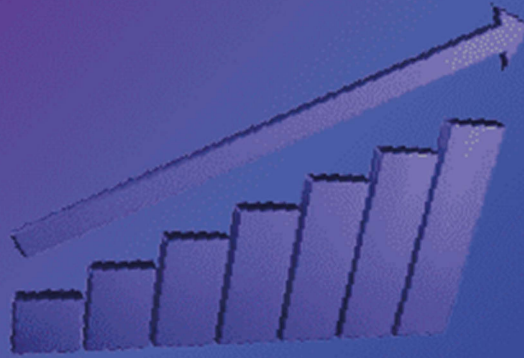




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PARTNERSHIP in IT

HBL ICT Shared Services Annual Report - 2021



Hertfordshire, Bedfordshire and Luton
ICT Shared Services

Welcome... from Phil Turnock



Welcome to our 6th annual report as an ICT Shared Services Partnership. As with the previous year, 2021 has been dominated by Covid-19 and we have continued to support our member organisations in their incredible responses to the pandemic, which in recent weeks has again increased due to the Omicron variant.

In HBL ICT, we are very proud of our achievements in 2021, introducing new services and technologies at scale and pace and adapting our support model to meet the changing demands of our member organisations. This year we have published our new Business and Digital Strategy which sets out our vision and operational plan for the next five years, embracing collaborative technologies, automation through robotics and enhancing our communication channels to make us more responsive and accessible. A recent example of this has been the inclusion of a 'Chatbot' with automated workflow to the Service Desk, which is proving very beneficial to our service users.

As with previous years, it has been truly heartening to receive praise and recognition for all the functional areas within HBL, which demonstrates the value that is placed upon us as a Shared Service, as we are viewed as being a quality-driven integrated ICT service provider. This has been achieved due to the excellent contribution, commitment and resolve that all our staff have demonstrated as we have worked together as a cohesive entity to deliver.

In addition, this year, we have undergone a very successful organisational change programme across the Shared Service, to ensure that we are current and relevant to meet the digital organisational requirements of our member organisations.

Looking ahead, we know that 2022 will be equally as busy and challenging, not least in supporting our member organisations in their continued responses to Covid, but in enabling the Clinical Commissioning Groups to digitally transition to the emerging Hertfordshire and West Essex (HWE) & Bedfordshire, Luton, and Milton Keynes (BLMK) Integrated Care Boards.

Also, in 2022, we will be introducing West Essex CCG (WECCG) into the HBL Partnership, so that the emerging Hertfordshire and West Essex Integrated Care Board (HWE ICB) has a unified ICT service provider for its Corporate functions.

Digital transformation agenda is now very much the primary focus for all NHS organisations, with our digital investments and reputation for delivery, we in HBL ICT are in a good position to realise our true potential as a valued IT Shared Service provider and play our part in the new NHS landscape.

Finally, I would like to personally thank our staff, partners and stakeholders who have contributed to making this yet another very successful year. Our commitment is to focus on delivering our strategic objectives to the member organisations, ensure that we deliver digital solutions and services to the Partnership, and maintain financial equity.

Yours sincerely

Phil Turnock

WE FOCUS
ON
HEALTH
OUTCOMES

WE
BELIEVE
IN OUR PERSONAL
AND COLLECTIVE
ABILITIES

WE
LISTEN
TO OUR
CUSTOMERS
AND
EACH OTHER

INNOVATION
AT THE FOREFRONT
OF OUR SERVICES

WE DELIVER
CONSISTANT
RESULTS

ALWAYS
WORKING
TOGETHER
AS A
TEAM

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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”

