



Our primary role is to provide strategic and operational leadership across NHS Grampian for innovation activity.

We are most concerned with innovation activity focused on the development of ideas, testing prototypes, and evaluating products in real life clinical environments. Our role usually doesn't involve procuring products or implementing new devices as part of business as usual.

In almost all cases, our projects and programmes relate directly to significant healthcare delivery challenges, usually aligned with a national or local strategic priorities. Major areas of activity include medical technology devices and data science.

A key aspect of our role is to bring together consortia consisting of NHS staff, industry and academia to secure external funding to generate and test solutions to healthcare challenges.





Innovation Hub

#InnovateNHSG

Introduction

NHS Grampian's Innovation HUB was established in 2016 and comprises a group of different clinicians and non-clinicians from across the wider NHS System, including both primary and secondary care from medical and nursing professions, as well as eHealth, Corporate Communications and supported by programme and project management resource. Our executive sponsor is the Director of Strategy & Deputy Chief Executive, Adam Coldwells.

Whilst the NHS is traditionally hierarchical, which can bring benefit and drawbacks, the Innovation Hub is a specialist team with fewer managers and a flatter hierarchy. The Innovation Hub is in a unique position whereby it can work more flexibly across formal and informal decision-making structures. The Hub predominately works in the exploratory phase of innovation with exploitation or scale up aligned with other teams.

Seeking opportunity, considering the potential, and embracing the possibilities of innovative healthcare solutions are what draws together this mixed group of passionate individuals. The Innovation Hub exists to match the best ideas and solutions with our most difficult healthcare challenges. We work with patients, the NHS workforce, industry partners and academia to improve patient care for today, whilst building up on the existing legacy of innovation in the North East for generations to follow.



@InnovateNHSG



www.linkedin.com/showcase/nhsg-innovation-hub

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Shona Robertson
Team Administrator for Innovation

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Shona has been with the Innovation Hub Team part time since March 2021 however has been with NHS Grampian for 25 years working as a Medical Secretary. She provides a variety of administration support to the team.



Lynsey Lochhead
Senior Information Governance Officer

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Lynsey joined the Information Governance Team in 2018 and deals with information requests. As SIGO she supports the Innovation Hub providing advice and guidance in the production of governance documentation for a range projects and new technologies.



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Lorna Cameron
Project Manager for Innovation

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Lorna has been with NHS Grampian since 2004, joining the Innovation Hub as Project Manager in 2019. Lorna has overseen a number of successful innovative projects on behalf of NHS Grampian in Dr Gray's Hospital, Royal Aberdeen Children's Hospital and Aberdeen Royal Infirmary. She is passionate patients receive the best possible care experience, and feels privileged to be in a position where she has a pivotal role in introducing and implementing innovative solutions that improve patient pathways.



Hazel Dempsey
Programme Manager for Innovation

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Hazel Dempsey has a background in both adult nursing and public health programmes and joined NHS Grampian in 2003. Hazel brings expertise in programme management and enthusiasm for delivering supporting creative, technological solutions to healthcare challenges. The role of Programme Manager for Innovation is multi-faceted which contributes to the delivery of innovation programmes and projects in the Grampian Region and beyond, where we are engaged in cross-region collaboration. Day to day, Hazel liaises and collaborates with a wide range of clinical and managerial staff in our organisation, and other NHS regions, academics, industry representatives, and innovation bodies.

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Kyle MacKenzie
Project Manager for Innovation

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Kyle joined NHS Grampian as an eHealth GP Facilitator in 2010 before becoming a Project Manager for the Acute Electronic Patient Record programme in 2017. In that time he was responsible for delivering several key projects that enabled the programme to switch off requests for paper notes in the acute outpatient environment. In 2021 Kyle started a year long secondment as a Project Manager within the Innovation Hub, bringing knowledge of the eHealth Department and project management processes to the role.



Lesley Meldrum
Head of Corporate Communications

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Lesley heads up the corporate communications function. For nearly three decades she has been part of the corporate communications and public affairs teams for the health service in the North East: from Grampian Health Board to Grampian Primary Care Trust and now with NHS Grampian. She oversees the planning and direction for the work of the Corporate Communication Team and is also the communications lead for the nationally acclaimed NHS Grampian Innovation Hub. All organisational documentary film making is cleared and managed by Lesley. She is also part of the National Strategic Communications Group in Edinburgh.



