AI Adoption Roadmap

West Midlands' Health Technologies Cluster

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West Midlands Combined Authority

AND

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1. Introduction and context

The HealthTech sector in the West Midlands is rich with potential—characterised by a diverse mix of innovative SMEs, strong academic institutions, and emerging digital health capabilities. However, many of the companies that make up the HealthTech Cluster face common barriers to AI adoption: limited funding, constrained resources, fragmented access to data, and uncertainty around NHS procurement and compliance processes. Despite these challenges, there is a clear appetite for innovation, a growing bank of sector-specific use cases, and an increasingly supportive regional infrastructure.

This AI Adoption Roadmap has been developed to provide a realistic yet ambitious pathway for the HealthTech Cluster to navigate these barriers, unlock the value of AI, and ultimately drive economic growth across the region. It is built with a strong focus on what is practical and achievable here and now, while also setting the direction of travel toward more strategic, long-term goals that align with regional priorities like the AI Growth plans and national funding programmes. The roadmap is phased and incremental, designed to support HealthTech SMEs from early awareness and capability-building through to implementation, commercialisation, and integration with larger infrastructure and NHS systems.

Informed by stakeholder interviews, workshops, and cross-sector insights, this roadmap is not a one-size-fits-all model—it's a practical toolkit tailored for the specific context of HealthTech in the West Midlands. By following it, the cluster can move from scattered experiments to a joined-up, strategic, and commercially impactful AI ecosystem.

2. How to use this roadmap

It is important to acknowledge that the organisations within the HealthTech Cluster operate at different levels of AI maturity and readiness. While some are at an early-stage and just beginning to explore what AI might offer, others may already be actively trialling solutions or integrating AI into service delivery. This variation means that a single, uniform approach to AI adoption will not be effective, and the roadmap must be applied with flexibility and sensitivity to each organisation's starting point.

The roadmap begins with a foundational discovery phase focused on conducting a cluster-wide AI maturity assessment. This initial step is not just about understanding general readiness—it helps build a clear picture of each organisation's capabilities, appetite for AI, available resources, and the practical challenges they face. With this insight, the cluster can apply the roadmap more intelligently, directing companies to the phases and actions most relevant to their current situation. Based on the outcomes of this assessment, organisations can enter the roadmap at the point that best matches their needs and ambitions. The roadmap is structured around five flexible phases, each offering practical support depending on where you are on your AI journey:

- **Phase 1:** Build foundational AI awareness and clarify initial opportunities.
- **Phase 2:** Launch practical, low-risk pilots to achieve quick AI wins.
- **Phase 3:** Strengthen internal capabilities through skills development, governance structures, and collaborative frameworks.
- **Phase 4:** Secure funding and initiate NHS-integrated pilot projects.
- **Phase 5:** Fully integrate with regional infrastructure and strategic initiatives, enabling longer-term AI transformation.

Each phase is designed to stand on its own, so you can start with the one that suits you best and move between them as your needs change or your organisation develops. You don't have to follow them in order—just use what's most helpful, when it's most useful. For example, a company might start with an off-the-shelf AI pilot (Phase 2) before later engaging in a structured training programme (Phase 3), while a more advanced organisation might directly undertake NHS-focused initiatives (Phase 4).

	PHASE 1: AI readiness & baseline mapping	**PHASE 2: Quick wins & practical pilots**	**PHASE 3: Skills, collaboration & governance**	**PHASE 4: Funding & NHS integration**	**PHASE 5: Strategic regional alignment**
Time scales	Immediate 0-3 months	Short-term 3-9 months	Medium-term 9-18 months	Longer-term 12-24 months	Strategic 24 months+
Components	Maturity survey Initial workshops Knowledge hub	Practical pilots Off-the-shelf tools Mentorship Case studies	AI skills bootcamp Collaboration models Governance toolkits	NHS-focused AI pilots Funding portal Regulatory support NHS partnership frameworks	Integrate with regional AI Growth plans Scale AI solutions Leverage large datasets like Pioneer
Investment required	Low cost/resource	Low-Moderate	Moderate	Moderate-High	High investment
Target audience	All SMEs	Early to Md SMEs	All SMEs	Mid to Advanced	Advanced SMEs

3. AI adoption phases

3.1 Phase 1: AI readiness & baseline mapping

This phase is designed to be low-cost, highly accessible, and focused on giving every organisation a clear understanding of where they stand—so they can take their next step with confidence.

