



HEALTH INNOVATION
North West Coast



Powering the Future of Health and Care Innovation

STRATEGY 2026-2030



FOREWORD

We are delighted to present our new strategy Powering the Future of Health and Care Innovation, a statement of ambition and intent for the next stage of our innovation journey.

The strategy signals a clear shift in how we will work and what we stand for. Health Innovation North West Coast is proudly moving forwards as a regional leader to connect the people, ideas and opportunities that will deliver lasting benefit for our communities and the wider economy.

Our region has a proud record of collaboration and creativity. Building on this foundation we are now focusing our energy on leading transformation: moving from supporting innovations to driving their impact and from local delivery to national influence. We will champion new partnerships, new technologies and new ways of working to strengthen healthcare systems whilst creating opportunity and growth.

This is a strategy about action and leadership. It defines how we will convene partners, accelerate change and shape the conditions for success across the health and care ecosystem. Above all, it defines our shared belief that innovation should improve lives whilst reducing inequality and contributing to a stronger, fairer future for everybody in the North West Coast.

We look forward to working with our partners and communities to bring this vision to life.



Louise Robson
Chair



Phil Jennings
Chief Executive



CONTENTS

1	Executive summary	4
2	Our purpose	5
3	The innovation landscape	7
	National perspectives	7
	Regional excellence	8
4	The imperative for change	9
5	Our winning opportunity	10
6	Delivering Innovation	11
	Ambition 1 Adopt and Spread of Proven Solutions	12
	Ambition 2 Powering the Pipeline of New Ideas	13
	Ambition 3 Build Readiness for Change	14
	Ambition 4 Shape the Future of Health and Care	15
	Ambition 5 Catalyse Growth	16
7	Roadmap to growth	18
8	Capabilities and enablers	21
9	Partnership working	22
10	A culture of innovation	24
11	Final remarks	26



1 EXECUTIVE SUMMARY

The Health Innovation North West Coast strategy sets out a bold and ambitious vision to transform health and care across our region, tackle health inequalities and support inclusive economic growth. At its core is a powerful purpose: to unlock the full potential of innovations to improve lives, strengthen systems, and support an equitable future for all.

Our region faces significant persistent health challenges with stark disparities in life expectancy and health outcomes that are driven by complex social, economic and environmental factors. These require system-wide transformation powered by innovation. As a connector between the NHS, academia, industry and care systems, Health Innovation North West Coast is uniquely positioned to lead this change by bridging local needs with cutting-edge solutions that are scalable nationally and globally.

We have set out five strategic ambitions: accelerating the spread and adoption of high quality innovations; powering the pipeline for co-development; enhancing system readiness and delivery; shaping the future by leveraging regional insights for national impact; and catalysing growth through advanced technology integration. Together they form a framework to create a more connected, resilient and equitable health and care ecosystem.

The strategy delivers against the Health Innovation Network's priorities of local and national population and public health challenges, leveraging digital and data assets to develop new models of care that shift from treatment to prevention, and from hospital to community settings. Life science innovation and applied technologies will accelerate the pace of care improvement and drive regional growth. Bioscience and pharmaceutical partners will be critical in tackling cardio-renal-metabolic diseases, respiratory illnesses, cancers, mental health and the global threat of antimicrobial resistance. Advances in artificial intelligence, robotics and digital technologies, through the creation of the regional Robotics Hub for Health and Care, will ignite our health innovation landscape. Aligning these key priorities with the UK's health and industrial strategies we will position the North West Coast as a globally leading Health Innovation Zone where innovations improve patient care, stimulate economic growth and support a low-carbon future.

The economic and societal potential is extraordinary. Scaling health innovation could unlock up to £278Bn annually across the UK (nearly 10% of GDP). By addressing major health burdens such as cardiovascular disease, mental health, musculoskeletal disorders and respiratory conditions, we will improve population health and workforce productivity whilst easing pressures on the NHS.

Our road map outlines a phased approach, strengthening core capabilities, scaling into high-growth areas, and positioning the region as a national leader in advanced health innovation with sustainable funding. Central to this approach is real-world testing and rapid adoption through 'Living Laboratories', ensuring solutions are robust, implementation-ready and patient-centred.

The anticipated impact will be transformative for health outcomes, equity, and empowered communities, strengthened services and an invigorated regional economy. The North West Coast will become a beacon for health innovation, showcasing place-based innovation delivering global impact.

2 OUR PURPOSE

At Health Innovation North West Coast, our purpose is to unlock the full potential of innovation to tackle complex health and care challenges, elevate outcomes for patients, and drive inclusive, sustainable economic growth that resonates far beyond our region. Our communities and neighbourhoods face persistent and deep-rooted disparities in health outcomes, driven by complex social, economic, and environmental factors. By making this a core strategic focus, we ensure that innovation goes beyond advancing technology and clinical improvement, and becomes a catalyst that delivers meaningful, equitable change for the communities that need it most. Our commitment is to inclusive innovation that works to narrow the health gap, improve outcomes at scale, and build a fairer, healthier future for all in the North West Coast.

Health Innovation North West Coast is part of the national Health Innovation Network, licensed by the Department for Health and Social Care and the Office for Life Sciences as the health innovation adoption experts for England. We serve a population of 4.1 million people and their needs are a central priority for our organisation. Hosted by Liverpool Heart and Chest Hospital NHS Foundation Trust (LHCH FT), but working across all health and care organisations in the region, our executive team are held accountable for progress by an independently chaired Board and by the Hosted Services Committee of LHCH FT.

As a vital connector between our communities, the NHS, academia, industry and care systems, we accelerate the development and adoption and spread of high-quality evidence-based innovations from concept to widespread adoption, and support health system improvements to deliver safer and better care. Through our strategic ambitions we champion innovations that create measurable value at pace and scale, benefiting patient populations locally, nationally and globally. We empower innovators at all stages of their journey by brokering key relationships with health and care decision-makers, enabling access to funding, facilitating real-world evaluations, and offering bespoke services that strengthen ecosystem readiness for innovation adoption. Our reach extends to international innovators navigating the complexity of the UK health and care market, particularly the NHS, to ensure that their solutions are impactful and implementation-ready.

To fuel growth, our teams are experts in horizon-scanning emerging technologies and innovations from diverse sectors to identify breakthrough opportunities that can transform health and care. As a convener of recognised thought leaders, we embrace intelligent risk taking, thus creating a safe and supportive environment where bold ideas can be explored, tested and scaled. By nurturing dynamic regional clusters, we drive developments that deliver meaningful benefits to patients and economic prosperity to our region, ensuring that we remain at the forefront of cutting-edge health innovation. By aligning this work with the priorities of our integrated care systems, we help tailor solutions that reflect the unique health challenges of Cheshire, Merseyside, Lancashire and South Cumbria, whilst also contributing to the UK's global leadership in innovation through the Health Innovation Network.

Guided by our values we act as both a regional and national voice for innovation, taking the best of NHS innovation to the rest of the health and care services.

VISION: Establish the North West Coast as a globally recognised leader that powers a resilient and dynamic regional innovation economy, transforming the lives of our populations and workforces.

MISSION: Connect the innovation landscape to deliver measurable health outcomes and create sustainable real-world value across the UK and beyond.

