



Digital Health & Care
Innovation Centre



DHI Industry Engagement Plan

2024 – 2027

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The DHI was established as a collaboration between the University of Strathclyde and the Glasgow School of Art and is part of the Scottish Funding Council's Innovation Centre Programme. The DHI is also part-funded by Scottish Government. DHI supports innovation between academia, the public and third sectors, and businesses in the area of health and care.

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Introduction

The Digital Health & Care Innovation Centre (DHI) was established in 2013 and is a key enabler and catalyst for change, occupying a unique and visible position at the heart of the innovation ecosystem for digital health and social care in Scotland.

A world-leading collaboration between the Glasgow School of Art and the University of Strathclyde, DHI is publicly funded by the Scottish Funding Council (SFC) and the Scottish Government.

DHI supports organisations across the quadruple helix to transform great ideas into real digital health and social care solutions, through combining technical, business and service innovation. Over the last five years it has collaborated on 50 projects, of which 15 have been readied for scale.

In August 2024, DHI became part of SFC's infrastructure investment in Knowledge Exchange and Innovation. This enabled a renewed approach to industry engagement to deliver its vision;

“Research and Innovation in digital health and care creates sustainable services and develops future skills, helping Scotland's people live longer and healthier lives and enabling the economy to flourish to meet global needs.”

This plan describes the evolution, substance and intended implementation of DHI's updated Industry Engagement approach.

DHI's refreshed approach will be to help more Scottish SMEs, start-ups and spin outs take their innovations to health and social care markets through focusing on Top Tier suppliers to the NHS and social care providers as their key customers.

This will enable:

- more SMEs to commercialise and scale in Scotland, and access overseas markets.
- Scottish Health and Social Care providers to access more de-risked innovations.
- Scotland's citizens to benefit from deployment of innovative products and services.
- Top Tier Suppliers to address gaps in their innovation pipeline.

1.0 Background

DHI transitioned to Scottish Funding Council infrastructure investment funding in August 2024 (Phase 3) and has taken the opportunity to renew its approach to industry engagement as a fundamental part of its 10 Year Strategy.

1.1 DHI Phase 2 Industry Engagement

In DHI Phase 2 (2019 – 2024), there was a focus on addressing NHS and social care needs and the delivery of outcomes set by the Scottish Government Health and Social Care Directorates (SGHSCD). Businesses were engaged as part of DHI's wider Engagement Model, largely delivered by a cross-functional team under the Director of Innovation.

Of the five main stakeholder sectors (Civic, Citizen, Business, Academic, International) Civic was identified as the key sector for DHI. Engagement with the Business audience was deliberately 'light touch' and comprised the elements shown in Figure 1.



Fig.1 - Phase 2 Pathway for Industry Engagement

As with the other stakeholder sectors, wider industry engagement has been dispersed across DHI, with many staff having roles in answering queries, signposting, presenting at events and influencing strategic policy and direction.

More in-depth industry engagement has occurred through high level, strategic approaches predominantly led by the Executive team, as well as in-depth operational engagement by the Senior Management and project delivery teams, e.g. with Medtronic and Corporate Health for the Scotcap project; MyDex for the Personal Data Store projects.

Two unintended consequences of the Phase 2 industry engagement approach have been:

- Internally – the evolution of a process that is largely reactive and only loosely connected.
- Externally – a reduction in the perceived value-add that DHI can offer to Industry

1.2 Global Market Changes

Since 2019, digital health and social care (H&SC) markets have grown exponentially, accelerated by the Covid-19 pandemic and a rapid pace of technological change. Estimated to be worth \$700 Bn by 2030¹, the global digital health and care market represents a significant economic opportunity for Scotland.

¹- Morrison et al *Emerging Trends in Digital Health and Care: A Refresh Post-COVID* [Booklet]

1.3 The Digital Health & Social Care Sector in Scotland

Commercial

Much like the rest of the UK, Scotland's Healthtech sector is characterised by a large number of small and early-stage companies, with more than 230 documented in 2024. The rapid pace of technological change has fuelled highly active university spin-out and start-up segments as well as pivots from non-healthcare companies. Also present are a range of supporting bodies and some larger corporates (see Figure 2).

Academia and Education

Scotland's universities and colleges are recognised as important assets within its digital health and social care ecosystem. Contributing 41% of Scotland's Gross Expenditure on Research and Development (GERD)², its universities are globally renowned for research excellence in life sciences, computer science, informatics, engineering and user design and generate new Digital H&SC companies through their spin-out and start-up activities. They host five of the UK's best medical schools, and specialist centres such as the Digital Health Validation Lab at the University of Glasgow, the Medical Devices Manufacturing Centre and the National Robotarium at Heriot Watt University. Scotland's colleges are acknowledged as key agencies for the delivery of entrepreneurial and innovation skills development e.g. City of Glasgow College supporting Business Partnerships.

Successfully commercialising Digital Health and Social Care (DH&SC) products and services is challenging, with evolving regulatory requirements and complex system and procurement needs shifting as a result of Brexit.



