



FUTURE
CARE
CAPITAL



**IMPACT AND
OUTCOME REPORT**

Shaping the Future of Health and Care

May 2025



We would like to thank all those who engaged with us during the writing of this paper.

We welcome feedback and if you want to collaborate with us, please get in contact. All our details can be found at the rear of this report.

About FCC

Future Care Capital (FCC) is an ambitious, visionary organisation focused on facilitating and leading the beneficial transformation of health and care provision. Beginning life as the National Nursery Examination Board (NNEB) in 1945, the charity has evolved throughout its near 80-year history.

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Chair's Foreword – Andrew Whelan

I am delighted to present this impact report from Future Care Capital, highlighting the meaningful difference we have made in breaking barriers and driving sustainable, measurable impact in health and care.

As my tenure as Chair ends after eight incredible years, I reflect with immense pride on the progress we have achieved and the exciting opportunities that lie ahead.

The UK's health and care sector is at a pivotal moment. The innovations and technological advances needed to create a world-class, person-centric system are already here. Persistent barriers - systemic silos, short-term thinking, and resource constraints - continue to hinder progress.

FCC is uniquely positioned to address these challenges by thinking and working differently, convening experts, and providing the insights and support necessary to enable real change.

We have demonstrated our ability to break down systemic silos by bringing together the right people, resources, and expertise to help projects and initiatives escape isolated thinking.

For example, our work with the **National Consortium of Intelligent Medical Imaging (NCIMI)** has helped NHS Trusts, universities, and technology providers collaborate effectively, ensuring that medical imaging data is not just compliant but also valuable for patient outcomes and innovation.

Similarly, our leadership in the **Digital Social Care Advisory Group**, in partnership with organisations such as the Health Foundation, has contributed to shaping policy and practice in social care data analytics, creating a foundation for evidence-based decision-making.

Our practical, pragmatic approach ensures that the needs of the entire sector - spanning healthcare providers, policymakers, and innovators - are represented, creating collaboration, and driving solutions forward.

At a time when short-term thinking often limits progress, FCC offers a long-term perspective. Our work on the Digital Smell Care Project, led by UCL, exemplifies our commitment to investing in innovative solutions with far-reaching impact.

By supporting the dissemination and visibility of **digital smell training technology**, FCC played a key role in raising awareness of this often-overlooked aspect of healthcare. Through our contributions, we helped to connect stakeholders and facilitate discussions around the potential of digital smell care to enhance patient well-being and clinical outcomes in the coming years.

Additionally, our engagement with the **SW Regional Digital Neighbourhood Programme** demonstrates our ability to provide strategic evaluation support that enables healthcare organisations to make informed, future-focused decisions. By bridging the gap between healthcare providers, technology developers, and policymakers, FCC is uniquely positioned to act as a catalyst for meaningful, sustained change.

We have also proven our value in **overcoming constraints to progress**, acting as an impartial and independent force with a singular goal - delivering impact. With no vested interests other than to see progress,

FCC is well-placed to identify barriers and drive practical solutions that lead to measurable improvements.

Our work on **impact evaluations**, such as assessing AI readiness in healthcare, exemplifies our approach to identifying opportunities, providing actionable insights, and supporting the sector in making informed decisions that benefit both patients and providers.

True innovation, collaboration, and meaningful change are achievable when organisations dare to think and work differently, seeking to bridge gaps rather than reinforce them.

FCC's own initiatives, such as our strategic investment in the **RYSE Special Opportunities Fund**, exemplify our ability to operate at the vanguard of charity investment. We have demonstrated that it is possible to align strategic investments with mission-driven goals, reduce risk, and deliver sustainable impact through so-called "mixed motive" investing, making an impact as well as earning a financial return for the charity, all carefully constructed within frameworks defining what is appropriate for UK charities within Charity Commission and other guidelines.

As I look back on the past eight years, I am incredibly proud of FCC's journey - from our re-establishment in 2017 to the dynamic and forward-thinking organisation we are today. An ethos of putting our beneficiaries (those in need of care and support – all of us at some time or other) at the heart of everything we do. A vision of a fit-for-purpose health and care system that meets the current and future needs of our beneficiaries. Thinking differently and breaking barriers to make valuable impact.

Our unwavering commitment to making a difference, combined with our proactive approach to the challenges facing the sector, positions FCC as a pivotal partner for progress.

I am confident that, with continued focus and determination, FCC will play an even greater role in shaping the future of health and care in the UK.

Andrew Whelan
Chair of the Board of Trustees
Future Care Capital

Summary

- 🕒 **Breaking Barriers in Health and Care:** FCC is a catalyst for innovation by addressing systemic silos, short-term thinking, and resource constraints that hinder progress in health and care.
- 🕒 **Driving Innovation Management:** Through comprehensive landscape reviews and strategic partnerships, FCC has supported the scaling of cutting-edge technologies, such as extended reality (XR) in healthcare education and digital smell care solutions.
- 🕒 **Empowering Impact Evaluation:** FCC has led robust evaluation initiatives, such as assessing AI readiness in healthcare, and ensuring that pilot projects provide the necessary evidence to inform policy and practice.
- 🕒 **Championing Responsible Data Use:** Our work has shaped national discussions around data sharing, interoperability, and the ethical use of health and care data, with initiatives like Data That Cares and the Value Framework for Medical Imaging Data.
- 🕒 **Accelerating Digital Transformation:** FCC's Care Tech Landscape Review series provided insights across home care, residential care, learning disability care, and mental health, informing strategies to expand the adoption of technology solutions.
- 🕒 **Advancing Mental Health Innovation:** Through the Mental Health Exemplar, FCC has offered a practical framework to accelerate patient access to digital mental health solutions, simplify commissioning, and attract investment.
- 🕒 **Public Health Advocacy During COVID-19:** FCC's social media analysis during the pandemic provided critical insights into public perceptions, emerging issues, and the effectiveness of government messaging, shaping recommendations for future health communications.
- 🕒 **Supporting Unpaid Carers:** The Forgotten Army report shed light on the challenges faced by unpaid carers, leading to actionable recommendations on training, financial support, and enhanced legal rights.
- 🕒 **Impact Investment Leadership:** As a pioneer in charity investment, FCC has successfully invested in innovative healthcare solutions through the RYSE Special Opportunities Fund, demonstrating how charities can achieve financial and social returns.
- 🕒 **Bridging the Public and Private Sectors:** FCC's unique position as an independent, mission-driven organisation has allowed it to facilitate partnerships across the NHS, policymakers, investors, and innovators to drive sustainable change.
- 🕒 **Tackling Workforce Challenges:** FCC has explored key issues affecting the health and care workforce, offering strategic insights to help address shortages, retention, and future workforce planning.
- 🕒 **Shaping Future Policy:** FCC continues to influence the national health and care agenda by providing evidence-based insights, engaging with government stakeholders, and advocating for long-term, sustainable solutions.

PART 1

Impact, Innovation and Breaking Barriers in the UK Health and Care Sector

About FCC

Future Care Capital (FCC) is the UK charity dedicated to breaking barriers and driving sustainable, measurable impact in health and care.

We recognise the systemic silos, short-term thinking, and resource constraints that prevent progress in health and care.

These challenges make innovating, collaborating across boundaries, and delivering meaningful change difficult.

FCC bridges these gaps by thinking and working differently, convening experts and diverse stakeholders, and driving solutions that address long-term challenges.

By thinking differently, working differently, and breaking barriers, we bring together innovators, providers, and investors to drive solutions that improve care, deliver better outcomes, and achieve systemic transformation.

The FCC Story

FCC was established in 1945 by the Ministry of Health as the National Nursery Examination Board (NNEB).

In 1994, the NNEB merged with the Council for Early Years Awards to form the Council for Awards in Care, Health and Education, otherwise known as CACHE.

After the sale of CACHE in September 2015, the charity changed its name to the Foundation for Training and Education in Care (FTEC) while trustees considered the charity's new strategic direction.

Following trustee deliberations and the recruitment of new trustees, Future Care Capital (FCC) was established in February 2017 with the late Queen Elizabeth II as Royal Patron.

The charity is sustained and funded through project revenue and an endowment. We continue to explore innovative ways to invest further in health and care innovation and encourage others to do so too.

UK Health and Social Care in 2025 and beyond

The UK's health and social care sector is experiencing rapid and profound transformation, driven by shifting demographics, emerging technologies, and evolving societal needs.

This dynamic environment presents both critical challenges and unique opportunities for reform and innovation which FCC is well placed to support.

The following five key areas demanding attention and action provide the context for the charity's work.

The New NHS 10-Year Plan

The NHS 10-Year Plan will modernise healthcare delivery and improve population health outcomes.

Key themes that have been trailed prior to the Government's Plan being published - as illustrated below - offer a further opportunity for FCC to create an impact for our beneficiaries, and our work is very much in line with these and Lord Darzi's independent report on the state of the NHS in England.

- **Preventive Care:** Moving from reactive care to a proactive focus on prevention, such as tackling obesity and smoking. This approach is expected to save 500,000 lives over the decade ([NHS England, 2019](#)).
- **Community-Based Services:** Increasing investment in primary care and community health services by at least £4.5 billion by 2024 ([NHS England, 2019](#)).
- **Digital Transformation:** Enhancing patient access through digital tools, such as NHS Apps and telehealth, expected to cut GP appointments by up to 30 million annually ([NHS Digital, 2021](#)).
- **Tackling Health Inequalities:** Targeting deprived areas with enhanced funding and services.

The Casey Social Care Commission

Announced early 2025, the new Casey Commission addresses systemic issues in social care, aiming to resolve longstanding funding and service challenges and gaining cross-party agreement on the way forward.