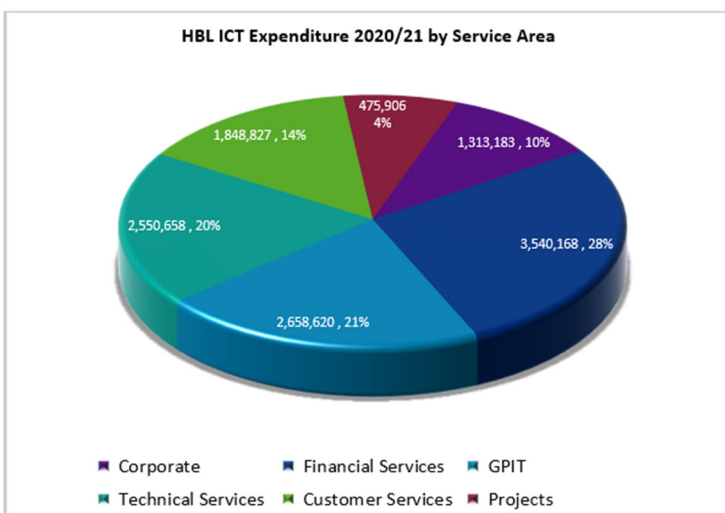
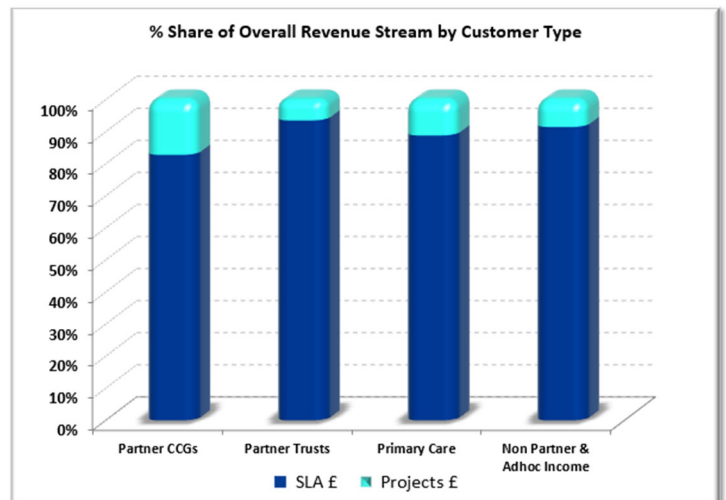
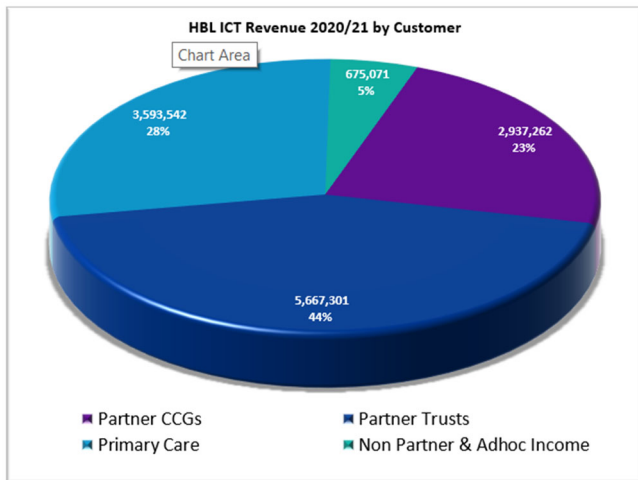
-  Patient outcomes at the centre of strategic decisions.
-  Promote a consumer like experience.
-  Promote equality throughout the partnership.
-  Create an environment that encourages innovation.
-  Be socially aware and mindful of the impact of technology can have on our environment.
-  Provide an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

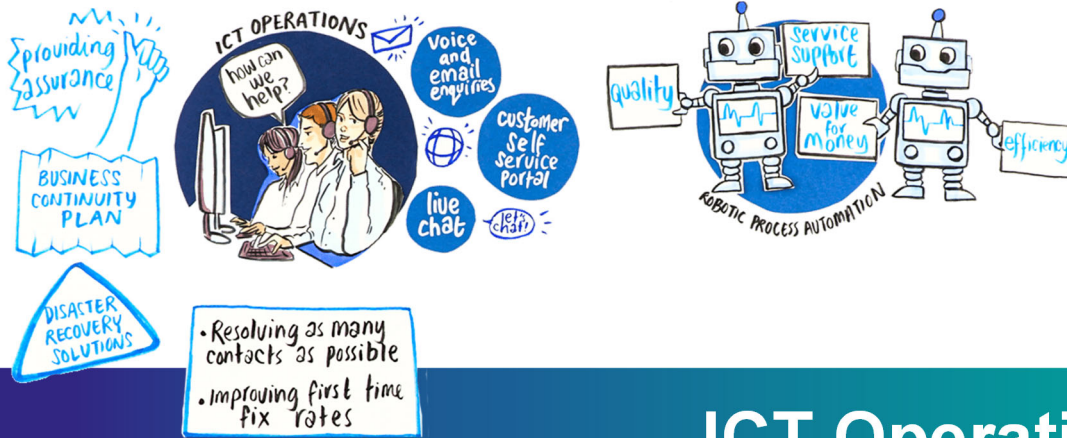
Finances at a glance... 2020/2021

HBL ICT received its allocation in 2020/21 based on a rollover budget methodology incorporating the inflation and cost improvement target which the organisation successfully delivered leaving a small surplus at the end of the financial year.

