REFRESH

One HealthTech

Our Strategy

2023-2025

Inspiring, celebrating, enabling and championing diversity & inclusivity in healthtech

A Note from OHT

What's this document?

Well helloooo there new and veteran One HealthTechies! Welcome to an overview of the OHT Strategy for 2023-2025. We (Angela, Maxine and Charlotte; the Strategy Wranglers!) wanted to say a few words and give you readers a bit of background before you dive in...but before we do, a little about us!

I'm Angela and I came across OHT 6 years ago when (with huge thanks to NHS Digital) I was seconded to OHT for about two years. I've previously worked in many different industries like investment banking, the charity sector and telecoms, before joining the NHS almost 18 years ago (I'm that old!) and am now Head of Improving People Practices at NHS England. I have witnessed and experienced both overt discrimination and subtle, yet insidious, barriers. Be it age, race, religion, sex, disability or simply that your background wasn't 'the same', all have an impact and all result in sub-optimal teams, cultures and ultimately outputs. Like all OHT-ers, I'm passionate about changing the shape of healthtech so that everyone can have a voice.

I'm Maxine and I helped set up OHT in its early days. I currently work on diversifying the genetic data we hold on the UK. Struck by how homogenous the world of health innovation was, and also how difficult it was to navigate a field that felt like it was in a period of substantial change and growth, myself and a few strangers (and now great friends) came together to get behind a need to create a space for more people wanting to change the face of healthtech. Fast forward to now, I've learnt so much: I've learnt just how diverse the meaning of diversity is to so many people; I've learnt that networks, in ways that are sometimes difficult to see or measure, result in truly tectonic shifts to peoples' trajectories; I've learnt how challenging coordinating a distributed community is and how incredible and unique volunteer-led organisations are, and I've also learnt that OHT really struck a chord, so now more than ever, organisations like ours, in close collaboration with others, must drive the change we want to see in creating a more diverse and inclusive healthtech sector.

Hello there, my name is Charlotte and I'm the newbie around here! With a background in events, I've had the opportunity to attend various HealthTech events over the past 7 years. I also feel deeply passionate about promoting diversity within the sector and I am therefore thrilled to be a part of One HealthTech. From the outset, I have felt warmly welcomed into this community. I'm excited to jump right in and hear from all of you!

We have refreshed and updated the OHT strategy which was originally wrangled together by an amazing group of volunteers. OHT has been growing in size and influence since we started in December 2015 and we are now, proudly, a truly multinational community.

However, we recognise that there is still a huge amount of work to do until healthtech is truly inclusive and is a genuinely friendly and welcoming place for all. So, we decided to spend the last few months (there was sadly not much going on in the community due to COVID) looking inward at what we do and how we do it, with the help of some brilliant minds in the community, to review our direction. Our refreshed strategy takes OHT as we stand, turns some bits upside down, adds new bits and sprinkles on goals, targets and most importantly methods of how we can raise our voice and grow our impact in changing the wonderful world of healthtech, while retaining the warmth, compassion, and nerdiness for which OHT is known.

We are massive enthusiasts for effective, equitable and impactful innovation in health, care and life sciences and we are sure we can change it for the better. We hope after reading this you are too and want to join and support OHT on this ride.

Angela, Maxine and Charlotte

The OHT Strategy

Spring 2020
OHT had aimed to host its first annual conference in June 2020, which also aimed to act as the community's major fundraiser. Things were looking good until....COVID-19 hit!

Summer/Autumn 2020
Instead, OHT decided to run a spring clean exercise in which 30 volunteers, organised into squads, collaboratively designed a new community-led two-year strategy.
These teams, alongside their day jobs, worked throughout the summer and autumn of 2020, running surveys, devising frameworks, talking strategy and implementation plans and importantly, having the full remit to build on and tear apart OHT's existing work to date. And this document reflects this work!

Spring 2023
The pandemic had a larger impact on OHT than expected, and things went a little quiet around here. The strategy that was devised was good - but implementation took a knock. So time for a refresh!

Spring/Summer 2023
Using a mixture of surveys and focus groups we will re-identify where OHT is best placed to shine. See what problems we face in the industry and bring back OHT it's pre-pandemic spark.