Objectives

- Help HealthTech SMEs build a clear understanding of what AI is and how it can apply to their business.
- Establish a practical baseline of AI awareness, capability, and readiness across the cluster.
- Identify early-stage, mid-level, and advanced adopters to tailor support accordingly.

Key actions

1. **Run the AI Maturity Survey** across the cluster to assess each organisation's starting point, including current AI use, digital infrastructure, skills, and appetite for innovation.
2. **Hold introductory workshops and webinars** to build awareness. These should cover NHS procurement pathways, data governance, AI regulation (e.g., MHRA, medical device compliance), and real examples of how AI is already being used in healthcare.
3. **Set up a shared knowledge hub** with easy-to-access learning materials, FAQs, practical checklists, and examples of real-world AI applications.
4. **Engage local experts and mentors** (e.g., from Pioneer, WM5G, and local universities) to support SMEs in interpreting their survey results and identifying next steps.
5. **Segment SMEs** based on readiness, so the roadmap can offer tailored support—ensuring each organisation knows which phase is most useful for them to start with.

Resources or tools available

- **AI Maturity Survey Template** (see Appendix 1)
- **Workshop content guides** (e.g., suggested topics, expert speaker list, presentation templates)

- **Access to curated case studies**, including:
    - *Quant* – AI-powered portable dialysis machine
    - *Hollywood Gaming* – VR applications in health workforce training
- **Introductory AI toolkit** (glossary, getting started guides, vendor checklists)

Example use case

A small MedTech firm unsure about where to start, uses the AI Maturity Survey to assess their readiness. They attend a workshop led by a local university partner and discover a simple AI application that could help with triaging patient enquiries. Through the knowledge hub, they access case studies and connect with a mentor, helping them move to Phase 2 with clarity and confidence.

3.2 Phase 2: Quick wins & practical pilots

This phase is all about building momentum—helping businesses move from awareness to action, proving value quickly, and creating a solid foundation for deeper AI adoption.

Objectives

- Help HealthTech SMEs experience the practical value of AI through real-world applications.
- Deliver low-cost, low-risk pilot projects that demonstrate clear benefits and build confidence in AI.
- Create early success stories to support wider adoption and commercialisation.

Key actions

1. **Promote easy-to-access, off-the-shelf AI tools** that are relevant to HealthTech SMEs—such as AI-powered patient monitoring, appointment scheduling, or workflow automation systems.
2. **Launch small-scale pilot projects** focused on high-impact, low-risk areas like staffing optimisation, clinical note automation, or remote patient support (see Appendix 2).
3. **Use real clinical data** from Pioneer health data hub or The West Midlands Secure Data Environment, offering SMEs simplified guidance on how to access and use these data sets securely and effectively.
4. **Set up a mentorship programme**, pairing SMEs with local AI experts or businesses that have already implemented AI successfully (e.g., through WM5G or university networks). Mentors can offer support on NHS compliance, integration, and practical rollout.
5. **Share short case studies** of successful pilots, highlighting results, lessons learned, and return on investment. These should be shared across the cluster through webinars, newsletters, and the online knowledge hub.
6. **Support early commercialisation**, including guidance on grant applications, pitch readiness, and connections with potential investors through innovation showcases and HealthTech roadshows.

Resources or tools available

- **List of recommended off-the-shelf AI tools** for HealthTech SMEs

- **Pilot project guidance template**, including criteria, setup checklist, and success metrics
- **Data access guides** for Pioneer data hub and the West Midlands Secure Data Environment
- **Mentorship directory**, including contact points and support outlines
- **Commercialisation toolkit**, including grant-writing tips, investor readiness checklists, and event calendars
- **Case study library** highlighting successful local pilots and their outcomes

Example use case

A digital health SME partners with a mentor from WM5G to trial a remote patient monitoring system. Using anonymised data from Pioneer health data hub, they demonstrate reduced clinician workload and improved patient engagement. With support from the roadmap, they prepare a successful grant bid and share their results in a cluster webinar, helping other SMEs explore similar solutions.

