In these volatile and uncertain times, evidence-based insights are more crucial than ever to inform complex decisions, ensure scarce resources are used most effectively, and maximise payback from investments. They are also needed to challenge the continued public mistrust of information and misinterpretation of facts.

The answer, we believe, is not to retreat from evidence, but to reaffirm and demonstrate the value of empirical research. *Spotlight 2019–2020* highlights some examples of our work, including defining possible directions for education and youth policy in the EU, analysing strategies to improve social media literacy in the age of disinformation, mapping the European defence skills landscape, and quantifying the wider societal costs of disease.

Regardless of geopolitical change in the EU, we remain committed to working with our clients and collaborators in both the UK and wider Europe to bring the best people, approaches and evidence to bear on finding effective solutions to today’s pressing problems. For nearly 30 years, RAND Europe has pursued one overriding goal: to provide decision makers with objective, high-quality research and analysis that helps to improve people’s lives and bring about a world where they can thrive.

Thank you for your support of RAND Europe. We look forward to working with you in the years ahead to support this goal.

Hans Pung, President

**Our values:**
Quality, Objectivity, Collaboration, Service and Learning

**Our vision:**
To be the European policy research partner of choice for those who serve the public good
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New treatments and technologies, and an ageing population, mean the demand for both health and social care in the UK is rising – but how should additional funding be raised? RAND Europe researchers ran an experiment to test the preferences of the general public on how to do this.

As part of our study for the Health Foundation, we surveyed more than 2,700 people across England, Northern Ireland, Scotland and Wales. We asked them to choose between pairs of options for how to pay for National Health Service (NHS) or adult social care. For example:

• should the extra funds be raised from all citizens collectively through taxation or mandatory insurance?
• should people be left to just buy care when they want it (and can afford it)?
• should people be left to take out private insurance if they choose to?

Perhaps our most striking finding was that – across all population groups – the British public would prefer additional funding for adult social care to be raised in the same way as for the NHS. In other words, people prefer additional health and adult social care funds alike to be raised collectively, rather than through the adoption of a ‘pay-as-you-go’ model.
People would also prefer:
• the funds to be explicitly ringfenced, so that they can only be spent on care and nothing else
• the additional funding levy to be progressive, like income tax, so that people with higher incomes pay a higher percentage of their incomes to fund care
• a public body (not a private one) to collect the money
• that older people should not be required to pay more than younger people.

The widely shared preferences revealed in the study send a clear signal to policymakers on how the public would like them to fund the growing demand for more spending on the NHS and adult social care.

“Funding health and social care has risen to top of the policy agenda in the UK. This project has enabled us to know more about people’s thoughts on the options available to address the problem. I believe it is the kind of objective research and analysis that is needed to enrich the debate and, hopefully, move closer to action.”

Jon Sussex, Chief Economist
The UK’s planned departure from the European Union in January 2020 begins a new phase of detailed negotiations between Britain and its EU neighbours. While much of the Brexit debate has centred on whether and when the UK would formally leave the EU, there has been comparatively little analysis of what happens next and the likely effects on the economy of further uncertainty. Researchers from RAND Europe and RAND Corporation have used a macroeconomic model to assess the potential economic implications of uncertainty during the next phase of trade negotiations. Our analysis draws on estimates from current studies on the changes in UK trade and foreign direct investment since the Brexit referendum result in 2016.

We found that the negative economic effects of uncertainty on both GDP and government borrowing are tangible and increase over time. Our study shows that the UK will need to resolve its long-term relationship with the EU (and other partners) as soon as it can to minimise the economic penalties due to prolonged uncertainty, regardless of the duration of any transition period.

Beyond Brexit

Understanding the economic effects of further uncertainty
By the end of 2020
UK GDP at the end of the current transition period could be 0.17 percentage points less than if the UK had not voted to leave the EU, a decrease equivalent to US$5.5bn (£4.4bn). The additional annual cost of extra borrowing would be almost US$1.6bn (£1.3bn), based on HM Treasury estimates that 1 per cent of lost GDP leads to $9.5bn (£7.6bn) of extra borrowing annually.

