THE NHS.

OUR STRATEGY PRESENTS A CLEAR VISION TO HARNESS ENTREPRENEURIAL TALENT ACROSS SCOTLAND TO ACCELERATE IMPACTFUL HEALTHCARE INNOVATIONS THAT MAKE A DIFFERENCE TO HEALTH, SOCIAL AND ECONOMIC OUTCOMES.

VISION, MISSION, VALUES

OUR VISION

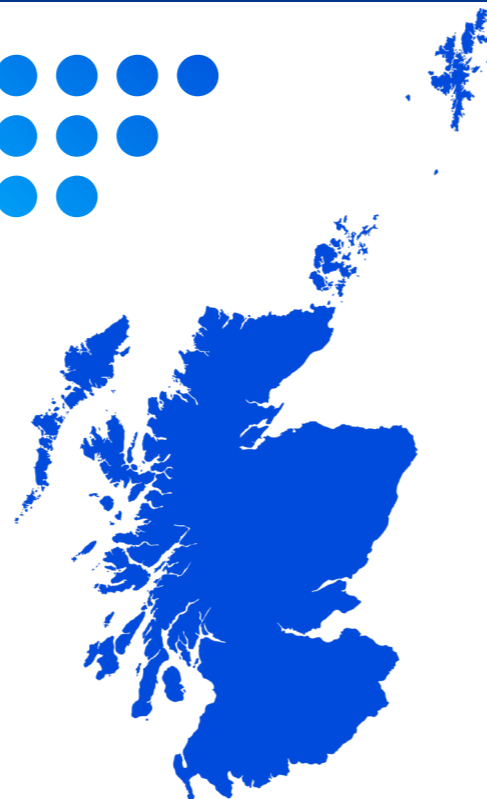
An entrepreneurial, collaborative Scotland where healthcare innovation thrives

OUR MISSION

To inspire, accelerate, and commercialise impactful healthcare innovations for health, economic and social benefit

OUR VALUES

Our values underpin who we are, how we behave and the ways we work together across every aspect of our organisation. They contribute to our distinctiveness



Bold – Believing in what we do, with commitment and courage



Collaborative– Working in partnership, whilst taking responsibility for our own actions



Curious – Being curious to learn and find solutions that transform lives



Disruptive - Challenging norms and looking beyond currently accepted practice



Resilient – Succeeding while recognising and accepting factors beyond our control

WE WILL DELIVER ON OUR VISION AND MISSION BY

- Working collaboratively with the NHS, academia, industry, entrepreneurs and funders to encourage innovation and entrepreneurship across all areas of health
- Harnessing existing connections and continuously fostering new ones to support idea exchange, collaboration and effective partnership working
- Bringing together the right skills, expertise and ambition to optimise innovation
- Operating with agility at the interface of innovation and commercialisation
- Supporting financial sustainability and generating an income stream to NHS health boards
- Reacting quickly to the demands of an evolving healthcare environment
- Supporting faster adoption of transformational innovations
- Continuously horizon-scanning and monitoring performance
- Ensuring our work is aligned to Scotland's National Performance Framework and United Nations Sustainable Development Goals