Fig. 2-DHI Key stakeholders

Public Sector Services

A wide range of organisations, with cross-cutting responsibilities and capabilities, support companies to innovate in DH&SC in Scotland. Key stakeholders include the Scottish Government (including the Digital Health & Care and Economy Directorates, Digital Directorate and Chief Scientist Office), COSLA, NHS Innovation Hubs, our 3 Economic Development agencies, Opportunity North East, accelerators and other innovation centres.

The complexity of Scotland's Healthtech innovation ecosystem is difficult for companies to navigate and is contributing to the challenge of realising value from assets such as Scotland's DH&SC data.

Scotland's Health & Social Care systems have huge potential to generate significant additional value from its data assets, much of which can be enhanced by digital solutions.

As reported in the 2021 "Trustech Report"³, key strengths include Scotland's population size and demographics, governmental support across a range of relevant organisations, the trend towards single platform usage, the Safe Haven structure, the Healthtech innovation ecosystem, 30 years' use of the Community Health Index (CHI) number, and the "Once for Scotland" approach. Creating clarity around the processes to access that data must be achieved if this value is to be realised.

Strategic Leadership

Key to addressing this complexity is the Digital and Data subgroup of Scotland's Life Sciences Industry Leadership Group (ILG-DD). This group was set up to advocate for a joined-up approach to developing a digital and data infrastructure that enables efficient access and enhancement of useable data for researchers and industry without compromising robust information governance.

DHI's CEO chairs the ILG-DD and the group includes senior level representation from the Scottish Government, the Universities of Dundee, St Andrews and Glasgow, NHS Scotland, COSLA and influential industry members.

Its activities are jointly facilitated by the DHI's Senior Business Innovation Manager and Scottish Enterprise. Recent examples of activity include a comprehensive Action Plan Review and the development of exemplar digital and data projects e.g.,

- the Women's Cardiovascular Health Data Project in which 6 project concepts and cross-sector teams have emerged from interactive participatory workshops with quadruple helix organisations, including prospective digital decision support tools and female-specific risk models for CVD.
- the Aim4All Project which is establishing a research environment where citizen and health systems data can be collected in a digital data exchange as part of routine clinical practice, supporting innovative approaches to pricing and reimbursement of value-based medicine.



1.4 Market Demand in Scotland

The biggest markets for digital health & care products and services in Scotland are the organisations delivering health and social care provision, but these organisations find themselves in a Catch-22.

An ageing population, increasing burdens of chronic disease and health inequalities are putting acute pressures on the system. Significant changes to how health and social care are delivered – including shifting from predominantly reactive and treatment-based approaches to include a proactive community and wellness focus – are required to address these demographic changes.

In the immediate term, unprecedented financial and staffing constraints combined with significant waiting lists mean that there is scarce capacity to embed new products and services. As reported by the British Medical Journal in February: *“The NHS is facing the most severe crisis in its history.”* In situations where every penny counts, it can be difficult for health and social care providers to take on the risk of adopting new products provided by unknown suppliers.

1.5 DHI's Phase 3 Focus

A pragmatic approach is required. DHI's key priority is to help more Scottish SMEs (including early-stage companies and university spin outs) take their innovations to health and social care markets through focusing on Top Tier suppliers to the NHS and social care providers as their key customers. This will enable:

- more SMEs to commercialise and scale in Scotland, and to access overseas markets.
- Health and social care providers in Scotland to access de-risked innovations delivered by trusted suppliers.
- Scotland's citizens to benefit from access to innovative products and services.
- Top Tier suppliers to address gaps in their innovation pipelines.

For some SMEs, selling direct to health and social care providers will still be the right business model, particularly those that already have contracts to some Health & Social Care Partnerships (HSCP's), Social Care Providers, NHS Boards, and it is important for all businesses to understand their end-user needs. So, clarifying the specific needs of health and social care providers in Scotland will continue to be a strong aspect of DHI's approach to Industry Engagement.



2.0 Strategic Context

2.1 DHI's 10 Year Strategy

The revised approach for Industry Engagement is fully aligned with DHI's 10 Year Strategy 2024 – 2033 which has established the organisation's vision, objectives, outputs and outcomes. Delivery is aligned to seven priority action areas (PAAs), each with associated activities and targets. PAA5 (see Figure 3) sets out a specific ambition to support economic growth subject to securing necessary resources.

PAA1 – Support the transformation of health and social care		
PAA2 – Develop a digital & data infrastructure as national assets to de-risk innovation	PAA3 – Enhance Scotland's connected ecosystem through cross sectoral innovation clusters	PAA4 – Develop a future skills pipeline which delivers workforce capabilities fit for Scotland's future
PAA5 – Extend commercial engagement to support economic growth	PAA6 – Support health and care contribution to Net Zero	PAA7 – Enhance Scotland's international reputation in R&I

Fig. 3 High-Level DHI Priority Action Area Overview

This Industry Engagement Plan has been designed to enable achievement of PAA5 primary objectives to:

1. Work with Enterprise companies and the ILG-DD to develop and deliver a suite of support for commercial partners that will help them navigate policy and funding landscapes and develop products and services ready for health and social care adoption.
2. Develop a commercial proposition for DHI. In the first 3 years of delivery, the main goals will be to demonstrate the value-add DHI can provide for companies and entrepreneurs, with a model for tiered support being developed in parallel, set to operationalise when the market is ready.