3.3 Phase 3: Skills, collaboration & governance

This phase ensures that as AI adoption deepens, businesses have the right people, partnerships, and ethical foundations in place to grow confidently and responsibly.

Objectives

- Build AI skills and capabilities within the HealthTech workforce.
- Strengthen collaboration between SMEs and larger organisations across the cluster.
- Provide practical support on ethical, regulatory, and data governance issues.

Key actions

1. **Map existing AI-related training, apprenticeship, and skills development programmes** across the region—including providers such as The Development Manager—to identify current capacity, gaps, and opportunities for alignment with emerging industry needs.
2. **Roll out targeted AI training programmes** for the HealthTech sector—delivered through boot camps, apprenticeships, and short-form courses. Training should focus on real-world applications in healthcare and be delivered by universities and local providers, including the University of Birmingham, Aston University, Warwick, and Birmingham City University.
3. **Create practical collaboration frameworks** to help organisations work together effectively. Provide templates to guide joint projects, clarify intellectual property rights, and outline fair approaches to data sharing and competitive boundaries.
4. **Pilot collaborative AI projects** that match smaller SMEs with larger HealthTech companies. These pilots should focus on delivering joint outcomes—showcasing how combining agility and scale can lead to innovative, practical AI solutions.
5. **Distribute easy-to-use governance and ethics toolkits** that support responsible AI adoption. These should include checklists covering GDPR, the EU AI Act, NHS compliance, and ethical AI design principles to help SMEs navigate procurement and partnership requirements more easily.
6. **Host knowledge-sharing events or peer learning sessions**, helping companies learn from one another's experiences, challenges, and best practices.

Resources or tools available

- **Directory of AI training courses and providers**, with links to funding or discounted options
- **Collaboration toolkit**, including legal and operational templates for joint working
- **Examples of successful SME–large company partnerships**
- **AI ethics and governance checklist**, covering key compliance areas and NHS requirements
- **Case studies or guides** on responsible AI practices in healthcare

Example use case

A small diagnostics SME partners with a larger medtech firm to co-develop an AI tool for automating lab results. Supported by a collaboration agreement template and compliance toolkit, the two companies launch a pilot that meets NHS standards. Staff from both organisations attend a university-led training programme, building shared AI literacy. The pilot becomes a case study for future cluster partnerships.

3.4 Phase 4: Funding & NHS integration

This phase is focused on breaking down the barriers between SMEs and the NHS—enabling more innovation to flow into public healthcare, backed by the funding and support needed to succeed.

Objectives

- Help HealthTech SMEs access the funding they need to scale AI adoption.
- Support the development of practical AI solutions that can be piloted within the NHS.
- Reduce barriers to NHS integration by guiding SMEs through regulatory and procurement processes.

Key actions

1. **Create a central funding portal** for the HealthTech Cluster. This portal should clearly map out available public and private funding opportunities—including WMCA-backed initiatives—and provide simple guidance on how to apply.
2. **Launch targeted NHS-facing AI pilots**, co-designed with NHS stakeholders to ensure they address clear service challenges. Focus areas may include administrative tasks, patient monitoring, or clinical data processing. Engage NHS leadership early to build trust and ensure alignment with real-world needs.
3. **Develop simple pilot templates and evaluation frameworks**, so SMEs can clearly define goals, timelines, risks, and success measures for NHS trials.
4. **Offer hands-on support with regulatory approval**, including tailored advice sessions on NICE processes, GDPR, and data protection compliance.
5. **Facilitate mentorship and legal guidance**, helping SMEs navigate NHS onboarding, data-sharing agreements, and procurement protocols with confidence.

Resources or tools available

- **Online funding portal**, with live opportunities, deadlines, and contact points
- **NHS pilot project templates** (including scope, data access, and risk management guides)
- **Checklist for regulatory and data compliance**, including GDPR, NHS Data Security & Protection Toolkit, and NICE pathways

- **Directory of mentors and compliance advisors**, specialising in NHS-facing innovation
- **Evaluation framework** for AI pilots, enabling SMEs to measure impact and refine solutions

Example use case

A HealthTech SME develops an AI tool for automating patient appointment scheduling. With support from the funding portal, they apply for WMCA funding and launch a pilot at a local NHS trust. A compliance mentor helps them navigate NHS data protection protocols, and an evaluation framework is used to measure reduction in staff time and missed appointments. The results position the company to scale the solution across other trusts.