The initial timelines suggested for the delivery of the report warrant further review and reflection as any delay in resolving the challenges in social care will inevitably affect the most vulnerable in our society.

Key objectives are yet to be announced but are likely to include:

- **Funding Reform:** Developing a sustainable financial framework to address the £2.3 billion funding gap ([The Health Foundation, 2023](#)).
- **National Care Service:** Exploring a unified, equitable model for social care delivery (Gov.uk, 2023).
- **Workforce Stability:** Addressing staff shortages, where 165,000 vacancies were recorded in adult social care in England alone ([Skills for Care, 2023](#)).

While the Casey Commission is still in the early stages of establishing terms and boundaries for review, it is evident that it will be a key driver of the conversation on social care and essential for addressing the growing demands of an ageing population.

Workforce Constraints

The health and social care workforce continue to face acute shortages, impacting care delivery and innovation. Specifically in social care, as will likely be explored and evidenced in the Casey review, there are real challenges with real and present consequences.

Workplace planning will remain a hot button issue, despite any technological advantages.

- **Vacancies:** Over 112,000 NHS staff positions and 165,000 social care roles remain unfilled ([NHS Digital, 2023](#)).
- **Retention Issues:** Burnout and low morale are contributing to an exodus of skilled professionals ([The King's Fund, 2023](#)).
- **Recruitment Challenges:** A 50% drop in nurses from the EU post-Brexit exacerbates the problem ([NMC, 2023](#)).

Addressing these issues requires both the evidence and will to improve pay, working conditions and career development opportunities at all levels in the sector.

Budget Constraints

Financial pressures are a persistent challenge, and mood music from the treasury suggests this will continue. Innovative solutions can only be part of the solution to the woes in the sector, there will always remain a key need for adequate funding.

- **NHS Deficit:** The NHS recorded a deficit of £3.4 billion in 2022-23 ([The Nuffield Trust, 2023](#)).
- **Social Care Funding Gap:** Local authorities face an estimated £2.3 billion shortfall for social care services ([The Health Foundation, 2023](#)).
- **Invest-to-Save:** Lack of flexibility hampers upfront investment in preventive measures that could save costs long-term ([The King's Fund, 2023](#)).

Accelerated Technological Solutions

Technological innovation offers transformative potential, but systemic barriers remain. This is a key area in which FCC has worked in over the last few years and will continue to focus resources.

Barriers such as outdated legacy technology, integration with systems, clinician buy-in and public trust on data, will drive debate and adoption in this area but the potential – especially around data, diagnostics and VR/XR – are huge.

- **Digital Integration:** Only 41% of NHS Trusts report interoperability of systems ([NHSX, 2022](#)).
- **AI and Data:** AI-based diagnostics could save up to £300 million annually, but adoption is uneven ([Health Education England, 2023](#)).
- **Digital Divide:** Disparities in access to technology persist, particularly among older and disadvantaged populations ([ONS, 2023](#)).

FCC's Role in Health and Care

These are a complex set of challenges in an acutely transformative period for society at large but for Health and Care in particular.

FCC is uniquely positioned to make a meaningful impact. Our expertise, innovative mindset, and deep understanding of the sector allows us to address (and fill) critical gaps and drive systemic improvements.

Recognising where our strengths and experience can create the greatest value and impact, FCC is focusing its efforts on the following areas:

1. **Innovation Management** - Developing the potential of health and care innovation by overcoming systemic challenges and providing expert resources to deliver solutions that improve outcomes for patients and communities.

2. **Impact Evaluation** - Measuring and demonstrating the real-world effectiveness of innovations to enable confidence, scalability, and systemic adoption.
3. **Impact Investment** - With investment expertise and learned experience of being a charitable investor, we can support other current, and potential, health and care charity investors to make strategic investments that align with their missions, reduce risk, and deliver sustainable impact.
4. **RYSE Special Opportunities Fund** - Leveraging our role as an anchor investor to drive effective impact assessment, amplify awareness, and maximise the value of innovative health investments.

Through a series of targeted initiatives and collaborations, we have laid a solid foundation for the transformative change that we aim to achieve.

These efforts have not only demonstrated our commitment but have also provided a glimpse into the meaningful difference FCC can make as we break down barriers and reshape health and care in the UK.

2024 Reflection

Our approach to collaboration over the last 8 years FCC has collaborated with a wide range of organisations to help drive the uptake of innovative products and services. FCC worked with Newmarket Strategy to provide strategic advice and technical support to the healthcare and life sciences sectors, which resulted in the publication of acclaimed research and Landscape Reviews.

FCC subsequently published further evidence and reviews including the identification and evaluation of over three hundred digital mental health innovations.

FCC has also collaborated with Business for Health (B4H), a business-led coalition of socially responsible employers, purchasers, investors, and innovators. This resulted in the development of a business index to measure business contributions to health, incentivise positive contributions, and guide a risk management framework for health to enhance the health and economic resilience of the UK.

Worked with Ipsos Mori to conduct a poll on the potential value of carers and how to alleviate pressure on services, the outputs from which were submitted to the House of Commons select committee for discussion.

As part of the Digital Social Care Advisory Group, FCC has advised on health technology investment and

implementation. One such project was with the Health Foundation, which developed the successful Community of Practice for Social Care Data Analytics.

FCC's recent collaborative research has been across four main branches of adult social care (Home Care, Residential Care, Learning Disability Care and Mental Health Care).

It has also applied its expertise for a combination of proprietary research alongside consultancy work with NHSX, the NHS AI Lab and National Consortium of Intelligent Medical Imaging (NCIMI). Such work has allowed FCC to further establish where technology has the greatest opportunities to be applied in the health and care settings.

Projects commenced in 2024

Innovation Management -

Innovation Support for Immersive Technologies

FCC conducted an extensive review on the potential of extended realities (XR) in medical education, examining benefits, barriers to integration, and strategies for scaling XR in healthcare settings and the broader marketplace. Evidence from this review discussed the scaling of XR in both the healthcare setting and marketplace, the dissemination of knowledge and evidence, and the opportunity to increase the number of innovations available.

As part of this initiative, FCC developed a communication strategy featuring thought pieces, blogs, and stakeholder interviews, re-engaging innovators across the UK, Europe, the US, and beyond. This work has positioned FCC as a leading independent catalyst, supporting healthcare education leadership in adopting immersive technologies.

Digital Transformation of Smell Testing -

UCL Collaboration

FCC is a consortium partner in the EPSRC/NIHR-funded project, Smell Above All: Where the Nose Meets Technology, led by UCL. This initiative supports those experiencing smell loss through innovative digital smell training.

FCC's contributions include academic and industry support, participation in launch events, presenting at academic conferences and to the White Paper, A Call for Action to Enable Digital Smell Care Innovation. With clinical rollouts planned in Norwich and London, this collaboration demonstrates how innovation, technology, and interdisciplinary efforts can drive meaningful change.

SW Regional Digital Neighbourhood Programme Implementation

FCC supports Integrated Care Boards (ICBs), NHS Trusts, and healthcare technology companies by providing essential evaluation services for pilot projects. These evaluations, often overlooked, are critical for demonstrating project effectiveness and securing advancement beyond the pilot phase.

By identifying successes, areas for improvement, and best practices, FCC helps drive innovation, improve patient outcomes, and ensure efficient resource use, Creating a culture of innovation across the NHS.

Hi – Remote Jaundice Treatment

FCC is spearheading the development of solutions for remote jaundice treatment in paediatric patients. Collaborating with clinicians and stakeholders, FCC is defining clinical requirements and exploring new or modified technologies to address this need.

With 60% of UK newborns affected by jaundice annually, this initiative seeks to alleviate hospital bed capacity challenges. FCC's process includes workshops, market research, literature reviews, and landscape analysis to deliver a viable and impactful solution.

Impact Evaluation - Assessment of AI readiness

FCC is seizing the opportunity to evaluate the readiness of healthcare professionals and patient communities in the Southwest to engage with AI in healthcare. With AI advancing rapidly, understanding user context and preferences is critical for its successful introduction.

Through a comprehensive literature review, targeted questions, and interviews with both healthcare professionals and the public, FCC aims to gather insights that will shape a user-centred approach to AI implementation. The findings will be published by Easter 2025, contributing to a more informed and inclusive pathway for integrating AI into healthcare.

Impact Investment - Impact Investment Advisory

Charities are increasingly turning to impact investing as a sustainable way to achieve their missions, but many face significant challenges due to limited expertise, resources, and knowledge in this complex area.

FCC addresses this gap with a bespoke advisory service tailored to support charities at every stage of their investment journey - early planning, implementation, and ongoing management.

As a charity with extensive experience in impact investing, FCC offers a pragmatic and independent perspective, setting us apart from larger consultancies.

Our hands-on expertise, combined with a relatable and actionable approach, positions us uniquely to guide charities through the complexities of impact investing, ensuring their efforts deliver meaningful outcomes while remaining aligned with their mission.

Demonstrating this, our CEO John Grumitt, has joined the Investment Advisory Group of Alzheimer's and we are in the early stages of working with other charities in to guide them through their own impact investment journey.

RYSE Special Opportunities Fund

The Charity has partnered with and invested in the RYSE Special Opportunities Fund. This fund is focused on investing in innovative companies aligned to our charitable objects. RYSE Asset Management has a core team of exceptional investment professionals with lengthy and substantial track records from leading academic and investment institutions.

This team is supported by a network of clinicians, researchers and entrepreneurs. The aim is to facilitate the development of innovative solutions to drive impactful change while generating strong commercial returns by addressing critical unmet needs.

FCC is applying £3m of its endowment capital to the fund. In February 2024 the fund invested in Braingaze, which had been spun out from University of Barcelona, and in June, it invested into Curio which offers an innovative digital CBT platform for women's health.