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Jill Ferbrache

Lead Nurse for Excellence in Care
and Innovation

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Jill Ferbrache is the Lead Nurse for Excellence in Care and Innovation for NHS Grampian and has a background in quality improvement, coaching, practice education and perioperative practice. Jill is a qualified nurse and accredited coach and is passionate about staff wellbeing, quality improvement, digital patient records and excellence in nursing and midwifery practice. Jill is a Scottish Quality Safety Fellow.



Dr John Thomson

Consultant Gastroenterologist & Digital Health Leader

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Dr John Thomson is a Consultant Gastroenterologist in NHS Grampian, having trained in Aberdeen as an undergraduate and early post graduate before completing specialist Gastroenterology training between Aberdeen and Australia. He has a research background in Bioinformatics having undertaken his PhD between Aberdeen University and the Massachusetts Institute of Technology. He is passionate about integrating electronic workflow innovation into everyday clinical practice, particularly focussing on the usability of clinical systems, making technology an integral part of the patient interaction and developing data utilisation infrastructure to facilitate improvements in clinical research and clinical care for all involved in healthcare. In addition to front line clinical care, John has had a number of other roles and responsibilities including Clinical Lead for the Electronic Patient Record Program, NHS Grampian; Digital Health Lead, NHS Grampian Innovation Hub; Associate Director, Aberdeen Centre for Health Data Science, Modern Outpatient Program, Scottish Government. A new chapter to follow in Autumn 2021, with John being appointed as an Associate Medical Director for the new National Centre for Sustainable Delivery.

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Dr Andy Keen
Clinical Lead for Innovation

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Dr Andy Keen is the Clinical Lead for Innovation. He is a Consultant Health Psychologist and former Electronic Design Engineer. His area of expertise is chronic disease management. He manages a range of services across primary and secondary care focused on maximising health and wellbeing outcomes for adults, children and young people with long term conditions and injuries. He is a former Chief Scientist Office NRS career research fellow. He has acted as referee and source of expert advice for scientific journals, funding bodies such as NIHR, and the Scottish and UK Governments.



Dr Jamie Hogg
Innovation Hub Clinical Leader

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Dr Jamie Hogg is currently the hospital Clinical Director for Dr Gray's Hospital, Elgin. He is a GP by background and is the Clinical Director for the GP Out-of-Hours Service as well as a salaried GP within it. He has been involved in innovation and service development for twenty years and has collaborated in projects and research with the Glasgow School of Art design innovation and the Digital Health & Care Innovation Centre (DHI).



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Clinical Champions
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Consultant Radiologist, NHSG Clinical lead for Radiology IT and Dr Gray's Hospital Unit Clinical Director for Medicine and Unscheduled Care.

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Prior to Surgery and Radiology training in Aberdeen, Dr Wilkie earned degrees in Biochemistry at University of Dundee, then medicine at University of Aberdeen. After completion of higher specialist training in Cardiothoracic and Musculoskeletal Radiology he was appointed as Consultant Radiologist at Dr Gray's Hospital in 2013 and Clinical Lead for Radiology IT in 2014, sitting on national groups in PACS, Advanced practice and AI, as well as being a committee member of the Scottish Radiological Society. He has been a clinical adviser of the North of Scotland iCAIRD group from 2018, and in 2020 he was appointed Unit Clinical Director for Medicine and Unscheduled care at Dr Gray's Hospital.

**Adam Whiteside**

Communications Assistant

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Adam started with NHS Grampian in 2019 working in Public Health communications and then in June 2021 moved to work with NHS Grampian's Corporate Communications team to assist with ongoing projects. Adam provides communications support for the Innovation Hub.