Ambition 1:

Adopt and Spread

Accelerate the spread, adoption and quality of innovation aligned to population health needs.

Objective

Drive the rapid uptake of high-quality, evidence-based innovations across the NHS and care systems in valued strategic partnerships to ensure measurable impact and improved outcomes for patients, populations and communities.

Ambition 2:

Power the Pipeline

Convene system partners to strengthen the innovation pipeline and scale impact.

Objective

Aligned to regional policies, support the growth of the health and life sciences sector by enabling innovators to access health and care markets with system ready products, scale their solutions, and create high-value and supply chain jobs.

Ambition 3:

Build for Change

Enhance system readiness and delivery capability to support new models of care.

Objective

Strengthen system capacity and capability through specialist services that advance research, foster innovation, and expand skills, enabling organisations to adopt and embed new models of care with confidence and impact.

Ambition 4:

Shape the Future

Leverage regional insight to shape UK priorities and coordinate activity at scale.

Objective

Use our regional insight and experience to influence national innovation policy, align with UK priorities, and contribute to a coordinated national innovation pipeline through our work in the Health Innovation Network.

Ambition 5:

Catalyse Growth

Mobilise expertise across the innovation system to better use advances in technology.

Objective

Harness regional strengths to pioneer new approaches, drive cross-sector growth, and scale technologies delivering measurable local benefits and global health and care impact, accelerating innovation, and shaping a sustainable future.

ENABLERS: Data Assets – Living Labs and Test Beds – Integrated partnerships across public and private sectors – Culture of Innovation – Patient and Public Involvement – Real World Evaluation – Complex Transformation – System Navigation – Integration and Adoption

Supported by our team of experts embedded regionally and nationally, with the knowledge and know-how to transform health

VALUES: Caring, Collaborative, Courageous, Inclusive and Innovative

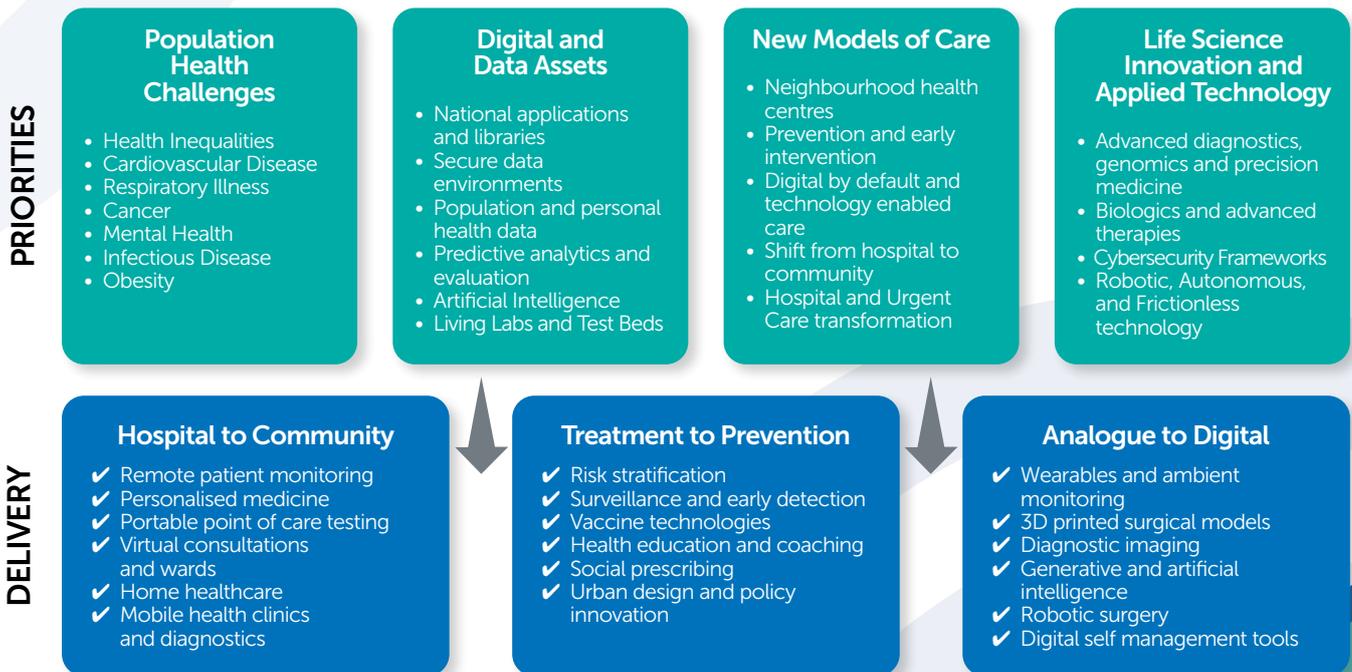


3 THE INNOVATION LANDSCAPE

NATIONAL PERSPECTIVES

The UK health innovation landscape is rapidly evolving, driven by demographic change, rising demand on health services, economic productivity challenges, and the maturation of advanced technologies. There is a renewed focus on the dual mission of improving population health outcomes, whilst driving economic growth through innovation: the “health and wealth” agenda. This focus is urgent, as the NHS continues to face systemic pressures from long-term conditions, increasing complexity of care and an over-burdened workforce. Innovation is now a core strategy for sustaining the health system and boosting national productivity.

UK government strategies reflect this dual imperative. The Department of Health and Social Care and the Office for Life Sciences have aligned their priorities to focus on prevention, early diagnosis, integrated care, and procurement systems that accelerate adoption of innovation. The NHS 10 Year Health Plan calls for the embedding of data and advanced technologies into care to transform delivery and productivity, supported by smarter procurement and regulatory agility to enable scaling. The UK’s Modern Industrial Strategy provides an overarching framework that drives place-based innovation through Investment Zones, AI Growth Zones and cluster development led by Mayoral Strategic Authorities to develop high-potential ecosystems. It identifies life sciences, digital and advanced technologies, defence and advanced manufacturing as critical to national growth. Building on this, the 2025 Life Sciences Sector Plan reinforces the importance of translating scientific excellence into both economic value and improved health outcomes. It introduces measures to accelerate adoption in the NHS including expanded access pathways, enhanced collaboration with industry, and targeted support for SMEs. It emphasises the need for investment in advanced manufacturing, HealthTech and genomics, recognising their central role in future health resilience. Together these evolving national strategies closely mirror the strengths and challenges in our own health economies, reinforcing the critical role of local industrial and health demands in the shaping of the UK’s wider innovation potential.



A fast-track route to real-world impact through our regional priorities that deliver value to populations, systems and the economy

At national level, the Health Innovation Network plays a pivotal role in translating these strategies into delivery. Its four key priorities position the network as a key driver of impact from the 'three shifts' that will unlock value within our regions for the health and wealth agenda.