Braingaze's flagship product, BGaze Clinic, utilises advanced eye-tracking technology to monitor micro-eye movements, providing critical insights into cognitive processes to achieve 92% accuracy in diagnosing attention related disorders. Additionally, Braingaze offers Bgaze Therapy, a suite of gamified digital exercises designed to improve attention and cognitive skills in children with ADHD, ASD, and dyslexia. These engaging, drug-free exercises promote higher adherence and positive therapeutic outcomes. Since RYSE's investment, Braingaze has transferred from Barcelona to the UK, secured a major licensing agreement with Tris Pharma for the U.S. and Canadian markets, marking a key milestone in its commercialisation strategy. It is preparing for launch into the NHS, further clinical trials in the UK being

entered into.

Curio's initial product, MamaLift, is an evidence-based program proven to manage and reduce the risk of experiencing symptoms of depression and anxiety during pregnancy or following delivery. Its premium product Mamalift Plus uses neurobehavioral interventions to treat (c.f. just "manage") patients with perinatal mood disturbances. Uniquely in the women's digital health sector, Curio has received Class 2a FDA approval for Mamalift Plus.

Since investment Curio is now an approved vendor for Blue Cross Blue Shield, the largest US insurer and several other distribution deals with trades unions, corporates and public entities in the US and India.

In financial terms, the RYSE Special Opportunities Fund has recorded a 30.9% increase in value over the first 9 months in 2024.



PART 2

Part 2 summarises work that FCC undertook from 2017 to 2023 in several areas:

Data, Innovation and Scaling, and Advocacy and Policy.

1. DATA

Intro – The Power of Health and Care Data

The potential of data to transform lives, improve services, and drive innovation in health and care is immense. Sourcing and utilising usable data comes with significant challenges. It requires robust governance, clear policies, and well-defined usage frameworks, alongside a steadfast commitment to ethical data use and the continued cultivation of public trust.

FCC has been addressing these challenges through our work. From creating frameworks to maximise the value of medical imaging data to championing responsible data sharing and creating a culture of data philanthropy, our work demonstrates how health and care data can be unleashed to benefit individuals, communities, and the wider system.

These stories of our impact illustrate our leadership in breaking barriers, thinking differently and laying the groundwork for a data-driven future in health and care.

1.1. Unleashing the Potential of Health and Care Data

To modernise the UK's health and care services, a balance must be struck between embracing digital innovation and ensuring robust safeguards for privacy and ethics in data sharing.

While national strategies and policies outline an ambitious vision, practical implementation at the local level remains a challenge.

Public trust and responsible data sharing are critical to unlocking the full potential of health and care data to improve outcomes, drive innovation, and enhance service delivery.

Our Work

FCC undertook a detailed exploration of the national context for digitising health and care data, focusing on both progress and challenges. Drawing on desktop research and interviews with organisations leading the development of Integrated Digital Care Records, we highlighted the UK Government's aspirations for data sharing and practical approaches to implementation.

We developed a series of key recommendations to take the work forward. These included:

1. Enable responsible data sharing and build public trust
 - Empower the Information Commissioner's Office to tackle data-driven exploitation.
 - Introduce sanctions against the re-identification of data subjects from anonymised datasets.
 - Streamline information governance for Integrated Digital Care Records to expedite local-level data sharing.
 - Expand opportunities for individuals to contribute health and care data to integrated records.
 - Invest in technologies to improve social care services and promote data-driven inspection regimes.

2. Promote data philanthropy in a Digital Britain

We define data philanthropy as the voluntary sharing of data by individuals, organisations, or institutions to support research, innovation, and public good while maintaining ethical standards and protecting privacy.

- Establish a National Health and Care Data Donor Bank to coordinate public data contributions.
- Pilot health and care data cooperatives, communities, and collaboratives to demonstrate tangible outcomes through trusted mechanisms.
- Develop tools to stimulate data philanthropy, working with the Open Data Institute and NHS Digital.
- Explore a 'gift aid' style scheme to encourage individuals to donate health and care data for research and innovation.

3. Invest in data skills, businesses, and their infrastructure:

- Create data-driven business clusters to support new health and care enterprises and train the future workforce.
- Introduce tax incentives for businesses partnering with a National Health and Care Data Donor Bank.

- Establish 'Living Labs' to develop and test innovative technologies in real-world environments, such as residential care homes or connected communities.

The Impact

Our recommendations lay the foundation for a more agile, data-driven health and care system. Central to our vision is the promotion of a culture of data philanthropy, encouraging the voluntary sharing of data to unlock untapped potential for societal benefit. This can only be done if there is enough public goodwill and trust in the custodianship of their data.

At the same time, advocating for the development of a skilled workforce and supportive infrastructure to meet the growing demand for data expertise seems a both pragmatic and practical way to enable systemic progress.

1.2. Taking Next Steps to Harness the Value of Health and Care Data

Building on getting the basics right, the UK health and care system could unlock immense value from the data it controls or generates.

But the absence of clear frameworks to determine how data can best be utilised, commercialised, and – importantly – shared creates barriers to improving individual outcomes and strengthening critical infrastructure.

Without a joined-up and strategic approach, the potential benefits of data-driven innovation risk being lost.

Our Work

To address these challenges, we developed a Discussion Paper outlining practical steps to harness the value of health and care data.

This work reflected recent and anticipated policy developments and was designed to stimulate debate on how these can either help or hinder progress in clinical, social, and economic outcomes.

Our paper explored four key questions:

1. **Demand:** Who wants data from health and care organisations, and why?
2. **Supply:** What data is available, and how can the UK harness external insights and tools?
3. **Value:** How do we define the value of health and care data, and what mechanisms can prevent value leakage?
4. **Strategy:** What should the UK's strategic priorities be for data-driven innovation?

Based on these explorations, we recommended that the Government do the following:

- Mandate standard returns from health and care organisations to ensure transparency around data supply, demand, and commercialisation activities.
- Pilot innovative methods to audit and communicate demand for health and care data within Integrated Care Systems, testing trustworthiness and utility for stakeholders.
- Explore the use of national powers to increase access to operational data and evaluate the benefits of different data-sharing arrangements.
- Test innovative approaches to harness the value of operational data in real-world settings to improve clinical, social, and economic outcomes.

As part of this work, we underscored the importance of public trust, advocating for a policy of radical transparency and stronger consent mechanisms when dealing with person-identifiable data.

The Impact

Our recommendations provide a clear roadmap for policymakers in Government to:

- Improve the design, commissioning, and delivery of services impacting individual care and population outcomes.
- Enable operational data to be rapidly and securely deployed to stimulate innovation, create businesses, and create employment opportunities.
- Enhance competition among suppliers, driving efficiency and productivity improvements across the sector.

By exploring and seeking to advance frameworks with these steps, we are helping to create a data ecosystem that not only supports better care but also drives economic growth and innovation.

We reinforce the principle that individuals should have a say and stake in how their data is used, building a foundation of trust and accountability for the future of health and care data in the UK.

1.3. Data That Cares

The UK care system is in crisis, yet a lack of high-quality, accessible social care data prevents effective evidence-based policymaking, practice, and decision-making. This gap undermines the ability to monitor care provision, safeguard individuals, and support innovation in care services.

Our Work

Recognising the need for transformative action, we joined calls for a Digital Duty of Care.

Data That Cares was an initiative from FCC to create a framework for generating and using social care data that would be robust, interoperable, and beneficial for all stakeholders, including policymakers, regulators, care providers, and families.

We developed a comprehensive set of recommendations to address systemic gaps. These included:

- Advocating for high-quality data generation at the source and adherence to interoperability standards.
- Recommending that the Office for National Statistics (ONS) leverage its powers to link datasets from multiple agencies for better insights into care markets.
- Proposing that NHS Digital expand its data collection to include both state-funded and self-funding care users.
- Encouraging transparency through machine-readable financial reporting and the adoption of global data standards.
- Highlighting the potential for a 'data dividend' to incentivise better data practices in residential care.

The Impact

The lack of quality and accessible data remains a significant barrier in social care. By following the recommendations set out in our report, data can become a powerful tool for safeguarding lives, driving accountability, and delivering systemic change.

The recommendations provide a roadmap for policymakers and regulators which, if followed, could lead to:

- Improve real-time monitoring of care provision.
- Empower families and service users with meaningful, transparent data.
- Create innovation in the care technology market by creating opportunities for entrepreneurs and researchers.
- Enable robust, data-driven decision-making that prioritises the well-being of individuals in care.

1.4. Developing a Value Framework for Medical Imaging Data

NHS organisations often lack clear guidance on how to maximise the value of medical imaging data when entering data-sharing collaborations.

Existing frameworks primarily focus on compliance with data protection and information governance, leaving gaps in addressing value creation across the data value chain.

Our Work

In Autumn 2019, the National Consortium of Intelligent Medical Imaging (NCIMI) – a partnership of NHS trusts, universities, companies, charities, and patient groups – approached us for support in addressing this challenge.

NCIMI sought to explore the scope for developing a value framework to guide NHS organisations in creating data-sharing agreements that maximise value for patients, the public, and the healthcare system.

We conducted an in-depth assessment to:

- Identify gaps in current guidance related to value creation within the data value chain.
- Analyse the implications of developments such as the establishment of the NHS AI Lab, the National COVID-19 Chest Imaging Database (NCCID), and the planned National AI Medical Imaging Platform (NMIP).
- Explore how emergency measures during the COVID-19 pandemic, including changes to information governance and investments in AI validation, impact the sustainability and role of NCIMI in the healthcare data ecosystem.