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What We Do

- Work with clinicians and managers to define concrete examples of health and social care challenges that reflect NHS Grampian and Scottish Government strategic priorities.
- Build consortia consisting of NHS Grampian staff, industry and academia to develop and test innovative solutions.
- Identify close-to-the-market potential solutions and ensure NHS Grampian is an attractive environment to test and evaluate these products.
- Contribute to efforts to develop the necessary infrastructure, including a live clinical data environment to develop and deploy in-house and external innovation processes and products.
- Design and deliver projects and programmes of innovation activity, including analysis of effectiveness and all aspects of system impact.
- Negotiate contracts and evaluation agreements.
- Co-ordinate and navigate healthcare systems on behalf of external partners, including providing leadership and facilitation to all aspects of R&D and information governance processes.
- Support all aspects of national innovation activity through attending and leading strategic and operational committees and groups.
- Sign-post and support innovators and entrepreneurs with support, funding opportunities and regulatory guidance.
- Support the creation of cross-system conditions to facilitate high quality innovation activity.

Our Aims

- Provide strategic and operational leadership across NHS Grampian for innovation activity.
- Deliver projects and programmes that contribute significantly to efforts in the UK to generate innovative solutions to substantial health and social care delivery challenges.
- Ensure NHS Grampian contributes to decisions about the strategic direction and delivery of innovation activity in Scotland.

Our Priorities

The current Innovation Hub priorities reflect those of NHS Grampian, the Scottish Government, and the recently published UK Life Sciences Vision:

<https://www.gov.uk/government/publications/life-sciences-vision>

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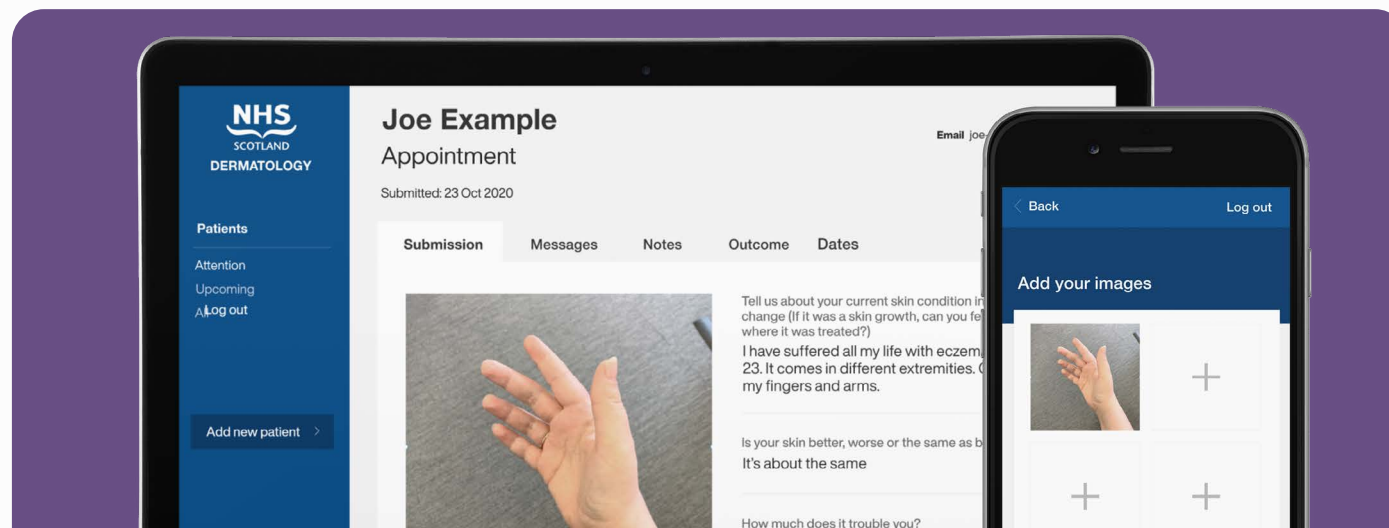
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vCreate

SBRI – Artificial Intelligence Supported Early Fracture Diagnosis

SBRI – Using Digital Technology to Support Psychological Therapies



Dermatology Digital Appointment Service (DDAS)

NHS Grampian joined forces with NHS Forth Valley and NHS Greater Glasgow and Clyde in December 2019 to evaluate an asynchronous consultation solution which was developed by a small Edinburgh based business, StormID, through a TEC and Scottish Government funded SBRI process. NHS Grampian chose to integrate the solution into their existing IT infrastructure and developed the ensemble coding for the integration which is now used nationally across all health boards in Scotland. All of our Dermatology Outpatient Departments in NHS Grampian now use digital appointments as part of their service, allowing patients to submit photographs of their skin conditions and interact remotely via an inbuilt messaging service with their clinician to receive their ongoing skin care needs. The asynchronous model has been so successful in the department that other acute services within NHS Grampian have chosen to use the solution and create their own digital outpatient appointment service using the platform created by StormID.