As part of DHI's wider engagement activities, Industry Engagement will also contribute to delivery against the other 6 priority action areas, as described in Attachment B. The contribution of Industry Engagement activities to delivering all seven PAAs is scalable and will be directly proportional to the dedicated resource available.

2.2 Economic Development in Scotland

DHI's refreshed approach to Industry Engagement is strongly aligned with Scotland's National Strategy for Economic Transformation (NSET), Scotland's Innovation Strategy, The Entrepreneurial Campus Strategy and SE's Mission-based approach to economic development. Our focus on Digital Health and Social Care will support entrepreneurial activity across multiple sectors of our economy and help reorientate Scotland's economy towards wellbeing and fair work, whilst facilitating Scotland's businesses to enhance productivity and innovation.

Digital Health is a large constituent part of the Life Sciences (Human Health) industry focus in SE's Mission: "Scaling the Impact of Scotland's Innovation Strengths into High-Growth Industries of the Future" and is referenced in strategies for Highland & Islands Enterprise (HIE) and South of Scotland Enterprise (SOSE). DHI will help increase the number of Digital Health & Care companies scaling up, creating high value jobs and competing globally.

2.3 Scotland's National Innovation Strategy

Health & Life Sciences was identified as one of the four broad innovation themes for future activity in Scotland, with Digital Health one of the prioritised areas of opportunity. DHI Industry Engagement supports companies in joining Innovation Clusters, adopting an investor mindset for scaling, and developing successful innovation funding proposals.

3.0 Phase 3 Industry Engagement Model

In DHI Phase 3 delivery, Industry is identified as a key customer segment for engagement. There will be focussed resource (subject to attracting corresponding investment), a revised suite of support and underlying processes that integrate into wider delivery across the organisation.

3.1 Vision for DHI Industry Engagement

- **DHI is recognised as a key point of contact for the capabilities and needs of companies developing Digital H&SC products and services in Scotland**, and is delivering support that addresses those needs, enabling companies to take advantage of national and international opportunities to scale and grow.
- **DHI plays a central role in connecting innovative companies with H&SC providers and funders**, through clearly communicating system ‘Pull’ requirements to businesses and providing mechanisms for industry ‘Push’ capabilities to inform system demands.
- **DHI works with public and private sector partners to co-ordinate industry collaborations** that leverage Scotland’s H&SC data assets and generate inward investment opportunities and economic returns.

Objective	Measurement
1. Support Scottish SMEs and University spinouts to scale and grow through helping them fully understand health & social care customer and system needs in Scotland and internationally, and to increase their commercial and service readiness levels to effectively address those needs.	#companies/spinouts accessing support; #co’s increasing S/B/TRL; #jobs created/safeguarded
2. Help exemplify and articulate the value of Scotland’s H&SC digital and data assets, through partnership working with the ILG-DD, Scottish Government, COSLA, Scottish Enterprise, SDI, Research Data Scotland, Public Health Scotland, the Scottish Safe Haven Network and the wider innovation ecosystem, creating opportunities for inward investment and trade	#companies engaged from outside Scotland
3. Increase the breadth and depth of interactions with top tier suppliers for H&SC providers in Scotland, enabling the development of impactful support and introductions for Scottish companies and generation of new opportunities for inward investment and international trade	# collaborations developed / influenced
4. Ensure DHI has up-to-date knowledge about industry and HEI capabilities and system needs, to optimise our coordinating and influencing role for the sector in Scotland and enable maximal alignment of tech PUSH opportunities with system PULL challenges.	#referrals and introductions
5. Generate a pipeline of companies for DHI’s Innovation project portfolio and pathfinder simulations, new members for DHI’s innovation clusters and high-quality referrals to trusted ecosystem partners	#referrals and introductions
6. Work with ecosystem partners to enable more efficient and joined-up use of resources, to help increase return on investment of public sector funding for digital health & social care innovation and create conditions for the development of cross-sectoral, collaborative R&I projects that attract additional funding into Scotland.	# funded collaborative projects; value of new R&I funding to DHI, partners or supported companies
7. Provide the foundation for development of a value proposition for DHI’s commercial model	qualitative – progress towards development of model; #companies accessing support on commercial terms

3.3 Industry Engagement Offer

DHI's refreshed offer to Industry is based on ten years of delivering digital health and social care innovation support in Scotland. DHI's granular understanding of health and social care needs, know-how about innovation within complex procurement systems, and connections across the healthtech innovation ecosystem mean it is uniquely positioned to help digital health and care companies and spin outs grow and scale and attract inward investment to Scotland. DHI will help:

- Digital health & care companies scale through supporting them to develop products and services that meet the innovation needs of Top Tier suppliers to the NHS and Social Care providers.
- H&SC providers and their Top Tier suppliers connect with SMEs, spin outs and University research teams developing innovative solutions to address Health & Social Care Transformation needs.

