



# Innovation Skills Audit Summary




# Aim

- Map the skills of the existing workforce against the trending and predicted future HealthTech skills.
- We conducted an innovation skills audit of HRC healthcare professionals and academics to identify priority areas for capacity building and training in collaboration with our partner organisations (Leeds Teaching Hospitals NHS Trust and University of Leeds).



# INTRO

A comprehensive analysis tailored to align workforce with organisational strategy.



01

## SCOPE

This report analyses **37 profiles** to assess **workforce alignment** with the **organisational strategy**. The scope includes evaluating skills, capabilities, and potential, comparing profiles against strategic objectives to identify key areas requiring further analysis and development.

02

## STRATEGY

Their strategy focuses on **training** and **capacity building** to support the next generation of **HealthTech innovators**. It emphasises fostering MedTech innovation, collaborating with technology companies, and accelerating healthcare advancements to **improve patient outcomes, NHS efficiency, and socio-economic benefits**.

03

## SOLUTION

Our solution uses AI to **transform unstructured data** like CVs and LinkedIn profiles into **actionable insights**, identifying skills gaps, automation potential, and recruitment needs. It aligns workforce capabilities with organisational strategy, **enabling data-driven talent management** and **future readiness**.

04

## OUTCOMES

- Identified **skills gaps** and areas for **capacity building** to align workforce capabilities with strategic goals.
- Highlighted **automation potential** and **training opportunities** for future readiness.
- Provided insights into **recruitment needs** to address critical capability shortages.
- Assessed alignment with **HealthTech innovation strategy**.

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Organised insights from workforce overview to diagnostics, gaps, efficiency, and actionable recommendations.



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02	WORKFORCE DIAGNOSTICS	<ul style="list-style-type: none"><li>• Workforce readiness</li><li>• Risk analysis</li><li>• Internal talent strategy</li></ul>
03	GAP ANALYSIS	<ul style="list-style-type: none"><li>• Skills gap analysis</li><li>• Training needs analysis</li><li>• Recruitment needs analysis</li></ul>
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# CRITICAL PRIORITIES

Key recommendations from our analysis to optimise capability.



01

## UPSKILLING AND CAPABILITY BUILDING

- Address skills gaps in **AI, data analytics, regulatory compliance,** and **sustainability** through targeted training and certifications.
- Implement **early-career programs** to enhance pipeline strength and support **skills currency**.
- Strengthen **HealthTech innovation** through collaboration with experts and targeted recruitment.

02

## WORKFORCE RESILIENCE AND RETENTION

- Develop **retention plans** for high-attrition candidates, including tailored incentives and progression pathways.
- Monitor **workforce sentiment** and ensure **succession planning** for critical roles.

03

## RECRUITMENT AND RESOURCE ALLOCATION

- Hire for roles in **clinical trials, market growth,** and **vendor management** to fill key capability gaps.
- **Reallocate resources** to balance over-reliance on mid-career staff and address workforce decline.
- Allocate resources to **sustainability** and **circular economy initiatives**.

04

## AUTOMATION AND PROCESS OPTIMISATION

- Leverage tools such as **Clindata Insight** and **Power BI** to automate data cleaning, reporting, and project workflows.
- Integrate AI-driven platforms to improve **clinical trial efficiency** and **data management**.

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# Workforce Profile

SKILLS CURRENCY

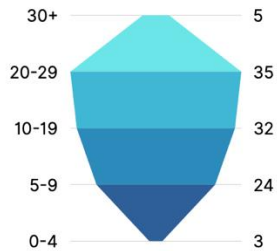
40%

SKILLS Diversity

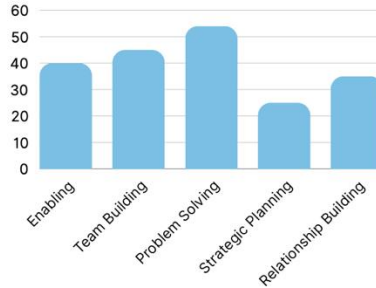
58%

Overview of workforce capabilities, strengths, and recommendations

## Experience Distribution (%)



## Genome Composition (%)



## Expertise Clusters



\*Genome definitions - Appendix Slide 21

## Insights

### Pros

- **Strong Workforce Experience Distribution:** The organisation has a balanced workforce with experience across all levels, which can support both innovation (with junior talent) and strategic decision-making (with senior talent).
- **Skills Diversity:** The skills diversity score of 58% indicates a varied set of expertise within the workforce, which aligns with the need for multidisciplinary approaches in HealthTech innovation and methodology development.
- **Expertise Clusters Align with HealthTech Goals:** The expertise clusters show strengths in clinical research, AI, MedTech, and teaching. These areas align with the strategy's focus on digital health skills, regulatory strategy, and innovation.
- **Genome Composition Supports Strategic Goals:** A significant focus on team building, problem-solving, and strategic planning highlights the organisation's capability to foster collaboration, address challenges, and execute long-term goals effectively.