Due to internal changes within some partner organisations, capital deployment of significant values is required to be passed through HBL ICT's Ledger.

The balanced budget delivery in 2020/21 incorporates this additional capital sum managed on behalf of partner organisation/s.





- Resolving as many contacts as possible
- Improving first time fix rates

ICT Operations

2021 has once more been a challenging year for all our Partners, and ICT Operations have continued to develop their service delivery model in line with the need to provide an agile and responsive service to support operational delivery.

Remote Operations

The continuation of chat as the prime contact method benefitted all partners with improved and more timely resolutions to their incidents and service requests. In total, over 44,000 chats were initiated with the Service Desk during the calendar year, with an average wait time of 2 minutes. This was consistently maintained across the year providing a responsive service to our customers. As part of the continual service improvement for our partners, the 'Virtual Agent' went live in mid-December providing more support and guidance to our customers, and nearly 4,000 contacts were made via this new and exciting service.

Given the success and popularity of the appointment system offering remote support sessions, the capacity has increased to allow more customers to book a mutually convenient time to resolve their issue. We have increased the number of appointments by 20%; the appointment system has improved the average resolution time to 10 working hours.

The Registration Authority (RA) team have continued to provide excellent service despite the continued restriction caused by the pandemic, providing the same high-quality service levels as last year.

As well as resolving the incidents and service requests from our partners the team have also worked on the Bedfordshire, Luton and Milton Keynes (BLMK) Integrated Care System merger project, NHS Digital closure of legacy services, auditing access rights and recommending access right amendments, together with the service

provision to Pharmacies, Optometrists and Dentists.

As part of the continual development of the service, the RA team have been involved with the testing of the VDI virtual smartcards.

The RA service continues with the fully remote service ID checking and smartcard issuing service for all partners. This has also been implemented for primary care and will reduce the processing time for all customers.

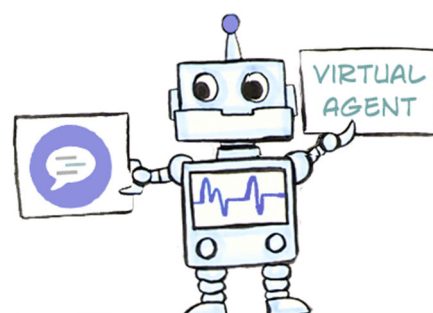
The continued changing operating model for all our partners has meant that the demands for amending accounts and the associated access rights have continued during the year. The System Operations Team have also carried out the audit of user accounts and permissions to ensure appropriate access is in place across all our users.

As part of the service improvement roadmap for ServiceNow, the Customer Portal is integral to the engagement with all our stakeholders.

During the year the portal has been developed to include information on key projects, including N365 and Windows 10 migrations. Increased numbers of service request forms have been developed with the correct routing to the appropriate teams which provide a more responsive and timely service.

We continued to work with our provider service desks to optimise their processes and procedures.

This has allowed HBL ICT to see more customers more quickly, reducing wait times.



ICT Operations (cont.)

Field Operations

2021 posed and provided many opportunities for further changes in Field Operations to serve our customers while also reintroducing some of the services that were understandably affected during the previous year.

Appointments to see a technician for support were very popular and has allowed a greater choice of time and date for our mobile frontline colleagues. New equipment deployments have also benefitted from this approach with more equipment being issued to new starters as well as replacement equipment to existing staff. The Windows10 rollout was completed, and our deployment and support teams were engaged in the Office365 roll out to all devices.

Working with our facilities colleagues site change based projects and onboarding of new services resumed with new sites and refurbishments being supported by our TDM team.

