



**HEALTH INNOVATION**  
North West Coast



# Powering the Future of Health and Care Innovation

**SUMMARY STRATEGY 2026-2030**



## OUR PURPOSE

At Health Innovation North West Coast we play a vital role in bringing together the people, organisations and opportunities needed to improve health outcomes and stimulate economic growth across our region. This summary strategy sets out our direction for the next five years, highlighting how we will lead the development and adoption of innovation in health and care.

Our region faces significant and persistent health inequalities with an ageing population, workforce capacity constraints, and rising demand for care. These challenges cannot be addressed through traditional approaches alone. They require new thinking enabled by deeper collaboration and a system that can adopt innovation at pace and scale. At the same time, our region possesses an exceptional base of clinical excellence, research capability, and industrial strength. Advanced manufacturing, robotics, digital technologies, biosciences, and pharmaceuticals all provide a strong foundation for innovation-led transformation. Our diversity, from coastal and rural communities to major urban centres, provides rich real-world environments where new approaches can be developed and refined.

Our purpose is to unlock the potential of innovation to reduce inequalities and improve outcomes while supporting an inclusive, future-ready, sustainable regional economy. To achieve this we will:

- **lead the regional adoption of proven innovation**
- **strengthen the pipeline of new ideas**
- **build system readiness for change**
- **influence national policy with real-world insights**
- **catylse regional growth through advanced technologies and bioscience**

As part of the national Health Innovation Network, licensed by the Department for Health and Social Care and the Office for Life Sciences, we act as the connector between system needs and innovation supply. We have a mandate to accelerate adoption and support partners through every stage of the innovation life cycle. This strategy marks a deliberate shift for us: guided by our values we will move from just an enabler of change to powering the future of innovation.



**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 & 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 & 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 & 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 & 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 & 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 & Test Beds – Integrated partnerships across public and private sectors – Culture of Innovation – Patient and Public Involvement – Real World Evaluation – Complex Transformation – System Navigation – Integration & 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



## THE CHALLENGE AND THE OPPORTUNITY

The North West Coast experiences some of the most pronounced inequalities in England. Differences in life expectancy of more than a decade can be observed across short distances, with long-term conditions, multi-morbidities and rising complexity placing sustained pressure on services. Patient safety is a huge priority but workforce shortages, productivity challenges, and fragmented pathways limit the system's ability to respond effectively. These challenges reflect wider national pressures and the need for innovation has never been clearer: prevention, early diagnosis, digitally enabled models of care, and new technologies will be essential to delivering sustainable improvements.