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The Scottish Capsule Programme (ScotCap)

The ScotCap evaluation project led by the Digital Health and Care Innovation Centre (DHI) took place across 3 health boards, NHS Highland, NHS Western Isles and NHS Grampian. This large scale multi-centred evaluation of the colon capsule endoscopy service made ScotCap an integral part of the national redesign of outpatient gastroenterology services. The aim of the evaluation was to explore the efficiency, acceptability and effectiveness of the service and generate recommendations for large scale adoption.

The CCE procedure involves swallowing a capsule, the size of a vitamin pill, containing a digital camera which takes up to 400,000 images during its journey through the GI tract. The images are then sent remotely for review and analysed by GI specialists. Use of Colon Capsule Endoscopy (CCE) as a gastrointestinal (GI) diagnostic test enables early and effective screening in the community, avoiding unnecessary referrals for hospital outpatient appointments.

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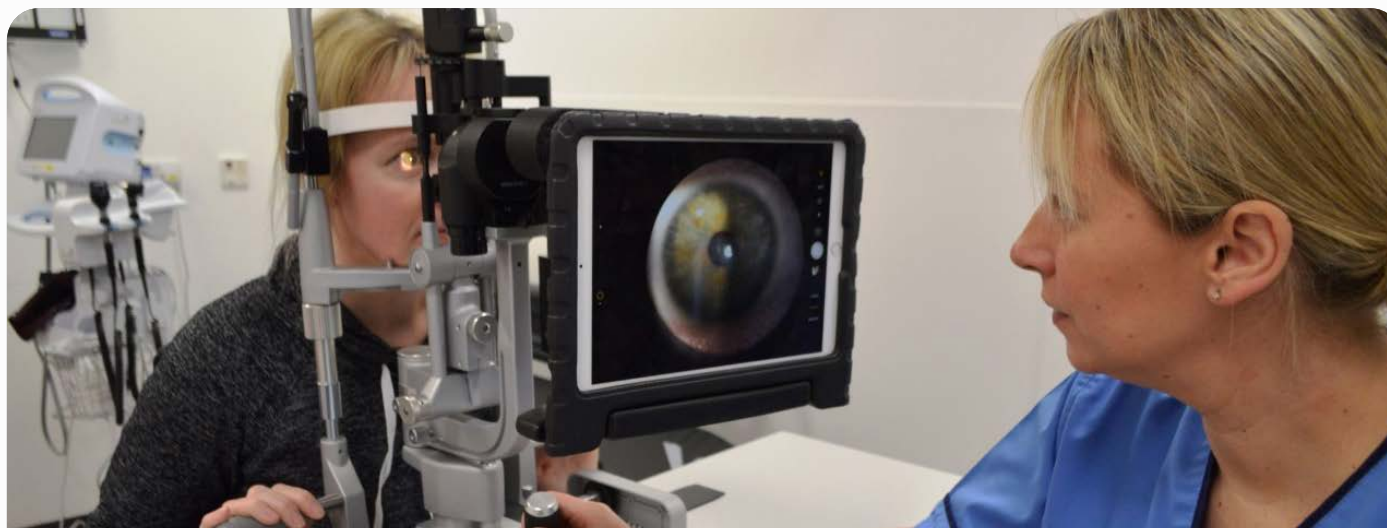
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Teleophthalmology