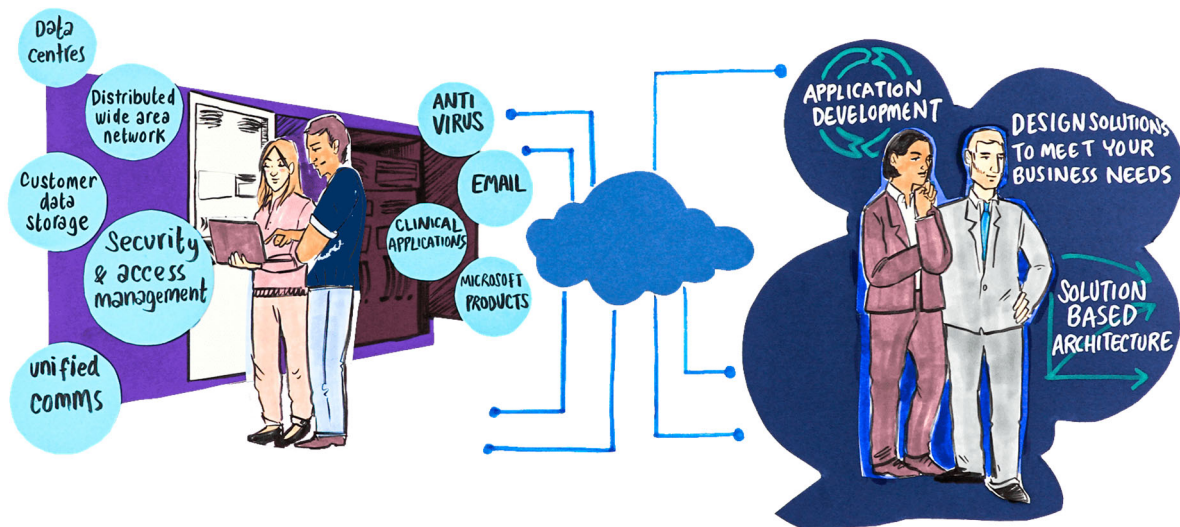
Business Relationship Management

Throughout 2021 the Relationship Experience team continued to provide expertise in stakeholder management, with excellent engagement and communication, so that HBL ICT is best placed to enable Partners & Customers to deliver their aspirations and goals, in providing better patient care and improved patient outcomes. Against the backdrop of a second year of the C-19 pandemic whilst providing virtual and physical support to the Mass Vaccination Programme too.

The team provided communications, including ICT Alerts and Knowledge Articles to effectively offer guidance and advice to our supported staff and their Partner or Customer organisations.

In 2021 we have implemented and been developing the HBL ICT internal communications area which is a one-stop-shop for new starters and existing team members alike.





Digital Solutions

2021 has continued in much the same vein as 2020, with the partnerships priority to support the global pandemic. In turn, it has been imperative that the Digital Solutions team have been available to support the requirements of the partnership in providing a robust, secure, and scalable infrastructure.

This, against the emerging Integrated Care Boards and HBL ICT's own organisational transformation has meant that 2021 has been an extremely busy but rewarding year.

Some of the key achievements within the team over the last 12 months include:

- Migration to a new Patient / Guest wi-fi solution across 120 sites
- Implementation of performance and analytics tools for our extensive network environment
- Successful completion of Proof of Concept / Pilot for SDWAN
- Refresh of legacy infrastructure environments across the partnership
- Implementation of user driven deployments for Windows and Office upgrades
- Completion of Antibiotics mobile app
- Migration of Nexthink platform into cloud and enhancing the service
- Domain upgrades

Cyber continues to be a very real and prominent threat globally and the team continue to work tirelessly to ensure that all the security controls and patching of multiple systems is undertaken to ensure that our partners information is kept secure.

HBL ICT went through an organisational change process in 2021 and this enabled Digital Solutions to enhance its services across the partnership with the introduction of solutions architects and solutions specialists as well as the establishment of a Network Operations Centre (NOC) and Security Operations centre (SOC) service to further support the shift from a reactive to proactive service. In addition, Digital Solutions will drive innovation across the partnership through robotic process automation as well as developing its own bespoke automation and orchestration processes.