REGIONAL EXCELLENCE

Across the North West Coast, Lancashire has a very strong advanced manufacturing base, including world-class engineering and precision technology capabilities defined by strengths in aerospace, defence, energy, artificial intelligence and material science, creating a fertile foundation for cross-sector innovation in medical devices and robotics. Digital and AI technology strengths are clustered at AMRC-NW, Lancaster University, the University of Lancashire, Edge Hill University and many more, and within the specialist private operators in aerospace, defence and sub-sea technology. Our public sector organisations excel across health, life science and engineering R&D and innovation with activities at Lancaster University's Health Innovation Campus, the University of Lancashire's Engineering Innovation Centre, and Edge Hill University's Virtual Reality Lab. Nationally recognised programmes in population health management, polypharmacy and remote monitoring bring together many of the health and care organisations across the area to improve systems and delivery of care. South Cumbria is anchored in high-value industries such as clean energy, advanced engineering, aerospace, and defence, with major employers across the public and private sectors contributing to a strong local ecosystem in robotics, automation and materials technologies. With a rural and coastal demographic, the delivery of care has different challenges that are being met by community-based care models with the use of digital tools to support remote monitoring. Although both counties have thriving industrial activity, they still face pressing health needs including a dispersed and ageing population that is compounded by significant rural health inequalities; it is these factors that are driving demand for remote care models, mobile diagnostics and workforce solutions.

Liverpool City Region and Cheshire and Merseyside are emerging as nationally significant centres for health innovation and life sciences. These regions are home to one of Europe's leading pharmaceutical and bio-manufacturing clusters, with major global commercial organisations operating advanced facilities that underpin national supply chains. Platform technologies are a strong feature of Liverpool's innovation ecosystem with the £multi-million Infection Innovation Consortium (iiCON) led by the Liverpool School of Tropical Medicine collaborating with hundreds of companies worldwide. This technology anchors a globally significant infectious disease and antimicrobial resistance research and development capability within our region. Specialist health organisations are a strong feature, ranging from world-leading cancer treatment regimens at The Clatterbridge Cancer Centre in the west through to the globally respected paediatric innovations delivered by Alder Hey Children's hospital in the east.

The region also has deep capabilities in digital health and artificial intelligence. Assets such as the Hartree Centre enable novel applications in real-time data processing and predictive analytics for healthcare, through to the University of Liverpool's Civic Health Innovation Laboratory (CHIL) and Mersey Care NHS Foundation Trust's Mental Health Research for Innovation Centre (MRIC), both of which mobilise data across the region to improve the lives of local residents. These scientific and technical assets are bolstered by medical research capabilities, catalysed by Liverpool Health Partners, whose work is advancing translational research and commercial partnerships across the wider region.

All these developments are underpinned by strong regional policy support. The Liverpool City Region has been designated as an Investment Zone by the UK government. This designation, along with Freeport status, provides targeted tax relief and financial incentives for companies operating out of the region. Lancashire and Cumbria are both developing very similar strategies as they position their capabilities across energy and defence to deliver for the UK Modern Industrial Strategy. Together these signal our regions as high-impact contributors to the UK health innovation agenda, offering both scale and readiness to deploy transformative solutions in partnership with the health and care sector and industry from across multiple disciplines.

4 THE IMPERATIVE FOR CHANGE

Health and social care systems in the North West Coast are navigating intensifying operational and demographic challenges. We have a diverse population with a high burden of long-term conditions, significant levels of economic inactivity due to poor health, and widespread inequalities in access and outcomes. Patient safety is a huge priority. In some areas life expectancy can vary by more than a decade within only a few miles. The regional health disparities are compounded by broader social and economic deprivation; factors that are now too deep-rooted and widespread to be addressed by traditional service models alone. Without urgent change inequalities will widen and pressures will rise. There is increasing recognition at policy level that if the system is to deliver sustainable equitable care, it must embrace a shift from treatment to prevention, hospital to community, and analogue to digital.

New analysis from Frontier Economics has further sharpened this picture, highlighting the substantial economic and societal opportunity presented by health innovation. Their report, Defining the size of the health innovation prize, estimates that if the right innovations were adopted at scale they could unlock up to £278Bn in annual economic value across the UK. This includes £246Bn in productivity gains from improved population health, nearly 10% of UK GDP, plus £32Bn in additional inward investment. Targeting of just four major health burdens (cardiovascular disease, mental health, respiratory conditions, and musculoskeletal disorders) could yield up to £113Bn in productivity uplift whilst reducing pressure on NHS services. In the North West Coast these clinical areas are at the heart of our mission, reflecting the region's health priorities.

Moreover, innovation plays a direct role in addressing NHS workforce challenges. The analysis estimates that widespread adoption of high impact technologies and new service models could release over 230 million NHS staff hours annually, which would be equivalent to £8.55Bn in value, through smarter systems, better diagnostics, and more efficient care delivery. These findings reinforce the economic imperative of health innovation: not only to improve outcomes and efficiency, but to strengthen national competitiveness, workforce capacity, and long-term economic stability.

At Health Innovation North West Coast, we are positioned to turn this imperative into impact. Our mission is to accelerate the adoption of innovation to transform health outcomes and regional prosperity. With deep insight into NHS priorities and operational realities, we act as a critical integrator between innovators and frontline services. We bring the capability to identify unmet need with precision, to validate outcomes through collaboration, and to scale solutions that deliver measurable benefits. In doing so, we enable our region to lead the way in tackling health inequalities whilst driving national health and wealth.

£246Bn
productivity gains

+

£32Bn
inward investment

=


£278Bn
annual economic value

5 OUR WINNING OPPORTUNITY

What sets the North West Coast apart is our unique ecosystem, where cutting-edge research, clinical excellence, and advanced technology intersect seamlessly. We will build on this strength to ensure the region is recognised nationally and internationally as a leader in health innovation.

Our regional Robotic Hub for Health and Care will be a beacon of innovation, attracting significant public and private investment and positioning the region at the forefront of robotics and artificial intelligence in healthcare. The Hub is not just a facility, but a dynamic nexus where industry, academia, and health providers co-create and collaborate. We will conceive solutions that are delivered at scale for real-world impact. We will be the UK gateway to applied health innovation.

Our region's diversity across urban and rural, affluent and deprived, digitally advanced and digitally excluded communities, means we will act as the UK's Living Laboratory. We will enable bioscience and pharmaceutical organisations to rigorously test, refine, and scale innovations with our people that truly meet varied population needs. Coupled with strong strategic partnerships, we have built a collaborative culture and infrastructure unmatched elsewhere. We will leverage this to accelerate adoption and improve outcomes for all stakeholders.

Aligning our clinical, academic, and data assets with forward-looking economic strategies, we will provide investors and partners with a compelling proposition: access to a well-supported innovation pipeline, a skilled workforce, and pathways to accelerate adoption and scale. We will drive place-based growth where innovation not only improves health but also delivers jobs, skills, and inward investment that benefits the whole community. We will provide the best opportunity for growth and success.

We will achieve this through our people and their expertise: deploying our Coaching Academy, applying system evaluation and change management methods, embedding behavioural insights, and drawing on our deep understanding of systems and communities. We will foster a culture that encourages risk-taking and safe experimentation, enabling innovative solutions to be tested, refined and scaled with confidence. As a trusted convenor, we will bring together innovators to drive collaboration, remove barriers and deliver impact.

The case for accelerating health innovation across the North West Coast is not just about the opportunity; it is about the imperative. The time to act is now as the gap between system pressure on capacity widens and the appetite for tested relevant solutions grows across all stakeholder groups.