3.5 Phase 5: Strategic regional alignment

This final phase is about long-term impact—connecting individual efforts to the region's wider ambitions, building credibility at scale, and ensuring that AI adoption in HealthTech cluster contributes to a strong, connected, and future-ready West Midlands.

Objectives

- Connect the HealthTech Cluster to wider regional initiatives such as AI Growth plans.
- Scale successful AI pilots into long-term, high-impact solutions across the cluster.
- Strengthen regional data, governance, and ethical frameworks to support sustainable growth and NHS integration.

Key actions

1. **Coordinate with regional infrastructure programmes**, to align HealthTech AI initiatives with broader West Midlands Combined Authority investment priorities. This ensures HealthTech projects benefit from shared infrastructure, co-investment opportunities, and regional visibility.
2. **Scale up and further develop the utilisation of the trusted health data assets** like the Pioneer datahub. Provide SMEs with standardised access, support for data integration, and tools to develop advanced AI applications using real clinical data.
3. **Promote successful pilots for broader adoption**, turning proven small-scale projects into cluster-wide solutions that can be commercialised, replicated, or embedded across NHS partners.
4. **Establish shared governance frameworks**, including regional standards for data ethics, privacy, interoperability, and security. This helps build trust in AI technologies and ensures SMEs are equipped to meet the expectations of both regulators and NHS stakeholders.
5. **Engage in regional strategy and policy dialogue**, ensuring the HealthTech Cluster has a voice in shaping how AI is deployed across healthcare in the West Midlands.

Resources or tools available:

- **WMC strategic alignment map**, highlighting opportunities and partners

- **Access toolkit for Pioneer and other datasets**, including data request protocols and integration support.
- **Pilot scale-up templates**, to support wider rollout of successful projects
- **Regional AI governance framework**, including ethical and data-handling standards
- **Engagement guide** for influencing regional strategy and participating in funding or infrastructure decisions

Example use case:

A small AI company that piloted a clinical documentation tool in Phase 2 now works with the WMCA to roll it out across multiple trusts as part of any wider AI growth plan initiatives. With access to Pioneer's standardised datasets and supported by a shared governance framework, the company scales the solution to new NHS settings, attracting private investment and delivering consistent results across the region.

4. Supporting tools and templates

To make the AI adoption roadmap actionable, the HealthTech Cluster will provide a suite of practical resources and support tools that align with each phase. These resources are designed to reduce uncertainty, simplify complex processes, and give organisations clear guidance as they move through the roadmap.

4.1. AI maturity survey (Phase 1)

The AI Maturity Survey is the foundation of Phase 1, helping the cluster understand where each organisation currently stands on its AI journey. By assessing levels of readiness across key areas, it enables tailored support, ensures interventions are well-targeted, and avoids a one-size-fits-all approach.

The survey will focus on five key dimensions:

- **AI awareness and understanding:** Gauging familiarity with AI concepts, terminology, and perceived relevance.
- **Current AI usage:** Identifying existing applications in diagnostics, operations, R&D, or patient administration.
- **Regulatory and compliance readiness:** Understanding how well companies engage with frameworks like GDPR, MDR, and NHS procurement processes.
- **Data infrastructure:** Assessing access to structured datasets, interoperability issues, and readiness to engage with platforms like Pioneer and PathLake.
- **Priority challenges:** Capturing the most pressing business or clinical problems where AI could make a difference.

The results will be analysed to segment organisations into tiers of AI maturity. This will directly inform which phase of the roadmap is most relevant for each company, and shape access to training, pilots, funding, and mentorship opportunities. The survey template and instructions will be provided as part of the roadmap's core toolkit (see Appendix 1).