The Impact

Our findings highlighted critical gaps in the existing guidance. These gaps informed the development of frameworks that:

- Emphasise value creation in data-sharing agreements beyond compliance with governance provisions.
- Support the sustainable use of medical imaging data to drive innovation and improve patient outcomes.
- Align with the NHS AI Lab and Centre for Improving Data Collaboration's (CIDC) evolving principles for data-sharing partnerships.

By highlighting these gaps, we laid the groundwork for future collaborations that leverage medical imaging data to its fullest potential while ensuring innovations benefit both patients and the wider NHS.

The work undertaken for NCIMI contributes to our broader goal of equipping NHS organisations with the tools they need to understand the rapidly changing healthcare data landscape.

2. INNOVATION AND SCALING

Intro – Driving Transformation in Health and Care

The future of health and care lies in the ability to innovate and scale solutions that address the sector's most pressing challenges. From leveraging cutting-edge technologies to reimagining training and education for healthcare professionals, innovation is critical to improving outcomes, empowering the workforce, and ensuring sustainability.

FCC is committed to creating and enabling a culture of innovation to drive practical solutions for growth. Through a series of reports and analyses, FCC has explored transformative technologies, identified barriers to adoption, and provided actionable recommendations to accelerate scaling. These stories showcase our leadership in championing new approaches, from unlocking the potential of extended reality (XR) in healthcare education to mapping and advancing the care tech ecosystem.

By bridging gaps in governance, evidence, and collaboration, our work ensures that innovation does not just remain an aspiration but becomes a tangible driver of meaningful change in health and care.

2.1 Reimagining the Future – Inspiring Innovation through Storytelling

The future of health and care is shaped not only by current policies and practices but also by how we imagine what is possible.

To address complex challenges and stimulate fresh thinking about AI, technology, and data in health and care, FCC sought to explore a bold and innovative approach to policy innovation.

FCC launched *Fictions: Health and Care Re-Imagined*, a year-long thought experiment bringing together four Sci-Fi writers, an illustrator, and a team of experts to create twelve speculative stories about the future of health and care.

Each story aimed to challenge conventional ideas and inspire new approaches to the issues facing the sector. The series concluded with a thought-provoking webinar and panel discussion chaired by FCC's Senior Research Officer, Dr Josefine Magnusson, sparking debate and engagement among policymakers and practitioners.

In parallel, FCC introduced the *Getting Real* blog series, which explored the themes and implications of the *Fictions* stories. These blogs connected

the imaginative scenarios to practical policy considerations, helping to bridge the gap between speculative ideas and real-world applications.

The Impact

By embracing storytelling as a tool for innovation, FCC:

- Pioneered a novel approach to policy development that combined creativity with rigorous exploration of potential futures.
- Challenged entrenched thinking and opened new avenues for dialogue about AI, technology, and data in health and care.
- Engaged diverse audiences, creating a wider appreciation for the complexities and opportunities in health and care innovation.

The *Fictions* and *Getting Real* series highlight FCC's commitment to thinking and working differently, pushing the boundaries of conventional policymaking to reimagine the future of health and care.

2.2 Enterprise in Health – Understanding the Innovation Landscape

The UK Government's ambition to become a global leader in research and development requires collaboration across the health innovation ecosystem, including the NHS, universities, and industry.

And yet, understanding the extent to which clinicians and academics are engaged in enterprise activity remains a significant challenge. Limited data and barriers to transparency hinder efforts to optimise collaboration, ensure diversity, and maximise the potential for innovation.

Building on its previous work exploring NHS data for healthcare innovation, FCC undertook a new and exploratory study to better understand the contributions of clinicians and academics to health enterprise.

Using publicly available data, we examined the extent of enterprise activity within universities and NHS Trusts, identifying key trends and challenges in the innovation landscape.

Our Findings

FCC's analysis revealed several critical insights:

- Limited Visibility: Identifying which clinicians and academics are involved in health innovation enterprises is difficult using publicly available data, restricting understanding and collaboration.

- **Gender Imbalance:** The health innovation landscape is heavily male-dominated, with 80–90% of identified companies founded or run by men.
- **Sector Variance:** Companies operating in data and technology were more readily identifiable than those focused on pharmaceutical discovery or manufacturing.
- **Trust Involvement:** Acute Trusts showed significantly greater involvement in health enterprise compared to Mental Health, Community, or Ambulance Trusts.
- **Geographical Gaps:** Limited overlap between universities and NHS Trusts highlights missed opportunities for collaboration in the R&D ecosystem.

Our Recommendations

To address these challenges and support the Government's ambitions, FCC recommends:

- **Improved Transparency:** An appropriate body should have access to clinicians' financial interests, ensuring patient safety without compromising privacy. This data could be linked to the General Medical Council register.
- **Promoting Diversity:** The Academic Health Science Network (AHSN) should extend its focus on diversity to actively encourage and support women in health enterprise, with universities leveraging initiatives like the Athena Swan Charter.
- **Levelling Up:** Further research should compare enterprise activities across less prolific NHS Trusts and universities to evaluate the effectiveness of innovation support in alignment with the Government's levelling-up agenda.

The Impact

Through this work, FCC has highlighted the need for greater transparency, diversity, and collaboration to unlock the full potential of health enterprise.

By addressing these gaps, the UK can better align its innovation ecosystem with its ambitions to become a 'science superpower,' driving forward research, development, and better health outcomes for all.

CARE TECH LANDSCAPE SERIES

FCC's recent collaborative research has been across four main branches of adult social care (Home Care, Residential Care, Learning Disability Care and Mental Health Care).

It has also applied its expertise for a combination of proprietary research alongside consultancy work with *NHSX*, the *NHS AI Lab* and the National Consortium of Intelligent Medical Imaging (*NCIMI*).

Such work has allowed FCC to further establish where technology has the greatest opportunities to be applied in the health and care settings.

Below is information about the reviews in detail.

2.3 Care Tech Landscape Review

The home care market faces growing pressure to meet the needs of an ageing population while meeting ongoing challenges of resource and workforce constraints. Technology offers a promising avenue for transformation, but the adoption and development of home care solutions remain limited, fragmented, and underexplored. A deeper understanding of the care tech landscape is needed to drive meaningful change.

FCC conducted a comprehensive review of the care tech landscape, focusing on start-ups and developers deploying innovative solutions for the home care market.

This research examined the technologies powering these solutions, their specific implementations, and the benefits they bring to care recipients and providers. By identifying gaps and opportunities, FCC aimed to inform policymakers, innovators, and stakeholders seeking to advance the adoption and growth of home care technologies.

Our Findings

The review revealed a small but promising pool of home care technologies with the potential to enhance care delivery. Key findings included:

- **Fragmented Ecosystem:** While some healthcare technology initiatives have spurred innovation, the home care tech sector lacks a coordinated effort to enable growth.
- **Narrow Focus:** Existing technologies address specific needs but fail to comprehensively tackle broader challenges in the home care sector.
- **Need for Stakeholder Engagement:** Stronger connections between technology developers, care providers, and care recipients are essential to ensure new solutions meet user needs and deliver meaningful impact.

Our Recommendations

To unlock the potential of home care technology, FCC recommends:

-  **1. Develop a Coordinated Initiative:**
Establish a distinct programme or initiative to grow the care tech ecosystem, prioritising stakeholder engagement and alignment with user needs.
-  **2. Expand Research:**
Conduct further studies into other branches of adult social care, including residential care, disability care, and mental health, to create a holistic understanding of care tech opportunities.
-  **3. Enable Targeted Interventions:**
Design interventions informed by research to address sector challenges, encourage innovation, and promote the adoption of high-quality solutions.

The Impact

FCC's *Care Tech Landscape Review* provides a roadmap for creating innovation in the home care sector.

By highlighting key challenges and actionable recommendations, the review offers a foundation for policymakers, innovators, and stakeholders to drive forward a more connected, impactful, and sustainable care tech ecosystem.

With the right support, technology can become a transformative force, delivering better care for recipients, and enhancing care providers' experience.

2.4 Mental Health Tech Landscape Review

Mental health is a critical area of health and care that has gained prominence in recent years, particularly during the COVID-19 pandemic.

Technology adoption in mental healthcare remains underdeveloped compared to other areas of health tech.

The sector faces challenges such as a lack of integrated, effective digital solutions and limited public funding, which constrain its ability to meet growing demand and improve outcomes for patients and the wider system.

As the second instalment in its *Care Tech Landscape Review* series, FCC conducted a detailed study of mental healthcare technologies in England.

This research provides a snapshot of the current market, examining the benefits of existing technologies

for patients, care providers, and the NHS, while identifying gaps and opportunities to stimulate sector growth.





Our Findings

FCC's analysis uncovered fifty-six technology companies operating in the mental healthcare market and highlighted key trends, including:

- **Gaps in Technology:** A lack of solutions that combine high user engagement, clinical efficacy, and condition-specificity limits the impact of current digital tools.
- **Missed Opportunities:** Digital platforms for mental health education, self-referral, and diagnostics in at-risk populations remain underdeveloped.
- **Underfunded Innovation:** Mental health tech start-ups receive a small proportion of public funding compared to other areas of health technology.
- **Mature Assessment Mechanisms Needed:** Existing frameworks for assessing digital health technologies are not widely implemented, creating barriers to scaling innovation.

Our Recommendations

To address these challenges and unlock the potential of mental healthcare technology, FCC recommends:

-  **1. Research and Development:**
Increase efforts to identify and develop scalable, effective digital solutions, including:
 - > Platforms for mental health education and self-referral.
 - > Diagnostic tools and targeted screening programmes for at-risk groups.
 - > Tailored interventions for specific demographics.
-  **2. Collaborative Partnerships:**
Create partnerships among academics, commercial entities, charities, and end-users to develop technologies that meet system and user needs.
-  **3. Targeted Funding:**
Establish ring-fenced funding streams to support the development and scaling of innovative mental healthcare solutions, building on existing initiatives from NHSX and other stakeholders.
-  **4. Enhanced Assessment Mechanisms:**
Create a bespoke national framework to guide the development and evaluation of mental healthcare technologies, ensuring robust evidence bases and data protection standards.