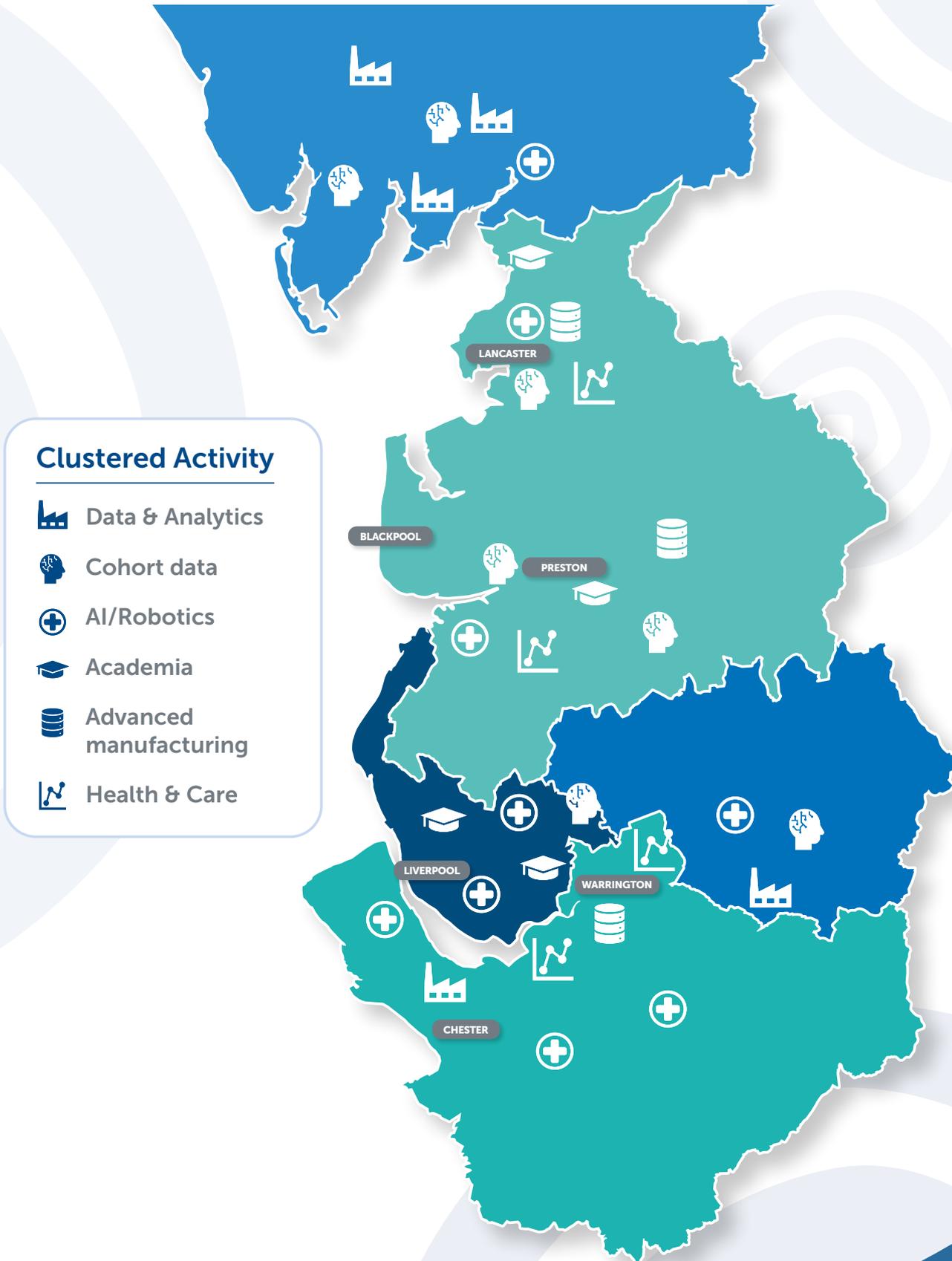


The scale of opportunity is equally significant with recent national analysis by Frontier Economics demonstrating the potential economic value of health innovation. They estimate that accelerated adoption of high-impact innovations could deliver up to £278bn annually across the UK through improved population health, workforce productivity, and inward investment. Even focusing on just four major conditions, cardiovascular disease, mental health, respiratory illness, and musculoskeletal disorders, could generate over £113bn in productivity gains alone.

For our region this is not an abstract forecast but reflects real opportunities to transform how care is delivered and how industry can grow across the ecosystem. Our strength aligns perfectly with this opportunity. Our regional assets provide a unique testbed for future models of care and place us in a strong position to lead national efforts to modernise health and care services.

Innovation is now a strategic necessity for improving health and strengthening our regional economy. 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 while driving national health and wealth.



## 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

## OUR FIVE STRATEGIC AMBITIONS

Our strategy is organised around a set of ambitions that have been designed to address critical parts of the innovation system. Together they form an integrated approach that moves ideas from concept to real-world impact.

**Ambition 1:**  
**Adopt and Spread**

**Ambition 2:**  
**Power the Pipeline**

**Ambition 3:**  
**Build for Change**

**Ambition 4:**  
**Shape the Future**

**Ambition 5:**  
**Catalyse Growth**

**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*

### 1: Adopt and spread of proven solutions

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

We will enable accelerated uptake of innovations that deliver measurable improvements in population health and system efficiency. 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. We take seriously our role to create 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.

### 2: Powering the pipeline of new ideas

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

We will foster a seamless innovation pipeline where promising ideas are nurtured into system-ready, impactful innovations driving measurable health benefits and economic value whilst creating a supportive, investment ready environment for innovators and partners. We are a trusted convener and navigator of the complex health innovation ecosystem. Leveraging our network, we will accelerate the co-development, testing and refinement of innovations that use our Living Laboratory and Testbed environments, supporting them through to adoption that delivers real health improvements and economic growth.

**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.

### 3: Build readiness for change

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

We will strengthen the capacity, culture and connectivity of our health and care ecosystems through our Coaching Academy and evaluation teams. This will enable seamless adoption and sustainable delivery of new models of care that improve population health and create lasting impact. Uniting our stakeholders we will create a connected and empowered ecosystem where research and innovation thrive, culture drives transformation and complex change becomes sustainable.

#### **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 principle and practices across both innovation ecosystems by 2027.

### 4: Shape the future of health and care

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

As a recognised national leader within the Health Innovation Network, we will collaborate to secure the UK's position as a global leader in health innovation. We will 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 3 local innovation pathways that are ready and promoted for national adoption via the Health Innovation Network by 2030

### 5: Catalyse growth

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

We will bring together health systems, universities, and industry to fast track breakthroughs and grow new markets in advanced technologies, robotics, pharmaceuticals and biosciences. This will position the North West Coast as the UK's premier ecosystem for the translation of innovation into health and care, as we drive industrial growth and economic prosperity.

#### **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.

# OUR DELIVERY APPROACH AND KEY ENABLERS

Delivering innovation at scale requires great ideas supported by strong infrastructure, local capability, robust evidence, and the right relationships. We provide these foundational elements through a coordinated delivery model that spans the whole-system innovation lifecycle.



This enables us to connect unmet system need with high impact innovations that support the spread of solutions across local and national footprints while 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 while 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.