4.2 Pilot project guidance (Phase 2)

Pilot projects are a key driver of AI adoption because they allow companies to test ideas, generate quick wins, and build confidence in real-world settings. The roadmap offers practical support to help SMEs select and run impactful pilots with low risk and clear benefits.

Common pilot themes include:

- **Staffing and scheduling optimisation:** AI-powered tools to improve rota management and workforce planning.
- **Clinical documentation:** Automating notes and administrative tasks to free up clinician time.
- **Operational efficiency:** Smart systems for tracking beds, medical equipment, and supplies.
- **Remote monitoring and wearables:** Tools to help manage chronic conditions and reduce hospital visits.

Each pilot should be small in scale, achievable within 3–6 months, and designed to deliver clear outcomes. To support this, the cluster will offer:

- **Pilot design templates** covering scope, objectives, risk, and success metrics.
- **Evaluation frameworks** to assess impact and support scaling.
- **Data access guides** for engaging with data hubs like Pioneer securely and appropriately.

This resource ensures SMEs can design and deliver practical pilots that align with NHS needs, are grounded in available data, and generate evidence to support future growth and adoption.

4.3 Structured mentorship programme (Phase 2)

The structured mentorship programme offers SMEs expert guidance to help them navigate the complexities of AI adoption in healthcare. Tailored to HealthTech businesses with limited in-house capacity, it connects them with experienced mentors from across the region.

Each mentorship journey will include:

- **Initial scoping:** A discovery session to define goals, identify barriers, and align with the appropriate roadmap phase.
- **Themed support:** Ongoing one-to-one advice on issues such as regulatory compliance, NHS procurement, commercial strategy, and clinical validation.
- **Peer learning opportunities:** Workshops and Q&A sessions with fellow SMEs, creating a shared learning environment.
- **Final planning:** A wrap-up session to set next steps—whether applying for funding, progressing a pilot, or developing an NHS-facing use case.

Mentors will be drawn from:

- Established HealthTech companies with AI deployment experience
- Academic experts from institutions like the University of Birmingham or Aston University
- Former NHS leaders and innovation consultants
- Specialists from organisations such as WM5G

The programme will be managed centrally, with light-touch oversight, structured milestones, and impact tracking. It offers low-cost, high-impact support that can accelerate SME progress while building a sustainable support ecosystem within the cluster.

4.4 Targeted AI training (Phase 3)

Addressing the AI skills gap is essential for meaningful adoption across the HealthTech Cluster. The roadmap includes a coordinated, flexible training programme to upskill technical staff, non-technical professionals, and business leaders.

Training will be offered in five key streams:

1. **Foundational AI awareness** – Basic concepts, tools (e.g. Python, machine learning), and terminology for newcomers.
2. **HealthTech-specific applications** – Real-world use cases including diagnostic tools, workflow automation, and predictive modelling.
3. **Advanced technical development** – Deep learning, NLP, model training using health datasets, and deployment best practices.
4. **Ethical AI and compliance** – GDPR, NHS digital frameworks, explainability, fairness, and responsible governance.
5. **Leadership and strategic thinking** – Executive workshops focused on ROI, innovation planning, and digital transformation (see Appendix 3).

Delivery will include:

- Self-paced online modules and bootcamps
- In-person training through academic and private partners
- Subsidised options via WMCA and other regional schemes

The training offer will be linked to AI maturity insights gathered in Phase 1, ensuring relevance and timely delivery. It builds confidence across the cluster and prepares organisations for successful pilots, partnerships, and long-term integration.

4.5 Collaboration frameworks (Phase 3)

Collaboration is key to unlocking innovation in healthcare—but it can be difficult to achieve when organisations are concerned about data access, intellectual property, or working with unfamiliar partners. To address this, the roadmap includes practical collaboration frameworks that make joint working easier and safer.

The frameworks will include:

- **Template agreements** for common scenarios—SME–SME, SME–NHS, SME–University, and joint pilots — with guidance on IP, revenue sharing, liability, and exit clauses.
- **Plain-language IP guides** to help SMEs understand and protect their rights when co-developing solutions.
- **Data sharing protocols**, aligned with NHS Digital, GDPR, and platforms like Pioneer.
- **Step-by-step playbooks** showing how to approach a partner, plan a pilot, and set mutual expectations.
- **Conflict resolution guidelines**, including informal mediation and escalation routes.