By the end of 2025
UK GDP could be 0.39 percentage points lower, a reduction of about $13.7bn (£11bn), with additional annual borrowing costs increasing to almost $3.7bn (£3bn).

By the end of 2029
UK GDP could be 0.55 percentage points less, a decrease of $20.3bn (£16.2bn) with additional borrowing costs increasing to more than US$5.2bn (£4.2bn).
Staying ahead of defence challenges

New threats, shifting geopolitical alliances and rapidly emerging technologies are creating new challenges for European defence decision makers. RAND Europe continues to provide strategic support to the UK’s Ministry of Defence (MoD), helping to shape future defence policy and capability. Two examples are given opposite.
The Global Strategic Partnership (GSP)

The GSP, a consortium led by RAND Europe and made up of research, academia and industry partners, provides ongoing analytical support to the MoD’s think tank, the Development, Concepts and Doctrine Centre (DCDC). The GSP provides thought leadership on a wide spectrum of strategic topics, ranging from analyses of specific potential areas of threat such as China and climate change, through to broader conceptual thinking and planning, for example on issues such as defence resilience and prosperity. The GSP brings together a diverse range of skills and methods, including gaming, modelling and rapid evidence assessment. Experts from academia and practitioners also support focus groups and contribute to in-depth report writing that aims to have an impact on policymakers and to inform decision making.

The UK Royal College of Defence Studies (RCDS)

The RCDS, the UK’s premier defence educational institution, has asked RAND Europe to provide high-level strategic exercises for a further four years. We designed the strategic gaming component of the one-year Strategic Studies Course for senior defence officials. Course members face a number of hypothetical international crises in near real time, during which they must generate national security strategies, decide courses of action, brief officials, conduct negotiations and handle the press. This training builds participants’ knowledge of strategic-level decision making and helps them develop their potential to reach the highest ranks of the defence service.
Emerging technology and scientific advances are transforming society. RAND Europe uses foresight techniques to identify the changes new science and technology might bring and how to respond. Our methods help to illuminate policy choices and clarify the options for decision makers. In 2019, we provided decision makers with rigorous, actionable analysis in three very different policy areas: ensuring effective oversight of emerging technology; managing global food system safety risks; and the implications of new technologies for employment and skills in Europe.
Lessons from history to guide the future oversight of emerging science and technology

A dizzying array of innovations is emerging around the globe. Some of these promise to solve society’s most pressing problems, but they also pose risks to areas such as health and the environment, or have implications for privacy, security and trust.

Oversight systems for managing emerging science and technology help to create public trust and minimise risks, while allowing new advances and businesses to flourish. Wellcome asked RAND Europe to examine past and present examples of oversight approaches to help inform future decisions and developments in the UK.

We looked at ten diverse case studies to understand how the challenges and opportunities of science and technology have been managed, ranging from the advancement of agricultural technology in India in the 1960s and assisted reproductive technology in the UK in the 1990s, to branchless mobile banking in Kenya in the 2000s and present-day regulatory ‘sandboxes’ for regulating financial technology in the UK. From these, we drew eight lessons for effective oversight and management of emerging science and technology. By applying these lessons, policymakers can provide better stewardship of emerging science and technology, and increase the chance that wider benefits to society and the economy will be delivered.

LESSONS FOR EFFECTIVE OVERSIGHT AND MANAGEMENT

- Engage with the public
- Communicate clearly
- Be collaborative
- Be balanced
- Be diverse
- Be adaptable
- Anticipate
- Take the initiative
To ensure food safety and inform consumer decisions now and in the future, the UK Food Standards Agency (FSA) asked RAND Europe to provide a long-term perspective on the global food system. Based on a series of foresight exercises, we identified global food system risks and opportunities to 2030, along with their key implications. The study helped establish a baseline for the FSA’s potential future foresight and horizon scanning work, and provided a test approach to enable ongoing exercises. Our work to inform FSA’s thinking for the future included the following:

1. **Mapping the global food system**
   The global food system is a complex policy space with many interdependent and interconnected features. We developed a map to illustrate macro- and micro-themes that could impact on the global food system.