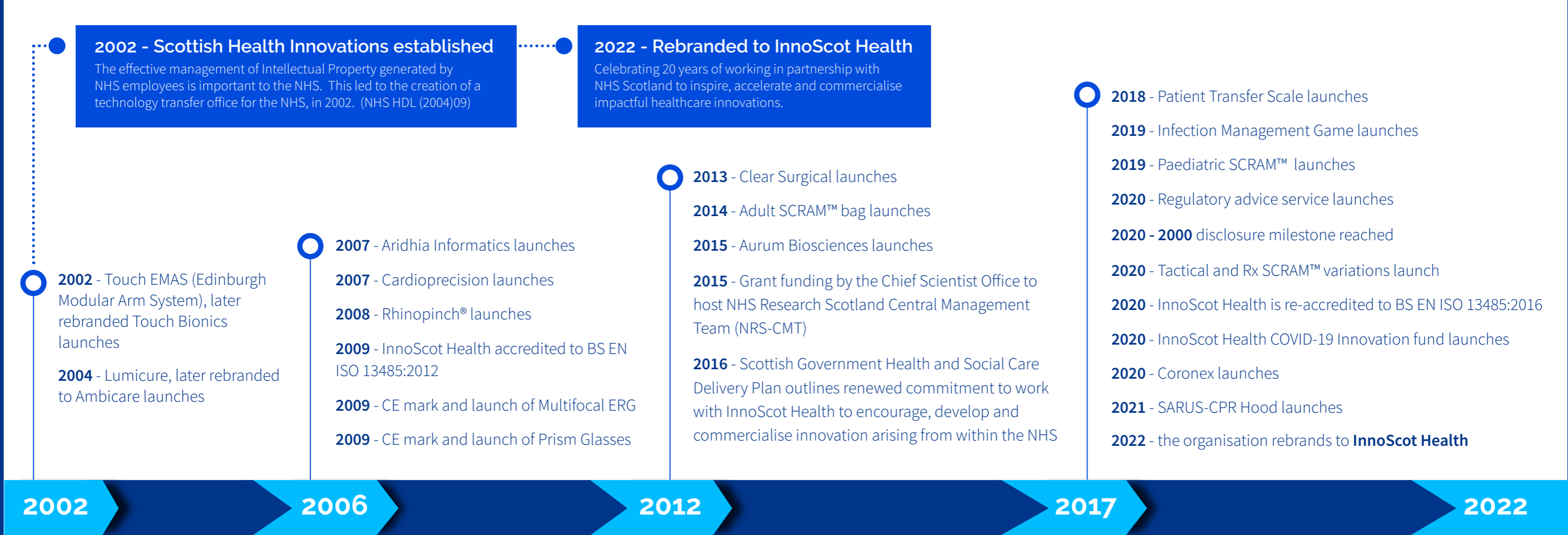


“OUR FOCUS IS ON HELPING SHAPE A HIGHLY ADAPTIVE AND INNOVATIVE NHS, WHILE RECOGNISING THAT STRONG PARTNERSHIPS ARE VITAL IN SUPPORTING OUR MISSION.”

A RECORD OF ACHIEVEMENT

Since 2002, InnoScot Health has received and evaluated over 2000 innovative ideas. It is a proud history resulting in the successful development and commercialisation of medical devices, products and technologies; formation of 7 spin-outs; negotiation of more than 25 UK and international commercial licence deals; and protection of over 250 NHS inventions.

BY HARNESSING THE TALENT,
ENTREPRENEURISM AND
COMMITMENT OF STAFF ACROSS
THE NHS WE HAVE SUPPORTED
IMPROVEMENTS IN PATIENT
CARE WHILE STIMULATING
ECONOMIC WEALTH.



STRATEGIC INTENT

Our strategy celebrates and informs Scotland's growing reputation as a world-leading entrepreneurial and innovative nation and places health at the core. It underlines our commitment to working closely with the NHS, academia, industry, entrepreneurs and funders to encourage innovation and shape future healthcare in Scotland.

Our strategy is set around four ambitious strategic commitments

- 1. A CONNECTED, COLLABORATIVE COMMUNITY
- 2. HARNESSING EXPERTISE FOR OPTIMAL INNOVATION
- 3. ACCELERATING A BETTER HEALTHCARE FUTURE
- 4. DELIVERING REAL VALUE FROM HEALTHCARE INNOVATION

To embody an innovative mindset, we must consider this strategy to be a living, adaptable framework that reflects our agility to respond to the demands of an evolving healthcare landscape. Similarly, the delivery of this strategy must be complemented by continuous horizon-scanning and performance monitoring.



OUR STRATEGY OFFERS INSPIRATION FOR HOW AND WHY WE SHOULD BE DOING THINGS DIFFERENTLY, ENSURING THAT WE ARE ALWAYS IN THE BEST POSSIBLE POSITION TO GROW AND MEET NEW CHALLENGES.

MEASURING OUR PROGRESS

The progress of InnoScot Health will be measured over the lifetime of this strategy by the extent to which the commitments we have set out are achieved. Our commitments harmonise and reflect the aims of Scotland's National Performance Framework and the United Nations Sustainable Development Goals.

InnoScot Health forms part of an entrepreneurial, collaborative Scotland – we do not work in isolation. We work collaboratively with individuals, NHS health boards, academia, industry and other public and private sector organisations to deliver on our commitments.

This can make direct measurement of InnoScot Health commitments challenging; as the range of activities undertaken and the pace at which commitments can be delivered depend on a number of variables – funding received, complexity of the innovation, collaborating partners and investment decisions made by others.

However our commitments are clear and will be supported by key performance indicators developed as part of the annual business planning process.