The Impact

FCC's *Mental Health Tech Landscape Review* raises awareness of the potential for technology to address challenges in mental healthcare delivery.

By identifying gaps and offering actionable recommendations, the report equips policymakers, innovators, and stakeholders with the insights needed to drive growth and innovation in the sector.

With targeted investment, collaboration, and improved assessment mechanisms, digital mental healthcare can become a transformative force, improving outcomes for patients and the wider system.

2.5 Learning Disability Tech Landscape Review

People with learning disabilities face significant barriers to accessing care and support that meets their unique needs. While digital technology has the potential to transform care pathways and improve outcomes, the development and adoption of such technologies remain limited.

Underfunding, a lack of user-centric design, and insufficient understanding of the healthcare needs of individuals with learning disabilities have created gaps in technology provision, hindering progress in this vital area.

As the third instalment in its *Care Tech Landscape Review* series, FCC conducted an in-depth exploration of digital technologies for individuals with learning disabilities.

This research mapped technology companies active in the sector, assessed the size of the market, and identified critical gaps. By consulting with experts and leveraging insights from the learning disability tech domain, FCC highlighted opportunities to Create innovation and improve access to transformative solutions.

Our Findings

The review identified nineteen companies developing digital technology solutions for individuals with learning disabilities. Key findings included:

- **Limited Market Presence:** The number of companies in this space is significantly smaller compared to other areas of care technology, indicating underdevelopment in the sector.
- **Funding Inequality:** Start-ups in learning disability technology are underfunded, resulting in unequal access and a lack of scalable solutions.
- **Need for Cultural Change:** Carers and family members often act as gatekeepers to technology,

underlining the importance of creating a culture of empowerment and exploration among users.

- **Governance Challenges:** Individuals with learning disabilities face unique governance and duty of care considerations, highlighting the need for tailored resources and support.

Our Recommendations

To address these challenges and unlock the potential of digital technology for learning disabilities, FCC recommends:

1. **Scaling and Developing Solutions:**
 - > Support the development of new technologies and optimise care pathways through robust research and user-centric design.
 - > Engage self-advocacy groups to ensure technologies meet the needs and preferences of individuals with learning disabilities.
2. **Building on Existing Campaigns:**
 - > Extend initiatives like Mencap's *Treat Me Well* campaign by leveraging digital tools to make reasonable medical adjustments and improve health outcomes.
3. **Funding and Incentives:**
 - > Establish a "learning disability technology" initiative with ring-fenced funding to accelerate R&D and scale solutions.
 - > Pilot innovative funding models, such as subscription-style payments based on product value rather than usage.
4. **Digital Upskilling:**
 - > Implement widespread digital training for individuals with learning disabilities, carers, and family members to empower independent technology use.
5. **Supporting Governance and Decision-Making:**
 - > Provide tailored resources on information governance, data privacy, and decision-making to enable individuals with learning disabilities to make independent choices regarding data sharing.
 - > Introduce reversible digital opt-out mechanisms to enhance flexibility and user control.

Our Impact

FCC's *Learning Disability Tech Landscape Review* shines a spotlight on the untapped potential of digital technology to improve care and quality of life for individuals with learning disabilities.

By identifying gaps and offering actionable recommendations, FCC is paving the way for a more inclusive, innovative, and accessible care tech ecosystem. Through targeted investment, collaboration, and cultural change, the sector can seize the digital opportunity to transform outcomes for one of society's most underserved communities.

2.6 Residential Care Tech Landscape

Residential care settings are integral to the adult social care sector, yet the adoption of digital technologies in this area remains underdeveloped.

Despite the potential to improve care delivery, empower residents, and optimise resource use, gaps in user-centric design, sustainable solutions, and digital skills hinder progress. To unlock this potential, the sector requires targeted research, collaboration, and strategic investment.

As the fourth instalment in its *Care Tech Landscape Review* series, FCC conducted an in-depth exploration of digital technologies for residential care. Through desk research and consultation with experts, FCC mapped fifty-eight companies providing solutions for residential care settings, identified market trends, and highlighted areas for growth and innovation.

Our Findings

FCC's research revealed a range of insights into the residential care tech landscape:

- **Limited Market Development:** While fifty-eight companies were identified, the sector lacks the breadth of innovation seen in other areas of care technology.
- **Significant Gaps:** Consumer technology for residents and sustainable "green" social care solutions remain underexplored.
- **Demand-Signalling Challenges:** A lack of formal processes to align R&D with sector needs limits co-development and adoption of solutions.
- **Workforce Barriers:** The success of digital transformation relies on carers, yet many lack the digital skills necessary for effective implementation.

Our Recommendations

To address these challenges and drive progress, FCC recommends:

1. **User-Centric Design:**
 - > Developers should meaningfully engage with residents, carers, and family members to create usable, beneficial, and scalable technologies.
2. **Sustainable and Consumer-Focused Solutions:**
 - > Research into "green" social care technologies and consumer-facing tools to empower residents should be prioritised to future-proof care delivery.
3. **Improved Demand Signalling:**
 - > Build on NHSX's review of digital innovation to implement regional or national demand-signalling mechanisms. This process should connect start-ups with established brands, charities, or commercial partners to co-develop and adopt trusted solutions.
4. **Strategic Investment:**
 - > Introduce ring-fenced funding to support technology development and scale.
 - > Develop standardised methods to capture and measure the benefits of technology in residential care.
 - > Advance parity of esteem between health and social care by leveraging Integrated Care Systems (ICS) to drive digital transformation.
5. **Digital Upskilling:**
 - > Provide widespread digital training for carers to enhance technical capabilities, career progression, and job retention.
 - > Establish clear career pathways in digital care to attract younger, tech-savvy workers to the sector.

Our Impact

FCC's *Residential Care Tech Landscape Review* highlights the transformative potential of digital technology for residential care. By identifying critical gaps and offering actionable recommendations, FCC equips policymakers, innovators, and stakeholders with the tools to advance digital transformation in the sector.

With targeted interventions, collaboration, and workforce development, residential care settings can embrace technology to deliver higher-quality care, improve outcomes, and create a more sustainable future for adult social care.

2.7 Care Tech Sector Analysis

The Challenge

The adult social care sector is undergoing a critical transformation as digital technologies present opportunities to improve care quality, accessibility, and outcomes. However, the sector faces significant challenges, including fragmented adoption, insufficient funding, and a lack of cohesive strategies to shape a thriving care technology ecosystem.

Addressing these issues requires a comprehensive understanding of the current landscape and actionable recommendations to Create growth and innovation.

The *Care Tech Sector Analysis* serves as the final instalment in FCC's *Care Tech Landscape Review* series, which has mapped start-up and SME technology providers across Home Care, Mental Health, Learning Disability Care, and Residential Care.

This comprehensive analysis draws together the insights from the series to present an overarching view of the sector, identifying 168 companies developing 187 technology-based products and solutions. It outlines sixteen targeted recommendations to guide policymakers, innovators, and stakeholders in driving the sector forward.

Our Findings

Key insights from the analysis include:

- **Fragmented Ecosystem:** Despite the identification of 168 companies, significant gaps in technology provision and adoption persist across the sector.
- **Underdeveloped Infrastructure:** Limited pre-market evidence generation and immature assessment mechanisms hinder the scaling and deployment of digital solutions.
- **Workforce Challenges:** Carers, as key users of care technologies, often lack the digital skills needed to drive implementation and adoption effectively.
- **Need for Sustainability:** Green and climate-focused R&D remains a significant gap in the care sector, limiting futureproofing of technology solutions.

Our Recommendations

To address these challenges and support the growth of the care technology sector, FCC proposes sixteen actionable recommendations, including:

1. **Demand-Signalling Mechanisms:**
Implement regional and national processes to align R&D with sector needs, creating trusted partnerships between start-ups, established brands, and care organisations.
2. **Ring-Fenced Funding:**
Establish dedicated funding pots to support the research, development, and scaling of innovative solutions, achieving parity of esteem between health and care.
3. **User-Centric Design:**
Engage residents, carers, and families to develop usable and impactful technologies tailored to diverse care needs.
4. **Pre-Market Evidence:**
Create a robust infrastructure for digital care trials and standardised mechanisms for assessing care technologies.
5. **Workforce Development:**
Launch widespread digital upskilling programmes for carers, offering career development opportunities to improve retention and attract tech-savvy workers.
6. **Sustainability Focus:**
Conduct R&D into green and climate-focused technologies to ensure the care sector's environmental resilience.
7. **Market Shaping:**
Link research and innovation communities with market adopters to drive technology development and adoption through diverse collaborations.
8. **Data Insights:**
Formalise mechanisms to derive actionable insights from the large volumes of data collected by care technologies, improving system-level understanding and outcomes.

Our Impact

By consolidating insights from across its *Care Tech Landscape Review* series, FCC's *Care Tech Sector Analysis* provides a roadmap for transforming the adult social care sector through innovation.

The sixteen recommendations outlined in the report offer a comprehensive strategy to address gaps, create collaboration, and deliver sustainable, high-quality outcomes.

With the right interventions, the care tech sector can become a powerful driver of change, improving lives while building a more resilient, inclusive, and forward-looking system.