At the National Innovation Event in Glasgow June 2019 Iain Livingstone, Consultant Ophthalmologist from NHS Forth Valley showcased his innovation of a bespoke slit lamp mounted adapter that supported the use of apple ipads to enable remote video consultations (via Near Me) in emergency eye care. Members of the Innovation Hub in attendance immediately saw the service benefit in this technology and approached Iain to collaborate on a service evaluation in NHS Grampian. The project aims were simple, we wanted primarily to avoid unnecessary patient journeys to emergency eye centres, for patients attending Emergency Departments in Dr Gray's Hospital, Elgin this would mean patients would no longer need to make the 130 mile round trip to see a specialist, and treatment could be started confidently without delay, resulting in a better clinical outcome for the patient. The project evaluation started officially in December 2019, however in March 2020 was impacted, like many services, by COVID-19. The project rapidly evolved, and the technology was scaled up and rolled out for use across the optometrist community in Grampian and Shetland, with 6 emergency eye treatment centres being set up to utilise the technology to provide emergency eye care during the pandemic and keeping patients out of the hospital.

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vCreate

We were first introduced to vCreate through the Teleophthalmology project when we were scoping store and forward solutions to capture the slit lamp video consultations for sharing between clinicians for asynchronous consultation. We were aware they were using their patient diary solution in Paediatric ICUs across the country, including in NHS Grampian, and collaboration to develop this was of interest to the innovation hub. Unfortunately, due to COVID-19 the work with Teleophthalmology was put on hold, however the pandemic did bring vCreate to the forefront for other services, namely Neurology, Speech and Language Therapy and the Neonatal Developmental service. In July 2020 NHS Grampian joined NHS Greater Glasgow & Clyde, NHS Tayside and NHS Lothian in a national pilot for the use of a clinical video service in Adult and Paediatric Neurology, followed by a similar pilot in Neonatal developmental services a month later. The clinical video service provides a platform for patient and carers to safely share recordings of their child's or own seizure with the clinicians for clinical assessment and care management. The pilot has been hugely successful with Neonatal services using the clinical video system as part of business as usual, Speech and Language therapy applying for local service procurement, and the National Neurology pilot has been extended in the hope that this can be unscaled and made mainstream for all Neurology services in NHS Scotland.

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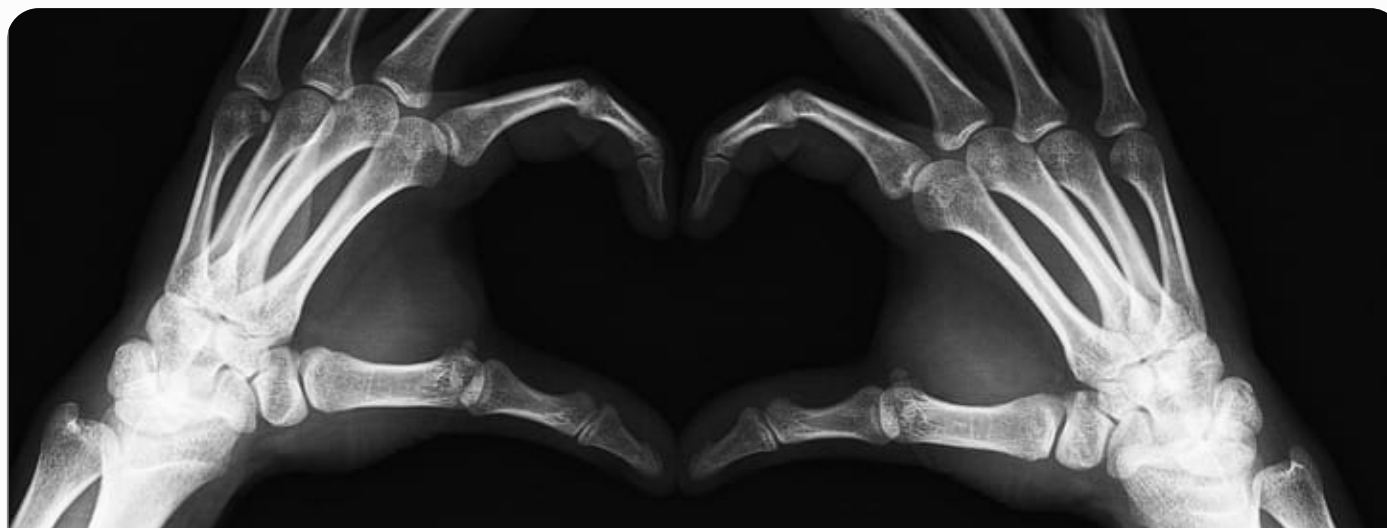
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SBRI – Artificial Intelligence Supported Early Fracture Diagnosis

