



One HealthTech

Our Strategy

2021-2022

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

A Note

From our partners, **Roche Diagnostics Limited**



Muna Hassan

Sales Specialist and ED&I team member at Roche Diagnostics Limited



My name is Muna and I work in the commercial division ensuring that our diagnostic test solutions lead to improvements in patient outcomes across multiple disease areas. In addition to my day job, I am also on the Roche Equity, Diversity & Inclusion (ED&I) team supporting several company-wide initiatives to deliver our ED&I priorities.

As a young, black, Muslim woman I have almost become accustomed to being underrepresented throughout my career in the health technology industry. In fact, I would often find myself displaying a different persona in the workplace just to fit in and ensure that my ideas were heard. Well, that was the case until I arrived at the Burgess Hill offices of Roche for my interview a few years ago. As someone who always straightened her hair to “look professional”, I was completely stunned when I came to learn that my hiring manager was a curly-haired, biracial woman and that throughout the building were colleagues of all colours, visible faiths and many women (lots of women)! I was so impressed that I accepted the offer straight away. Many organisations talk about the importance of diversity and inclusion but it’s not often enough that you see ‘in practice’ what is mentioned in brochures and on websites.

ED&I is a high priority at Roche and it is the engine of our innovation. We think beyond physical characteristics to the qualities that make each person unique. We’ve created an inclusive workplace where each individual is respected and can fully contribute their skills, experiences and perspectives, which in turn directly enhances our passion for bringing targeted treatments to patients. Moreover, the four pillars of our enterprise-wide ED&I strategy allow us to build on the incredible work we have already delivered to our patients, our people, our culture and the societies we serve. For instance, our plans to collaborate with grassroots organisations like One HealthTech is a step in the right direction to help tackle diversity challenges that perhaps a large organisation such as ours might not have always considered. Our shared vision to achieve better representation of skills, backgrounds, demographics and perspectives in health innovation to transform patient care makes us unique partners.

Public Health England’s Disparities in the Risks and Outcomes of COVID-19 has shown us that many populations are still underserved. The reasons include structural bias and a lack of diversity in research and development (R&D) – both in the experts delivering the research and in the patient populations being studied. If every aspect of the organisations and the health systems that create and provide these innovative technologies do not represent the communities they serve, how can we expect them to fully cater to the needs of these populations and to truly transform healthcare? This is why Equity, Diversity & Inclusion is crucial. It does not stop at recruiting a diverse workforce, we need to do better and go further. Every function of these systems from the leadership, the investment decisions, R&D and the data has to be for today’s diverse society if we are to meaningfully address the healthcare challenges we face.

We are so proud to partner with One HealthTech on their new strategy which aims to address just this!

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 2021-2022. We (Angela and Maxine; 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 5 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 17 years ago (I'm that old!). 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 when I was embarking on a PhD at UCL in health data science. 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.

We helped wrangle the volunteers, the ideas and amazing efforts of everyone over the last few months into this strategy, and my word it's been wild! 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 co-create a new vision and strategy for OHT. Our new 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 the rest of the One HealthTech community of volunteers





The OHT Strategy

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!

STEP 01

Instead, OHT decided to run a spring clean exercise which brought together over **30** volunteers (new and old) who collaboratively designed a new community-led **two-year strategy**.

STEP 02

Our volunteers were organised into 'squads' which represented key areas of development including Impact, Decision-making & Governance, Campaigns, Hub Growth and Development, and Equality, Diversity & Inclusion.

STEP 03

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 strategy is what we've come up with!

STEP 04

One HealthTech - Our Strategy

Who is this strategy for?

This strategy aims to lay out OHT's focus areas for **2021-2022**.

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 **five** years and since then, the community has evolved to a network of over **14,000** members, led by over **100** volunteers, spread across **15** Hubs, increasingly 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 hierarchical organisation.

We are a federated community which means we are made up of **Hubs**. Hubs are defined geographical regions, curated and co-ordinated by a local team of volunteers.

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

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**.

We really are a community-of-communities.



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.