### Cons

- **Low Skills Currency (40%):** This indicates that a significant portion of the workforce may lack the latest or most relevant skills, which could hinder the adoption of cutting-edge HealthTech methodologies.
- **Risk of Over-Reliance on Mid-Career Professionals:** The largest proportion of the workforce falls in the 20-29 years of experience range. While these individuals are likely skilled and productive, over-reliance on this group may lead to gaps in strategic leadership (senior roles) and innovation (younger talent).
- **Potential for Skill Gaps in Early-Career Workers:** A relatively smaller percentage of workers have 0-4 years of experience, which may limit the influx of fresh perspectives and new ideas crucial for innovation in rapidly evolving fields like HealthTech.
- **Potential Lack of Balance Between Operational and Strategic Skills:** A higher focus on operational problem-solving compared to strategic relationship building may indicate insufficient emphasis on long-term stakeholder engagement and scaling innovations in the real world.

## Recommendations

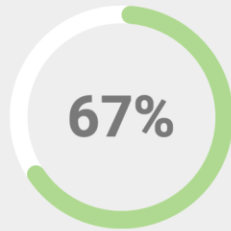
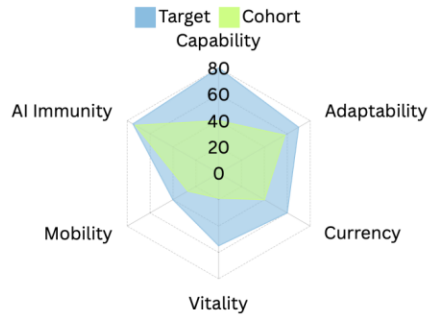
- **Upskilling to Improve Skills Currency:** Launch targeted training programmes focusing on the latest HealthTech methodologies, regulatory compliance, and digital health skills, particularly in AI and data science.
- **Strengthen Expertise in Market Growth and Commercialisation:** Build capabilities in market access, evidence generation, and adoption pathways to better support the scale-up and real-world implementation of HealthTech innovations.
- **Leverage Teaching Expertise for Internal Development:** Use the strong teaching capabilities within the workforce to create internal training modules and mentorship programmes for junior innovators and methodologists.
- **Attract and Develop Early-Career Innovators:** Establish partnerships with Universities and implement graduate and early-career programmes in partnership with the **MedTech foundation** to increase the proportion of employees in the 0-4 years range. This will inject fresh ideas and help balance the workforce across experience levels.
- **Targeted Recruitment and Retention of Senior Talent:** Increase the representation of senior professionals with 29+ years of experience to provide mentorship and strategic guidance, ensuring the organisation benefits from seasoned expertise.

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# Workforce Diagnostics: Readiness

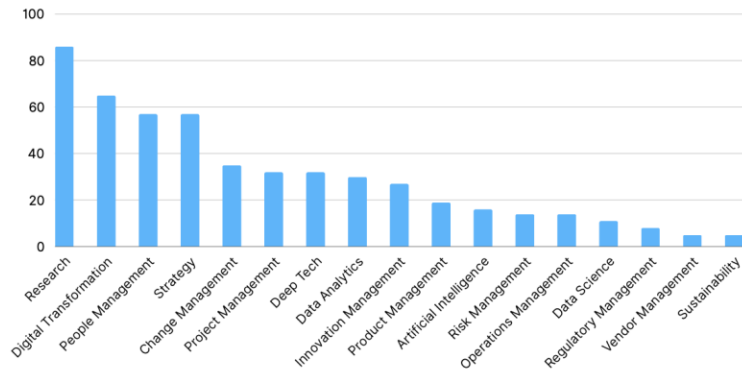
Evaluation of workforce dynamics and critical capabilities.