2. **Mapping systemic interdependencies**
   Food systems are also interdependent with other systems such as health, energy, climate and agriculture. By developing a map of systemic interdependencies that captured this complexity, RAND Europe helped the FSA situate specific issues in the context of the wider food systems network.

3. **Framework for future action**
   We developed a framework for future action built around eight major challenges: climate change, consumer trust, food waste and packaging, international trade, nutrition, provenance and traceability, skills and workforce, and technology acceptance. The framework challenges stakeholders to consider how to move towards an idealised food system, consisting of ‘considered consumers’, ‘receptive industry’ and a ‘supportive system’.
New and potentially ‘game-changing’ technologies are having an impact on the services sector in Europe. The European Foundation for the Improvement of Living and Working Conditions (Eurofound) asked RAND Europe to examine the influence of five emerging technologies on the services sector, looking at work and employment, productivity and output, and skills. Using horizon scanning, literature reviews, trend analyses, interviews and case studies, we detailed the likely implications in each area, including:

**Advanced robotics**
Robotics will have a mixed effect on the sector, driving employment in some areas while changing the nature of tasks performed by humans.

**Autonomous transport devices**
Improved safety for drivers and passengers is a likely benefit, but ethical issues will arise due to the algorithms used.

**Blockchain**
New services and roles may emerge as blockchain enables new applications.

**Virtual and augmented reality**
This technology could facilitate the vocational rehabilitation of individuals with disabilities and those suffering from trauma.

**Wearable devices**
Data on employees could transform human resource decision making processes. However, increased scrutiny of employee performance could present ethical and legal challenges.
For many people, social media is now their main source of news and opinion, with platforms such as Twitter or Facebook acting as an intermediary between news consumers and media content. While the algorithms they use to curate what news content users see do have some benefits, they can also aid disinformation.

The European Commission asked RAND Europe, in partnership with Open Evidence, to identify the challenges of algorithm-driven media services and the policy measures available to mitigate their impacts. Our findings show that human behaviour is an important driver for the dissemination of false and misleading information. People’s choices and reactions to content can create opportunities for the swift spread of false news.

So far, the approaches considered to tackle these challenges have included: government regulation, self-regulation by the tech industry and media literacy programmes for online users. However, evidence of what works is still scarce.

Our research suggests that improving media literacy is a necessary part of the solution. However, other design-related options are worth exploring, such as embedding media literacy into the algorithm-driven media architecture to trigger more informative, media-literate use.
Online social media platforms are increasingly used as a main source of news and opinion.

The combination of cognitive biases and algorithms can lead to the viral dissemination and amplification of harmful content.

Improving the media literacy of consumers and reducing their vulnerability to disinformation is a necessary part of the solution.
Bump it up
Why more pregnancy research is needed

In 2018–19, NHS litigation costs related to pregnancy were estimated at £2.5bn. Even when all goes smoothly, improving expectant mothers’ experience of care before, during and after birth, and making birth safer and more equitable, can deliver benefits that stretch far beyond pregnancy itself.

With evidence mounting that more research is needed to improve outcomes for pregnant women and their babies, and against a background of rising litigation and insurance costs, in 2014 England’s Chief Medical Officer recommended a review of pregnancy research needs and spending in the UK. RAND Europe was commissioned by the UK Clinical Research Collaboration to identify key research needs and priorities, and compare these to the current funding landscape.

Top 5 priority areas for research, selected by all stakeholders

- Preventing & managing mental health problems
- Birth experiences and postnatal mental health
- Medications safe to take during pregnancy
- Detecting/ reducing the risk of stillbirth
- Supporting breastfeeding
We found that for every £1 spent on pregnancy care in the NHS per year, just 1p is invested in pregnancy-related research. This is a much lower spend than for heart disease (7p for every £1 spent) and cancer (12p for every £1 spent).

