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HBL
 PARTNERSHIP in IT

HBL ICT Shared Services

Annual Report - 2022

Managing Director's Welcome Message



Welcome to our 7th annual report as an ICT Shared Services Partnership.

In 2022, the challenges from the Covid pandemic have reduced considerably, but has been replaced with the significant increase in cyber security threats. Within the Shared Service we have had to significantly increase our cyber security defences to respond to this heightened demand threat, building on our proven pedigree in this area.

In HBL ICT, we are very proud of our technological advancements in 2022, 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 updated our new Business and Digital Strategy which sets out our vision and operational plan for the next five years and complements the digital strategies of our member organisations.

It is encouraging to reflect on our digital advancements that have been delivered in the past 12 months, including enhanced support channels to our Service Desk, Cisco Umbrella, VDI platform and advanced digital telephony within Primary Care, to name just a few.

As with previous years, it has been truly heartening to continue to receive praise and recognition for all the functional areas within HBL, which demonstrates the value that is placed upon us as a well led, 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 team to deliver digital services.

During the year we have continued to invest and develop the leadership within HBL ICT, including all managers engaging on a programme of 360° feedback and the introduction of an HBL Leadership Pledge to demonstrate our progressive leadership within the organisation, which is the foundation of our business model.

Looking ahead, we know that 2023 will be equally as busy in developing the shared service further to maintain its importance and relevance to the Partnership and enabling their planned digital strategies and digital transformation agendas. In 2023 we will be introducing GPIT services for West Essex into the Partnership, which will ensure consistency in GPIT service delivery across the Hertfordshire and West Essex Integrated Care System (HEW ICS).

Financially we know that 2023 will present significant challenges for the Partnership as we will see our operating costs increase due to higher levels of inflation, but we are confident that due to our proven prudent financial management we will successfully navigate through this challenge with minimal impact on the Partnership.

Finally, I would like to take this opportunity to personally thank our staff, partners and stakeholders who have contributed to making 2022 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

Managing Director of HBL ICT Shared Services

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

Table of Contents







Our Vision	3
Our Value Proposition.....	5
Finances at a Glance.....	6
ICT Operations	7
Digital Solutions	8
IT Assurance.....	9
Informatics	10
Financial Services.....	13
A Year in Numbers	14
Our Unique Selling Point	15

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.

Our Value Proposition

Within HBL ICT it is important that our ICT strategy, service and technology capability is driven by the value it provides to our member organisations.

The HBL value proposition reflects this.

Responsive digital experience, through multiple contact channels that are easily accessible

To ensure that all our service users are able to access the support they need, when they need it.

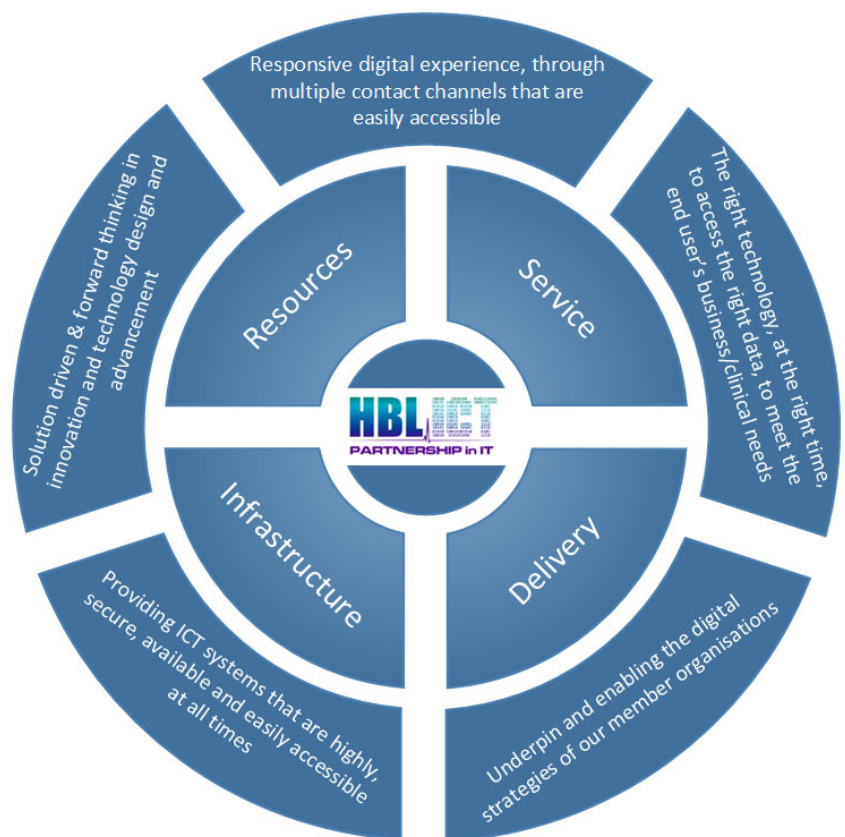
To ensure that we resolve any faults as quickly as possible, including first contact resolution where applicable.

The right technology, at the right time, to access the right data, to meet the end user's business/clinical needs

To provide our service users with the best possible technology so that they can perform effectively in their role in the organisation – 'IT Just Works'.