2.8 Mental Health Exemplar

The need for improved access to mental health care services has never been greater. FCC has taken a proactive role in addressing this urgent challenge by identifying gaps in the current system and assessing the strengths and weaknesses of innovative approaches.

Our work has provided key stakeholders with the insights needed to develop and implement meaningful mental health solutions that are grounded in evidence and policy expertise.

Our Work

As part of this ongoing initiative, FCC has conducted comprehensive landscape reviews, gathering critical insights into service user needs, expectations, and lived experiences. Our research has also identified and evaluated over three hundred digital mental health tools, offering a clear picture of the opportunities and challenges within the digital mental health landscape.

Our Impact

The Mental Health Exemplar project serves as a practical framework for accelerating patient access to innovative solutions, streamlining commissioning processes, and creating new fundraising opportunities.

By leveraging FCC's extensive research and advocacy efforts, stakeholders are better equipped to adopt digital mental health solutions effectively and at scale, ensuring that those in need receive timely and appropriate support.

Through this initiative and beyond, FCC continues to champion the adoption of digital mental health solutions that align with the evolving needs of service users, while working collaboratively to influence policy and drive systemic change.

2.9 User Insights into Digital Mental Health Tools

Digital mental health tools offer immense potential to complement traditional care approaches and improve access to support. However, poor demand-signalling mechanisms and insufficient consideration of user perspectives often result in tools that fail to align with patient needs or expectations.

As digital solutions become more prevalent, understanding how users interact with and benefit

from these technologies is essential to ensuring their effectiveness and integration into broader care systems.

Building on the *Mental Health Tech Landscape Review*, FCC conducted user research to gain deeper insights into how individuals engage with digital mental health tools.

By exploring user behaviours, preferences, and experiences, this report highlights the strengths and shortcomings of existing tools and provides actionable recommendations to guide the development, adoption, and commissioning of user-centric solutions.

Our Findings

Key insights from the research include:

- **Complementary Role:** Users often utilise digital mental health tools alongside traditional interventions such as medication, talking therapies, and peer support.
- **Consistency Across Needs:** Despite the diversity of conditions and needs among users, perceptions of the benefits and drawbacks of digital tools were remarkably consistent.
- **Human Element:** Users value the human aspect of care and express concern about losing this connection in digital interventions.
- **Demand Signalling Gaps:** The absence of structured feedback mechanisms limits the ability to develop tools that truly meet user needs.

Our Recommendations

To address these challenges and improve the development and integration of digital mental health tools, FCC offers the following recommendations:

1. **Integrate with Traditional Services:**
 - > Design and commission digital tools with the idea of choice and seamless integration into traditional care pathways.
 - > Accountable parties: NHS bodies, clinicians, innovators, employers.
2. **Ongoing User Monitoring:**
 - > Continuously monitor user behaviours, preferences, and experiences to ensure tools evolve with user expectations.
 - > Accountable parties: Think tanks, patient organisations, innovation hubs, NHS bodies, regulators.

**3. Mandate Effectiveness Monitoring:**

- > Establish CROMS (Clinician-Reported Outcome Measures) and PROMS (Patient-Reported Outcome Measures) as prerequisites for launching digital technologies to support iterative improvements.
- > Accountable parties: NHS Transformation Directorate.

**4. Retain the Human Element:**

- > Explore ways to preserve the human connection in digital mental health care.
- > Accountable parties: Developers, commissioners, mental health service providers.

**5. Demand-Signalling Mechanisms:**

- > Develop formal mechanisms to ensure users and healthcare prescribers influence technology development and adoption.
- > Accountable parties: NHS England, NHS Transformation Directorate.

**6. Develop Evaluation Criteria:**

- > Establish specific evaluation criteria for mental health tools that consider the unique needs of the sector and set standards for user-centric, effective solutions.
- > Accountable parties: NHS bodies, regulators.

**7. Replicable Commissioning Methodology:**

- > Create a commissioning framework that enables healthcare organisations to select, implement, and scale effective solutions, supported by ring-fenced funding and training.
- > Accountable parties: NHS bodies, policymakers, regulators.

Our Impact

FCC's *User Insights into Digital Mental Health Tools* report emphasises the importance of embedding user perspectives into every stage of technology development, evaluation, and implementation.

By championing user-centric approaches and structured demand-signalling mechanisms, FCC is helping to shape a digital mental health landscape that complements traditional care, preserves the human element, and delivers measurable outcomes.

With these recommendations, the UK healthcare system can ensure digital tools become an integral part of mental health care, improving access, choice, and quality for all.

2.10 The Potential of Extended Reality (XR) in Healthcare Education

As the demand for effective and scalable medical training grows, traditional education methods face limitations in preparing healthcare professionals for the complexities of modern medicine.

Extended Reality (XR) technologies, which encompass virtual reality (VR), augmented reality (AR), and mixed reality (MR), offer transformative potential for healthcare education. However, barriers such as integration challenges, costs, and the need for governance and regulation hinder widespread adoption.

In this report, FCC explores the potential benefits of XR in medical education, examining how immersive and interactive technologies can enhance training for healthcare professionals.

By presenting national and international case studies, FCC highlights existing barriers to integration and offers insights into overcoming these challenges, enabling the scaling and adoption of XR in healthcare education.

Our Findings

XR technologies present a wide range of applications in healthcare education, including:

- **Medical Training:** Immersive and interactive environments provide safe and controlled settings for learning complex medical content, improving competencies, and gaining practical knowledge.
- **Surgical Training and Planning:** XR offers precise simulations that help refine surgical skills and decision-making abilities.
- **Rehabilitation and Therapy:** XR aids in physical therapy, mental health treatments, pain management, and symptom detection, expanding its relevance beyond education.
- **3D Medical Imaging:** The visualisation capabilities of XR enhance understanding of anatomy and procedures, improving diagnostic accuracy.

Barriers to Integration

Despite its potential, XR adoption faces several challenges:

- **Cost and Accessibility:** Initial investments and technological requirements can be prohibitive for some institutions.
- **Regulation and Governance:** A lack of standardised frameworks complicates the scaling and implementation of XR technologies.
- **Evidence Base:** Limited data on long-term outcomes hinders broader acceptance and investment in XR tools.

Our Recommendations

To harness the full potential of XR in healthcare education, FCC recommends:

1. **Develop Governance Frameworks:**
Establish overarching standards and regulations to ensure safe, effective, and ethical use of XR technologies.
2. **Build an Evidence Base:**
Encourage research and knowledge sharing to validate the efficacy of XR tools and support their integration into medical education.



3. Promote Collaboration:

Create partnerships between medical education institutions, healthcare organisations, and XR developers to streamline implementation.



4. Enhance Accessibility:

Explore cost-effective solutions to make XR technologies more widely available and equitable.



5. Prepare for Market Readiness:

Develop integrated processes to ensure healthcare organisations are ready to implement XR at scale, leveraging lessons from successful case studies.

The Impact

FCC's *The Potential of Extended Reality (XR) in Healthcare Education* report underscores the transformative role of XR in preparing healthcare professionals for the demands of modern medicine. It equips stakeholders with the insights needed to adopt XR technologies effectively and as the XR ecosystem evolves, it has the potential to revolutionise healthcare education, improving outcomes for medical professionals and the patients they serve.



3. ADVOCACY AND POLICY

Intro - Shaping the Future of Health and Care

At the heart of our mission lies the drive to influence meaningful change in health and care through demonstratable impact, including through policy development and advocating for change.

This section highlights that pivotal role in shaping the policy landscape, from securing the future of health and care systems to addressing the overlooked contributions of unpaid carers.

The insights gathered during the COVID-19 pandemic further demonstrate the importance of adapting public health messaging, supporting frontline professionals, and understanding the lived experiences of individuals in times of crisis. Each story reflects our commitment to creating collaboration, influencing policy, and advocating for actionable solutions.

Through these initiatives, FCC has shown how data, research, and advocacy can be combined to drive systemic transformation. Together, they form a powerful testament to the organisation's dedication to securing better health and care outcomes for all.

3.1 Securing the Future

The UK faces a growing care deficit, with increasing demands on health and social care systems, compounded by political short-termism and a lack of long-term planning. Without a bold and unified vision, the nation risks perpetuating an unsustainable approach to health and care, leaving future generations vulnerable.

In its report *Securing the Future*, FCC explores how the UK can transition from its current reactive stance to a proactive, sustainable strategy for health and care. FCC calls for a national plan, rooted in cross-party consensus, which transforms the challenges of longevity into opportunities for every generation to thrive.

Our Vision: Future Care Guarantees

FCC proposes a framework of *Future Care Guarantees* to underpin a new Care Covenant and National Plan for health and care. These guarantees are designed to create public understanding and support while addressing critical areas of reform. They include:

-  **1. A New Funding Formula:**
Develop sustainable financial solutions to meet the increasing demands on health and social care.
-  **2. Healthier, Longer Lives:**
Promote preventative measures and public health initiatives to ensure longevity is a benefit, not a burden.
-  **3. Championing Independent Living:**
Support individuals to maintain independence for as long as possible.
-  **4. Tackling Loneliness and Isolation:**
Address social determinants of health by creating community connections and reducing isolation.
-  **5. An Ethical Technology Commission:**
Ensure technology advancements in health and care align with ethical standards and enhance patient outcomes.
-  **6. Co-Designing Future Care Services:**
Involve citizens, caregivers, and stakeholders in shaping future care services to meet real-world needs.
-  **7. Careforce Planning:**
Develop strategies to attract, retain, and train a workforce equipped to meet the demands of modern care.
-  **8. Enabling a Work-Life-Care Balance:**
Support carers in balancing employment and caregiving responsibilities, ensuring their well-being.