For communities:

People across the North West Coast regions and beyond will live longer, healthier lives through improved access to innovative, advanced healthcare that supports them, their families and their communities.

Enabling fairer, healthier lives

For industry:

Stronger partners will forge more effective collaborations across the research and innovation landscape, accelerating real-world adoption and delivering solutions that address system priorities and population need.

Accelerating growth and market access

For services:

Health and care systems will be able to deliver safe, equitable, and more efficient care that improves outcomes while easing workforce and capacity pressures.

Improving quality, equity and outcomes

For the workforce:

Health and care professionals will be confident, supported and empowered to lead change, improve services, and thrive in a culture of innovation.

Empowering people to innovate

For the economy:

The North West Coast will become a powerhouse of health innovation-led growth that anchors investment, boosts productivity, and builds regional economic resilience.

Driving regional productivity and resilience

6 DELIVERING INNOVATION

Our role in innovation is to lead the connection of ideas, people and opportunities to create measurable impact for patients, communities and the economy. We work across the entire innovation life cycle from identifying real-world needs and shaping solutions with system partners, right through to accelerating their adoption and spread at pace and scale.

Guided by our five strategic ambitions, and aligned to the UK Modern Industrial Strategy, the Life Sciences Sector Plan, the NHS 10 Year Plan and the Health Innovation Network strategy, we bring clarity, coordination, and momentum to an often complex landscape, ensuring every innovation we support is meaningful, equitable and primed for lasting change.

Integrated pipeline for innovation

We convene stakeholders from across the health innovation ecosystems to ensure our system is connected, cohesive and delivers meaningful value. By working collaboratively across academia, health and social care, local government and industry we can integrate pipelines that accelerate adoption and bring value to the whole system.

Innovator support and partnership

Our region is rich in opportunity across health and life science, advanced technologies and manufacturing, digital and data economies, and robotics and autonomous systems expertise. With a strong innovation culture at our core, we have the right environment and thought leadership to generate and convert ideas into impact for our populations.

For patients this means timely access to safe, effective, and equitable innovations that are tailored to their needs, improving their health outcomes and experience of care within a system designed around them.

For industry this means access to a living lab or test bed environments with clearly defined challenges, user-centred design-thinking, real-time evaluation, and realistic route to procurement.

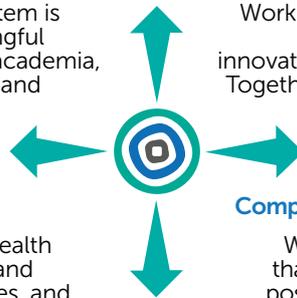
For health and care partners this means innovations that are context-aware, implementation-ready, and aligned with regional and national strategic objectives.

Driven by population need

Connection to our population is our strength. Working with our patient and public groups and frontline clinical experts we can position innovations to make a difference to people's lives. Together we ensure every solution is meaningful, equitable and meets the needs of our communities and workforces.

Complex System Integration and Transformation

We understand the complexities and barriers that can often prevent transformation and are positioned to bring together partners who can solve the big problems and integrate the best solutions. Our commitment is to benefit our health economy through adoption, integration and improvement of innovations to create a world-class environment for modern models of care.



Each ambition is underpinned by clear objectives and practical activities that demonstrate how we adopt and spread proven solutions, power the pipeline of new ideas, build readiness for change, shape the future of health and care, and catalyse growth across our region and beyond. They are deliberately crafted to provide clear directional focus while simultaneously highlighting the key approaches and enablers essential for delivering this transformative change. The hybrid nature reflects the complexity of health innovation ecosystems where strategic ambition must be closely linked to practical mechanisms that ensure success.

By embedding elements of delivery within the strategic ambitions we create a dynamic framework that not only sets the 'what' but also signals the 'how'. This approach provides clarity and momentum, ensuring our ambitions remain grounded in the realities of innovation adoption, in system readiness, and in partnership working. This balance empowers us to lead with vision whilst maintaining agility to respond to emerging opportunities and challenges; ultimately this accelerates the journey of innovation from concept to meaningful equitable impact for our populations and the economy.

AMBITION 1: ADOPT AND SPREAD OF PROVEN SOLUTIONS

Accelerate the spread, adoption and quality of innovation aligned to population health needs.

Aim: We will catalyse our region to be the prime location for proven health innovations to be embedded into the health and care system. Through strong partnerships, trusted clinical environments, and a clear route to market, we offer innovators and investors a straightforward and reliable path to success and impact.

As the nationally licensed health innovation adoption experts, we deliver a broad portfolio of programmes focused on system need and clinical demand that are aligned to the national priorities of the UK Government Department for Health and Social Care and the Office for Life Sciences; solidifying our commitment to improve health outcomes, reduce inequality, and support the adoption of high-quality innovations across the whole health and care system in a sustainable and low-carbon manner.

We are anchored in four strategic priorities with a strong emphasis on addressing key population health challenges, particularly cardio-renal-metabolic disorders, mental health, cancers, respiratory illness, infectious diseases and antimicrobial resistance. We also focus on harnessing the best use of digital and data assets, developing and implementing new models of care, and working closely with the life sciences industry and technology sectors to maximise the benefits of advances in innovation, research and emerging technologies. Green innovation is increasingly important as we strive for resilient healthcare.

At both national and regional level, we continue to deliver flagship national commissions across the NHSE Accelerated Access Collaborative, the Patient Safety Collaborative, and the Office for Life Sciences programme of support for the adoption and spread of innovation; enabling us to tackle national problems with local understanding.

We balance agility with foresight, responding swiftly to immediate system needs whilst also proactively seeking the best solutions to emerging health challenges. This dual approach to our innovation and adoption leadership creates valuable opportunities for innovators to reach new markets. We first demonstrate the value of these innovations at sub-national scale, adapting implementation strategies to our diverse local contexts including urban, rural and coastal settings, and subsequently prepare them for national spread by connecting supply and demand where appropriate. Our support extends through the navigation of regulatory and procurement landscapes, co-development of access strategies, hands-on implementation and adoption support for scale-up and post market surveillance to ensure sustainability.

With deep knowledge of the system and trusted relationships across the landscape, we are positioned as the partner of choice for innovators seeking to translate proven technologies into widespread high-impact adoption. Our primary objective for this ambition is to enable accelerated innovation uptake that delivers measurable improvements in population health and system efficiency, while creating a competitive investment-ready environment that attracts and retains forward thinking companies.

Success Indicators:

- **Introduce a road map across both Integrated Care Systems for the adoption of national innovation programmes and locally identified priority innovations by October 2026**
- **At least 80% of target NHS organisations adopting national and locally agreed innovation pathways and programmes by 2030**

AMBITION 2: POWERING THE PIPELINE OF NEW IDEAS

Convene system partners to strengthen the innovation pipeline and scale impact.

Aim: As the trusted convener and navigator of the complex health innovation ecosystem we will accelerate the co-development, testing and refinement of innovations from ideations through to adoption, delivering real health improvements and economic growth.