Underpin and enabling the digital strategies of our member organisations

To ensure that our business and digital strategy supports and complements the digital aspirations and strategies of our member organisations, ensuring equity across the partnership.



Providing ICT systems that are highly secure, available and easily accessible at all times

To provide and maintain an infrastructure that is fit for purpose, ensuring that all systems are accessible via the HBL Hybrid Cloud.

Solution driven & forward thinking in innovation and technology design and advancement

Horizon scanning to identify new technologies to keep the partnership evergreen and up to date with IT industry developments.

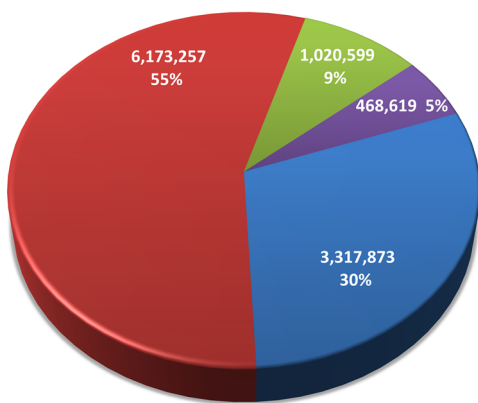
Commitment to developing and delivering innovative solutions and services, embracing value-add technologies and systems.

Finances at a glance... 2021/2022

HBL ICT received its allocation in 2021/22 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.

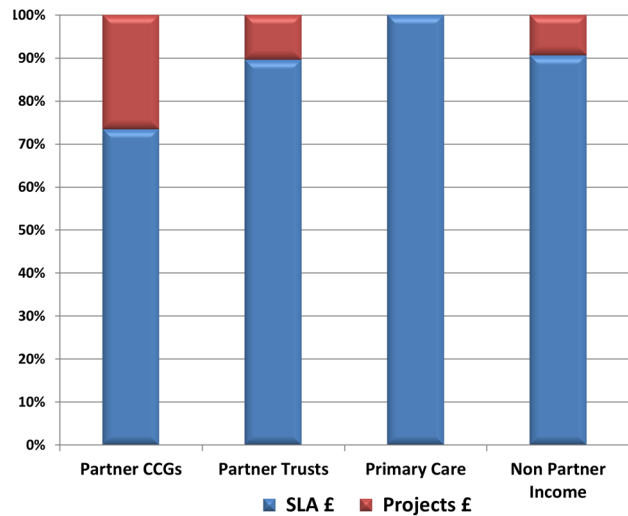
Capital allocation from partner organisations remained consistent compared with previous years and deployed as pass-through cost for the purpose of projects. All projects were delivered on time and within the allocated resources enabling our partners to achieve their strategic digital roadmap.

HBL ICT Revenue 2021/22 by Customer

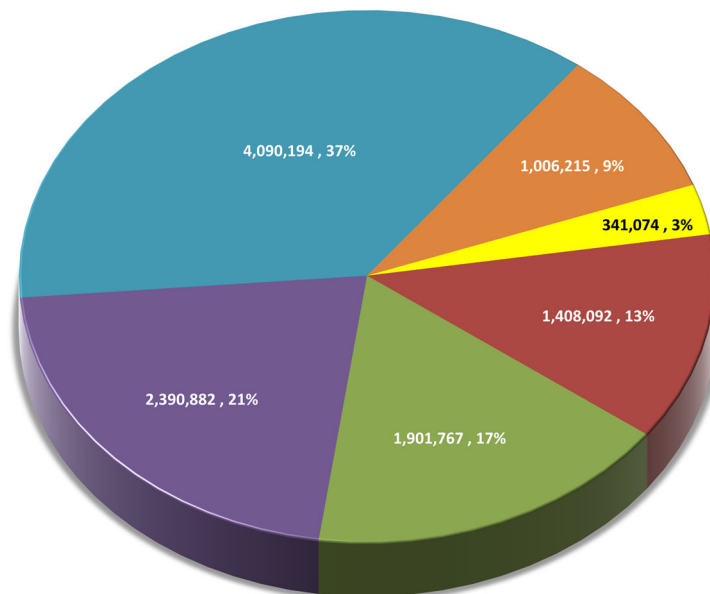


■ Partner CCGs ■ Partner Trusts ■ Primary Care ■ Non Partner Income

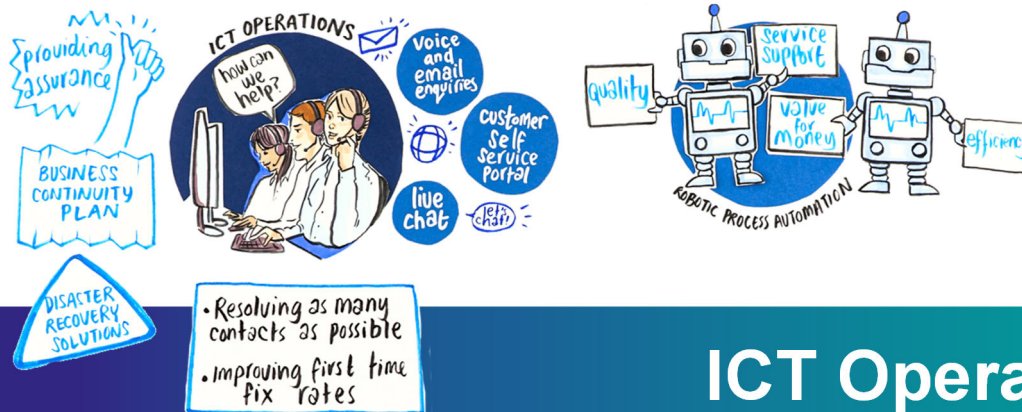
% Share of Overall Revenue Stream by Customer Type