Perinatal mental health was identified as a priority area among surveyed healthcare experts and members of the general public. Despite affecting up to 20 per cent of women, perinatal mental health receives only four per cent of all research investment in pregnancy.

The evidence highlights the need for increased investment in pregnancy research and action, and will provide a starting point for discussion to help funders coordinate and target pregnancy research funding in the UK.

The results of this study reveal the low level of investment in research on pregnancy. For every £1 spent on pregnancy care in the NHS, just 1p is invested in pregnancy-related research – much less than other medical conditions. Having two small children, this project has been close to my heart, and I hope we see increased investment in the future.

Susan Guthrie, Research Leader
The 1989 UN Convention on the Rights of the Child (UNCRC) celebrated its 30th anniversary in 2019. The UNCRC defined a set of shared obligations towards children under the age of 18, and its adoption by all EU member states, alongside the EU Charter of Fundamental Rights, set the direction to protect all children’s rights without discrimination across Europe. This policy memo provides an overview of the extent to which current policies and practices actually promote or take children’s rights into account, examining both national- and EU-level policy frameworks.

Embedding a children’s rights perspective in decision making
Supporting positive parenting

A warm and supportive child–parent relationship is essential to a child's wellbeing. This memo, aimed at both parents and support organisations, provides guidance on positive parenting interventions that help to develop this kind of bond.

Examining access to leave for non-traditional families

The right to family leave for members of the traditional nuclear family after the birth of a child is now well established in most EU member states. However, the access to such leave for less traditional family types is under-explored. This policy memo provides an introduction to different types of family leave access for parents in adoptive families, those with step-parents and children, and families with same-sex parents.
London’s growing population is increasing congestion on its roads and public transport networks.

To assess this rising demand and to test possible solutions, RAND Europe, with partners Jacobs, SYSTRA and Mott MacDonald, created a new strategic travel model for the London area. Transport for London (TfL), the government body responsible for the transport system, commissioned this work.

The Model of Travel in London (MoTiON) helps TfL prioritise developments in strategic land use and generate transport policy scenarios for the London area. It also supports decisions on future large investments in London’s transport systems. Our research allowed the model to predict Londoners’ demand for transport in response to a range of different policy options, such as schemes to improve public transport services.
Some 26 million children aged under 15 in the EU are exposed to damp, noise, darkness and/or cold in their homes. Our research found that as well as damaging long-term health for the children affected, exposure to poor indoor conditions also damages the economy.

RAND Europe explored the health effects and economic costs of children’s exposure to damp and mould in a study for window company VELUX Group. We found that reducing exposure to damp at home could grow the EU’s economy by US$62bn over the next 40 years.

This benefit would occur over time as fewer children would contract life-limiting illnesses, parents and carers would miss fewer days from work, and children would be healthier when they entered the labour market as adults.

As the condition of homes often correlates with socioeconomic status, policymakers may need to consider helping less well-off households to fix problems such as damp and inadequately heated homes.

1.7 million days of school missed by children across the EU every year due to illnesses linked with damp and mould in their homes
In a study for the European Parliament, RAND Europe researchers identified a variety of future challenges for EU education and youth employment policymakers.

Using a structured methodology, we developed four future education scenarios – Fragmented Europe, Aligned Europe, Cold-feet Europe and Ostrich Europe – to explore how these challenges may develop over time and the implications for education policymaking.

**CHALLENGES FOR POLICYMAKERS**

- Social exclusion
- Youth unemployment
- Skills mismatch
- New forms of information and communication
- Migration
- Academic freedom
These scenarios enabled us to understand how the interaction of key education and youth sector drivers with wider social, economic and technological factors could shape the future in different ways. We tested different policy options to clarify what trade-offs might occur, particularly to funding within and between sectors.

The scenarios also show how successful policies may require cooperation; for instance, targeted early years investment depends on social services and education sectors working together.

Our researchers found that some policies would rely on developments in other sectors to be effective. Inclusive digital learning, for example, requires a suitable digital infrastructure to be in place.