These tools will be co-designed with legal experts, cluster members, and NHS partners. They'll be tested through live pilot projects and made available through the cluster's knowledge hub. Together, they reduce friction and foster a more collaborative, confident, and innovation-friendly environment.

5. Appendices

APPENDIX 1: HealthTech AI Maturity Survey

This AI Maturity Survey is presented as a proposed template to help the HealthTech Cluster assess the current state of AI adoption among its member organisations. It is designed to categorise respondents into broad stages of maturity—early-stage adopters, mid-level adopters, and more advanced users—based on their current activity, readiness, and aspirations.

Before being finalised and distributed, the Cluster may wish to review and adapt the survey, adding or modifying sections to reflect emerging priorities or sector-specific challenges. In addition to structured questions, the survey is designed to capture context by offering the option to add free-text responses under each section. This allows participants to explain their answers in more detail, highlight unique challenges, or flag areas of opportunity not covered by standard response options.

At the end of the survey, a final open comments section invites broader reflections, suggestions, or recommendations. This will help the Cluster shape more targeted support offers, inform the development of future phases of the roadmap, and identify opportunities for collaboration, funding, and skills development.

Section 1: AI Awareness and Knowledge

1. How would you rate your organisation's overall understanding of AI and its potential applications in healthcare?

    - Very High: Deep knowledge and expertise
    - High: Good understanding with some expertise
    - Moderate: Basic knowledge but limited expertise
    - Low: Very limited knowledge
    - None: No knowledge of AI

2. Does your organisation currently have a dedicated AI strategy?

    - Yes, a formal AI strategy is in place
    - No, but we are developing one
    - No, and we are not currently planning one

3. What are the key barriers preventing further AI adoption in your organisation? (Select all that apply)

    - Lack of awareness or understanding
    - Limited technical expertise

- Cost and investment concerns
- Uncertainty about ROI
- Regulatory and compliance challenges
- Data privacy and security concerns
- Other (please specify)

Section 2: Current AI Usage and Integration

4. Which stage best describes your organisation's AI adoption level?

   - **Early-stage adopter** (Exploring AI, no active implementation)
   - **Mid-level adopter** (Experimenting with AI tools, limited deployment)
   - **Advanced adopter** (AI embedded in core business processes)

5. In which areas is your organisation currently using AI? (Select all that apply)

   - Diagnostics and clinical decision support
   - Operational efficiency and workflow automation
   - Research and drug development
   - Administrative processes and patient management
   - Predictive analytics and population health
   - AI-powered medical devices
   - Other (please specify)

6. Is your organisation involved in AI-driven health data projects such as Pioneer or PathLake?

   - Yes
   - No
   - We are interested but not yet involved

Section 3: Regulatory and Compliance Readiness

7. How familiar is your organisation with key regulatory frameworks affecting AI in healthcare?

   - MDR (Medical Device Regulation)
   - GDPR (General Data Protection Regulation)
   - EU AI Act
   - NHS AI governance frameworks
   - Not familiar with any of these

8. Does your organisation have internal processes in place to ensure AI regulatory compliance?

- Yes, fully established compliance processes
- Partially, but more work is needed
- No, we do not currently have compliance measures in place

8. What are the main regulatory challenges your organisation faces when implementing AI? (Select all that apply)

- Uncertainty around compliance requirements
- High cost of compliance
- Difficulty obtaining regulatory approvals
- Lack of internal expertise on AI regulations
- Other (please specify)

Section 4: AI Infrastructure and Data Readiness

10. Does your organisation currently have access to structured health data for AI development?

- Yes, well-structured and interoperable data
- Yes, but data is fragmented and difficult to use
- No, we lack structured health data

11. What are the biggest data-related challenges your organisation faces? (Select all that apply)

- Data availability
- Data quality and completeness
- Interoperability between systems
- Security and privacy concerns
- Compliance with data protection laws
- Other (please specify)

12. Are you currently collaborating with any external partners (e.g., NHS, academic institutions, industry) to improve AI-related data access?

