

**...THE ICT PROVIDER OF CHOICE...**  
"Doing IT differently"

## HBL ICT Shared Services Annual Report - 2019



# Welcome..... from Phil Turnock



Welcome to this, our 4<sup>th</sup> annual report as an ICT Shared Services Partnership. Building on our successes from the past three years of delivering a highly secure and available private cloud, we have now focused our attentions to delivering a more value for money service, introducing more innovative and creative solution to improve our service.

Within our Operations function, we are delivering a comprehensive Service Improvement Plan to enable us to better manage the increased demand in user service requests which has increased by greater than 50% in the past 12 months. This SIP includes increasing our communications channels, redesigning our customer portal and introducing robotic process automation, which has delivered ROI saving circa 1,000 hours of manual processing time.

A significant aspect of our Shared Service Portfolio is the effective management of GPIT across the two counties.

We have increased our service offer to GP practices to include; Information Governance Support, DPO as a Service and more recently dedicated Data Facilitators. All of these are sought after services which will assist Primary Care to manage, control and report on their information more effectively, leading to better healthcare decision making.

As a Digital Leader in the NHS, I am very proud of our achievements which are now starting to be more readily recognised, not only within the Partnership, but also the wider Integrated Care Systems which we are an inclusive part of.

The real satisfying aspect of this is, that we are now frequently receiving customer feedback stating that we are really making a difference, and I strongly believe that the strategies that we have set out are now paying dividends to the Partnership, which are now starting to be realised.

I am very proud of our achievements as an ICT Shared Service and to the commitment and resolve our that our staff have demonstrated as we have worked together as a cohesive entity, delivering against our values. The forthcoming year will see us get more involved with the emerging Integrated Care Systems (ICS) and Integrated Care Providers (ICP). as we take our part in delivering our digital strategies.

Finally, I would like to personally thank our staff, partners and stakeholders who have contributed to making this yet another very successful year. We will focus on delivering our strategic objectives to the Partnership, looking to increase the membership and contribution to the HBL ICT Shared Services Partnership.

*Phil Turnock*

**Chief Digital Officer**



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# Our Vision....

*To become the ICT provider of choice, by delivering without boundaries; cost effective, cohesive and innovative solutions that improves patient outcomes.*



## Our Strategic Principles: “IT Just Works”

-  Patient outcomes at the centre of strategic decisions.
-  Promote a consumer like experience.
-  Promote equality throughout the partnership.
-  Create an environment that encourages innovation.
-  Be socially aware and mindful of the impact of technology can have on our environment.
-  Provide an environment that ensures information is easily accessible to meet the demands of healthcare provision.



# Finances at a Glance... 2018/19

During 2018/19, HBL ICT achieved a financial breakeven point thereby hitting the control total in revenue budget as defined by the Partnership Board, this included the 2% national efficiency target.

Capital investments during previous years presented the challenge of increasing the depreciation charge by 24%. However, due to the benefits realised from these investments, HBL ICT managed to absorb this financial pressure without any recourse to requesting additional funding from the partners. This resulted in the overall efficiency delivered by HBL ICT equating to 9% over the set target.

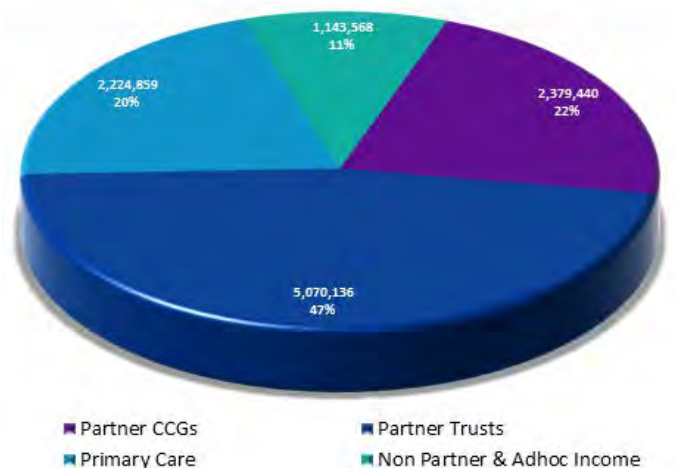
It is also worth mentioning that a significant investment was made during this year on major projects such as LAN WAN refresh, enhanced Cyber Security, preparation for Windows 10 deployment and multiple service improvement programmes.