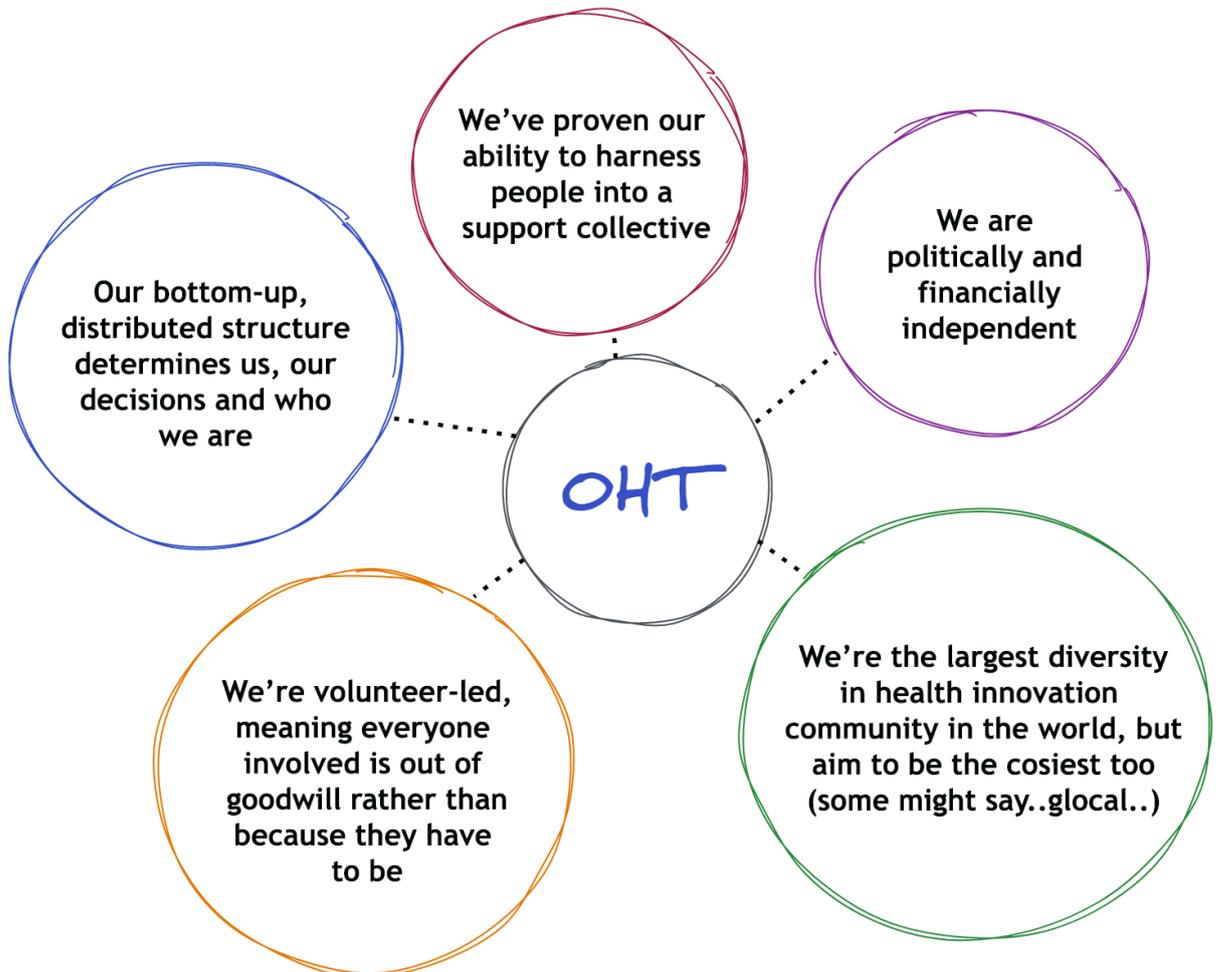
Why do we care?

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:

Demonstrating

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

Doing

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 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.



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
- Our diverse network of [Heroes](#) (aka mentors)
- One-off activities like the Humans of HealthTech conference 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.