In July 2019 NHS Grampian launched their first SBRI competition in collaboration with the Chief Scientists Office, Opportunity North East (ONE), Canon Medical Research Europe, the University of Aberdeen and ICAIRD to develop artificial intelligence (AI) solutions to support fracture diagnosis in hospitals. Following rigorous selection process five development companies were entered into a 3 month phase one stage where they worked with anonymised patient data from the Grampian Data Safe Haven to create algorithms. Results from the project's first phase exceeded expectations and two companies – SeeAI and Bering Ltd – were successful in their application to proceed into phase 2 of the SBRI process and on to develop and test their prototype solutions over the following twelve months. This landmark project is due to come to an end on the 30th August 2021.

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SBRI – Using Digital Technology to Support Psychological Therapies

In August 2020, NHS Grampian's Innovation Hub launched an SBRI competition, supported by Innovate UK, seeking innovative organisations who could create brand new innovative digital therapy solutions for children and young people. An SBRI is a Small Business Research Initiative funded by the Scottish Government's Chief Scientists Office. The aim of the competition is to increase the availability of psychological care for children and young people with significant gastrointestinal symptoms but no underlying medical disease. Where there are no medical solutions, digital psychological support allows children and their families to self-manage symptoms and live a fuller life.

There is an increase in demand for services and a UK wide lack of health care professionals to deliver psychological interventions. In Scotland, 50% of GP referrals to children's hospitals concern uncomfortable bodily symptoms without underlying disease. The largest proportion of referrals are to gastroenterology outpatient services. Approximately 4 in every 10 gastroenterology outpatient appointments are concerned with patients with these symptoms. This can affect children in a number of different ways, causing significant absence from school, reduced time with friends and taking part in clubs and fun activities, increased anxiety and frustration with ongoing time off work for parents and carers.

The National Institute for Health and Care Excellence (NICE) reviewed all research evidence and found computerised cognitive behavioural therapy to be as effective for mild-moderate

depression and anxiety as that delivered by a skilled therapist. Researchers have also found completion of current digital solutions can be poor due to outdated and old fashioned technology.

The SBRI competition has challenged innovators to create interactive and engaging digital solutions for children and young people which will deliver an AI-driven psychological therapy in a fun and creative way that responds to the specific needs of young people at any given time.

Five phase 1 competitors were selected from over 73 applications made in August 2020 and worked to think through their ideas before making their "pitch" in a Dragon's style event in May 2021. The panel of Dragons included NHS Grampian Consultant staff, business and industry expertise from Opportunity North East, Innovate UK, and technical expertise from commercial partners. The panel also welcomed two of the youngest Dragons, who were two volunteers from the Aberdeen Children's Research Network.

Two competitors were selected to progress to phase 2 of the SBRI competition. These include Tacit Connexions Ltd from Wokingham and Voxiso Ltd from Edinburgh

<https://www.pressandjournal.co.uk/fp/lifestyle/health-and-wellbeing/3340564/nhs-grampian-to-prototype-digital-therapy-for-kids-struggling-to-cope-with-illness/>

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GRACE Project

Grampian's Radiology Assisted Chest x-ray Evaluation

NHS Grampian generates approximately 350,000 medical images a year. About 60,000 of these images are chest x-rays (CXR). A large proportion of these images are outsourced for reporting to retired former employees at significant cost. Images are assessed chronologically within their initially assigned risk category.

GRACE (Grampian's Radiology Assist Chest x-ray Evaluation) is a six month project led by the Innovation Hub where NHS Grampian Radiologist and Clinicians will evaluate Annalise CXR.

Annalise CXR, a state-of-the-art chest x-ray solution, able to detect 124 clinical findings, was developed by Annalise.ai, a clinician-led artificial intelligence company formed through a unique partnership between Australia's largest medical imaging service provider, I-MED Radiology Network and healthcare technology company, Harrison.ai.