An increase in project work demand led to revenue budgets experiencing a rise in resource led consultancy charges. However, due to the efficient revenue management controls and quality of finished products, HBL ICT managed to achieve a balance in its projects budget - resulting in nil debtors and bad debt at year end.

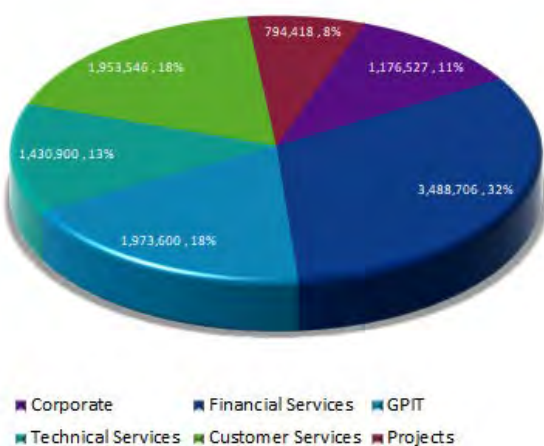
Software licencing expenditure continued its escalating momentum in 2018/19, but with a fully established Software Asset Management function HBL ICT experienced a higher level of confidence in managing this expenditure. This was achieved through better forecasting and establishing a transparent insight into overall software licencing cost breakdown across the partnership.

Over all, a successful year for HBL ICT delivering partner expectations and maintaining a steady confidence as far as financial management is concerned.

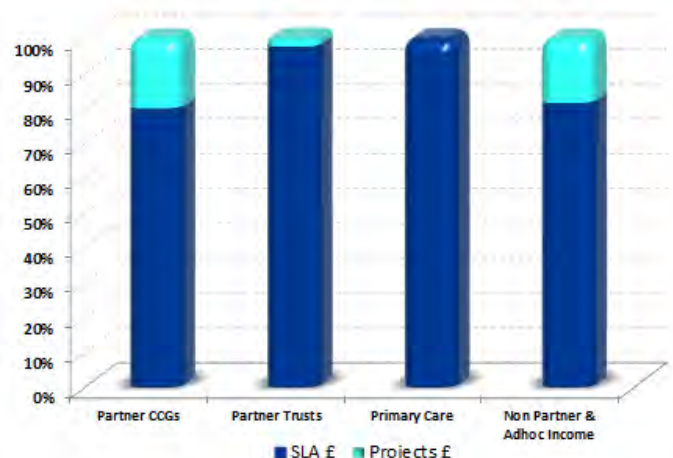
HBL ICT Revenue 2018/19 by Customer



HBL ICT Expenditure 2018/19 by Service Area



% Share of Overall Revenue Stream by Customer Type





# ICT Operations

ICT Operations have had a year of challenge and transformation during which the service provided to our customers has benefitted from the work being undertaken through the Partner agreed Service Improvement Plan (SIP). All partners migrated to NHS Mail in May 2018, resulting in a 150% increase in contacts to the service desk as our customers familiarised themselves with the new email platform. Whilst the number of contacts diminished, they still exceeded the capacity of the service desk, highlighting an obvious need to redefine the ICT Operations support model. The SIP was approved in November 2018, based on five core principles:-

- Robotic Process Automation (RPA)
- Communication Skills Training
- Service Desk Communication Channels
- Training & Engagement
- Improving Customer Experience

## RPA

Following a review of possible process improvement opportunities it was agreed that the Access Management forms would be automated from March 2019 to give an enhanced customer experience and release time from the team. The roadmap for RPA includes the automation of bulk requests and will be extended to other functional areas within HBL ICT. It is anticipated that the time released will be used to add value within other areas as we continue our journey on the improvement of the customer experience.