We have created a dynamic and collaborative environment where innovators, clinicians, patients, researchers, and industry partners work closely together to co-create solutions that are deeply aligned with system needs and priorities and built for rapid scale. This environment is built on our foundation of Learning Health Systems, Living Labs, and test-bed infrastructures that enable continuous real-world testing, refinement and rapid iteration. By integrating rich data assets and clinical expertise in our priority health challenges, with meaningful patient and public involvement, we ensure innovations are designed and developed with a comprehensive understanding of user experience and clinical reality. This co-development approach supports early ideation (including high-risk but high-potential early-stage ideas), prototype validation, evidence generation, and market readiness within a system context that reduces barriers to scale.

To support innovators at every stage, we provide clear navigation for pathways to commercialization and exit including guidance on market positioning, regulatory navigation, intellectual property protection, business model development, and procurement navigation. We recognise that risk management is critical to innovation success and so our structured pipeline includes rigorous evaluation stages, real-world testing and continuous monitoring. This approach helps identify barriers early and enables mitigation strategies to be applied. Working with our system partners we identify access to early-stage seed funding and facilitate support mechanisms that help innovators to secure the skills and resources they need to scale their solutions and build competitive advantage.

We focus our pipeline on innovations that address our population health priorities of cardio-renal-metabolic disorders, cancers, respiratory illness, mental health, and the global health challenge of antimicrobial resistance. We also remain alert to the rapidly evolving demands of personalised medicine, genomics, and new vaccine technologies, as well as the opportunities presented by predictive analytics, wearable and ambient monitoring, plus novel applications of robotics in health. Through our Learning Health Systems and Living Labs infrastructures we can rapidly evaluate and refine these cutting-edge approaches in partnership with patients and professionals, ensuring that they are clinically relevant, economically viable, and ready for adoption at scale.

Our joined-up approach to partnership working, and our specialised support for industry, will accelerate innovation adoption for our unmet system challenges whilst driving up productivity, compliance with national policies, and regional economic growth and job creation.

Our primary objective for this ambition is to foster a seamless innovation pipeline where promising ideas are nurtured into system-ready, impactful innovations driving measurable health benefits and economic value, creating a supportive, investment-ready environment for innovators and partners.

Success Indicators:

- Ensure the adoption of the National Health Innovation Pipeline across both ICS innovation ecosystems by March 2027
- Support at least 30 innovations entering the pipeline at ideation stage by 2028 with at least 50% progressing to real-world validation within 18 months

AMBITION 3: BUILD READINESS FOR CHANGE

Enhance system readiness and delivery capability to support new models of care.

Aim: As a system leader we will unite all stakeholders to create a connected and empowered ecosystem where research and innovation thrive, culture drives transformation and complex change becomes possible and sustainable in our health and care organisations.

We will bring together NHS hospitals, care providers, research organisations, local governments, and partners from across differing sectors to break down silos and align priorities. By connecting a continuous research and innovation pipeline directly to system need, we will build the collaborative networks, capabilities and culture required to embrace change with confidence and deliver transformative new models of care, creating the environment for a dynamic Health Innovation Zone.

Our renowned Coaching Academy's expertise in change management will drive a culture of continuous learning, innovation, and resilience within the system. Augmented by our evaluation expertise and patient-centred approaches, we will ensure that changes are adding value to both workforces and patients. We will support the strengthening of digital infrastructure, develop workforce skills in innovation adoption, and embed robust evaluation frameworks that encourage rapid, sustainable improvement. We will actively manage workforce buy-in and address any change fatigue through targeted engagement with clear communication of benefits and leadership that empowers staff at every level. Recognising the challenges of a fragmented system with varied maturity and capacity, we will bring in partners to bridge gaps and reduce burden across our stakeholders. With bold leadership we will create an ecosystem that is agile and ready to harness innovation.

We will work with partners to design and integrate innovative models of care supporting the safe shift towards prevention, early intervention and care closer to home. This will include the development of neighbourhood health centres, accessible hubs for coordinated services, the deployment of technology enabled care, and remote patient-monitoring to maintain independence and improve long-term condition management, along with the expansion of point-of-care testing to speed up diagnosis and treatment decisions. The ongoing roll out of the NHS App will facilitate care management and planning, and consent for patient recruitment to clinical and pragmatic trials, a key feature of our ecosystem. Patient safety is a priority and so working with our partners we will enable the safe and effective scaling of virtual wards offering hospital-led care in alternative settings to improve patient experience. By embedding these models within our connected ecosystem, we will ensure they are co-designed with patients and professionals, underpinned by evidence and optimised for rapid adoption.

These activities will measurably contribute to economic growth by attracting investment whilst supporting local suppliers and creating high-value jobs in our region. We will share our learning and blueprints nationally through our networks ensuring that our insights accelerate the spread of successful models across the country.

Our primary objective for this ambition is to strengthen the capacity, culture and connectivity of our health and care ecosystems, enabling seamless adoption and sustainable delivery of new models of care that improve population health and create lasting impact.

Success Indicators:

- **By the end of 2026, a mature and connected innovation ecosystem will be operational across both ICBs, coordinated through Health Innovation North West Coast convening leadership and governance**
- **Establish Health Innovation North West Coast as an accredited Living Laboratory during 2026, with full implementation of principles and practices across both innovation ecosystems by 2027**

AMBITION 4: SHAPE THE FUTURE OF HEALTH AND CARE

Leverage regional insight to shape UK priorities and coordinate activity at scale.

Aim: As a recognised national leader within the Health Innovation Network, we will harness our regional insights, system experience, and strong partnerships to influence UK innovation priorities. We will inform and coordinate large-scale activity that accelerates adoption and impact across the country.

We will lead the local delivery of core national commissions licensed by the Department for Health and Social Care and the Office for Life Sciences, ensuring delivery assurance through robust government and risk management strategies that mitigate funding or policy uncertainties. This will safeguard the flow of opportunities into our region whilst also enabling the wider spread and adoption of products and services that are developed in the North West Coast. Our connection to the national network will act as a two-way bridge: tackling national problems with local understanding and solving local problems with national expertise. Through active horizon-scanning at a national and global scale we will identify the latest breakthroughs in precision medicine, genomics, advanced diagnostics, and other cutting-edge technologies, bringing the best of the world to the NHS and positioning our region at the forefront of innovation adoption.

By influencing national policy and delivering the benefits locally, we will align our work to the UK Government's missions, including the Life Sciences Sector Plan and the NHS 10 Year Plan, to build an NHS fit for the future and to secure sustained economic growth for the country. We will ensure that our region plays a central role in leading the UK towards population health improvement, increasing workforce productivity, reducing pressures on services, and demonstrating the return on investment in innovation to strengthen both health and economic outcomes.

We will connect the strength of our region in bioscience, biologics and pharmaceuticals, robotics, and advanced technologies with national ambitions; strengthening our profile and partnerships within these sectors and ensuring that our success and learning directly shape the UK's future innovation agenda. Our evidence-driven insights, grounded in real-world implementation and evaluation, will help national decision-makers set priorities that reflect the realities of clinical delivery, patient experience, and operational constraints. By bringing proven solutions from our region into the coordinated national pipeline and co-designing pathways for their scale-up, we will ensure innovation delivers measurable results where they are most needed.