Performance will be measured annually, by leveraging robust and dependable data, ensuring InnoScot Health remains adaptive and responsive; and each year we will publish a report on the performance delivered, with specific examples of our contribution.



SCOTLAND'S NATIONAL PERFORMANCE FRAMEWORK

Sets out how Scotland can work together to create a more successful country, give opportunities to all people living in Scotland, increase the wellbeing of people living in Scotland, create sustainable and inclusive growth, reduce inequalities and give equal importance to economic, environmental and social progress.

www.nationalperformance.gov.scot

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

An important call for action by all countries to promote prosperity while protecting the planet. They recognise that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

www.sdgs.un.org/goals

STRATEGIC COMMITMENTS

1. A CONNECTED, COLLABORATIVE COMMUNITY

As a national organisation, InnoScot Health is well connected across NHS health boards. Embedded within local NHS Research, Development and Innovation teams, InnoScot Health combines national oversight with targeted health board engagement and a strong digital presence. This not only provides local insight and intelligence, but also cultivates strong, trusted relationships.

Complementary to this, is the established ability of InnoScot Health to work at a national level to build strong, mutually beneficial connections with national and regional innovation centres, academia, development agencies and funders. Supporting new and innovative approaches to healthcare wherever they originate, combined with an ability to link relevant expertise across the sector will help ensure the vision of a connected, collaborative Scotland is realised.

WHAT SUCCESS WILL LOOK LIKE BY 2026

An experienced, informed, empowered entrepreneurial healthcare environment in Scotland.

HOW INNOSCOT HEALTH WILL HELP DELIVER THIS SUCCESS

- > We will identify global healthcare innovation trends and related NHS needs
- > We will target, capture and triage ideas aligned with trends and needs and offer support to a ‘Once for Scotland’ NHS approach
- > We will provide expert innovation advice centred on intellectual property, medical device regulation, product development, business planning, funding and commercialisation
- > We will demonstrate the value of NHS supported innovation to position Scotland as an entrepreneurial, collaborative nation, where healthcare innovation thrives

OUR FOCUS

- 🎯 We will ensure InnoScot Health is an integral player within new and emerging innovation structures and policies
- 🎯 We will reinforce effective engagement with NHS strategic thinking and values, thereby helping to ensure the NHS is innovation ready
- 🎯 We will continue being a digitally connected, forward looking company that supports the greater use of technology by the NHS
- 🎯 We will facilitate industry and academic collaborations, where risk and reward are shared equitably
- 🎯 We will forge new partnerships which can benefit NHS supported innovation

OUR CONTRIBUTION TO NATIONAL AND GLOBAL PRIORITIES

Scotland’s National Outcomes



Health



Economy

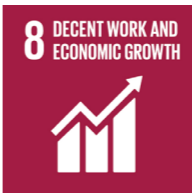


International



Communities

United Nations Sustainable Development Goals



STRATEGIC COMMITMENTS

2. HARNESSING EXPERTISE FOR OPTIMAL INNOVATION

Providing an infrastructure to blend clinical and commercial expertise is vitally important in supporting Scotland’s future healthcare innovation priorities and needs. The ability of InnoScot Health to leverage NHS experience and combine this with commercial business skills, which typically sit outside the sphere of traditional healthcare roles, is essential in translating healthcare innovations from original idea to widespread adoption.

InnoScot Health will continue to provide trusted, high quality advice on a pan-Scotland basis, including intellectual property advice, medical device regulation, funding, product development and commercialisation; and will remain responsive to advances across medicine, science, government and NHS policy, legal and regulatory affairs that impact on healthcare innovation process, ensuring the expertise of InnoScot Health remains dynamic and reflective of a modern health landscape.

WHAT SUCCESS WILL LOOK LIKE BY 2026

An internationally recognised health innovation environment combining the best clinical and commercial expertise.