## Communication Skills Training

HBL ICT undertook a training programme for all customer facing team members to ensure that all communication methods were more customer focused – these included more customer friendly advice in simpler language with clear screen shots, more informative messaging to drive self-service, and supportive guides enriched with animations and videos. The IVR phone system was also

reviewed and amended to promote self-service options using behavioural / psychological best practice.

## Service Desk Communication Channels

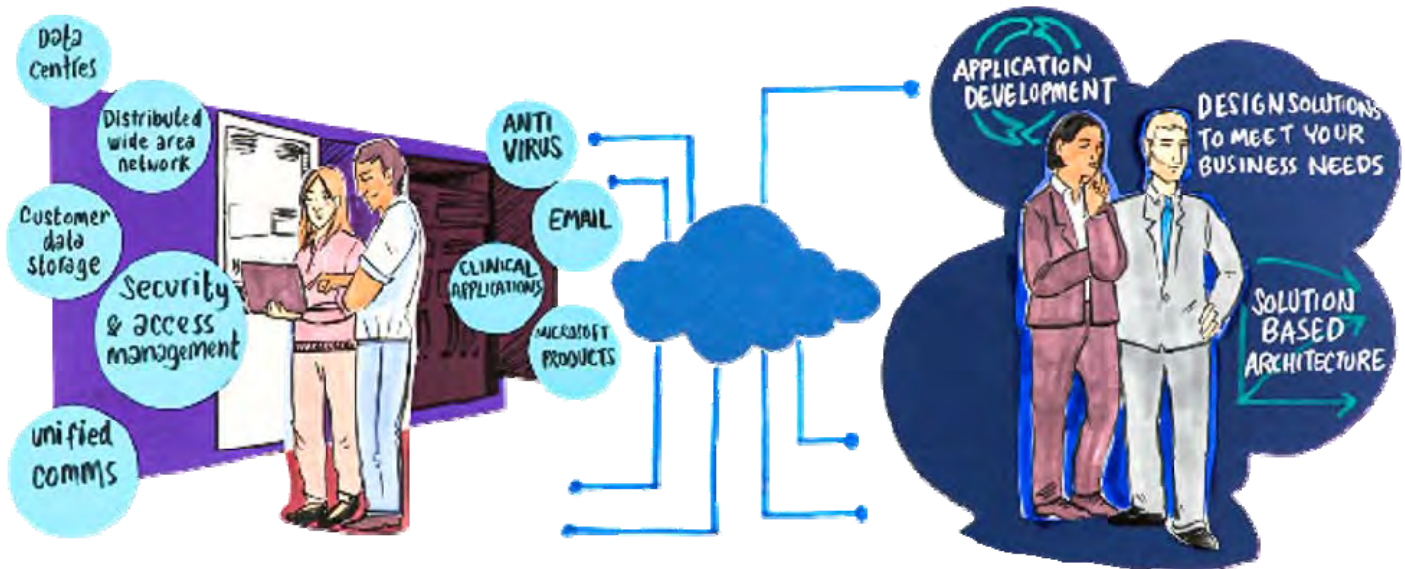
ICT Operations redesigned the customer facing service portal to provide a more clean and intuitive experience, with access to supporting documentation, allowing customers to review progress on support calls, and more importantly the introduction of 'Live Chat' as the preferred communication channel for all support issues.

## Training and Engagement

HBL ICT proposes the adoption of the "Engagement for Enlightenment" across the partnership which will provide the following; pop-up clinics / classroom workshops / online training and ICT mandatory training.

## Improving Customer Experience

We are continually looking at a number of initiatives to improve the ICT experience for all of the partners. **Proactive problem management** is a key driver to reducing service interruptions by identifying potential issues and taking corrective action to minimise the impact for end users. More comprehensive **Incident Triage** will reduce the diagnosis time when an incident is raised and will focus the analyst time to resolve the issue with targeted support including automated scripting. Full **integration** with ServiceNow will enable immediate access to up to date end user device information and detailing specific application data for business critical applications. Improved communication to end users is possible via **instant flash messages** which allow for instant communication and feedback. **Service Dashboards**, shared across the organisation, allow an instant view of the status of critical applications which are operationally important to the partners (such as the strategically important **Windows 10** project).