Factors that are largely outside the influence of education policymakers, such as prevailing economic conditions and political and social attitudes, will also co-determine policy success.

“Applying a futures methodology in a new subject area like education is a great opportunity to improve approaches to these kinds of studies by learning what does and doesn’t work, and why. As a researcher who uses economic models and tools for policy analysis mostly in the transport sector, I also learned so much about education policy from my expert colleagues.”

Fay Dunkerley, Senior Analyst
Looking deeper

We examined the non-clinical impacts of disease in two separate studies and found that broader economic and societal costs extend far beyond the direct costs of care.

Breast cancer is the most commonly occurring cancer in women, accounting for 25 percent of all cancer diagnoses worldwide. Early diagnosis typically leads to earlier treatment and better survival prospects. Even so, the risk that breast cancer recurs after early treatment is still relatively high.

In a project for the pharmaceutical company Roche, we explored the non-clinical effects of early breast cancer and its broader health, societal and economic impacts.

Our research:
- identified concerns that policymakers may underestimate the need for further investment and innovation in treatment and care delivery (since existing treatments can be effective).
- found that the wider costs of early breast cancer include a range of out-of-pocket expenses, costs resulting from the loss of productivity, and costs to improve quality of life.

In a separate study, researchers examined the non-clinical impacts of disease progression in Multiple Sclerosis (MS), and found that MS is also associated with high economic costs to society that go beyond direct costs to the healthcare system.
Both studies show that there is a need to consider a wide range of factors when assessing the value of treatments, such as:

- patient satisfaction with new therapies; and
- the broader benefits and potential cost savings from early treatment, such as reduced need for support services, avoiding loss of productivity, and aiding return to work.

Our breast cancer research highlights the importance of communicating the benefits of new treatment options that could reduce the economic cost to society.

The evidence from our analysis of MS costs shows that more research is needed on the impact of disease progression on patients, carers and society as a whole.

**Exploring the societal impact of disease**
Move it!

How increasing physical activity can boost global productivity
Despite the known benefits of exercise, roughly a third of the global adult population is inactive – defined as not achieving 150 minutes of moderate intensity activity or 75 minutes of vigorous activity per week. Physical inactivity is associated with an estimated 5 million deaths worldwide each year, higher healthcare costs and reduced productivity.

Creating enduring change in physical activity is hard as there are significant barriers to change. However, RAND Europe research for the Vitality Group found that:

• encouraging sedentary adults, as well as the more active, to increase physical activity levels could reap **global economic benefits**.

• meeting recommended physical activity guidelines could **significantly improve life expectancy** and **increase productivity annually by up to five days per employee**.

The project examined the potential global economic implications of encouraging people to be more physically active, looking at economic growth, workforce productivity and life expectancy.

We used a multi-country macroeconomic model to assess how changes in physical activity levels would affect each country’s gross domestic product (GDP) over time, taking into account changes in demographic composition.

Compared with a baseline scenario with no physical activity improvements, we found that global GDP could increase significantly by 2050 under three different ‘what-if?’ scenarios.

Our models also suggest that a further US$8.7–11.2bn in global healthcare expenditure could be saved if people were physically more active.

**WHAT IF SCENARIOS**

Scenario 1: if the least active members of the population reach at least 150 minutes of moderate activity per week, global GDP could increase by **US$314–446 billion**

Scenario 2: if all currently active adults increased physical activity levels by 20 per cent, global GDP could rise by **US$218–325 billion**

Scenario 3: if scenario 1 and 2 are combined, the estimated global GDP gains rise to **US$524–760 billion**
How is the research landscape changing in the UK and how might that impact future assessment of research?

In a study for Research England, which oversees funding for English higher education institutions, RAND Europe asked more than 3,600 academics in England how they expect their research to evolve by 2028.

Our findings will help Research England prepare for future assessment within the Research Excellence Framework (REF), the system for assessing the quality of research produced by UK higher education institutions.