2022 will see HBL and Partners realise the benefits of the organisational as well as delivery of some key projects including:

- SDWAN
- Continued developments within cyber security
- Always ON VPN
- VDI
- Onboarding of West Essex CCG into the Partnership
- Establishment of the Hertfordshire & West Essex Integrated Care Board



IT Assurance

2021 was once again dominated by Covid-19, with the team continuing to support the organisation and wider system in delivery through delivery of services and solutions into production, advising on data protection and ensuring management and monitoring of systems and services. Our new team name, IT Assurance, reflects and recognizes this broader role within the Shared Service going forward.

The Programme Management Office (PMO) continues to work with our partners to understand and support their digital delivery and care. This included the significant update of Wi-Fi infrastructure at over 40 locations for one of our partners bringing full wi-fi coverage for users on site.

We know how time-sensitive many of the projects are for the organisations, their staff, and patients. During the summer the PMO worked alongside a Partner in delivering site readiness for staff at three new locations, enabling the organisation to achieve the timely onboarding of a new area-wide service.

The HBL ICT Shared Service provides the organisations the ability to leverage solutions where this is most beneficial. In year, the PMO continued in the delivery of enterprise upgrades to the NHS 365 solution, working with Digital Solutions, member organisations, stakeholders, and staff, deploying to more than 8000 laptops and other end user devices across the estate.

We recognise that the organisations have specific solution requirements, and the PMO engage regularly with each group to understand and plan in delivery as part of the overarching programme of works.

One successful example of this, is the development and delivery of project to pilot single sign-on solution.

In 2021 IT Assurance also expanded provision of service providing Project Management resource to support our partners in delivery of specific project phases, including works for Business Intelligence continued solutions and Shared Care Record development.

We provide both Information Governance as a Service (IGaaS) and Data Protection as a Service (DPOaaS) to Primary Care practices within East and North Herts CCG. During 2021 we have engaged BJM IG Privacy to deliver the DPOaaS with introductory webinars held, and further sessions planned for 2022 to support the practices in understanding and meeting data protection requirements effectively.

The process for ITIL Change Management continues to be owned and delivered through IT Assurance. It has successfully enabled technical and support functions to focus on their activities, with 312 ITIL changes delivered in year, the majority relate to infrastructure and software.

There are significant system changes planned for 2022, with the emergence of Integrated Care Boards (ICBs), as well as continued drive for interoperability within highly assured environments. We are looking forward to continuing to play our part in delivering these changes.



Informatics

Following the disruptive impact of the pandemic in 2020, this last year has been one of more gradual change. As the nation has begun to recover, Primary Care has been opening up and returning to a new normal.

The main focus of activity has been around the various vaccination efforts and our role has been to support and help practices and PCNs to begin to deliver face to face patient care again. This has not meant a reduction in the efforts to provide remote care and the infrastructure to enable this. The deployment of laptops, VPN access, webcams etc. has continued during the year as practices and PCNs build upon the emergency foundations constructed during 2020.

The impact of the pandemic has brought into focus the need to evolve the digital front door and implement processes and technology to support this, as well as the shift towards the ARRS roles within practice as “the most appropriate care” i.e. patients not seeing a GP when a Nurse Practitioner or first contact Physio etc. can provide appropriate clinically effective care.

Training

Our provision of Clinical Systems training to practices, PCNs and other health and care stakeholders was very limited during 2020 as our teams were supporting other areas of the HBL business deal with the impact of the pandemic.

The provision has been brought almost entirely into the digital world during the past year, with all training sessions provided using MS-TEAMS and our BOMGAR remote support tool. This has helped practices continue to develop their staff whilst not having as much impact on their time and resources. We have been able to be more reactive to their needs as well as more productive due to the reduction, to almost zero, of travel time.

Implementation & Utilisation

The team have been working on several initiatives supporting the recovery from the pandemic. In both Hertfordshire & West Essex (HWE) and Bedfordshire, Luton and Milton Keynes (BLMK) Integrated Care Systems, we have implemented patient Proxy Access in Care Homes. In HWE this has been restricted to access for medications, enabling Care homes to order repeat medications electronically from the patient’s practice. In BLMK the access has been to the full patient record in order to promote sharing of data to better inform patient care.

The team has also promoted and enabled Electronic Prescription Service (EPS) Phase 4 across all practices that were using EPS R2. They have done the same for Electronic Repeat Dispensing (eRD) to meet the initial national target. The CCG Pharmacy and Medicine Optimisation teams have taken this forward with their own local targets and we continue to support this activity.