September 2023
We want to be back with a refreshed strategy and focus. Our aim is to re-activate the community and make an impact with a thriving Fellowship programme, fizzing Hubs and new Campaigns.

January 2024
Ready for a new class of Fellows to join the ranks

Who is this strategy for?

This strategy aims to lay out OHT's focus areas for 2023-2025.
This document is for:

- Volunteers within the OHT community to challenge themselves to grow, develop and align existing activities with the organisation's overarching strategy
- Strategic partners and sponsors who wish to support OHT and our mission

Who are One HealthTech?

One HealthTech (OHT) is a grassroots, volunteer-led, global community that exists to support and promote better equality, diversity, inclusion and accessibility in the health innovation sector.

OHT has been in existence for over eight years and since then, the community has ebbed and flowed to cover over 20,000 people, see the creativity and impact of over 100 volunteers, and seen the establishment (some have come and gone) of 15 Hubs across the world.

Through the community's actions, countless doors have been opened, minds have been inspired, jobs have been filled and people have been helped, supported and welcomed.

We are for anyone who feels the world of healthtech and health innovation isn't open and welcoming to them. In order to be for everyone, we need to target the needs of specific groups who are traditionally underrepresented and under-served in health innovation.

This varies across international geographies, but our communities tend to specific support groups, particularly: women, ethnic minorities, those from the LGBTQ+ community, those with disabilities or those from underrepresented or unconventional educational, professional or economic backgrounds.

We primarily exist for our community members, but employers, policymakers and wider ecosystems in healthtech benefit from the activities, insights and strength of the OHT community.

We'd also love to think we touch those working in healthtech, who have not taken notice of diversity and inclusion considerations to date.

Our Mission

The mission of OHT is to empower local grassroots communities of health innovators to thrive by inspiring, celebrating, enabling and championing diversity in healthtech.

Our vision is that innovation in health, care and life science is representative, effective, accessible and vibrant.

Equality, diversity, inclusion and accessibility (EDIA) is at the core of our mission.

We know a breadth of opinion, ideas, backgrounds and perspectives shapes better strategies, technologies and teams. We also really recognise the need for diversity in how to think about and tackle diversity challenges, and think that informal, grassroots networks are a great way to create this groundswell and bottom-up solution.

Whilst we have some core principles by which we view EDIA, we realised quickly that the definitions of "under-represented groups" do not translate well across many geographies and sub-sectors.

As a result, OHT is about supporting individuals, communities and organisations to consider their diversity and culture, and take actions to improve it.

What are we?

OHT is slightly unusual in its structure.

As a network in the healthtech space, we try as much as possible not to be a centralised and hierachical organisation.

We are a distributed community made up of Fellows, Hub and Campaigns, all based in different domains, geographies or skillsets.

OHT as an organisation in turn sees itself as a platform on which anyone can build an inclusive-by-design healthtech intervention, community or activity.

We really are a community-of-communities.

We want to be:

- At the forefront of meaningful and impactful inclusion in health innovation
- Outward-facing and collaborative, keen to work with others in partnership to embed our work in existing initiatives, as well as the global content.
- Warm and joy-filled whilst credible and expert in our tone and culture.
- A sum our parts: federated in our structure and decision-making, and agile and responsive to changes within the community.
- Independent and neutral, yet financially stable.

What do we want to achieve?

Overarchingly, we want to achieve better representation of skills, backgrounds, demographics and perspectives in health innovation in order to deliver better products, services, care and solutions to improve health and wellbeing.

We know, like every industry, healthcare and life sciences is changing enormously, and becoming increasingly dependent on technology. This is a great thing, but is not without its challenges.

We believe that innovating in health, care and life sciences should be accessible to everyone.

We also believe in the power of human networks and communities to drive change, and that every voice should be heard so that technology can positively impact all.

We look to address everything from inclusive design, compassionate leadership and biased algorithms, to supporting more underrepresented groups to develop the skills they need to drive the next generation of health.

By promoting openness, inclusion, kindness and diversity, everyone benefits from the best innovations.

Because, as an organisation, we focus more on supporting individuals and communities to deliver the change they need, we can't be too prescriptive on types of activities or numbers. i.e. we don't want to say "there needs to be X number of women on Boards by X date".