DHI will deliver this offer through;

- I. A suite of support drawn from the wider DHI offering (see appendix C) that has been repositioned to meet industry needs.
- II. Partnership working with the ILG-DD and wider innovation ecosystem stakeholders.
- III. Developing and managing relationships with Top Tier public sector suppliers.

Central to DHI's offer is the blending of technical, service and business innovation processes that has been evidenced as a requirement for successful adoption, as mapped in Figure 4.

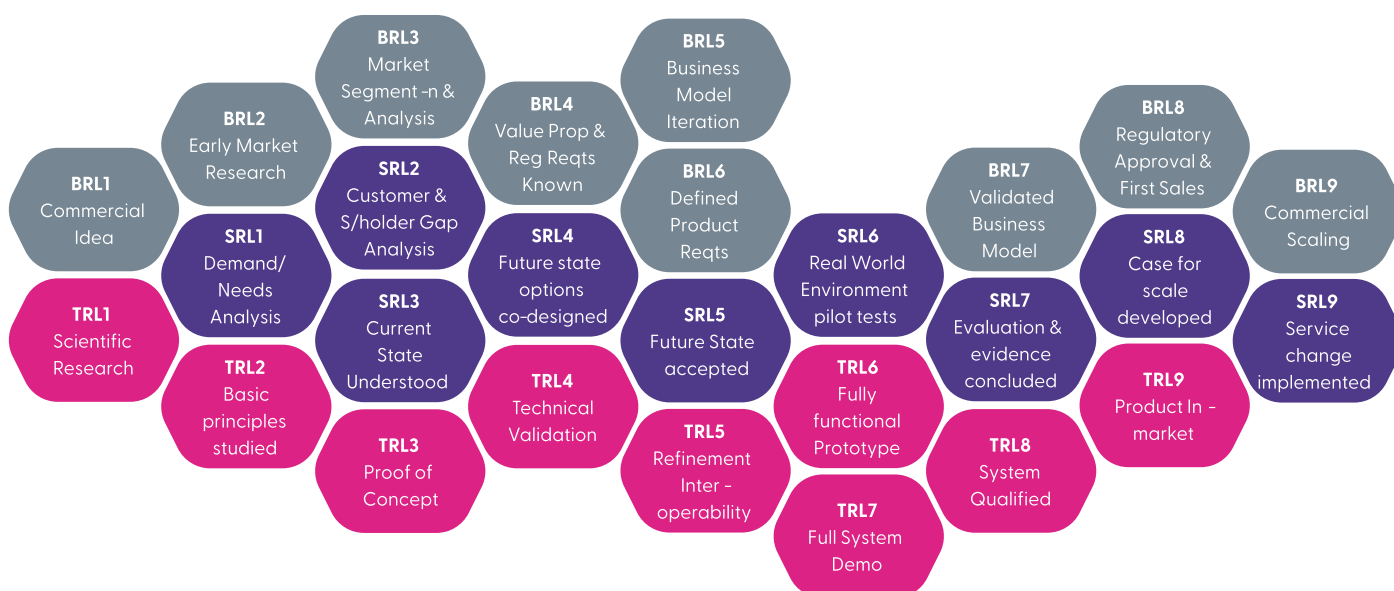


Figure 4: Figure 4: DHI Innovation Readiness Map

The number, timing and types of specific industry-focused interactions will relate to resource availability within DHI and its partners. Concepts currently being developed with partners include:

- **Pitch to the Top Tier Supplier Event:** Match-making event where suppliers provide an overview of their Digital Health & Care Innovation pipeline needs, and SMEs pitch the products and services they are developing.
- **Supply Chain Readiness Event:** Advice on navigating NHS Procurement information on Public Contracts Scotland and how to approach B2B collaboration with global corporations like Canon Medical and Bayer Digital.
- **Health Data 101 Webinar:** Guidance to terminology and best practice considerations with Research Data Scotland and Safe Haven Data analysts.
- **Health Data Opportunities in Women's Cardiovascular Health Report:** Summary of key insights, outcomes and recommendations from Women's Cardiovascular Health Data workshops.

3.4 Engagement Channels

Dependent on their segmentation, companies and industry stakeholders will be engaged through a range of channels, drawing on DHI's existing engagement expertise but with content specifically tailored for commercial audiences. The engagement channels are:

- 1. 1:1 Support** - High priority company prospects will have the opportunity to participate in a DHI Advisor Surgery. This is an opportunity for DHI to gain more granular knowledge of the company and assess their fit for current internal and external needs. Next steps and opportunities will be identified and qualified referrals made. If appropriate, the company may be moved to Relationship Management status.
- 2. Relationship Management** - Relationship management of key stakeholders, such as Scottish Enterprise, SDI and Scotland Innovates will continue to ensure DHI maintains up to date knowledge of, and connections to, the wider digital health and social care ecosystem in Scotland. This practice will be extended to organisations outside of Scotland, e.g. Health Innovation Network in England, ECHAlliance and trade bodies such as ABHI, to increase opportunities for Scottish SMEs and University spinouts to access wider UK and international support and collaborations.