Online Consultations have been a pillar of the pandemic response in Primary Care, enabling patients to contact their practice for administrative requests and non-urgent clinical issues. We have provided support and guidance to practices in East & North Herts on the use of the CCGs choice of Online Consultation product, eConsult. A user group has been setup and webinars delivered on best practice and demand management to practices. We also supported the CCG to deal with requests from practices to disable the system at peak times and out of normal hours.

As part of the effort to reduce the backlog of activity in secondary care, the team has been supporting the CCGs in the use of the Electronic Referral Service (eRS) within practices, answering queries, dealing with and resolving issues. They have also assisted providers in enabling new services for eRS.

Integrated Care System (ICS) Projects

As well as national and local (CCG) projects and programmes, the Implementation & Utilisation team has been supporting various ICS wide initiatives over the last year. They have been configuring and implementing the connection of practices to the HWE Shared Care Record via the Cerner Health Integration Engine configuration in SystemOne.

The Business Change team has been supporting the Virtual Chronic Kidney Disease (vCKD) service. They have built a trigger tool report within SystemOne GP whereby practices can identify patients where they show a declining test result making them at risk of Chronic Kidney disease. The GP is then able to directly refer them into a vCKD SystemOne unit at East & North Herts Hospitals Trust where the patient record will be able to be remotely reviewed by a Consultant Nephrologist. In turn they will be able to recommend interventions such as medication changes, further review, or full Renal outpatient appointment at the Trust.

The Senior Management Team has been actively involved in the above projects and is also working with the ICS Digital First Primary Care programme to support work on their Digital Inclusion and Digital Front Door schemes.

Solutions and Innovation

On-Line and Video Consultations

We have supported the further rollout of Online Consultations to practices across the CCG by enhancing the tools that were available in April by adding additional functionality to the AccuRx suite. Sites can now send structured Questionnaires tailored to specific cohorts of patients; SMS functionality was also procured using the integrated toolbar to create a seamless environment.

We have started to procure OC/VC Tools using the DFOVC National framework, a dedicated project manager has been recruited and extensive stakeholder engagement has been carried out to produce a customised specification to go to tender with. It is expected a new contract will be awarded early in 2022, this will give sites the latest cutting-edge tools to consult with and improve patient care.

Virtual Care Anywhere (VDI)

The pandemic has accelerated the need for new and innovative ideas to meet our customer's access requirements. During the year we have enhanced our VDI solution and offered it to a wider range of our customers. As the year has progressed usage has increased, and many sites offer VDI as part of their onboarding process for new starters.

The solution has been developed as the year has progressed and now offers access to Emis Web, TPP, Docman, AccuRx and DXS. You can sign on via your NHS smartcard and from any platform. This means that we can now enable GPs to use Apple Mac's, iPads and Chromebooks to access their clinical systems. This has never previously been possible, and we have worked closely with our partners in VMware at enhancing the solution. It also now has access to N365, and the vaccination portals needed for the COVID rollout.

Virtual Smart Cards (VSC)

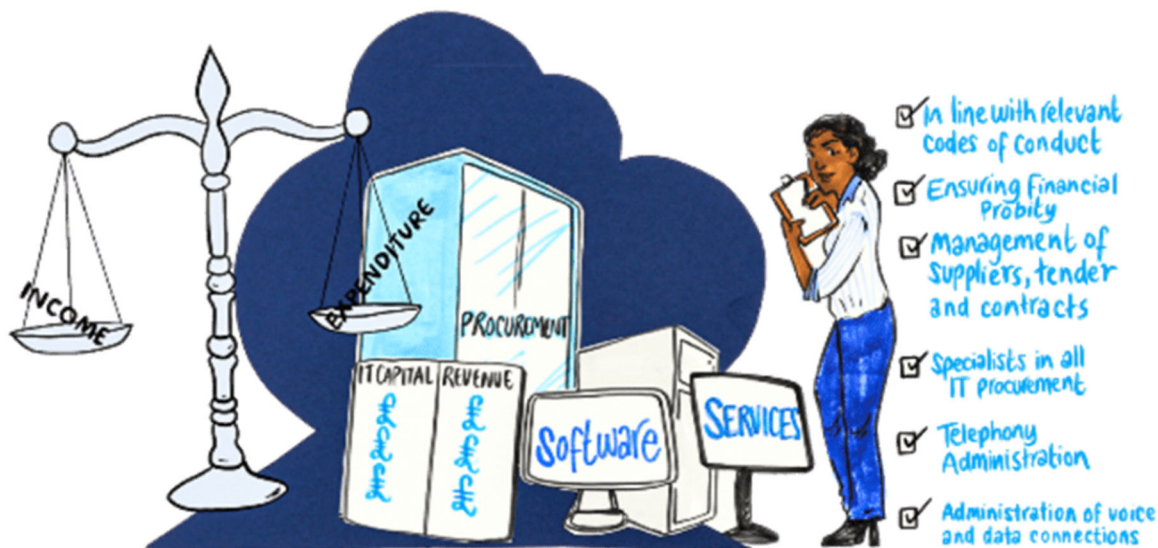
Toward the end of the year work has started on trialling the use of Virtual Smart Cards. VSC's in conjunction with VDI allow us to enable any device as a platform to access clinical systems at short notice without the user having a physical smartcard in their presence.