## Dynamics



Future Fit Potential

## Critical Capabilities Supply



\*Dynamics definitions & methodology - Appendix Slide 21

## Insights

### Pros

- **Moderate Future Fit Score (67%):** The organisation has already achieved a decent level of alignment with future-fit capabilities, demonstrating a good foundation to build upon.
- **Strength in Research and Digital Transformation:** Critical capabilities like research and digital transformation are highly represented, which aligns well with the strategy's focus on HealthTech innovation, regulatory affairs, and AI-driven solutions.
- **Adaptability and Vitality are Above Average:** The workforce shows strong adaptability, indicating readiness to embrace change and support capacity-building initiatives.
- **Project Management and Strategy Skills:** These skills are well-developed and critical for successfully executing the training and capacity-building strategy.

### Cons

- **Low Representation of Sustainability and Data Science:** Critical capabilities such as sustainability, data science, and regulatory management are poorly represented, which limits the organisation's ability to address key areas of focus in the strategy, such as circular economy and digital health skills.
- **Gaps in Innovation Management:** The supply of innovation management capabilities is relatively low, which may impact the organisation's ability to effectively drive HealthTech innovation and develop next-generation solutions.
- **Regulatory Management and Vendor Management Deficits:** These critical capabilities are underrepresented, which could pose challenges in navigating regulatory frameworks and collaborating with external partners to scale innovations.

## Recommendations to achieve a Future Fit score of 80-90%

- **Enhance AI Immunity and Mobility:**
  - **Training and Upskilling:** Implement workforce development programmes to improve understanding of AI and automation, focusing on both opportunities and resilience strategies.
  - **Encourage Internal Mobility:** Create cross-functional roles or projects to improve workforce mobility and develop diverse skill sets.
- **Develop Sustainability Expertise (Given the NHS net zero suppliers 2030 target):**
  - Integrate sustainability into the training and capacity-building strategy to align with the circular economy goals.
  - Collaborate with sustainability experts to design HealthTech solutions with minimal environmental impact.
- **Address Regulatory and Vendor Management Gaps:**
  - Conduct workshops on regulatory strategy, including emerging areas like AI/ML regulations and digital health compliance.
  - Build a vendor management framework to improve partnerships with medical device and HealthTech companies.
- **Focus on Building Skills Currency:**
  - Increase investment in continuous learning opportunities to improve skills currency across all levels of the workforce.
  - Collaborate with the **MedTech foundation** to provide certifications in high-demand areas such as regulatory affairs, sustainability, and AI, fostering workforce expertise and innovation.

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## Recommendations

### 1. Immediate Actions to Mitigate Attrition Risks

- **Retention Plans for High-Risk Employees:**
  - Develop tailored retention strategies for employees with high attrition potential, such as Naomi A, including competitive incentives such as multi-year contracts, career progression plans, and mentorship opportunities.
- **Exit Risk Monitoring:**
  - Regularly monitor workforce sentiment and conduct stay interviews to address concerns before they escalate into resignations.

### 2. Strengthen Capability Supply in Key Areas

- **Upskill and Reskill Programmes:**
  - Invest in training for AI, data analytics, and regulatory management to offset potential capability losses and future-proof the organisation.
- **Early-Career Development:**
  - Launch graduate schemes or apprenticeships to attract 0–4 year professionals, ensuring a steady pipeline of new talent for areas like data science and sustainability.

### 3. Proactively Address Workforce Impact Projections

- **Strategic Workforce Planning:**
  - Plan resource reallocation in advance for Years 2 and 3 to reduce the operational strain caused by a 25% workforce decline by year 3; Leverage temporary staffing or outsourcing as a buffer if necessary.
- **Succession Planning:**
  - Identify critical roles at risk and implement robust succession plans to ensure continuity.

### 4. Increase Focus on Underrepresented Capabilities

- **Sustainability and Regulatory Expertise:**
  - Allocate more resources to these underrepresented areas through targeted recruitment or external partnerships with experts.
- **Vendor and Risk Management:**
  - Develop in-house expertise in vendor management and risk management, as these are crucial for scaling and operational efficiency.

### 5. Build a Resilient Workforce Structure

- **Broaden Experience Distribution:**
  - Encourage internal mobility to shift some mid-career employees into senior roles, while also actively recruiting for junior positions to balance the reliance across experience levels.
- **Diverse Teams:**
  - Foster cross-generational teams where junior employees learn from experienced professionals, boosting innovation and leadership continuity.



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