DHI will develop relationship management arrangements with Top Tier suppliers to the NHS and Social Care providers, to better understand their supply chain requirements and develop mutually beneficial ways of working. E.g. Bayer Digital, who have confirmed that their out-sourcing and acquisition model could align well with DHI's new Industry Engagement approach.

- 3. 1: Many Events and Webinars** -DHI will lead cost-efficient, industry-focused events to help companies, tech transfer offices, and spin-outs understand health and care supplier needs. Activities include navigating Public Contracts Scotland, pitching to NHS suppliers, and understanding regulatory pathways, alongside support for Innovation Cluster events.

- 4. Design Innovation Workshops** - The Industry Engagement lead will work with other DHI teams to develop bespoke workshops that bring smaller groups of companies together with the Scottish health-tech ecosystem stakeholders to develop shared understanding of system needs and create the conditions for collaborative approaches to address those needs. The recent Women's Cardiovascular Health Data workshops are an example of this type of delivery.



5. **Industry-focused Web Resources** – New industry resources are being created as part of DHI’s website redesign. These will include Case Studies, Market Reports and Industry Insights. Where possible, existing collateral will be curated for a commercial audience. Other content may be edited to meet industry needs, with links provided to, more detailed documents on the website.
6. **ILG-DD Facilitation** – DHI’s Senior Business Innovation Manager will continue to facilitate meetings and activities of the Digital & Data subgroup of Scotland’s Life Sciences Industry Leadership Group (ILG-DD). This role helps optimise the effectiveness of the ILG-DD in delivering Scotland’s Digital and Data Action Plan.
7. **External Events Attendance** – All members of DHI’s Executive Team, and the Senior Business Innovation Manager will attend external events, with speaking slots where relevant, to support a more proactive approach to company and university spinout engagement. DHI needs to be where the companies are to ensure our knowledge of the sector remains up to date.

3.5 Triage and Prioritisation Approach

To optimise the productivity of Company Engagement, a new Lead Prioritisation process is being developed. The process is predicated on degrees of alignment with several intersecting internal and external drivers, as described in Table 1.

Driver	Priority Level		
	High	Medium	Low
System ‘Pull’ Needs¹	Mental Health, Healthy Ageing, Diabetes/Weight Management, Women’s Health, Social Care, Rural Communities	Other chronic diseases, Hospital at Home, Drug Related Harms, Integrated Care, Resource Use Optimisation	Areas not falling into High or Medium categories but of some key policy interest
Addressable Readiness Gap	Scottish SMEs most likely to realise an increase in Service or Business Readiness as a result of engagement with DHI	World companies with excellent match to key system and/or DHI internal needs.	Other enquiries
Inward Investment Potential	Global companies with the potential to create jobs and/or drive new revenue in Scotland. This will include Top Tier suppliers to health and social care providers.	World SMEs with firmly stated intent to create jobs and/or drive new revenue in Scotland	World companies with no obvious potential or intent to create jobs and/or drive new revenue in Scotland
Company Size and Scaling Potential	Global companies Scottish SMEs that are well-resourced with stated intent to scale	Scottish SMEs and spinouts that are pre-commercial or not yet well positioned to scale	World SMEs
DHI Project Portfolio/ DHI Exchange Requirements²	High, Medium and Low prioritisation will be dependent on current needs and resource availability and subject to change as DHI seeks to maintain a balanced project portfolio and the DHI Exchange is variously engaged in pathfinder projects.		

1. DHI’s established innovation clusters and communities of practice in the listed High Priority areas will provide the best chance of building success.
 2. The Industry Engagement lead (SBIM) will take regular temperature checks through SMT reporting and monthly update meetings with the CTO.

Table 1: Factors Underpinning Industry Engagement Lead Prioritisation

These initial priorities will be used to test the approach in Year 1 and are subject to changes relating to resource availability, funding calls, collaboration opportunities and/or external strategic inputs. A specific ‘theme’ focus may be adopted to coherently link elements together and maximise resource impact, such as cross-cutting activity on Women’s Health.

3.6 Customer Segmentation and Engagement Channels

The engagement channels for Industry will be differentially applied to achieve the engagement objectives for each customer segment, as described below (Table 2).