We hope that OHT will be an important cog in the machinery of transforming health, care, wellbeing and life sciences for the better.

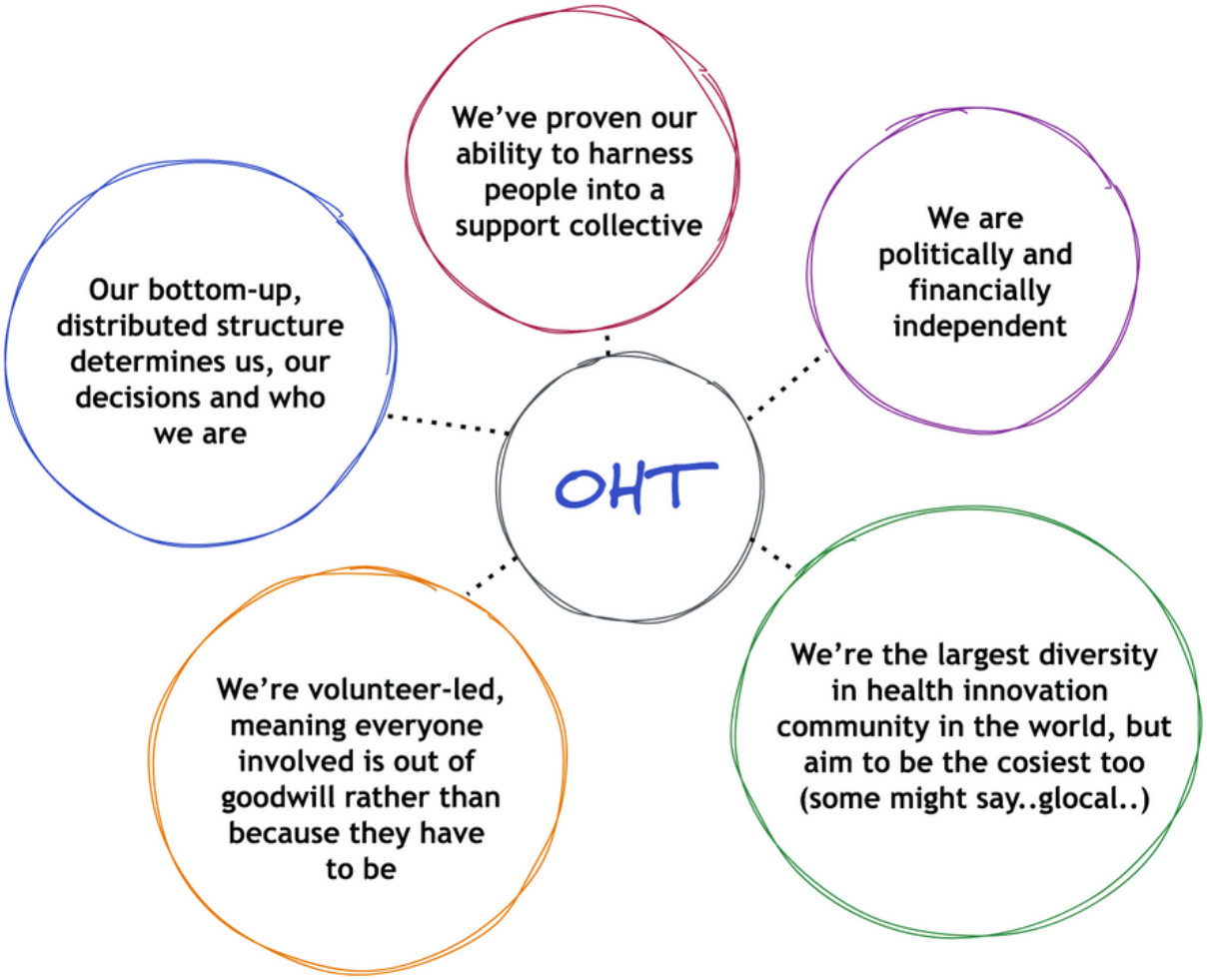
Why do we care?

When healthtech isn't inclusive, solutions do not cater to, and are not representative of, the very populations they aim to serve.

This is affected by the environments in which ideas are generated, who designs and decides them, and how actions are taken.