Our Call to Action

FCC advocates for a national debate and decisive plan of action that reframes longevity as an opportunity rather than a challenge. By achieving cross-party consensus and engaging the public in shaping the future of care, the UK can secure health and care systems that are resilient, inclusive, and equipped to serve future generations.

The Impact

FCC's *Securing the Future* report provides a blueprint for meaningful reform, highlighting the steps needed to tackle the care deficit and create a sustainable, equitable system. By advocating for a long-term vision and collaborative action, FCC is driving the national conversation toward a future where everyone can flourish.

3.2 Facilitating Care Insight to Develop Caring Economies

The UK's ageing population and rapid technological transformation present both significant challenges and untapped opportunities. To address the demographic shift, policymakers and stakeholders must rethink how care is provided, communities are supported, and economies are shaped.





However, current approaches lack the nuanced understanding of local 'care infrastructures' needed to plan effectively and respond to the diverse risks and opportunities arising from these changes.

In its report *Facilitating Care Insight to Develop Caring Economies*, FCC explores how publicly available data can be leveraged to provide better 'care insight.'

By focusing on the interplay between demographic changes, local care infrastructures, and emerging technologies, FCC advocates a new approach to shaping care provision and enabling the development of 'caring economies' - local systems that reflect the needs of an ageing society while creating resilience and opportunity.

Our Recommendations

To support the evolution of caring economies and improve care planning, FCC proposes several key actions:

-  **1. Transparent Impact Assessments:**
 - > The Government should publish an impact assessment alongside the forthcoming adult social care green paper, detailing the implications of funding changes for different regions.
-  **2. Incentivise Prevention and Healthy Ageing:**
 - > Encourage investment by public and private sectors, communities, and individuals in products and services that promote prevention, healthy ageing, and independent living.
-  **3. Enhanced Care Ecosystem Understanding:**
 - > Support commissioners, providers, and innovators to gather more detailed data on how individuals interact with the care ecosystem, beyond traditional monitoring methods.
-  **4. National Data Analytic Capability:**
 - > Invest in a national data analytics infrastructure to improve care insight, enabling

commissioners, providers, and businesses to design and appraise next-generation care models.

-  **5. Improved Data Collection by the ONS:**
 - > Enhance data on unpaid carers and internal migration among different age groups through improved census methodologies.
-  **6. Self-Funder Data from the CQC:**
 - > Require the Care Quality Commission (CQC) to provide better data on self-funders using domiciliary or residential care services to aid care insight and planning.
-  **7. Align Policy with Caring Economies:**
 - > Mandate government departments to publish details on how their policies and investments contribute to the development of caring economies and impact local care infrastructures.
-  **8. Partnerships for Technological Innovation:**
 - > Invest in collaborations between councils, universities, and businesses to explore how technologies like AI and machine learning can support the evolution of care services and insights.

Our Vision

FCC envisions a future where local care infrastructures are informed by precise, actionable insights, allowing for tailored investments, innovations, and policies that support healthier ageing and thriving communities. By leveraging data and creating partnerships, caring economies can transform the challenges of demographic change into opportunities for long-term resilience and growth.

The Impact

FCC's *Facilitating Care Insight to Develop Caring Economies* report provides a roadmap for integrating care insight into local and national planning. By championing a data-driven approach, FCC aims to empower commissioners, innovators, and policymakers to create systems that meet the evolving needs of society. Through collaborative action, the UK can build a future where care is equitable, innovative, and designed to benefit individuals and communities alike.

3.3 A Forgotten Army: Coping as a Carer

Unpaid carers are the backbone of the UK's care system, providing essential support to loved ones

while saving billions in public expenditure. Yet, despite their invaluable contribution, many unpaid carers feel forgotten and unsupported.

The pressures they face - financial, emotional, and practical - are becoming increasingly difficult to manage, with pessimism about the future growing among those who dedicate the most hours to caregiving. Without meaningful action, unpaid carers risk reaching breaking point, leaving both individuals and the care system in crisis.

In its report *A Forgotten Army: Coping as a Carer*, FCC explores the challenges faced by unpaid carers and provides evidence-based recommendations to better support this vital yet overlooked group. By adding to the existing weight of evidence, FCC aims to spark a national conversation about carers' rights and support while collaborating with key stakeholders to drive meaningful change.



Our Findings

Key themes from the report include:

- **Recognition and Inclusion:** Unpaid carers feel disconnected from their local communities and underappreciated for their contributions.
- **Future Pessimism:** The more hours carers devote, the more likely they are to feel overwhelmed and pessimistic about their ability to cope long-term.
- **Hidden Costs:** Carers face significant financial burdens that often go unnoticed or unaddressed.
- **Limited Flexibility:** Young carers, in particular, struggle to balance their educational needs with caregiving responsibilities.

Our Recommendations

To address these challenges, FCC proposes five targeted actions to improve the lives of unpaid carers:

-  **1. Convene a Carers Coalition:**
 - > Establish a coalition to identify carers, improve signposting, and provide tailored information to meet their needs.
 - > Engage local communities in recognising and supporting carers as integral members.
-  **2. Flexible Education for Young Carers:**
 - > Create a taskforce to promote greater flexibility in education systems, ensuring young carers can balance learning with caregiving responsibilities.

3. Training and Support:

- > Provide unpaid carers with access to training, counselling, and peer support networks to equip them with the skills and emotional resilience needed for their roles.

4. Tackle Hidden Costs:

- > Address the financial burdens of unpaid care by exploring subsidies, grants, or other measures to alleviate the hidden costs of caregiving.

5. Enhance Carers' Rights:

- > Strengthen legal protections and entitlements for unpaid carers, ensuring they receive the recognition and support they deserve.

Our Vision

FCC envisions a society where unpaid carers are seen, valued, and supported as a critical part of the care ecosystem. By convening stakeholders, creating collaboration, and driving policy reform, FCC aims to ensure carers have the resources, rights, and recognition they need to thrive.

The Impact

The *A Forgotten Army* report provides a clear roadmap for addressing the challenges faced by unpaid carers. By championing their rights and well-being, FCC is advocating for a future where carers are empowered, included, and able to balance their responsibilities with their own aspirations and quality of life.

3.4 Communicating Public Health: Lessons from Social Media During COVID-19

During the COVID-19 pandemic, public health communication faced unprecedented challenges. Strict physical distancing measures drove nearly half of the British public (47%) to spend more time on social media, making it a critical platform for sharing information and shaping perceptions.

However, the "infodemic" - an overabundance of information, including misinformation - complicated efforts to deliver clear, effective messaging. Understanding how social media users engaged with public health announcements was essential to improving communication strategies during the crisis and beyond.

FCC's research examined the relationship between social media activity and public health communication during the pandemic.

By analysing the content generated and engaged with on social media, FCC provided valuable insights into how government announcements, mainstream media coverage, and public discourse interacted. This work aimed to inform future strategies for delivering impactful, timely public health messages.

Our Findings

Key insights from the research include:

- **Symbiotic Relationship:** Social media content from mainstream media outlets and posts from the general public appear to influence each other. High levels of media activity can propel public conversation, while low coverage limits online discussion.
- **Event-Driven Platform:** Social media discussions are heavily influenced by surrounding events. For example, public health announcements often competed for attention with high-profile incidents, such as Boris Johnson's illness or Dominic Cummings' trip to Durham.
- **Sustaining Interest:** Interest in public health announcements declined over time, reflecting broader trends of diminishing discussion about COVID-19. Exceptions, such as the announcement of the recovery strategy on 10 May, highlight the challenge of maintaining public engagement.

Our Recommendations

To improve public health communication, FCC recommends:

1. **Deeper Media Monitoring:**
 - > Conduct further research to explore the relationship between social media, mainstream media, and other platforms such as TV, radio, and print.
 - > Use comprehensive media monitoring data to refine communication strategies.
2. **Adapt to Event-Driven Dynamics:**
 - > Acknowledge the competitive nature of social media and anticipate the impact of surrounding events on public health messaging.
 - > Design announcements that can cut through distractions and maintain relevance.
3. **Sustain Engagement Over Time:**
 - > Develop strategies to counteract declining interest in key topics, ensuring public health messages are consistently noticed and understood.



4. Target Underrepresented Areas:

- > Increase attention to topics like social care, which receive comparatively little engagement on social media, by designing tailored messaging strategies.

The Impact

FCC's analysis highlights the critical role of social media in shaping public health communication during the pandemic. By identifying trends and challenges, this work provides a foundation for future strategies that address the dynamics of digital platforms.

With these insights, policymakers and health organisations can enhance their ability to deliver clear, effective messages that cut through the noise and drive meaningful public engagement.

3.5 Communicating Public Health: Adapting to Emerging Issues During COVID-19

During a global pandemic, public health messages play a vital role in guiding behavior, reducing risk, and saving lives. However, these messages do not operate in isolation.

Emerging issues, such as trust in data use or public perceptions of loss and grief, profoundly impact how messages are received and adhered to. Understanding these dynamics is critical to ensuring that future public health campaigns are both effective and resilient to external factors.

Building on its analysis of public health communication during COVID-19, FCC examined social media activity to identify key events and milestones, assess the reception of public health messages, and explore the impact of emerging issues on adherence to these messages. By uncovering these insights, FCC aims to inform strategies for improving the effectiveness of public health communication in times of crisis.

Our Findings

Key insights from the research include:

- **Influence of Emerging Issues:** Public health messages often competed for attention with emerging events, which could either amplify or undermine their effectiveness. For example:
 - Discussions about the use of personal data, including concerns about the Test and Trace app, revealed widespread mistrust that could have derailed its success.

- Conversations about loss and sacrifice highlighted deeply personal experiences, yet the lack of prominent public discussion on bereavement suggests a gap in addressing these impacts.

