

ACCELERATED ACCESS COLLABORATIVE (AAC) BOARD

Meeting date: 29 November 2023

Paper Title: Innovation Ecosystem Programme Update

Agenda item: 4

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Paper type: For discussion

AAC Priority Area:

Research	<input type="checkbox"/>	Building innovation capacity	<input checked="" type="checkbox"/>
Demand signalling and horizon scanning	<input type="checkbox"/>	Innovator support	<input checked="" type="checkbox"/>
Uptake of proven innovation	<input checked="" type="checkbox"/>	Cross-cutting (Health Inequalities, Net Zero, Life Sciences Vision)	<input checked="" type="checkbox"/>
Other (statutory, governance)	<input type="checkbox"/>		

Ask of the AAC Board:

- Note and provide feedback on the progress of the Innovation Ecosystem Programme, since the previous update provided in June 2023.
- Provide further input into the structure and next steps for the programme and associated workstreams.

Background:

1. The Innovation Ecosystem Programme (IEP) is an ambitious programme of work – being led by the National Director for Life Sciences at NHS England – designed to improve the UK's health innovation ecosystem. The programme was first introduced to the NHSE board in March 2023 and to the National Life Sciences Council in May 2023; and is being delivered in collaboration with the NHS, central government, regulatory bodies, academia, industry bodies, as well as patient and public bodies.
2. The AAC Board was presented with an update on progress at its previous meeting in June 2023 and this paper seeks to build on those details, providing an expanded overview of the programme's scope and progress across four agreed workstreams, emerging themes from the engagement activity and details of the governance arrangements.

Context:

3. Maintaining a focus on the NHS adopting a learning health system approach to innovation continues to be a significant driver for the IEP. This approach seeks to encourage and support innovation across all parts of the ecosystem, including the NHS, the life sciences industry, research institutes, medical

charities and importantly patients – enabling the NHS to take advantage of both internal and external innovation.

4. Progress of the programme is also being reported to the National Life Sciences Council (21 November 2023) and the programme's Advisory Group in December 2023 – with much of the content provided being consistent across each forum.

Programme structure, progress so far, and asks of the board:

5. The IEP's workplan incorporates a strategic blend of policy thinking and 'on-the-ground' learning, to ensure that the resulting recommendations are grounded in what works and will ensure the insight and feedback from local systems is appropriately incorporated from the outset.
6. The programme is structured through four workstreams with governance details attached in Annex A. The four workstreams are summarised:

Workstream 1: Learning by Doing: Partnering with Localities where work is in progress to improve clinical pathways in Life Sciences Vision (LSV) Mission healthcare areas, understanding the key enablers for innovation adoption and spread and feeding learnings into the Workstream Three (WS3) Blueprint.

Workstream 2: Immediate Actions: Oversee immediate actions to refine the innovation ecosystem, informing WS3's blueprint. This includes Academic Health Science Network/Health Innovation Networks reform/relicensing, implementing recommendations from the O'Shaughnessy Review, delivery of Lipid Lowering Pathway improvement plans and learning for primary care innovation from rollout of Inclisiran, and expanding the MedTech Programme.

Workstream 3: NHS Research and Innovation Blueprint: Developing an operating model for the health innovation ecosystem based on a comprehensive understanding of the current system, and learnings from the other workstreams.

Workstream 4: Preparing for the NHS of Tomorrow: Undertaking targeted thought leadership work to better understand how to best prepare for the NHS of the future.

7. Since the AAC Board's last meeting, there has been further development and refinement of the programme workstreams. Each workstream is at a different stage of maturity and strong progress has been made in several areas.
8. A paper setting out a progress update for the National Life Sciences Council on 21 November 2023, is attached at Annex B (paper AAC004a).
9. The AAC Board is invited to provide comments on the overall structure, focus, progress and next steps of the programme and its four interrelated workstreams.

Engagement

10. As set out in the attached Life Sciences Council paper (Annex B), there have been more than 70 one-to-one interviews, alongside a series of targeted roundtables aimed at different stakeholder groups, which has provided the following steers:

- **Inclusive Leadership:** Emphasis on collaborating with everyone from national senior leadership to local clinicians to identify and embed learning and enablers at all levels.
- **Industry-Academia Collaboration:** Actively involve industry and leverage universities for research and innovation.
- **Strategic Scalability:** Identify where good practice happens to support scale and spread nationally, connecting leaders and systems to continuously share learning and approaches.
- **Future-Proofing the NHS:** Prepare for technological disruptions and ensure continuous evolution of the NHS model.
- **Equitable Health Innovations:** Ensuring accessible, inclusive, and co-designed health innovations that address inequalities.

Summary and next steps

11. The programme continues to identify areas for improvement and ‘on-the-ground’ learning to ensure that the resulting recommendations are grounded in what works, and a learning by doing approach of making ‘live’ changes and improvements as the programme progresses.
12. The programme will continue to engage with all partners across the ecosystem, to iteratively test and refine the ecosystem architecture and future blueprint.
13. The programme is currently developing its measures of success and evaluation framework; which will continue to be developed in partnership across each of the workstreams, as well as building future KPIs for the implementation phase i.e. beyond May 2024.
14. The programme will continue its collaborative learning and delivery across the four workstreams, and in aggregate, iteratively aligning and feeding into the blueprint design as the final output to test in May 2024.