HOW INNOSCOT HEALTH WILL HELP DELIVER THIS SUCCESS

- > We will provide an expert, full-service innovation advisory capability that is adaptive to new policy, rules, regulations, market conditions and emerging technologies
- > We will catalyse projects rapidly from idea to adoption
- > We will support an inclusive, robust and transparent innovation environment encompassing all healthcare pathways
- > We will save the NHS time and money

OUR FOCUS

- 🎯 We will continue to hire the best talent available to strengthen the company’s skill base
- 🎯 We will maintain ISO 13485 accreditation and a full Quality Management System to support the design and development of medical devices
- 🎯 We will manage an open process from initial evaluation of a concept through to regulatory approval and rapid market adoption of selected ideas
- 🎯 We will support the rapid translation of impactful, demand led healthcare innovations into viable products, devices, diagnostics, therapeutics and services

OUR CONTRIBUTION TO NATIONAL AND GLOBAL PRIORITIES

Scotland’s National Outcomes



Health



Economy



Fair work
and business

United Nations Sustainable Development Goals



STRATEGIC COMMITMENTS

3. ACCELERATING A BETTER HEALTHCARE FUTURE

For impactful healthcare innovations to transition from idea to reality, strong alignment of knowledge, culture, systems and processes is needed. Over many years, InnoScot Health has exhibited an exceptional ability to uncover transformational ideas from health and social care professionals, accelerate the most promising ideas and successfully launch an ever-expanding portfolio of products, technologies, spin-out companies, license agreements and patents.

InnoScot Health will continue to support and encourage an open and receptive environment to innovations originating across Scotland, and actively work across the sector to minimise all barriers – systemic, financial or otherwise – to ensure innovations of substance and scale can be expedited onto the market.

WHAT SUCCESS WILL LOOK LIKE BY 2026

Innovations of substance and scale coming to market rapidly and in investor-ready form.

HOW INNOSCOT HEALTH WILL HELP DELIVER THIS SUCCESS

- > We will support new pathways for demand led innovations to achieve market readiness, acceptance and rapid adoption
- > We will maintain a robust, safe and effective environment for NHS supported innovation
- > We will grow our pipeline of high-quality innovations with targeted innovation calls to realise major advances in areas of unmet health need

OUR FOCUS

- 🎯 We will work closely with partners to ensure NHS interests in collaborative projects are protected and valued
- 🎯 We will support a network of innovation scouts within the NHS to fast track suitable ideas into the established InnoScot Health commercialisation pathway
- 🎯 We will engage with patient groups to inform the development of selected ideas
- 🎯 We will launch a Healthcare Accelerator Fund to provide financial assistance in the rapid, early-stage development of projects that show commercial potential
- 🎯 We will work with NHS procurement organisations to ensure early and rapid adoption of NHS supported and demand led innovations

OUR CONTRIBUTION TO NATIONAL AND GLOBAL PRIORITIES

Scotland’s National Outcomes



Health



Economy



Fair work
and business

United Nations Sustainable Development Goals



STRATEGIC COMMITMENTS

4. DELIVERING REAL VALUE FROM HEALTHCARE INNOVATION

The InnoScot Health product and spin-out portfolio presents a record of successful health outcomes. Developed in collaboration with health professionals, a range of medical devices, products and technologies are in use internationally across hospitals, care homes and on-scene emergency settings.

Whilst healthcare innovations must deliver benefit to the NHS and its patient population; to deliver a truly holistic view we must focus not just on health, but social and economic benefits too. Successful healthcare innovations have the potential to create jobs, attract further investment to Scotland and strengthen our innovation profile on the international stage. We must spotlight the broader significance, and benefits, of health innovation within the wider entrepreneurial vision for Scotland.

WHAT SUCCESS WILL LOOK LIKE BY 2026

An internationally recognised health, social and economic landscape across Scotland that promotes the benefits of successfully commercialised and sustainable health innovations.

HOW INNOSCOT HEALTH WILL HELP DELIVER THIS SUCCESS

- > We will help position Scotland as a great place to do business, thereby playing our part in creating jobs and attracting investment into Scotland
- > We will develop bespoke social and economic value measures to help inform our selection of ideas to drive forward and to evidence the wider benefits of health innovations that we commercialise
- > We will generate a growing income stream to NHS health boards through financial returns on co-development projects

OUR FOCUS

- 🎯 We will work with academia, industry and government to provide commercialisation and funding advice relevant to healthcare innovations and emerging technologies
- 🎯 We will support NHS commitments to enable and promote best practice in systemic, sustainable health and care
- 🎯 We will work with license partners and NHS spin-outs post-commercialisation to grow sales and optimise value

OUR CONTRIBUTION TO NATIONAL AND GLOBAL PRIORITIES

Scotland's National Outcomes



Health



Economy



Fair work
and business



International



Poverty

United Nations Sustainable Development Goals



DELIVERING OUR STRATEGY

Our success is built on our people - the committed enablers of innovation. We are passionate about what we do, because we know that when the ideas brought to us are successful, they make a real and lasting difference.