# Technical Services

The Technical Services function is responsible for ensuring that the HBL Private Cloud continues to be highly available and scalable across the partnership 24 hours a day, 7 days a week, 365 days a year.

The team is proud to continue to achieve this and have had another successful year, not only in terms of our existing technology stack, but also with the introduction of some new key technologies to support Health and Social Care.

With the investments made within the core architecture and the need to provide more solutions focused upon business need; the Technical Services team introduced a 'Technical Design Authority' and 'Solutions Architecture Team'; charged with ensuring that the delivery of all solutions;

- meet business and clinical needs both now and in the future
- are safe in how they store and process information
- ensuring compliance with GDPR legislations,
- meet the strategic principles adopted across the partnership
- demonstrate value for money and return on investment



Cyber security continues to be a key deliverable for HBL and its partners. Our aim; to become Cyber Essentials Plus certified by 2021. As such, plans are continuing at pace to ensure that;

- Our systems remain secure, supported, and updated
- Our defences robust
- Our partners are provided with the necessary awareness and training to spot common cyber threats as our first line of defence

Integral to the delivery of our services are our Core Services, Build & Release and DevOps teams, whose portfolio includes;

- Data Centre Services
- Virtualisation / OS
- Storage & Backup Services
- Networking & Unified Communications
- Core Security Services inc. Firewall/IPS/Web
- VPN & Domain Services (AD)
- BAU and Project Delivery
- Database Management
- Robotic Process Automation
- Web Services
- Automated End User Device Delivery
- Automation/Orchestration

As we step into 2019/20; our strategic focus will be to continue to leverage the benefits and scale of the HBL Private Cloud to support the Digital ambitions of the emergent Integrated Care Systems and Integrated Care Providers.





# Governance, Risk & Compliance

The Governance, Risk and Compliance team continues to manage a range of back office functions within HBL ICT. Providing supporting information and evidence to our partners on how we deliver services that meet the NHS governance and Cyber Awareness DSP Toolkit.

The team of skilled project and programme management resources continue to deliver the agreed Programme of Works. This includes readiness and rollout of:

- Windows 10
- rationalization of SQL within the partnership
- replacement of outdated handsets

HBL ICT continue to actively monitor compliance of the wide range of software used within the Partnership, and have updated our toolset to provide greater insights with this.

In year due to the increased usage of cloud technology we have also updated our toolset to assist with this.

Microsoft Windows 10 licence allocation from NHS Digital was successfully secured for the Partnership and for the GPs and is in the process of being rolled out.

Microsoft Office 2010 is due to go out of support in 2020, and the team are currently analysing options to help support decision making within the Partnership.

Our 'Data Protection Officer as a Service' team continue to work closely with the GP practices within the ENHCCG area providing guidance and support. This includes advising on updates to Privacy Policy statements to take account of the new legislation and new services as the GP practices adopt them. The team also advises on how practices can meet compliance with the mandatory National Data Opt Out by March 2020.

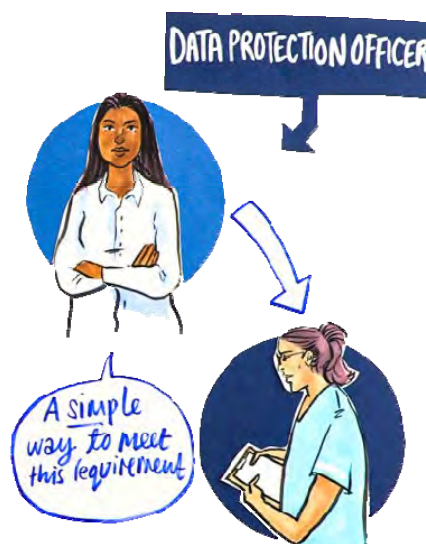
Since April, the team have also taken on the Information Governance service to GP practices commissioned by East & North Hertfordshire CCG providing the opportunity to deliver a more joined up approach.