<p><b>Evaluation</b></p> <p>Our expert teams provide support for qualitative and quantitative analysis, economic modelling and real-world testing. Our services can ensure innovations are backed by evidence and aligned to system priorities; reducing time to adoption.</p>	<p><b>Patient and Public Involvement</b></p> <p>PPIE is embedded throughout our innovation cycle. With access to patients, carers, engaged communities and members of the public, we can ensure solutions are designed to reflect lived experience and population needs.</p>	<p><b>Coaching Academy</b></p> <p>Our renowned Academy builds system capability for change; supporting leaders and teams to embed innovation. We empower individuals and organisations to develop a culture that benefits both our populations and economy.</p>
<p><b>Digital and Data Infrastructure</b></p> <p>Our region is pioneering in the use of data for public benefit. We can support partners to strengthen data quality, analytic capability, interoperability, and readiness for digital transformation by using our Living Labs and Test-beds.</p>	<p><b>System Navigation</b></p> <p>Our teams of experts are ready to support innovators to work efficiently across our ecosystem. We can guide the journey across regulatory frameworks, procurement and commissioning requirements and help to reduce barriers to adoption.</p>	<p><b>Partnership Building</b></p> <p>Our network is expansive within the region and across the UK. We convene innovators from academia, industry, health and care services to create high-functioning partnerships. We work across domains and sectors to create value at scale.</p>

## PARTNERSHIP WORKING

The focal point of our delivery model is partnership. We work through partnerships because the complexity of health and care challenges, and the pace of technological change, cannot be addressed by a single organisation or sector. Our role is to act as the connector, aligning priorities, reducing friction, accelerating collaboration, and turning shared ambition into measurable action. We design our partnerships to be purposeful and outcomes-driven with a focus on safety and real-world impact.

**Our partnerships are built across three connected clusters:**



## **PUBLIC SECTOR AND CIVIC KNOWLEDGE PARTNERS**

At the heart of our work are NHS organisations, Integrated Care Systems and the people and communities that they serve. We work alongside clinicians, system leaders, patients, and citizens to identify real need with the system and then co-design solutions in live care environments through our Living Labs. Partnerships with universities and research institutions ensure that scientific excellence is embedded from the earliest stages, translating research into practical deployable solutions.

## **PRIVATE SECTOR AND APPLIED TECHNOLOGY PARTNERS**

We work with industry to bring pace and technical capability into the health and care system. This includes medtech, digital health, life sciences, pharmaceuticals, robotics, AI, and advanced manufacturing organisations.

Our region's strength in applied technologies allows us to connect non-traditional sectors, such as aerospace, defence, engineering and material science, into health and care innovations. These partnerships are designed to derisk development and shorten routes to market, ensuring the people who need new medicines or devices get them at the right time.

## **LOCAL AND NATIONAL SYSTEM LEADERSHIP**

We work in close alignment with local and combined government authorities, and leaders from across the wider UK, to ensure innovation supports the wider economy and place-based priorities. At national level we are part of the Health Innovation Network, licensed by government departments to support innovation adoption. We are actively engaged with policy makers, regulators, and trade associations to shape environments that enable innovation. Our purpose is to increase the adoption of innovation and to do this we work with partners to reduce barriers and increase the pace of impact for patients.

**In all partnerships our focus is consistent. We are building a region where innovation adoption is systematic and where our partners are aligned around delivery to support that innovation to move swiftly from ambition to action.**



## INNOVATION AS A DRIVER OF ECONOMIC GROWTH

Health innovation is not just a mechanism to improve care: it is a major engine of economic productivity and regional development. UK Government policy now actively prioritises innovation-driven growth with life sciences, advanced manufacturing, AI, and digital health, all positioned as high-value, high-growth sectors. The North West Coast offers a safe platform for venture and growth stage investment: access to large real-world healthcare markets, strong scientific and industrial foundations, and faster routes from concept to evidence and adoption. Our region reduces the risk and time typically associated with health innovation by providing live testing environments and implementation-ready systems with direct routes to decision makers. Our ecosystem can enable companies to scale faster, prove their value sooner and generate sustainable commercial returns, all while delivering better, safer outcomes for patients.

We stand ready to lead the translation and commercialisation across high-growth opportunity areas that align with national policy and regional industrial, research and innovation strengths.

### Committed to faster and more cost-effective implementation



**Autonomous Systems,  
Robotics and AI**



**Bioscience  
and Biologics**



**Digital Health and  
Data Science**



**Care Delivery  
and Patient Safety**



**Advanced  
Diagnostics**



**Pharmaceuticals  
and Manufacturing**

Our focus is clear: turn regional capability into scalable, commercial advantage that can benefit both the health and wealth agendas. We are building an environment where innovation can move faster, enabling capital to work harder. Using the North West Coast as a launchpad, organisations can grow and scale their products and services safely and with confidence for national and global markets.

**By 2030 we aim to:**

- establish the region as a leading centre for health and care robotics in England
- deliver better innovation across cardio-renal-metabolic diseases, mental health, cancers, respiratory illness, and the global threat of anti-microbial resistance
- attract at least £100m inward investment to the region
- develop commercial pathways that enable innovators to scale regionally and nationally
- support job creation, skills development, and economic resilience.

**Innovation is central to our region's future prosperity and we are here to lead the transformation.**



## 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 just 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.



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