Segment	Engagement Objectives	Engagement Channels
Global Companies <ul style="list-style-type: none"> Likely Top Tier suppliers to NHS / SC providers May have gaps in internal innovation pipeline Corporate investment arms and/or accelerator programmes Potential inward investors 	<ul style="list-style-type: none"> Understand their innovation pipeline needs: Technical gaps, Business/Service requirements (1,3,4) Map current supplier arrangements (3) Increase awareness Scottish digital & data assets (2) Assess inward investment potential (2,4,5) 	<ul style="list-style-type: none"> Relationship Management 1: many events & webinars Invited blogs/articles for online industry support Qualified Referrals / Introductions to SMEs
SMEs Medium-sized <ul style="list-style-type: none"> likely to have at least 1 product in at least 1 market, Looking to scale through increasing market share, access to new markets and/or NPDP Small/Micro <ul style="list-style-type: none"> Pre-commercial, University spinouts and/or limited sales of single product or service Likely to be largely grant funded Seed funding stage 	<ul style="list-style-type: none"> Understand technical capabilities – map to customer needs (1,3,4) Help increase T/S/B readiness levels (1) Introductions/Referrals (4,5,6) Help secure funding / new business (1,7) 	<ul style="list-style-type: none"> 1:1 support (H priority) 1: many workshops (H/M priority) 1: many events (H/M/L priority) 1: many 'self-service' resources online (H/M/L priority)
Universities and Colleges Spinouts <ul style="list-style-type: none"> as for Small/Micro SMEs Academic Expertise <ul style="list-style-type: none"> Leading researchers and/or teams with research goals aligned to one or more system pull needs 	<ul style="list-style-type: none"> Build trusted relationships for referrals and collaborative opportunity development (1,6) Maintain up to date knowledge of relevant technical capabilities (4) Help secure funding / new business (6) Support delivery of service and commercial readiness training programmes (6) 	<ul style="list-style-type: none"> 1:1 support (H priority) 1: many workshops (H/M priority) 1: many events (H/M/L priority) 1: many 'self-service' resources online (H/M/L priority)
ILG-DD	<ul style="list-style-type: none"> Stay informed on external policy and strategy drivers (2,4) Facilitate exemplification and articulation of Scotland's Digital and Data proposition (2,3) 	<ul style="list-style-type: none"> ILG-DD Facilitation
Health & Social Care providers	<ul style="list-style-type: none"> Maintain up to date knowledge of key areas of demand and current practice (1,4) Connections with subject area specialists (1,4) Build trusted relationships for collaborative opportunity development (1,4,6) Ensure citizen/patient needs are considered (1,6) 	<ul style="list-style-type: none"> Relationship Management 1: many events and webinars Co-design workshops

Segment	Engagement Objectives	Engagement Channels
Ecosystem Partners , including SE, SDI, Scotland Innovates, CSO, NHS Innovation Hubs, Digital Office for Local Government, SoSE, HIE, InnoScot Health, Digital Health Validation Lab, MDMC, Techscaler Accelerator Programme, Innovation Centres and others	<ul style="list-style-type: none"> • Maintain up to date knowledge of key areas of support and expertise (1,2,6) • Build trusted relationships for referrals and collaborative opportunity development (1,6) 	<ul style="list-style-type: none"> • Relationship Management • 1: many events and webinars • Co-design workshops • Industry-focused web resources • External Events Attendance
Investors & Funders	<ul style="list-style-type: none"> • Increased awareness of upcoming funding calls and associated requirements (1,5,6) • Inform development of Commercial and Service Readiness support offering (1,5,6) 	<ul style="list-style-type: none"> • Relationship Management • 1: many events and webinars • Industry-focused web resources • External Events Attendance

Table 2: DHI Industry Segmentation & Engagement Channels

4.0 Implementation

4.1 Provisional Y1 Delivery Plan

Developing and delivering the new approach to Industry Engagement will be a live process with the key stages are outlined in Attachment A.

4.2 Resource and Processes

Focussed Industry Engagement activities will be led by dedicated resource (currently the Senior Business Innovation Manager), integrated with, and for, other functional units within DHI. Activities will be supported by new internal documentation and processes including: the Lead Prioritisation Process for triage and segmentation of incoming enquiries; Product Descriptor Forms; DHI Advisor Surgery Reports.

4.2.1 Systemising Industry Engagement Records

As noted earlier, many DHI staff are involved in Industry Engagement activities as part of delivering their responsibilities. Some company information is captured when individuals join the main DHI Cluster. To date, there has been variable quality of, and limited access to, the associated company information. A revised 'Join our Network' process, aligned to this Industry Engagement model was launched in Autumn 2024 and will continue to function primarily as a mailing list.

In Phase 2 some industry engagement has been tracked on Pipedrive, typically as part of a wider activity. A new Pipedrive pipeline has been created for Company engagement that acts as a light touch CRM. In DHI's refreshed approach, substantive company interactions will be logged on the Company engagement pipeline so that wider relationships can be taken into account when new contacts are made. DHI will conduct a baselining exercise of digital health and social care companies in Scotland and use this to track Industry Engagement progress and help target prospecting activities.

4.3 Monitoring and Evaluation

The outputs, outcomes and impacts of Industry Engagement will be captured through Priority Action Area 5 reporting, using the measures listed in section 3.2

5.0 Assumptions and Risks

Delivery of the Industry Engagement Plan and the related PAA5 from the 10Y strategy is reliant on a minimum of 1.0 FTE dedicated to Industry engagement, and the model assumes that the SBIM post is maintained beyond November 2024. Until longer term funding for the post is secured, there is a risk that this minimum industry Engagement Plan cannot be delivered as scheduled.

In mitigation, DHI is currently working with funders to develop a projects-based, Innovation Portfolio approach that in the first instance expands the Women's Health workstream. Other income streams to support industry engagement are also in consideration, such as delivering Scottish-facing activities for wider UK initiatives. Progress updates will be reported via PAA5 monitoring.