We are committed to protecting the devices and services we and our partners use at work and therefore continue to maintain our links and communications with national organisations

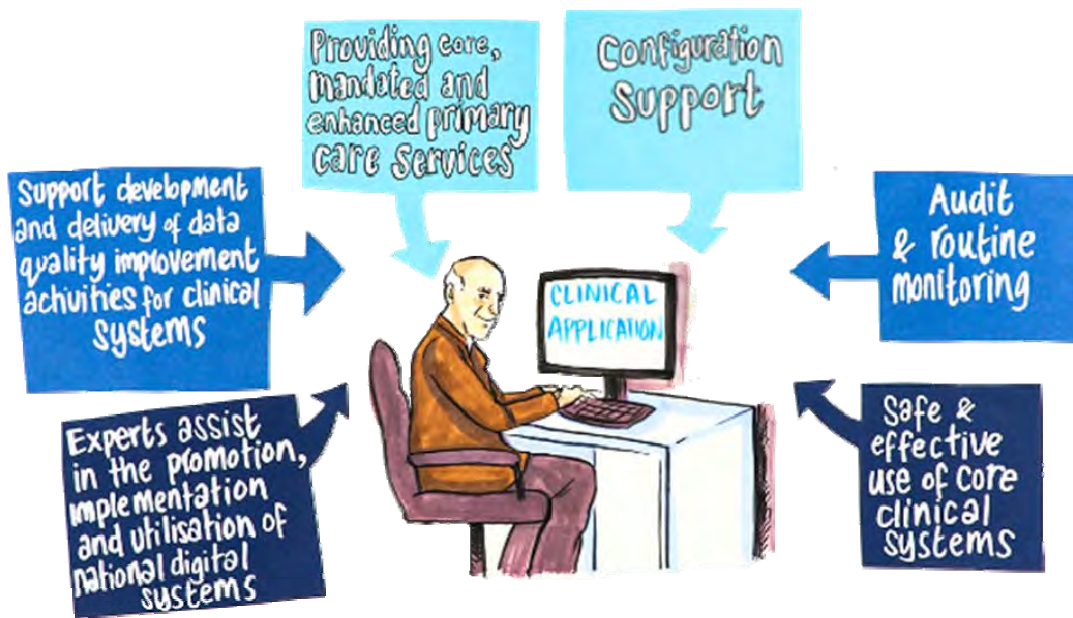
including the Cyber Security Information Sharing Partnership (CiSP) and the NHS Digital CareCert Information Sharing Portal, to monitor ongoing threat levels.

Our Cyber Security Awareness Campaign is reviewed and presented to partners on an annual basis.

We continue to promote awareness by regularly sending informative and educational emails to staff along with news of the latest security alerts and trends.







# Informatics

The Informatics Department is responsible for the delivery of GPIT services, as specified in the GPIT Operating Model. The Operating Model published by NHS England sets out a framework for achieving world class digital primary care systems. The aim is to provide flexible, responsive and integrated services for patients, giving them greater control over their health and care.

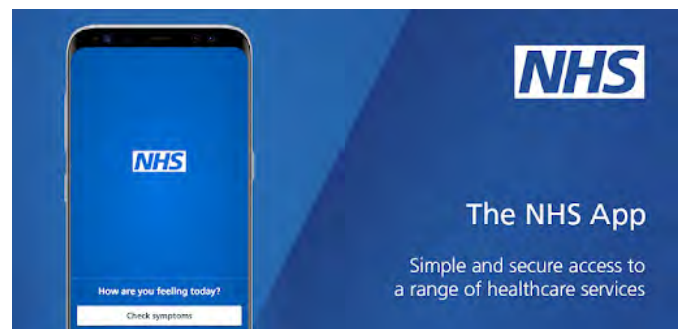
A range of business functions and specialist teams work collaboratively with our partner CCGs to provide core & mandated as well as enhanced primary care IT Services, comprising of:

### **GPIT Support Service Management**

The management of GPIT Support service providers against agreed SLAs across our partner CCGs. The team also oversees IT security management, including configuration support, audit, investigation and routine monitoring.

### **Primary Care Implementation & Utilisation**

A team of primary care systems experts supporting the promotion, implementation and utilisation of national digital systems, including SCR, EPS2, e-RS, Patient Online.



### **Clinical Application Training**

A team of specialist trainers supporting the safe and effective use of core clinical systems and their optimisation.