The Annalise CXR model was trained on over 520,000 CXR studies, comprising over 820,000 individual CXR images. It is one of the most comprehensive AI-driven CXR clinical interpretation support tools on the market.

We have four initial use cases to evaluate the product's potential to help with substantial healthcare delivery challenges and improve health outcomes in Scotland and beyond.

1. Risk stratify medical images, so that clinicians evaluate the images with the highest probability of significant disease rather than in chronological order. A particular focus will be lung cancer because 63% of people diagnosed with this condition do not follow the urgent suspected cancer (USC) pathway, for example, 24% are identified from incidental findings. There is a substantial opportunity to move people on to the USC pathway significantly sooner than would otherwise be the case.
2. Decision support for doctors particularly during the evening, overnight and weekends.
3. Educational tool for doctors in training, using the in-built validation model in a repeated measures design.
4. Provide UK validation using the integrated process in routine clinical practice.

By using an AI approach NHS Grampian will be better able to prioritise images for radiologists, stratify risk and healthcare activity in relation to incidental findings, and free up clinical time that can be redirected to other areas. In addition, highlighting clinical findings and thus supporting clinical diagnosis provides added assurance for ward based users and in turn gives greater confidence and improves patient safety.

NHS Grampian staff will be the first users of this exciting, innovative product in the UK, showcasing our ability to successfully collaborate with Global companies.

UK Government funding for Life Sciences

Scottish Government funding for NHS Innovation

Please come to speak to us if you have any interest or ideas in any areas highlighted in this section.



UK Government funding for Life Sciences

In coming months and years, there is likely to be substantial funding available to support the UK government's recently published Life Science Vision that details 7 missions. The expectation is that the NHS, academia and industry will work together to deliver substantial progress in all areas.

These missions are:

1. Improving translational capabilities in neurodegeneration and dementia.
2. Enabling early diagnosis and treatments, including immune therapies such as cancer vaccines.
3. Sustaining the UK position in novel vaccine discovery development and manufacturing.
4. Treatment and prevention of cardiovascular diseases and its major risk factors, including obesity.
5. Reducing mortality and morbidity from respiratory disease in the UK and globally.
6. Addressing the underlying biology of ageing.
7. Increasing the understanding of mental health conditions, including work to redefine diseases and develop translational tools to address them.

UK Government funding for Life Sciences

Scottish Government funding for NHS Innovation

Please come to speak to us if you have any interest or ideas in any areas highlighted in this section.



Scottish Government funding for NHS Innovation

In the next few months, the Scottish Government will release funds in specific topic areas that reflect our priorities in health and social care. To apply we need excellent ideas that involve industry partners (which the Innovation Hub can help source), that can be in the marketplace within 2 years. Innovation ideas that are focused on woman's health, are carbon net zero, or contribute carbon reduction targets will be especially welcome.

The topic areas are:

- **Cancer:** innovative solutions to enable earlier diagnosis, and with that reduce the backlog of patients waiting.
- **Cardiovascular:** innovative solutions that address the risk factors for heart disease, with a particular focus on obesity and the links to diabetes.
- **COPD and Asthma:** innovative solutions that better enable whole population management, improving self – management and reducing the need for primary and secondary care visits.
- **Frailty:** innovative solutions that enable the earlier detection of frailty, along with new approaches to preventing / minimising the impact of frailty across health and social care.
- **Mental Health:** innovative solutions to enable earlier diagnosis and treatment, and with that reduce the backlog of patients waiting for health and social care support.



Useful Contacts

Innovation Hub

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SHIL

If you are an NHS employee and you have a unique idea that you would like to discuss, you can get in touch with

[Scotland's Health Innovations Ltd](#)

HIAP

Health and social care innovation is key in NHS Scotland. Have you got a great innovative solution that will transform our services in main focus areas? We are particularly keen to hear about innovative solutions to tackle waiting times, diagnostics and predictive technologies - applied to Mental Health, Cancer, Ageing, Dementia, Dermatology, Orthopaedics, Vaccine manufacture, Cardio Metabolic Health and Respiratory disease.

If you have your own company and/or have an innovative solution you can click the below to register this, and submit. We will be in touch to triage your solution.

www.hiap-scotland.org