Some of the key expected trends highlighted by researchers were:

**Researchers want to reach a wider audience with their work**

To do this, they expect to produce more diverse forms of outputs in the future – such as blog posts, web pages or videos – rising from an average of 4.7 formats per researcher to 6.5 in the next decade. Journal articles and conference contributions will, however, remain the dominant form of output.
The wider societal impact of research will continue to be diverse and discipline-specific

Some 77 per cent of researchers believe their work has current societal benefits, and 86 per cent believe it will have impact in the future. They also expect to spend slightly more of their efforts producing impact in the future.

Researchers think that collaborating with other academics is the most important driver of change

Another driver is the rise of open science, which has already led to significant changes in how research is conducted, and may lead to more in the future, possibly disrupting the traditional publishing model.

Career advancement appears to play a role in the type of output chosen

For example, journal articles are seen as helping to progress a research career in ways that a wider variety of outputs do not.

Peer review is likely to remain the principal method for research assessment in the UK

However, new technological approaches spanning the review pathway, from selection and allocation, to moderation and validation, offer opportunities to improve its implementation.
The defence industry in Europe has great potential to support economic growth and productivity. However, it faces challenges to develop and sustain the skills base needed to fulfil that promise. To help develop a comprehensive EU defence skills strategy for the defence sector, the European Commission asked RAND Europe and Fondazione Giacomo Brodolini to investigate potential skills shortages, gaps and misalignments.

The European Defence Skills Partnership (EDSP) provided a key forum to explore the factors that influence defence industrial skills. This industry-led initiative brought together a diverse stakeholder community, and allowed researchers to draw on the experience of 20 different EU countries.

We found that the demand and supply of skills is influenced by many factors, particularly the monopsony of national markets, where EU member-state governments act as both regulator and sole customer for multiple defence companies. Fast-changing technologies and their use will affect the nature of industrial skills required in the future.

Our findings provided an empirical baseline for an EU defence skills strategy and helped inform the EU report, *Vision on defence-related skills for Europe today and tomorrow*.

**Our research:**

- Analysed 17 EU-level policies and funding tools; 371 defence-related skills initiatives across 16 EU member states; 51 expert and stakeholder interviews; and 81 defence industry survey responses.

- Identified common skills gaps and misalignments within the European defence industry and the combination of factors driving this imbalance.

- Validated the findings through further expert and stakeholder interviews and workshops with experts and EDSP stakeholders.

- Mapped current initiatives to address skills gaps.
Common areas of skills gaps and mismatches within the European defence industry:

**Cross-cutting technical skills** that apply across multiple defence domains such as air, land, naval, complex weapons and space. People with these skills have a secondary or tertiary education in STEM (science, technology, engineering and mathematics) subjects with varying levels of experience unique to defence.

**Domain-specific technical skills** with a narrow application that are predominantly acquired and developed by working on a capability programme for a number of years.

**Skills relating to new technologies** that will enable the defence industry to successfully harness technological innovation. They might relate to artificial intelligence and machine learning, robotics and cyber skills.

**Defence-relevant soft skills** such as management, procurement, legal counsel and sales. While staff will require knowledge and understanding of the defence context to operate effectively, their underlying skills will remain the foundation for their role.
Whole-system innovation for improved healthcare

Publicly financed healthcare systems around the world face increasing pressures to deliver high-quality care with limited resources. Population ageing, the growing burden of chronic diseases and comorbidities and a shift towards more personalised treatments all accentuate the strain. Embracing innovative technologies, products, services and ways of working could help address these challenges and support high-quality, sustainable healthcare services.