Board members are asked to:

1. Note and provide feedback on the progress of the Innovation Ecosystem Programme, since the previous update provided in June 2023.
2. Provide further input into the structure and next steps for the programme and associated workstreams.

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Annex A – Innovation Ecosystem Programme: Governance Arrangements

The Innovation Ecosystem Programme (IEP) is overseen by an Advisory Group of diverse and influential experts from across the healthcare and life sciences sectors, to ensure a robust and collaborative approach to achieving the Programme's objectives.

As set out in Figure A-1, the advisory group will be accountable to the NHSE Board and regularly provide updates to the Accelerated Access Collaborative (AAC) Board and the Life Science Council. The membership of the advisory group is as follows:

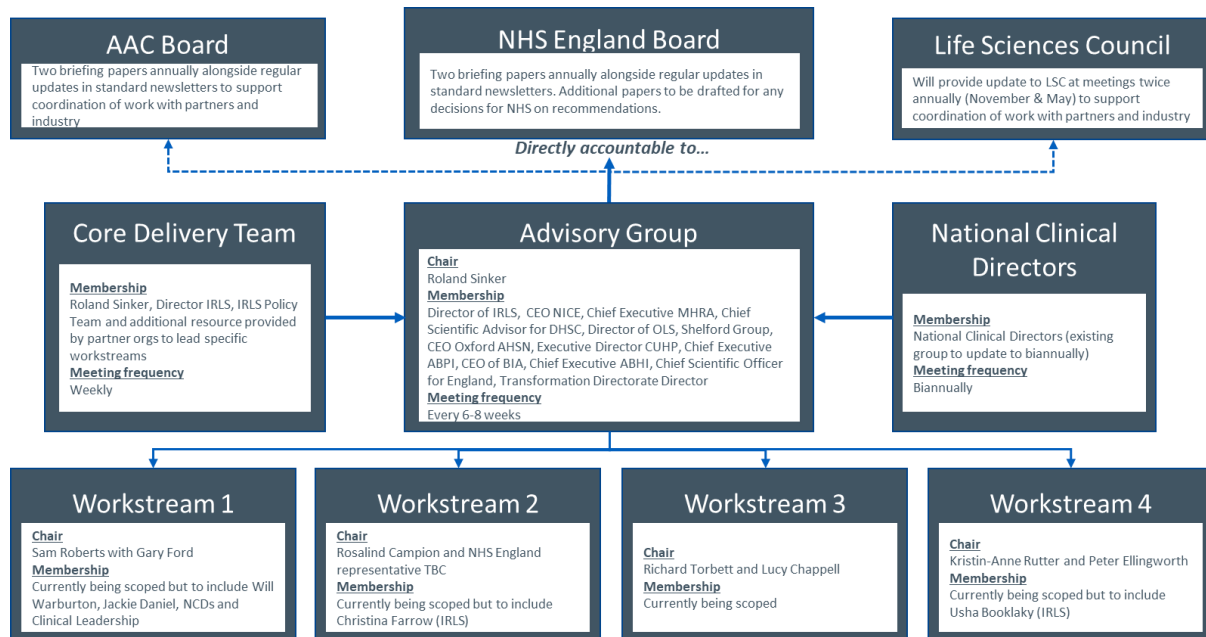
- National Director of Life Sciences (Roland Sinker)
- Interim Director of IRLS (Verena Stocker)
- Interim National Director of Transformation NHSE (Dr. Vin Diwakar),
- CEO of NICE (Samantha Roberts)
- Chief Executive of MHRA (June Raine)
- Chief Scientific Advisor for DHSC (Lucy Chappell)
- Director of Office of Life Sciences (Rosalind Campion)
- Managing Director of the Shelford Group (Will Warburton)
- Chair of the Health Innovation Networks (formerly Academic Health Science Networks) (Richard Stubbs)
- Executive Director of Cambridge University Health Partners (Kristin-Anne Rutter)
- Chief Executive at ABPI (Richard Torbett)
- Chief Executive of ABHI (Peter Ellingworth)
- CEO of UK Bioindustry Association (Steve Bates)

A working group for each Programme Workstream has been established and has two chairs from the advisory board, supported by a delivery team. The chairs are as follows:

- **Workstream 1:** Dr. Sam Roberts, Chief Executive of NICE and Prof. Gary Ford, Chief Executive of Health Innovation Oxford
- **Workstream 2:** Rosalind Campion, Director of OLS and Dr. Vin Diwakar, Interim National Director of Transformation NHSE
- **Workstream 3:** Prof. Lucy Chappel, Chief Executive of the National Institute for Health and Care Research (NIHR) and Dr. Richard Torbett, Chief Executive of ABPI
- **Workstream 4:** Dr. Kristin-Anne Rutter, Executive Director of CUHP and Peter Ellingworth, Chief Executive of ABHI

To note, this programme is closely linked to wider work remits covering life sciences and NHSE innovation including those of the AAC, DHSC, ABHI, and other boards. The intention of this work is to link to but not oversee/supersede those groups. Clinical input will also be sought from relevant NHSE clinical advisory groups. Periodic roundtables are also being undertaken with broader industry, the third sector and the patient community.

Figure A-1: Innovation Ecosystem Programme Governance



Source: Innovation Ecosystem Programme Working Group, 2023

Annex B

See paper AAC004a