InnoScot Health seeks out creative, talented, resilient people who can enrich and diversify its talent pool.

At the same time, integral to our success and reputation is significant experience of working with the NHS and the Scottish Government.

THE STRENGTH OF THE ORGANISATION LIES IN BRINGING SPECIALIST SKILL SETS TOGETHER IN A SINGLE PLACE TO COMPLEMENT CLINICAL KNOWLEDGE AND AMBITION, AND TOGETHER UNLOCK THE TRUE COLLECTIVE POTENTIAL OF SCOTLAND'S HEALTHCARE INNOVATION OPPORTUNITY.



The organisation's size, structure and professional culture allows it to be flexible and agile. This ensures that InnoScot Health is able to maintain a constant focus and optimise the skills of a dynamic team, while remaining well positioned to draw on a diverse range of expertise from trusted advisors.

It is vital that we maintain and enhance InnoScot Health's reputation as a great place to work in order to attract, retain, and develop the finest talent. We must continue to invest in skills from a wide range of professions and successfully anticipate coming needs. On-going training as part of a culture predicated on Continuing Professional Development ensures that skills continue to be optimised and staff are equipped to meet the challenges of the future.

This model is particularly beneficial where there is a shortage of NHS resource for innovation delivery; and it is anticipated this model of collaborative working, and drawing on vital expertise from InnoScot Health will help NHS Boards and Scottish Government to better refine and articulate how innovation can be best served across the NHS at an operational level. It will also optimise the role of InnoScot Health and support our ambitions to sit at the heart of a thriving entrepreneurial ecosystem.

GOVERNANCE AND FUNDING

Our work is underpinned by a comprehensive framework of policies reflecting high standards of governance, performance and accountability ; with strong leadership driving continuous improvement across the organisation.

InnoScot Health is a company limited by guarantee and owned equally by Scottish Ministers, NHS Tayside and NHS Golden Jubilee. Its activity is overseen by the Scottish Government's Chief Scientist Office; and a comprehensive framework of policies reflects high standards of governance, performance and accountability.

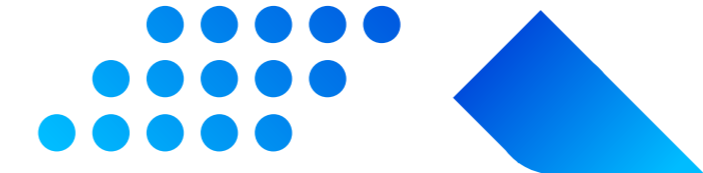
Key stakeholders across NHS health boards and business leaders form an integral part of a diverse Board. This ensures InnoScot Health is firmly embedded in the NHS Research, Development and Innovation landscape, and aligned to evolving needs and priorities across the NHS. Complementary to this, strong commercial acumen provides important insight and perspective. This diversity of experience and leadership helps to continually drive forward the work of InnoScot Health and ensure achievement of the corporate strategy.

The Board is assisted in its decision-making by the audit committee and the remuneration committee. An annual operating plan sets out target performance indicators aligned to the strategic plan, and an annual report outlines financial performance and progress.

InnoScot Health is grant funded by Scottish Government, with a further proportion of funding deriving from returns on successful projects. Where applicable, additional support for development work is sought from external funding bodies. For spin-out companies set up by InnoScot Health, private investment and venture capital funding is secured.

Healthcare innovation in Scotland is an increasingly important area of investment and InnoScot Health seeks to deliver Scottish Government public money to support and leverage projects where there is the best prospect of generating a financial and health economic return. It therefore prioritises its financial and human resource on these projects over those enquiries or projects which are purely industry or academic-led.

BRINGING INNOVATIONS OF SUBSTANCE AND SCALE TO MARKET IN INVESTOR READY FORM IS IMPORTANT TO THE SCOTTISH ENTREPRENEURIAL FUNDING ECOSYSTEM. INNOSCOT HEALTH HAS A UNIQUE POSITION AS A TWO WAY INTERFACE BETWEEN THE FUNDING MARKET AND THE NHS IN SCOTLAND.



FIND OUT MORE

YOUR 24-HOUR WINDOW TO INNOSCOT HEALTH

www.innoscot.com

If you would like further information or have a question in relation to the InnoScot Health Strategy, please email: info@innoscot.com

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 @InnoScotHealth

 Inno Scot Health



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certificate number MD 715271