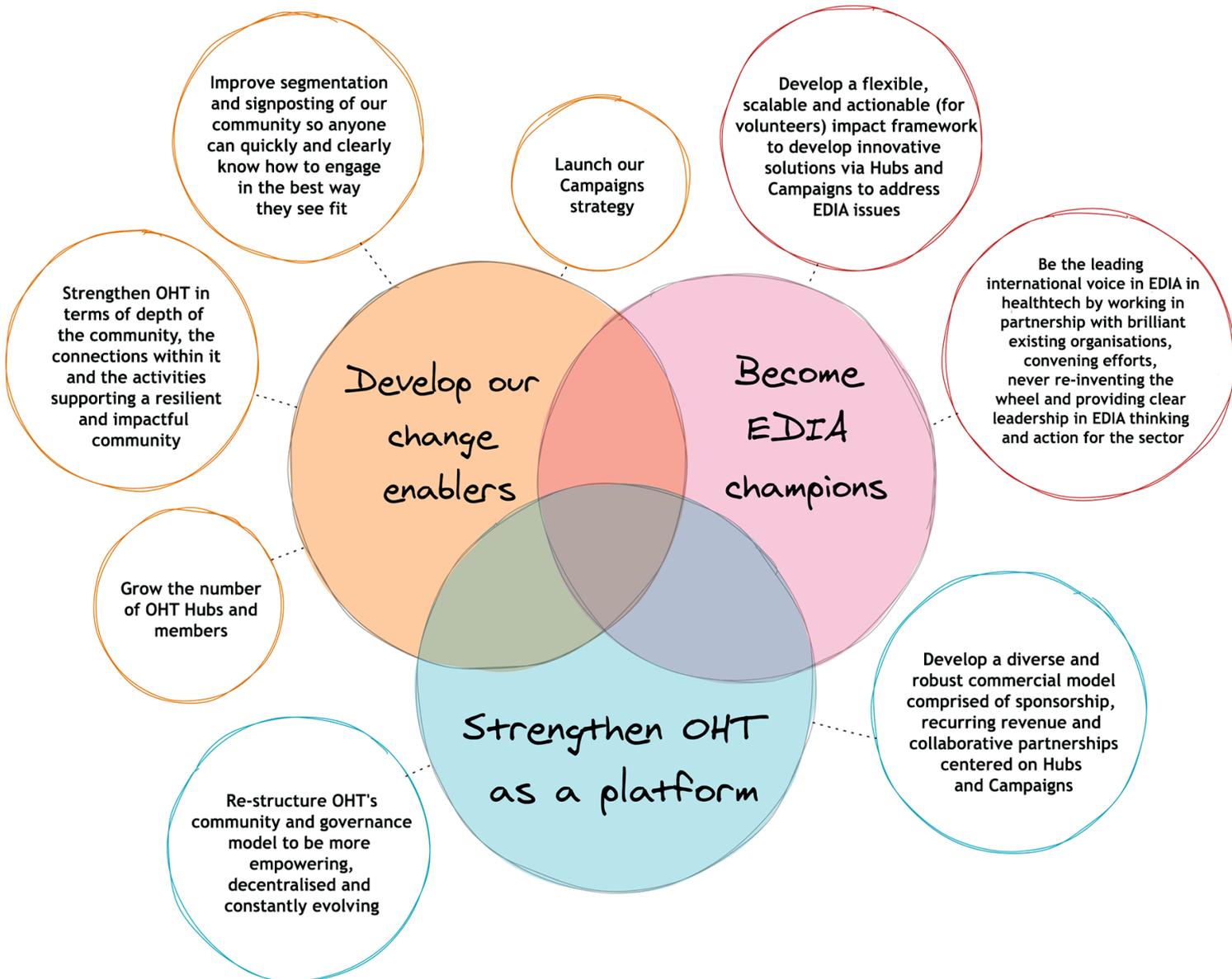
We also want to make sure we're being **transparent** when our work has not had a measurable and/or positive impact. This will sometimes also be constrained by our volunteer-led nature (and therefore a need to balance reporting and evaluation with the fun bits of volunteering!)



How we're starting this new phase?

We're prioritising the following areas for 2021-2022:

One HealthTech - Our Strategy



Our Strategy Volunteers

Hub Growth and Development

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Equality, Diversity, Inclusion and Accessibility

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Many thanks to those who commented on previous drafts and attended our Strategy Feedback meeting.

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#OHT21
#futureOHT

This One HealthTech strategy and its development was kindly supported by Roche Diagnostics Limited.



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