- Yes
- No, but we are interested
- No, and we are not considering it

Section 5: Priority Challenges and Future AI Adoption

13. What are the top three business or healthcare challenges your organisation faces where AI-driven solutions could have a significant impact?

- Improving patient outcomes
- Reducing operational costs

- Enhancing diagnostic accuracy
- Streamlining administrative tasks
- Advancing research and innovation
- Other (please specify)

14. Are you actively seeking AI solutions to address these challenges?

- Yes, we have specific AI projects in progress
- Yes, but we are still in the exploratory phase
- No, but we are open to learning more
- No, and we do not see a need at this time

15. Would you be interested in participating in AI-focused workshops, training sessions, or collaborations facilitated by the HealthTech Cluster?

- Yes
- No
- Maybe, depending on the topic

APPENDIX 2: Approach and ideas for Pilot use cases

The cluster should prioritise AI use cases that involve less regulatory complexity and are more likely to show quick results, particularly in areas that improve operational efficiency and productivity. These areas include:

- **Staffing & scheduling optimisation**: AI-powered solutions for workforce and rota optimisation can reduce inefficiencies in scheduling, ensuring that the right number of staff are available at the right time, improving productivity, and reducing costs.

- **Operational efficiency**: AI-driven resource allocation, such as AI-powered bed management, equipment tracking, and inventory management, can optimize hospital operations, ensuring resources are efficiently distributed where needed, reducing delays and improving patient care.

- **Clinical documentation & notes writing**: AI-assisted note-taking for healthcare professionals can streamline administrative tasks, enabling clinicians to focus more on patient care and reducing burnout. AI can transcribe conversations, input data, and summarise information, alleviating the administrative burden that often consumes clinician time.

- **AI wearables & remote monitoring**: Non-invasive AI-powered wearables can assist with early disease detection and continuous patient monitoring, particularly for chronic conditions, reducing hospital visits and enabling better patient outcomes through proactive care.

These use cases are attractive because they fall into lower-risk areas with fewer regulatory hurdles, making them ideal for initial pilot projects and quicker adoption.

Another specific starting point would be to utilise the existing health data repositories for accelerating AI adoption in healthcare:

Pioneer Health Data Hub - https://www.pioneerdatahub.co.uk/
Health Data Research Hub for Acute Care, is a research partnership led by the University of Birmingham and University Hospitals Birmingham NHS Foundation Trust. Working with partners like the West Midlands Ambulance Service and the University of Warwick, PIONEER collects and curates acute care data across primary, secondary, social, and ambulance services to drive innovation, support real-time capacity planning, and improve patient care through data-driven insights.

APPENDIX 3: AI Training for Leadership & Executives

This is an example outline of a program designed to equip executives and decision-makers with the knowledge and skills needed to understand AI's strategic value, foster a culture of innovation, and drive AI adoption in alignment with business objectives.

AI for Business Leaders – Training Overview

A modular, 1–2 day programme designed to equip senior leaders with the knowledge, tools, and confidence to integrate AI into their organisations. Delivered through a mix of in-person workshops, virtual sessions, and expert-led panels, the programme covers six focused modules:

1. **Introduction to AI for Business Leaders**
   Understand AI fundamentals, debunk common myths, and explore AI's economic impact and business value.
   Format: Keynote with case studies

2. **AI Strategy and Business Integration**
   Learn how to identify AI use cases, assess organisational readiness, and build an AI roadmap with practical tools and real-world examples.
   Format: Interactive workshop

3. **Managing AI Implementation and Change**
   Gain skills in leading transformation, addressing workforce challenges, and measuring AI success and ROI.
   Format: Panel discussion + Q&A

4. **AI Ethics, Governance and Compliance**
   Explore responsible AI principles, key regulations (GDPR, EU AI Act), and models for internal AI governance.
   Format: Expert briefing + ethical debate

5. **AI and Data-Driven Decision-Making**
   Harness AI-powered analytics, improve data strategy, and adopt AI tools to support business intelligence.
   Format: Hands-on workshop with demos

6. **The Future of AI: Innovation and Competitive Advantage**
   Stay ahead of trends like generative AI and AIaaS, and explore funding routes and business model innovation.
   Format: Fireside chat with AI leaders


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