With increasing winter pressures this solution could, in the future, enable smarter and faster working across a wide spectrum of our customers.

GP IT Futures

We are working with the national procurement hub to re-procure General Practice Clinical systems from the new Buying Catalogue under the GP IT Futures programme.





Financial Services

Financial Services has the ongoing responsibility to safeguard HBL ICTs established financial status and to carry out all necessary procurements for the partnership in a way that ensures the best value for money. As with previous years; careful planning and monitoring of all activity in 2020/2021 enabled us to once again deliver a balanced budget aligned with partnership agreements.

The Financial Services team also worked to systematically overcome the continual challenges related to Covid-19 and operating within revised financial regimes. Expenditures had to be made with greater uncertainty to ensure the smooth running of the estate and its technologies but within the allocated resources. We continued to respond to business and user requirements from the provisioning aspect and successfully supported all Primary care and corporate requirements enabling users to work remotely.

Our Strategic Procurement function continued in 2020/21 with the management of strategic and operational procurements for all its partners meeting varied needs and requirements in the most efficient manner delivering Best Value for Money as an embedded principle.

The Procurement function despite all challenges, observed nil escalation on operational service levels as well as the Strategic Projects. Managing these procurements on behalf of the partnership helped to ensure the process could be conducted with the best available technical expertise, an objectively verifiable process and without fear of undue influence from suppliers.

Over and above the planned scheme of works, ICT Financial Services facilitated the following significant initiatives during the financial year 2020/2021:

- Hardware enablement for remote working (Primary Care and Corporate)
- Microsoft Office 365 Rollout
- Primary Care PCN Programme
- Digital Primary First Programme
- SDWAN

Financial Services played a pivotal role in identifying resourcing and procurement solutions that would assist the development of the business and the implementation of partnership work plans. All these activities were carried out whilst ensuring that no business-as-usual requirement was compromised.

The negotiation and renegotiation of contracts were carried out with a strong focus on supplier relationships allowing HBL ICT to obtain as large a market advantage as possible.

Agile ways of working continued 2020/21 requiring a greater dependency on Mobile Communication items despite the global shortage of Sim Modules. Existing supplier relationship allowed Financial Services Telecoms operation to secure preferential supplies through multiple sources resulting in nil escalations from its user base.

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 Remote Support team handled over **27,446** telephone contacts and **7,126** emails.

This year we have held over **44,006** Customer Service 'Live Chats'.



4,085 incidents were resolved by customers using our self-service tools and the new Virtual Agent, launched in December, handled **3,776** customer chats.

We managed in excess of **11,520** NHS Smartcard Accounts.



Our Procurement team procured over **12,649** line items and managed **542** mobile device moves and transfers.

Our NHS Wi-Fi service supported over **15,500** unique devices.



We stored over **250 Terabytes** of data for our Partners.

We supported over **11,500** network connected devices.



We successfully blocked over **1430** viruses / malware infections from attacking our network.



We delivered **19 projects** with another **21** projects still ongoing.

We managed **23** responses to our partners to support them in responding to Freedom of Information requests.



We had **312** changes raised for action via the Change Advisory Board.

98 Business Change work packages were opened for customers with **36** completed.



We delivered **599** remote training sessions and **189** remote support 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.