The Industry Engagement objectives identified in section 3.2 are scalable but delivery of any stretch targets will require additional resource. There is a related risk that, as DHI demonstrates its value to industry, the resource available to manage and fulfill enquiries is overwhelmed by market demand. The lead prioritisation process (Section 3.5, Table 2) will help mitigate this – particularly through prioritising focus in areas where DHI is well-resourced – as will streamlining referral processes. However, the main mitigations will be careful management of expectations and securing additional resource into the team.

Attachment A: Industry Engagement - Provisional Year 1 Delivery Plan

Engagement Phase	Activities	Impact	Deliverables
Customer Research	Primary research through company meetings and stakeholder relationship management. Commission report on digital health and social care company base in Scotland	Maintain up to date knowledge of SME and system needs for development of support Establish baseline position for sector in Scotland, enabling measurement of impact and proactive engagement activities	Outline requirements plan drafted by Nov 2024 Baseline Report delivered by end Oct 2024
Process Development	Establish Industry Engagement processes, systems & documentation Create Digital Health & Care Business Readiness Level Descriptors and map support appropriately	DHL engagement internal data and information is accurately captured and accessible to facilitate network and collaboration Differentiation of DHL's value proposition is exemplified and in active use.	Processes and documentation in place by end Oct 2024 DHL-branded Business Readiness Level resources (incl. 'Hexagons' Readiness Map published online by Nov 2024)
Relationship Management	Develop and manage relationships with Top Tier suppliers to H&SC providers Codify Industry Relationship Management activities across DHL	Trusted relationships developed with key stakeholder segment, leading to granular understanding of innovation pipeline needs that is informing SME support Shared understanding of which DHL staff are leading on which relationships	1 x Top-Tier supplier anchored event delivered by Mar 2025 Industry Relationship Management Matrix in place by Feb 2025
1: Many Support	Events Programme developed in partnership with key stakeholders Develop Industry-facing collateral for website	Raise the profile of DHL as a collaborative partner, well-connected into the health and care landscape Increased recognition of the value-add that DHL delivers to companies	DHL is leading or partnering in 4 key strategic events by end July 2025 5 case studies delivered by end Oct 24 and additional 2 "learn & share" assets by July 2025
1:1 Support	Lead prioritisation process is being trialled SMEs receiving direct support and qualified referrals	Efficient deployment and integration of DHL Business Engagement Processes Scottish SMEs are being supported to increase their Service and Business Readiness Levels and to connect with the right business support for at the right time.	Finalised Lead Prioritisation Process in use by July 2025 7-10 companies signed up to DHL Cluster by Jul 2025 3- 10 Scottish SMEs with raised RLs by Jul 2025 5 r World companies actively engaging with DHL by Jul 2025

Engagement Phase	Activities	Impact	Deliverables
ILG-DD Facilitation	<p>Planning and reporting for quarterly ILG-DD meetings</p> <p>Update Action Plan</p> <p>Development of Women's Cardiovascular Health Data (WCVHD) and Strategic Communications Exemplar projects</p>	<p>DHI is recognised and influential partner at the heart of Digital and Data innovation in Scotland.</p> <p>A focused and efficient ILG-DD is leading joined-up efforts to realise value from Scotland's Digital & Data assets</p>	<p>4 quarterly meetings held by July 2025</p> <p>Updated Action Plan by May 2025</p> <p>1 exemplar projects in delivery by July 2025</p>
Secure Additional Funding streams	<p>Develop funding proposition to support DHI's industry engagement activities</p> <p>Develop and operationalise a value-based commercial proposition for DHI</p> <p>Work with partners to develop collaborative projects</p>	<p>DHI is resourced to support growth of the digital health & care sector in Scotland</p> <p>Raised profile for DHI and increased financial security for DHI</p> <p>Raised profile for Digital and Data assets in Scotland and additional growth enabled through new funding</p>	<p>Project proposal submitted to SE by Dec 2024</p> <p>Value-based commercial proposition finalised by Jul 2025</p> <p>£300k additional R&I funds leveraged by July 2025</p>
Evidencing Impact	<p>Presentations at national and international events to share learning and support two-way knowledge transfer</p>	<p>Raise profile and reputation of DHI, and spot new opportunities for digital health and care in Scotland</p>	<p>Key events to be identified for DHI Industry Engagement participation</p>

ATTACHMENT B: Industry Engagement Alignment with Priority Action Area Target Outcomes