### **Business Change**

A team of business change/change management experts supporting general practice and commissioners with the development and delivery of data quality improvement activities, including general reporting, template development, practice mergers, clinical system deployments.

### **Project Management**

Skilled project and programme management resources to deliver the planned programme of work, both nationally and locally driven.

This includes rollout of staff and patient WiFi, procurement and rollout of online consultation systems, rollout of Patient Information Screen systems.





## Financial Services

Financial services are responsible for maintaining the financial assurance for its partners. This assurance was provided through careful planning and monitoring of activities against plans, delivering a balanced budget aligned with partnership agreement.

2018/19 presented numerous challenges requiring rearrangement of HBL ICT's priorities, plans and assumptions in order to meet unavoidable and unpredictable expenditures to keep its technical estate afloat.

Financial services also launched a successful modification in its procurement operation by launching procurement as a revenue generating unit.

This resulted in successfully carrying out negotiation and delivering a multi countywide with a two sustainability and transformation partnership (STP) footprint framework for Health and Social Care Network replacing conventional BT N3 Lines.

Over and above planned scheme of works, ICT Financial Services facilitated the following initiatives during the financial year 2018/19:

- Data Centre Services upgrade
- Storage & Backup Services increment
- Additional Switches and routers to deliver enhanced LAN service for digital telephony
- Core Security Services inc. Firewall/IPS/Web
- VPN Services

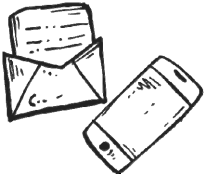
- Robotic Process Automation
- SPIKE II Business Intelligence Environment
- Go-live of NHSMail2 across 9,500 end users
- Delivery of 'free' NHS Wi-Fi across 120 locations
- Automated processes for the build & deployment of end user devices on Windows 10 (SCCM)

At the same time financial services played a pivotal role in supporting the development of business and identifying resources for future developmental plans.

Investments were identified whilst making sure no business need was compromised and renegotiated contracts in order to make further resources available for redeployment to generate potential for return on investments.

# A Year in Numbers

During the year we have been busy managing services for our partners, the following gives an overview of the detail of the services provided over the course of the year:



Our Customer Services team handled over **42,427** telephone contacts and **29,407** emails.

Since the debut of 'Live Chat' in February 2019, we have held over **20,000** customer service 'chats'.



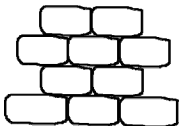
We managed in excess of **49,000** NHS Smartcard Accounts.

Our Procurement team procured over **50,000** items leading to **1446** order lines placed.



We store over **140 Terabytes** of data for our Partners

We support over **14,000** network connected devices



We successfully blocked over **1601** viruses / malware infections from attacking our network.

We successfully managed **39** projects



We managed **33** responses to our partners to support them in responding to Freedom of Information requests .

We had **267** changes raised for action via the Change Advisory Board.



We completed **2197** Business Change requests for customers



We delivered **478** clinical training sessions to our customers and **34** Microsoft Office training sessions.



# Our Unique Selling Point

We in HBL ICT Shared Services are working hard to define an ICT Service Portfolio that meets the demands of our Partners across Hertfordshire, Bedfordshire and Luton, working with strategic suppliers within the industry, which collectively makes our unique recipe for ICT Services.

We have the understanding and knowledge of IT systems in context of the Health & Social Care industry, operating within an NHS organisation. We believe that we understand your business and will bring information to the hands of those that need it at the point at which they need it. This reflects the change that all of our health customers are facing, the change in technology from fixed devices to mobile, the ability to take in large amounts of data, make sense of it and utilise it to good effect on safe excellent healthcare for patients. Additionally, the ability to use that data to pro-actively manage the services provided is the key to the future. We anticipate that it will only be successful by standing alongside our customers facing these challenges; together will we be successful in our chosen market.

We understand cost pressures and have demonstrated our own ability to deal with them and the drive to improve productivity whilst maintaining and indeed, improving service offers to our partners. We believe that puts us in the position of having the ability to support our clients effectively.