Together we will collaborate to secure the UK's position as a global leader in health innovation, creating measurable health gains, reducing system strain and maximising economic impact. Our primary objective for this ambition is to use our regional insight to deliver expertise to influence national innovation policy, align with UK priorities and contribute to a coordinated national innovation pipeline that delivers impact at scale.

Success Indicators:

- Lead and sustain at least 10 strategic partnerships with industry by 2030, with a core focus on biosciences, pharmaceuticals and advanced technologies such as robotics and digital
- Develop at least three local innovation pathways that are ready and promoted for national adoption via the Health Innovation Network by 2030

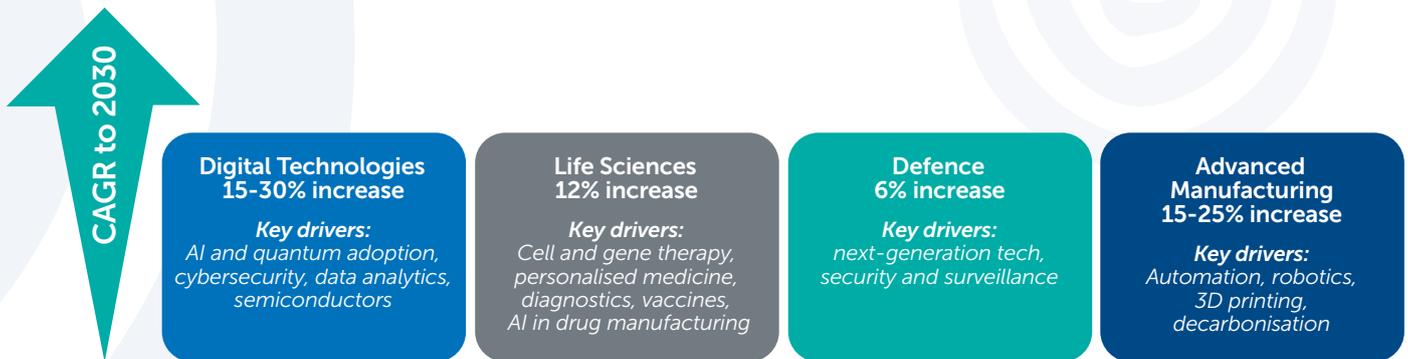
AMBITION 5: CATALYSE GROWTH

Mobilise expertise across the innovation system to better use advances in technology.

Aim: To position the North West Coast as the UK's premier ecosystem for the translation of advanced technology into health and care, by mobilising expertise across the wider innovation landscape to transform health and care delivery, whilst driving industrial growth and economic prosperity.

Modern health and care now stretch far beyond hospitals and traditional clinical settings. This shift to community and neighbourhood settings will be fuelled by technology, powered by data and driven by the opportunity to prevent illness as much as treat it. Health Innovation North West Coast is uniquely equipped to lead this radical transformation, delivering a more distributed, preventable and person-centred care system while sparking a new wave of industrial growth that benefits both health outcomes and the regional economy.

With direct access to unrivalled real-world data assets, world-class research institutions, and a fully integrated health system primed for innovation adoption, the North West Coast offers an unmatched ecosystem for growth. Our support for industry to deliver benefit within our region is unwavering.



Projected Compound Annual Growth Rates of the major industrial expertise in the North West Coast

We will bring together the best minds and recognised thought leaders from health and care, academia, industry, and investment to create a transformational step-change in innovation, building a collaborative environment where groundbreaking ideas rapidly translate into real-world solutions, disrupting the current barriers that slow progress. This approach will open and expand new markets, unlocking the full commercial and health potential of transformative technologies.

Our region already boasts a proven track record of successful spinouts, robust public and private capital investment, and expanding industrial partnerships, but this step-change will solidify our status as an investable hotspot for companies seeking accelerated development and competitive advantage. The strategic opportunities to drive change within our region are:

ROBOTICS, AUTONOMOUS SYSTEMS, AND ARTIFICIAL INTELLIGENCE (RAS-AI)

Advanced technologies are reshaping every sector and health and care is no exception. We will harness robotics and AI to transform both how and where care is delivered. This will enable earlier and more precise interventions, support care closer to home, and increase system productivity. Our leadership in the application of robotic technology into health application will create the trailblazing regional Robotics Hub for Health and Care, where innovators develop, trial, and scale solutions tightly aligned to population needs in a real-world setting. This 'Living Lab' model will bring together providers, academia, MedTech scale-ups, digital health innovators, and major industrial players to co-create next-generation innovations, accelerating the future of health and care.

BIOSCIENCES

Our region is home to one of the UK's most vibrant bioscience ecosystems with deep expertise spanning discovery, genomics, advanced diagnostics, clinical trials, and large-scale manufacturing. We benefit from nationally and internationally recognised strengths in tackling global health challenges such as antimicrobial resistance, infectious and non-communicable diseases, and genomic-led research, and are specifically building competitive advantage across cell and gene therapy for cardio-renal-metabolic disorders, personalised medicine that harnesses digital and data assets, and diagnostics such as point-of-care testing. Through strong collaboration between our world-class research institutions, industry, and health partners, we will drive the rapid translation of ideas into scalable solutions. This thriving bioscience cluster offers investors access to a rich pipeline of innovation and a highly skilled workforce, supported by dedicated translation and innovation centres designed to shorten time to market and amplify commercial impact. Our objective is to lead the growth and diversification of bioscience innovation pipelines that will empower organisations to move swiftly and confidently from early-stage research to market-ready delivery, whilst creating meaningful impact on population health in our communities.

PHARMACEUTICALS AND BIOLOGICS

Our region presents a distinctive and compelling opportunity for pharmaceutical and biological discovery and development, underpinned by rich data and digital assets that advance research and innovation. Through the development of our Living Lab model and our collaborative networks, pharmaceutical organisations can engage with health and care systems ready to codevelop, test and launch new therapies in real-world settings. Alongside promising areas such as monoclonal antibodies, phage technologies, and Liverpool City Region's status as a High Potential Opportunity for vaccine development, we provide a fertile ground for innovation that addresses complex and chronic conditions including cardio-renal-metabolic disorders, cancers, respiratory illness, and infectious diseases, whilst catalysing sustainable economic growth. By leveraging connected digital platforms and data analytics, and deep clinical engagement, partners can accelerate discovery and development cycles, access real-world evidence and co-create impactful solutions with clinicians and patients. Our innovation infrastructure and skilled talent pool make our region an ideal launchpad for breakthrough innovation. Our objective is to lead the integration of innovations into a health and care system ready for adoption, foster partnerships that drive discovery, and deliver measurable benefits to patients and communities.

Together these strategic opportunities position us to harness cutting-edge technology, scientific excellence and collaborative innovation to transform health and care delivery, catalysing a region at the leading edge of health innovation. Our primary objective for this ambition is to lead the growth and integration of advanced technologies and bioscience innovations, fostering deep collaboration across health systems, academia and industry to accelerate discovery, scale new markets, and deliver meaningful health and economic benefits across our region and beyond.