The outcome? Users, patients' and citizens' health suffers, be it "comprehensive health" apps which omit menstruation monitoring, or when products are developed on Western, white, affluent men which don't perform so well elsewhere. We've all heard the stories, unfortunately they're not fiction.

We think OHT is best placed to fill this gap because:



How change happens?

Change (within OHT's control) happens from:

Influencing

Ensuring OHT is generating and cultivating best practice in EDIA amongst the volunteer and member community in order to lead by example.

Acting

Highlighting, addressing and finding solutions to particular challenges of EDIA in healthtech.

Enabling

Supporting EDIA by creating an effective, inspirational, resilient and impactful environment that means anyone feels health innovation is open and accessible to them via the OHT community.

Broadly, change to the diversity of the health innovation sector can come from:

- A positive, supportive, inclusive and diverse ecosystem. Government initiatives and policies that prioritise organisations, institutions and people leading by example, and setting the standard for good practice.
- Employers supporting their employees by promoting them, investing in their development and ensuring their policies and practices are fit for purpose.
- Individuals feeling empowered to take positive individual action or as part of a collective.
- Influencing those not engaged by collecting evidence, inspiring and demonstrating where health innovation 10 benefits/suffers from better/poorer inclusion.

How OHT effects change?

Our ‘enablers’ to achieve change are:

Influenced people and organisations

Partners and followers of OHT content who take small actions, think differently, behave differently, as a result of something they see/read/experience from OHT.

Activated people

Individuals who interface with OHT and are inspired and activated to drive real change, either within their organisation and communities or within OHT.

An activated individual may join a Campaign, start a Hub, create a networking group in their organisation, write a blog or share their story.

Campaigns

Campaigns are a collection of activities (which can be made up of events, workshops, templates, research, initiatives, profiles etc.) that are based on achievement of a specific outcome (tangibly related to the OHT mission) within a pre-defined time and reaches these goals that it has set out to meet.

Campaigns enter the community via:

- The OHT strategic teams (in line with strategic priorities) i.e the core EDIA mission
- The OHT community put forward a campaign e.g. a concern or topic that is identified by a specific hub
- Commercial partners who request co-development on a specific topic e.g. a topic that a company needs help in exploring
- In response to contemporary issues e.g. a new piece of legislation is being consulted on

Hubs

Local communities, based in defined geographies that look to build longer-term, close and supportive sub-networks.

At a global level: our vision is to grow and foster a diverse group of active Hubs.

At a local level: OHT Hubs should welcome, grow and foster a diverse group of people who are interested in healthtech, and facilitate learning and knowledge exchange from others in a local region, cutting across existing communities and network silos.

Importantly, we want inter-Hub collaboration. OHT Hubs should support new Hubs to set up and be as good as they can be by learning from one another.

We will know when we've won when One HealthTech is no longer needed.

Some of the existing assets and activities that can be used by our enablers (which we have been developing over the years!) include:

- Local meetups & international virtual events
- A popular community-wide newsletter
- Influential social media accounts
- A bubbling jobs board
- A blog brimming with profiles, thoughts and recaps
- Partnerships with programmes, events & training
- One-off activities like the Humans of HealthTech conference, The HealthTech Toolkit and the NHS70 campaign
- Our growing Slack community
- EDI-specific initiatives e.g. our Accessibility Fund
- Volunteering for OHT

How do we consider impact?

OHT is committed to having a positive impact and influence on the health innovation sector.

In order to define what to measure, and how to measure it, we identified the problems with and limitations of the healthtech sector, identified changes we'd like to see, asked the wider community, considered what was realistically in our control and identified what was directly, and indirectly measurable.

Some of these changes will be measurable, some less so and are only measurable by proxy. We will work with our volunteers to trial and iterate through meaningful metrics, that are also practical for volunteers and a federated community to easily capture and report on.

Whilst OHT will look to provide objective and subjective measures of impact over the coming year, we will also focus on templates and toolkits by which to support local Hubs and Campaigns to measure their impact in a way that they see fit.

