South Eastern Health and Social Care Trust

Paper No: SET/94/26
Trust Board Meeting: 24 June 2026
Public Agenda Item 7.1

Title of Paper: Innovation SET Further Update			
For Decision	For Assurance	For Information	For Discussion

1.0	**Background:**
	Innovation within SET was presented at the March Trust Board, this paper is a response to questions posed about the ambition for Innovation in SET to be discussed by EMT and TB
2.0	**Key Issues:**
	Following the Trust Board Innovation presentation, three questions were posed to Trust Board: • What is SET's ambition for innovation. • What resources are needed to achieve it. • How will partnerships be formed given financial constraints. Following discussion, members acknowledge the need for further discussion and a formal response to be produced to the queries raised. A draft response has been prepared for EMT consideration prior to Trust Board consideration. The attached paper sets out a proposed strategic approach to innovation within the Trust, positioning innovation as a core driver of system transformation rather than a standalone activity. It defines innovation as evidence-based, co-designed improvement delivering measurable outcomes, and proposes a shift to a mission-led, prioritised model supported by structured governance, dedicated workforce capacity, and defined funding.
3.0	**Link to Strategic Objectives:**
	Our People ☐ Population Health & Health Inequalities ☐ Delivering Care Closer to Home ☐ Hospital Care ☐ Safety, Quality and Experience of Care ☒
4.0	**Resource Implications (inc Organisational, Financial, Human Resources):**
	1. Organisational
	The paper emphasises the need for a whole-system approach, combining infrastructure, multidisciplinary expertise, robust evaluation, and strategic partnerships, to enable adoption, delivery, and sustained impact.

	2. Financial
	The paper identifies significant current gaps, including limited team capacity and the absence of a dedicated innovation budget, which constrain the ability to move beyond pilot activity to scale implementation.
	3. Human Resources
	The current team capacity constrains the ability to develop an extensive innovation programme. A dual funding model supports both the testing of innovations and the core team, combining HSC investment with external funding streams, including academic partnerships, industry collaborations, and competitive grant opportunities to enable sustainable development and implementation.
	4. Environmental Factors? Yes ☐ No ☒
5.0	**Impact on Safety, Quality and Experience (SQE):**
	1. Safety
	Innovation plays a critical role in enhancing patient safety through enabling robust data analysis, risk stratification, and the development of evidence-informed service models.
	2. Quality
	Innovation supports the integration of emerging technologies and digital solutions, enabling more efficient, effective, and patient-centred care delivery.
	3. Experience
	Innovation enables co-design and improves patient and staff experience by supporting iterative change through the development of platforms that foster shared understanding and collaborative design.
6.0	**Key Risks and Proposals to Mitigate:**
	1. Key Risks
	Key risks to advancing innovation within the Trust include significant constraints in internal capacity and specialist expertise, which limit the ability to develop, test, and scale new approaches. Complex and often fragmented regional structures, particularly in relation to information governance, legal requirements, ethics approval, and data sharing, can introduce delays and reduce agility, impacting timely implementation. In addition, the absence of a coordinated regional health innovation network restricts access to shared expertise, infrastructure, and strategic alignment, increasing the risk of duplication, inefficiency, and missed opportunities for scale.

	2. Proposals to Mitigate
	Develop a structured internal innovation system with dedicated multidisciplinary expertise (data, implementation, evaluation). **Streamline governance processes** through clearer, proportionate pathways for information governance, ethics, and legal approvals. **Leverage external partnerships** to supplement capacity and accelerate progress.
7.0	**Risk Register:**
	It is listed on BAF? Yes ☐ No ☒ Is it listed on CRR? Yes ☐ No ☒

Lead Director:	**Helen Moore, Director of Planning, Performance & Informatics**
Date:	**17 June 2026**

Reasons for Paper Presentation

Approval	*Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.*
Assurance	*Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.*
Information	*Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.*
Discussion	*Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.*