Success Indicators:

- Establish the North West Coast as the leading centre for health and care robotics in England, securing a regional Robotics Hub for Health and Care by March 2027
- Attract a minimum of £100m in inward investment in health and life science across the North West Coast by 2030

7 ROADMAP TO GROWTH

To realise our vision of becoming the prime location for health innovation, we have developed a clear roadmap to guide our growth. This phased approach outlines how we will build on our existing strengths, capitalise on emerging opportunities, and position ourselves at the forefront of innovation both regionally and nationally.

PHASE 1 CORE BUSINESS EXPANSION (2026)

In the near term, our focus will be on strengthening our core offer. We will invest in building internal capacity across critical areas such as evaluation, public and patient involvement, and our Coaching Academy. We will develop our innovation adoption road map and accredit our Living Labs. At the same time, we will improve our ability to support innovators by broadening our enhanced support programme and further developing our grant-writing expertise to help attract inward investment into our local research and innovation systems. As we deepen our understanding of new market opportunities and partner needs, we will solidify ourselves as the trusted convener of innovation implementation for our region.

PHASE 2 SCALE HIGH GROWTH MARKETS (2027-2028)

As our foundation strengthens, we will begin to scale our offer in alignment with high-growth opportunity areas, including digital health, artificial intelligence, robotics, pharmaceuticals and biosciences. We will create a regional Robotics Hub focussed on health and care. We will expand our delivery capacity in innovation support, evaluation, engagement, and transformational change. This phase also prioritises strengthening of strategic partnerships with industry, academia, NHS organisations, and local authorities. We will align our growth trajectory with the strategic priorities of Combined Authorities (CA) to support shared goals around health improvement and economic growth. With diverse income and a focus on generating clear financial surplus, we will enhance our position as regional leaders in economic development in tandem with our health innovation credentials.



PHASE 3 LEAD NATIONALLY, COMPETE GLOBALLY (2029-2030)

In the final phase of our roadmap, we aim to be nationally recognised as a leading facilitator of health innovation in advanced technologies and biosciences. We will become a strategic partner of choice for the life science industry, a convenor of cross-sector collaboration, and a core delivery partner for both ICSs and CAs across the North West Coast region. Our expanding portfolio will include dual-innovation pipelines that bring together cross-sector innovation to address health and social care challenges. Through continued diversification of income and a robust funding pipeline, we will build a sustainable future and be well positioned to deliver under any future NHS innovation licensing arrangements.

As we translate our vision into action by embedding our Living Labs with real-world testbeds across our regions, we will provide unique environments where innovators can design, trial, and rapidly iterate solutions alongside clinicians and patients. Our strong connections with system stakeholders will ensure that innovations are not only technically robust but also practical and scalable within NHS pathways. We will support SMEs and scaleups to grow their products and services, addressing both local priorities and global market opportunities whilst doing so.

Our approach will be underpinned by continuous knowledge exchange, clear impact metrics, and a culture that nurtures curiosity and learning. This delivery model positions us to lead regionally and influence nationally, bringing lasting benefits to our communities and the UK innovation landscape.





8 CAPABILITIES AND ENABLERS

We are a trusted regional partner with deep system insight, strong stakeholder networks, and a proven ability to accelerate health innovation where it is needed most. Strong strategic partnerships are at the core of our approach with collaborations spanning multiple sectors across the region. This enables us to connect unmet system need with high-impact innovations that support the spread of solutions across local and national footprints whilst stimulating regional economic growth. Our active engagement approach helps to bring cutting-edge solutions to the NHS through:

- **Connection to the latest scientific discoveries through our research networks**
- **Access to state-of-the-art infrastructure and connected data environments**
- **Integrated networks across patient involvement, regulation and industry standards**
- **Alignment to national and local growth policies and funding sources**
- **Supporting innovators to navigate the complex environment**

We are committed to providing an exceptional customer experience that delivers tangible value for every organisation that we work with whilst demonstrating visible impact and social value throughout. Our comprehensive expertise network spans the whole system, providing significant opportunity for engagement with the right organisations to guide and shape adoption and implementation. To achieve this we create inclusive, creative spaces that nurture innovation culture and support change.

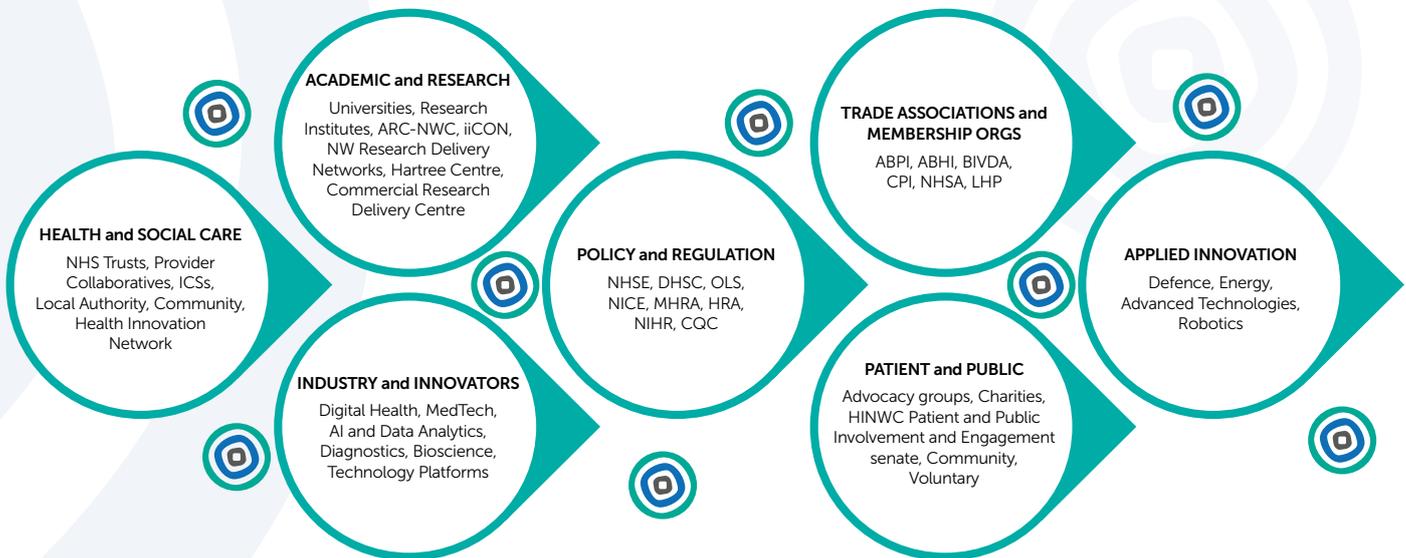
Our Coaching Academy empowers organisations to build internal capability, develop their workforce, and equip teams with the skills to successfully deliver products and services within public sector environments. We guide partners through complex change to ensure that return on investment and long-term impact is at the heart of delivery, using a framework that embeds robust feedback loops and learning systems that drive continuous improvement.

Our evaluation team brings a deep understanding of local health and care systems, helping organisations strengthen processes, manage their data and analytics, and effectively position solutions within the market. The team delivers real-world testing and qualitative and quantitative evaluation in rapid cycles to identify actionable insights that surface both barriers to spread and enablers to optimise implementation. As part of our engagement package, we also offer extensive experience in patient and public involvement, from advisory support to advocacy and outreach, and by embedding these practices we help organisations to develop products and services that are genuinely aligned with population needs and priorities. Together these capabilities create a powerful support proposition that enables organisations to deliver innovations that are not only technically excellent but also truly embraced by the people and systems that they serve.