- **Social Media as a Mirror:** Social media activity reflected public sentiment and provided early indicators of challenges, such as mistrust or overlooked needs, which could influence the success of public health initiatives.

Our Recommendations

To strengthen public health messaging in the face of emerging issues, FCC recommends:



1. Anticipate and Address Mistrust:

- > Actively monitor public sentiment around data use and implement clear, transparent communication strategies to mitigate concerns.
- > Engage with the public to build trust in tools like contact tracing apps, ensuring their design, and messaging align with user concerns.



2. Engage with Personal Experiences:

- > Use social media to understand public experiences of loss and grief, incorporating this understanding into public health support services and messaging.
- > Create targeted campaigns to address overlooked needs, such as bereavement support, during and after crises.



3. Adapt to a Dynamic Environment:

- > Design public health campaigns that are agile and responsive to the broader social and political context, accounting for competing events and narratives.



4. Leverage Social Media Insights:

- > Regularly analyse social media activity to identify emerging issues, gauge public sentiment, and refine messaging strategies in real time.

The Impact

FCC's analysis demonstrates the importance of integrating public sentiment and emerging issues into the development and delivery of public health messages.

By acknowledging the complex environment in which these messages are received, FCC provides a framework for building resilient, impactful

communication strategies that resonate with the public, even in the most challenging circumstances.

3.6 Communicating Public Health: Insights from Health and Social Care Professionals

Health and social care professionals were on the frontlines of the COVID-19 pandemic, facing immense personal and professional challenges. From balancing family responsibilities with the inherent risks of care work to managing frustration over inadequate PPE and testing, the first six months of the pandemic tested their resilience like never before.

Understanding these challenges holistically - viewing professionals as both workers and individuals - is essential to addressing their needs and shaping supportive policies for the future.

This report forms the third instalment of FCC's overarching research into public health communication during COVID-19. By analysing social media activity, FCC explored the experiences, challenges, and opportunities of health and social care professionals during the pandemic.

The findings provide critical insights into how professionals navigated their roles and how social media played a part in their coping and advocacy strategies.

Our Findings

The research identified several key challenges faced by health and social care workers during the pandemic:

- **Balancing Personal and Professional Lives:** Workers struggled to manage family responsibilities, including childcare and schooling, alongside the risks of frontline work, highlighting the need for government communication and support in these areas.
- **Inadequate PPE and Testing:** Concerns over safety were compounded by frustration about insufficient personal protective equipment and testing availability, contributing to emotional strain.
- **Workforce Concerns:** Worry about capacity and safety within the workforce dominated early phases of the pandemic but appeared to diminish in social media discussions later, potentially due to acceptance or resolution of the situation.

The analysis also revealed opportunities to support health and social care professionals and improve systems going forward:

- **Harnessing Goodwill:** Public appreciation for keyworkers offers an opportunity to advocate for pay rises, attract new talent to undervalued professions, and drive system-wide changes.
- **Advancing Integration:** Calls for parity between health and social care and greater integration highlight the pandemic's role in accelerating the momentum for systemic reform.
- **Strengthening Support:** The robust sharing of guidelines and advice by representative bodies provides a foundation for enhancing the types of support available to professionals.
- **Leveraging Social Media:** Social media proved invaluable for professionals, offering a platform for knowledge sharing, support, and connection during a time of crisis.

Our Recommendations

To address these challenges and leverage the identified opportunities, FCC recommends:

- 1. Enhance Support for Work-Life Balance:**
 - > Develop policies to support workers balancing family responsibilities with the demands of frontline care during crises.
- 2. Address Safety Concerns:**
 - > Ensure adequate provision of PPE, testing, and other safety measures to prevent frustration and emotional strain in future emergencies.
- 3. Champion the Workforce:**
 - > Use public goodwill as a springboard to advocate for pay rises, improve recruitment efforts, and advance the agenda of undervalued professions.
- 4. Drive System Integration:**
 - > Accelerate efforts to achieve parity between health and social care and promote broader integration of services.
- 5. Expand Social Media Use:**
 - > Explore innovative uses of social media to connect professionals, enhance knowledge sharing, and strengthen peer support networks.

The Impact

FCC's research highlights the dual challenges and opportunities faced by health and social care professionals during the pandemic.

By addressing their needs holistically and leveraging lessons learned, policymakers and representative bodies can build stronger systems that support these vital workers in both their personal and professional lives.

Through continued collaboration and innovation, the UK can ensure a resilient, appreciated, and empowered care workforce for the future.

3.7 Communicating Public Health: Insights into Mental and Physical Health During the Pandemic

The COVID-19 pandemic brought profound changes to daily life, significantly impacting the mental and physical health of individuals across the UK. Social media provided a window into how people coped with these challenges, offering a unique opportunity to understand public sentiment and behavior. While social media platforms facilitated positive initiatives, the government's communication strategy missed key opportunities to address pressing health issues, such as the role of physical activity and obesity in mitigating the virus's impact.

As the final instalment in FCC's *Communicating Public Health* series, this report draws on social media data to explore how users discussed and experienced mental and physical health during the pandemic. By examining these conversations, FCC identifies both the positive contributions of social media and areas where public health communication could have been more effective.






Our Findings

Key insights from the research include:

- **Positive Role of Social Media:**
 - Social media promoted initiatives to improve physical health, such as fitness challenges and online workouts, creating a sense of togetherness and sustained engagement.
 - These initiatives successfully motivated many users to stay active during lockdown.
- **Missed Opportunities in Public Health Messaging:**
 - Early discussions about physical activity were framed around restrictions - what people could not do - rather than empowering messages about what they could and should do.
 - Initiatives like online PE lessons targeted children but overlooked groups most at risk of poor health outcomes, such as those living with obesity.
 - Despite early evidence linking obesity to worse COVID-19 outcomes, public health messaging failed to address this risk proactively. The government's obesity strategy was published too late to align with the initial phase of the pandemic response.

Our Recommendations

To enhance future public health communication strategies, FCC recommends:

-  **1. Proactive Messaging on Physical Health:**
 - > Design campaigns that focus on what individuals can do to improve physical health, encouraging positive action rather than emphasising restrictions.
 - > Prioritise at-risk populations, such as individuals with obesity, in early messaging.
-  **2. Integrate Physical Health into Crisis Strategies:**
 - > Develop clear, actionable strategies for improving public physical health as part of pandemic preparedness and response, highlighting the role of fitness in mitigating risks.
-  **3. Leverage Social Media for Health Campaigns:**
 - > Use social media platforms to amplify targeted campaigns, engaging with diverse audiences and creating a sense of community around shared health goals.
-  **4. Raise Awareness of Obesity Risks:**
 - > Address the links between obesity and poor health outcomes in public health campaigns, providing accessible resources and support for individuals seeking to improve their health.
-  **5. Focus on Early Action:**
 - > Ensure that strategies for addressing physical and mental health risks are embedded into initial pandemic responses, reducing the time lag between evidence emergence and policy action.

The Impact

FCC's *Communicating Public Health: Discussions About Mental and Physical Health Among Social Media Users During the Pandemic* report underscores the power of social media as a tool for health promotion and community engagement.

At the same time, it highlights critical gaps in public health communication that could have been addressed to improve outcomes. By learning from these insights, policymakers and public health organisations can design future strategies that are inclusive, proactive, and responsive to public needs.

3.8 EVENT - Health and social care workforce: Wellbeing, integration, and sustainability

The health and social care workforce face mounting challenges in terms of wellbeing, integration, and sustainability. As the sector navigated increasing demand and evolving patient needs, artificial boundaries between services continue to hinder progress.

The establishment of Integrated Care Systems (ICSs) presented a pivotal opportunity to break down these barriers and drive collaboration, ultimately to improve patient outcomes.

FCC's Role

In collaboration with Talent for Care and Care England, Future Care Capital invited senior leaders from the NHS and social care to explore innovative solutions that enhanced workforce wellbeing and sustainability.

The inaugural event, held in May 2023, brought together influential stakeholders, including policymakers, industry leaders, and frontline professionals, to discuss practical steps for workforce transformation.

This event provided leaders a highly interactive opportunity to share insights, challenge existing models, and co-create actionable strategies to strengthen the workforce agenda.

Key Outcomes and Recommendations

The discussions and insights gathered from these engagements underscored several critical areas for action:

- **Promoting Workforce Wellbeing** - Developing innovative strategies to support the physical and mental wellbeing of health and social care professionals.
- **Driving Integration Through ICSs** - Harnessing the potential of ICSs to align health and social care services, ensuring seamless collaboration and improved patient outcomes.
- **Challenging Boundaries** - Encouraging leaders to rethink outdated structures and embrace new models of working that prioritised flexibility and adaptability.
- **Championing Innovation** - Identifying and implementing cutting-edge solutions to address workforce shortages and skills gaps, creating a future-ready health and care workforce.

Our Impact

FCC's role in facilitating these conversations helped shape a shared vision for the future of the workforce. By convening key stakeholders and thought leaders - such as Sir David Nicholson, Professor Deborah Sturdy OBE, and Liz Kendall MP - FCC contributed to the debate aimed to drive real change at both policy and operational levels.

Looking ahead, FCC will continue to lead discussions and drive action, ensuring that the momentum gained from engagements like these are translated into tangible improvements in workforce integration and sustainability.





Working With FCC

We work with a wide range of stakeholders, including policymakers, patient organisations, healthcare providers, technology innovators, and investors, to tackle systemic challenges and drive meaningful change.

Whether you are looking to develop, implement, or evaluate innovative solutions, FCC can provide the insights, partnerships, and support you need to succeed.

To find out more about Future Care Capital and discuss how we can help you with your project please get in touch at www.futurecarecapital.org.uk