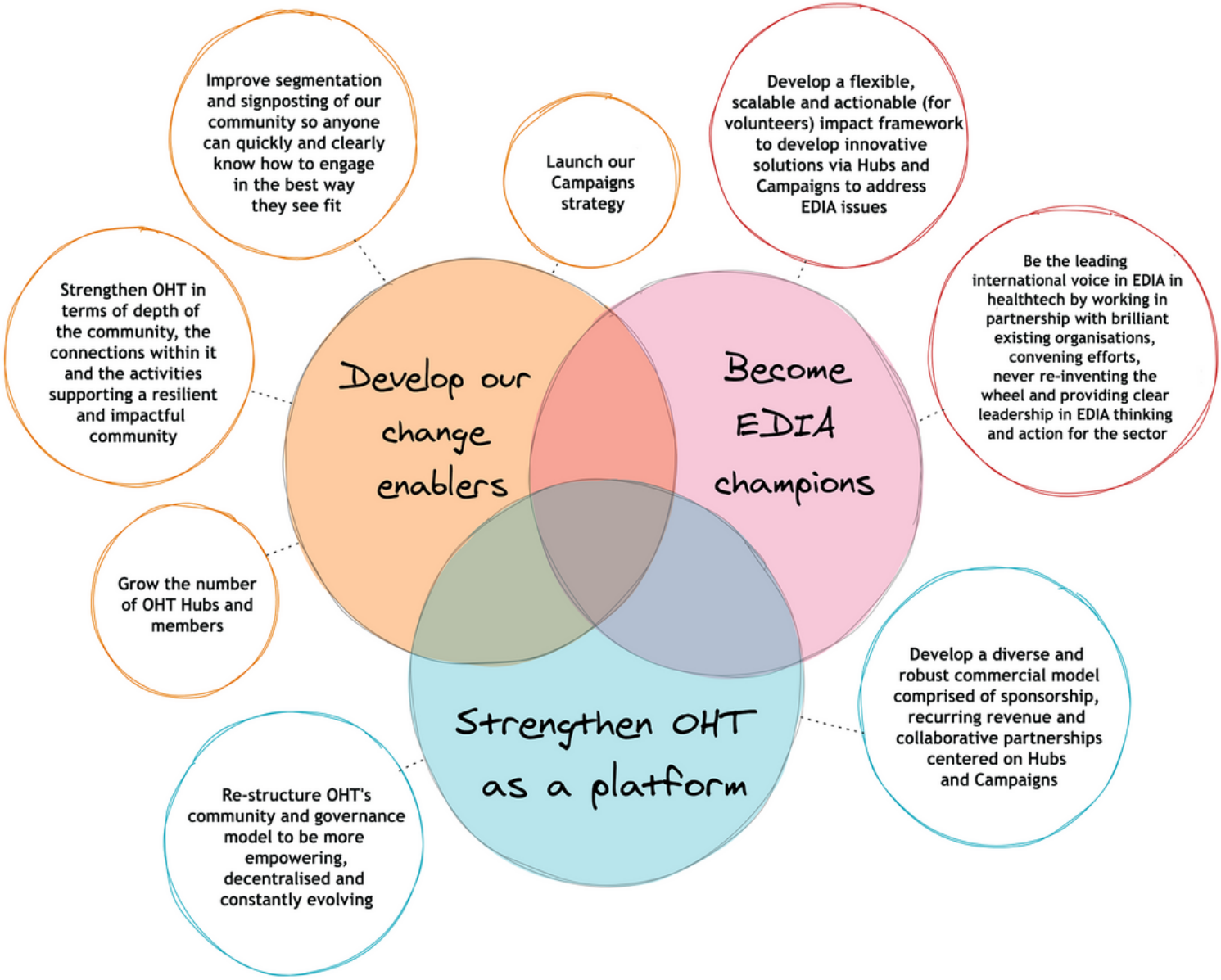
These will include a range of quantitative and qualitative approaches and indicators to evaluate how far activities are delivering against our four community outcomes mentioned above (OHT as a place that feels good, OHT as a ubiquitous support network, OHT as a career catalyser, OHT as an influencer and campaigner).

We will regularly communicate the impact of our work through a range of channels and ways including case studies, light reports and community stats.

We also want to make sure we're being transparent when our work has not had a measurable and/or positive impact. This will sometimes also be constrained by our volunteer-led nature (and therefore a need to balance reporting and evaluation with the fun bits of volunteering!)

How we're starting this new phase?

We're prioritising the following areas for 2023-2025:



One HealthTech