We also play a pivotal role at the national level. Working closely with the Department for Health and Social Care, the Office for Life Sciences, NICE, the MHRA and other national bodies to align regional work with wider innovation policy and industrial strategy, and to advocate for system-level changes that unlock innovation adoption. As part of the national Health Innovation Network, we actively support the spread of proven innovations from local testing through to national scale.

9 PARTNERSHIP WORKING

Delivering transformative health innovation requires strong partnerships across diverse stakeholder communities, each with unique drivers, priorities and contributions. Health Innovation North West Coast is uniquely placed within our local economy to lead as the system convenor, bridging understanding across sectors, creating a common language for transformation and improving people's lives for those who live and work across the North West Coast. Recognising these differences enables us to tailor our engagements and support, creating a cohesive, inclusive system where all voices are valued and aligned towards shared ambitions.



Our key stakeholder communities include:

- **Patients and the public:** central to our approach by bringing lived experience, needs and perspectives. Involvement, engagement and participation are critical feature to success.
- **Academia and research:** facilitating a thriving research and innovation eco-system, ensuring a strong pipeline from discovery to evidence-generation and knowledge mobilisation. We support translating research into practical solutions and fostering collaboration with health systems and industry.
- **Health and care providers:** providing innovation expertise to our health and care system to transform outcomes and service sustainability. We work in partnership to accelerate adoption and enhance engagement with other sectors.
- **Industry innovators:** working to support industry with a clear understanding of the major challenges facing our health and care system, and supporting growth. Our industry engagement sub-strategy details how we cultivate relationships to facilitate rapid adoption and successful implementation of solutions.

- **Local government:** spanning Mayoral Combined Authorities and County and District Councils. With a focus on population health, social determinants of health and community wellbeing, as well as job creation and economic prosperity. We align innovation efforts with place-based priorities and support integrated approaches into health and social care. Sustainability, Net Zero and Green Innovation are embedded in our ways of working.
- **Policy and regulation:** concerned with safety, quality and system-wide standards. We engage with policy makers and regulators to shape conducive frameworks that enable responsible innovation.
- **Trade associations:** representing sector interests, advocating for enabling environments and fostering networks. We collaborate to amplify regional strengths and influence national agendas
- **Applied technology sectors:** cutting-edge capabilities and cross-sector expertise. We connect these diverse sectors to unlock new opportunities and accelerate transformation.

We recognise that a one-size-fits-all approach cannot deliver sustainable innovation impact. Our strategy embraces tailored engagement methods, co-design principles and continuous dialogue with each community by leading a shared ambition of improving health and wealth through innovation. Together we create a fertile environment for breakthrough ideas to address complex challenges and deliver tangible benefits to patients, the health system and the wider economy.

10 A CULTURE OF INNOVATION

Our vision is to establish our region as a globally recognised leader for health and care innovation that powers a resilient economy and an equitable innovation ecosystem that benefits patients, populations and organisations; culture is key to establishing the right environment for this to succeed. We support individuals, our teams, organisations, and systems at all levels of the health and care landscape to build cultures that develop, spread, and adopt innovation, navigate complex change, continuously improve, nurture equity and inclusion, and ultimately deliver excellent care for patients and service users.

Our work goes beyond enabling innovation in individual partner organisations as we actively foster the development of internal cultures where innovation becomes 'business as usual'. At the same time, we intentionally and purposefully connect partners to drive system-wide adoption and spread. This supports population-level improvements through efficiency at scale, the elimination of health inequalities, and the sharing of best practices, thus creating a human learning system across the North West Coast region.

Innovation flourishes in environments where people have access to the right information, at the right time, and the leadership support that they need to make empowered decisions. It thrives when professionals feel safe, trusted, and encouraged to act as innovators, and when all stakeholders have a clear and valued voice. Health Innovation North West Coast embeds cultural development into all areas of work. We value relational trust, transparency, and curiosity, and we apply evidence-based methods to ensure innovations are optimised for the wellbeing of our shared communities.

Healthy organisational cultures are forged when teams align around a clear vision, using core values to guide decision-making, drive priorities, and shape behaviours. We actively embed this alignment by establishing transparent channels for communication and feedback. These include defined mechanisms for raising concerns, contributing ideas, and recognising actions that demonstrate our strategic intent and values in practice. This purposeful approach ensures that our culture is visible, actionable and owned by everyone across the organisation.





We actively foster a culture where psychological safety, inclusivity, and active listening are core expectations. This builds trust, unity, and a shared sense of purpose, whilst creating space for diverse perspectives to drive innovation. By valuing the different backgrounds and experience of our people, and supporting them to develop their full potential, we strengthen creativity and develop better solutions. Our approach nurtures a culture of belonging where individuals feel supported to engage with and contribute to innovation. We have developed an internal culture that is grounded in matrix working and congruent leadership, ensuring our actions align with our values. Behaviourally, we prioritise self-awareness, team dynamics, and decisions that benefit our organisation and our communities. But above all, our values guide our decisions and interactions and as we support cultural development across the wider system, we remain committed to ensuring the visibility of our own: caring, collaborative, courageous, inclusive, and innovative.

11 FINAL REMARKS

The North West Coast stands ready for transformational change. Our region embodies a unique convergence of urgent health challenges and exceptional industrial strengths providing an unparalleled opportunity to redefine how we deliver and experience health and care. The evidence is clear: accelerating innovation is not merely an option, it is now an imperative. It is the key to reducing inequalities, increasing productivity, improving patient outcomes, empowering our workforce, and driving inclusive economic growth that benefits every community.

Across our diverse landscapes we see stark health disparities that demand bold coordinated action. We cannot continue with incremental improvements; we need radical shifts that harness the power of advanced technologies, biosciences, and data-driven solutions to create a fairer, healthier future for all. In line with the NHS 10 Year Plan, this means that by embedding innovation at the heart of our systems we can transform care from reactive to preventative, from hospital-centred to community-focused, and from isolated interventions to integrated person-centred pathways.

Our strategy is intentionally bold. It reflects the ambition set out in the Life Sciences Sector Plan which calls for closer alignment between the NHS and industry to accelerate access, scale innovation and deliver measurable impact. We are committed to unlocking enormous economic and social value of our national commissions across accelerated access, patient safety and industry collaboration. From pioneering robotics and AI in our regional Robotic Hub for Health and Care, through to the adoption of leading breakthroughs in bioscience, biologics and the fight against antimicrobial resistance, we will turn regional strengths in advanced technology into real-world impact for health.

Our initiatives are not isolated projects but part of a unified mission to deliver solutions that transform lives and strengthen communities. Through collaborative action we have the people and the partnerships to lead this change. Together we can create an ecosystem where innovation is not just adopted but catalyses measurable improvements in health inequality. Now is the time to act to transform lives through healthcare innovation.



CONTACT US

Health Innovation North West Coast
Vanguard House
Sci-Tech Daresbury
Halton WA4 4AB

@ info@healthinnovationnw.co.uk

www.healthinnovationnw.co.uk

[in](#) Health Innovation North West Coast