In light of this, RAND Europe and the University of Manchester set out to understand the potential of innovation to help deliver an efficient and effective NHS in England. The National Institute for Health Research Policy Research Programme funded this multi-year, mixed-methods project, which provides actionable recommendations for decision makers. To do this, we have identified practical changes in policy and practice that could help the NHS embrace innovation as a ‘must have’ rather than ‘nice to have’ way of working. These include:

**Strengthening skills**

Diverse social and technical skills and leadership capabilities are needed to create an environment in which innovation is effectively managed and implemented. One way to help strengthen the necessary skills and capabilities would be to evolve the medical education curriculum and continuing professional development opportunities, so that staff are sensitised early in their careers to the concept and practice of innovation, the opportunities available and the potential impacts from innovating.
Focusing funding
A variety of funding schemes exist that support innovation in the healthcare system, but the coordination, sustainability and stability of funding flows need improvement. Closer collaboration between funders of innovation, research and healthcare improvement efforts would help, together with a focus on commissioning for solutions (i.e. combinations of innovations and not individual products or technologies exclusively).

Strengthening networks
There are many initiatives and networks focusing on innovation, but their activities need to be better coordinated. Greater clarity is required on the roles and remits of different networks, as well as more collaboration between them.

Improving accountability
While motivations and incentives for engaging with innovation in the NHS have been strengthened in recent years, there has been less progress with ensuring accountability. This issue could be tackled by embedding innovation into regulatory regimes (though not mandating it) and by providing greater clarity and specificity on innovation-related job roles.

Tackling NHS staffing and funding issues is necessary but not sufficient. Empowering staff to embrace innovation as both a mindset and practice will help the NHS move towards a more sustainable model of healthcare delivery.

Sonja Marjanovic, Senior Research Leader and the lead of this research study
Coordinating goals and information

To ensure that a healthy mix of initiatives and networks are supported, policy-level efforts should seek to better reconcile goals for healthcare improvement and those for economically competitive life-science sectors. Related to this, there is a case for establishing a national framework and infrastructure to oversee and coordinate information and evidence flows related to innovation in the healthcare system, as decision makers across the health system have differing information and evidence needs.

Engaging patients and the public

Patients and the public have a key role to play in the innovation process. While the current landscape for patient and public involvement and engagement (PPIE) has evolved, there is a need for a national PPIE in innovation strategy and implementation plan, based on a set of principles detailed in our report.

In sum, policymaking has a crucial role to play in achieving an innovative healthcare system that improves care quality and efficiency, and leads to better patient outcomes. However, policymakers can neither make innovations nor spread them, and compliance with mandates is not guaranteed. Our research shows that a balanced ‘hybrid’ model of governance and leadership – which supports both top-down and bottom-up innovation initiatives – is starting to emerge. The possibility of a truly innovative health and care system is achievable.

“Policymakers need to pay more attention to implementation and success criteria during policy design phases, to ensure stakeholders engage with and accept new innovation initiatives. There is also a need for more sophisticated evaluation evidence.”

Tom Ling, Senior Research Leader
Our Council of Advisors provides us with essential independent guidance, informed by diverse experience and professional distinction. We are saddened by the passing in October 2019 of Emeritus member, Sir John Boyd KCMG. His thoughtful advice and insights over many years have been greatly valued.

We welcome the appointment of two new members in 2019. Ana Palacio, an international lawyer, is a former Minister of Foreign Affairs of Spain and Member of the European Parliament. She participates on many advisory and executive boards, and her experience includes global organisations such as the UN and the World Bank, where she was senior vice president and general counsel. Alexander Italianer spent more than 30 years at the European Commission, eventually serving as Secretary-General under President Juncker. Upon his retirement, he was received as an Officer in the Order of Orange-Nassau in the Netherlands.

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Food Standards Agency
German Federal Foreign Office
Guy’s and St Thomas’ NHS Foundation Trust
Healthy London Partnership
Irish National Transport Authority
Medical Research Council
Netherlands House of Representatives
Netherlands Ministry of Foreign Affairs
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Netherlands National Coordinator for Security and Counterterrorism (NCTV)
Netherlands Research and Documentation Centre (WODC)
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UK Department for Business, Energy and Industrial Strategy
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UK Home Office
UK Met Office
UK Ministry of Defence
UK Ministry of Housing, Communities and Local Government
UK National Audit Office
UK National Institute for Health Research
UK Research and Innovation
UK Space Agency
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