PRIORITY ACTION AREA	3Y Target Outputs & Outcomes	Industry Engagement Contribution
<p>1 - Health & Care Transformation</p> <ul style="list-style-type: none"> Drive forward a balanced innovation portfolio that addresses key demand priorities & increases capacity within H&C services Generate independent evidence & evaluation 	<ul style="list-style-type: none"> 18 portfolio projects 2 projects handed over for scale £200k additional funds to support academic grants 100 digital health and care related research reports commissioned 	<ul style="list-style-type: none"> Pipeline of companies for project portfolio and RCE Living Labs. Portfolio Project pipeline development Connecting tech PUSH opps with system PULL challenges
<p>2 - Digital & Data</p> <ul style="list-style-type: none"> Evidence of policy & process influence open access to data for R&I Generating new types of data that drive prevention and prediction Creation of structured data as by-product of re-designed care pathways and processes 	<ul style="list-style-type: none"> 12 pathfinder simulations 9 data and digital related publications 18 design related insight reports 9 research bids from partners 	<ul style="list-style-type: none"> Pipeline of companies for pathfinder simulation projects. Increased service and commercial readiness of tech PUSH opps, and connections with system PULL challenges
<p>3 - Innovation Clusters and Ecosystem Development</p> <ul style="list-style-type: none"> Increased depth and breadth of DHI innovation cluster membership Range of KE events delivered, ecosystem matchmaking, and introductions initiated Value of collaborative projects/ initiatives developed through clusters and R&I investment secured 	<ul style="list-style-type: none"> Additional 300 active members in DHI ecosystem 300 people attending KE events 12 DHI-led events 24 partnered events 12 non-DHI events (attended?) 36 meaningful introductions initiated 21 Letters of Support 6 partner competition calls delivered 	<ul style="list-style-type: none"> Qualified referrals of companies and industry stakeholders to actively participate in Innovation Clusters, incl collaborative projects Support development of industry-focussed content for cluster events and communications Develop key demand areas for cluster model expansion
<p>4 - Skills and Education</p> <p>Influencing curricula to embed digital as core part of medical, health and care courses; expand university and college courses containing DH&C aspects; increase educational opportunities and pathways leading to careers in DH&C and digital H&C Supporting number of skills development opportunities</p>	<ul style="list-style-type: none"> 30 research reports and publications incl Business Case input 60 Postgrad and/or Innovation-related fellowships secured Attract/admin academic grants in line with PAA1 project activity 5 new or enhanced U&C educational paths supported, incl CPD, MOOCs and others 	<ul style="list-style-type: none"> Support for entrepreneurial campus activity Identification of stakeholder training needs and/or gaps Pipeline for research requests, reports and publications
<p>5 - Economic Development</p> <p>Work with Enterprise companies and the Scottish Lifesciences Industry Leadership Group (ILG) to support commercial partners, navigate policy and funding landscapes, and develop products and services ready for health and social care adoption. Establish strategic alliances, support trade missions, promote inward investment, and partnering opportunities.</p>	<ul style="list-style-type: none"> 40 additional companies (25% Scottish) signed up to DHI Cluster, and 4 receiving in-depth support 25 Scottish companies accessing 1:many support, and 10 supported to increase readiness levels 15 actively engaged companies that are HQ'd outside Scotland 3 additionally funded collaborative projects with industrial partners and £350k additional funding leveraged 3 industry-focussed events 3 'learn & share assets £1.5M increased turnover/new investment to supported companies 12 HV jobs created or safeguarded Increased number HE/FE start-ups and spinouts 	<ul style="list-style-type: none"> Connections and collaborations with outside Scotland stakeholders Up to date understanding of sectoral assets and capabilities, and company and pre-commercial needs Trusted relationships with innovation ecosystem stakeholders, enabling efficient referrals, partnership working, and improved alignment of innovation opportunities with system needs Referrals of companies to main DHI cluster Design and delivery of 1:1 and 1:many support for companies. Create conditions for collaboration

PRIORITY ACTION AREA	3Y Target Outputs & Outcomes	Industry Engagement Contribution
<p>6 – Net Zero Develop key Net Zero principles and introduce in DHI processes and procedures Utilise international networks to inform the contribution of digital health and care to the wider UN Sustainable Goals</p>	<ul style="list-style-type: none"> • Net Zero built into every project, procurement approach and evaluation reporting. • Positive contribution towards the overall funders Net Zero targets • Refine working practices that best support net zero 	<ul style="list-style-type: none"> • Best practice insights from companies and stakeholders
<p>7 – International Champion Scotland's reputation as a world class R&I ecosystem Create strong knowledge network through market research reports and peer reviewed publications activated through its HE networks and international partners Continue to expose Scotland's position in pioneering innovation for this sector</p>	<ul style="list-style-type: none"> • 36 international events • 22 Inward investment deals supported • 9 International projects initiated, • £5m additional R&D funding leveraged into Scotland • Sector specific trade mission and field trips supported 	<ul style="list-style-type: none"> • Engagement with global Top Tier H&C suppliers • Promoting robust and connected R&I ecosystem through partnership working and ILG-DD facilitation • Scottish Data exemplar projects

ATTACHMENT C: DHI Industry Engagement Product Catalogue

Product	Examples
DHI Advisor Surgery	SBIM 1:1 meetings with Digitech Innovation and Care Reality
Collaboration Coordination	AIM4ALL consortium
Problem Definition Workshop	Women's Cardiovascular Health Data Workshops with SE and IHDP/University of Edinburgh (Feb & May 24)
Design Innovation Workshop	Midlothian Frailty Project
DHI Exchange Support & Assets	Personal Data Store Infrastructure
DHI Innovation Clusters	Main DHI Cluster; Healthy Ageing Innovation Cluster
Resource Library	Clackmannanshire Procurement Blog; Skills Reports
Webinars	Health Data 101
Events	Pitch to the NHS Tier 1 Suppliers