HBL ICT Expenditure 2021/22 by Service Area



■ Informatics ■ IT Assurance ■ ICT Operations ■ Digital Solutions ■ Financial Svc ■ Projects



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

ICT Operations

Remote Experience Team

Throughout the year all the Service Delivery pages on our Customer Support portal have been re-worked to ensure customers are directed to the correct service for support. All support pages have been changed to reflect the service that customers require in a more clear and concise manner.

The virtual agent has been enhanced with a key focus on providing a better user experience, additionally new support flows have been added with automatic incident logging to the right service first time. The improvements to the virtual agent have been a key part of our continual service improvement for our partners and over 59,000 contacts were made to this service throughout the calendar year.

We have also increased the number of remote support appointments available for our customers and expanded the operating hours to allow more customers to book appointments at times convenient to them across the standard operational working hours.

Another key focus this year has been on improving the response times for our service users to access support. Since the reintroduction of live agent chat to the remote experience team we have seen significant improvements to the average wait times customers face, on average telephony calls are now answered in under 5 minutes and live chats are answered in under 90 seconds.

Relationship Management Team

The Relationship Experience Team worked with our Partner Organisations and 32 other Customers, including ICB's, Provider Trusts, Acute Trusts, Urgent Care Services, Private Healthcare organisations, POD's, and Hospices.

Sitting at the intersection between HBL ICT and those that we support, we continued to provide expertise in stakeholder management, ensuring great engagement while forming and building on our trusted relationships.

We worked on positioning HBL ICT as best as possible to enable Partners and customers to deliver their aspirations and goals, in providing better patient care and improved patient outcomes.

Our focus was on promoting IT guidance and self-help to our customers through various channels to effectively provide guidance and advice to our stakeholders along with development of our Internal communications hub.

Service Delivery

The Access Management RA service has spent the last year consolidating its working method onto a more customer convenient remote model using video calling/local RA ID Checkers for identity checking and the postal service for delivering Smartcards.

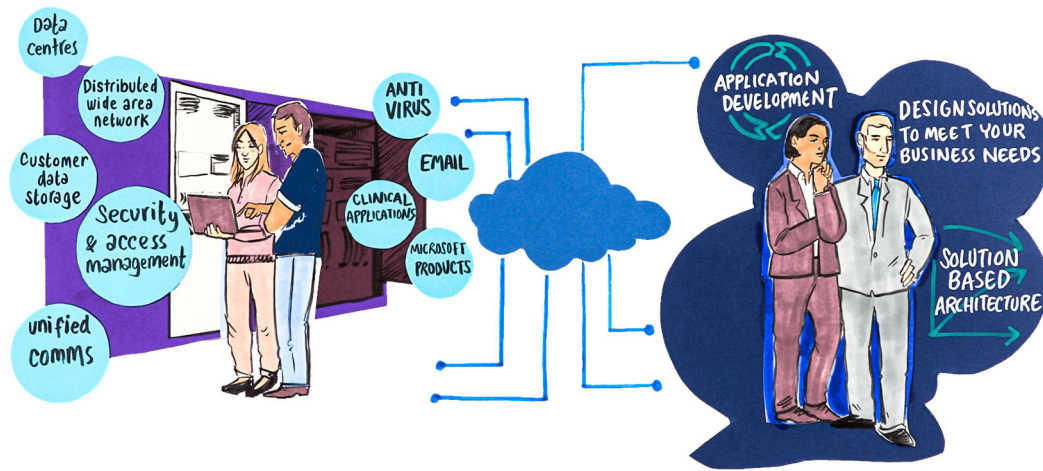
Registering local RA ID Checkers and Video calling and the postal service means that more staff across our geographically large area do not have to present in person for most services except where technical issues with the physical card are experienced.

For issues requiring physical handling of the Smartcard, we still offer a post and return or service at one of our 2 regularly scheduled drop-in centres.

The ability to drop-in has been well received by our customers.

As support contracts change via NHSE/D, onboarding of new customers and consolidating support has been a large part of recent activities for the Access Management RA team.

Alongside this we have made a concerted effort to increase audits at customer sites which has allowed us the opportunity to address any unlogged issues, proactively correct any potential issues, re-affirm the contact details for HBLICT while promoting the preferred and best contact methods and do any ad-hoc training to reduce future support needs.



Digital Solutions

2022 has been a successful year for the Digital Solutions team. As we have emerged from supporting COVID response and imbedded some of the enabling technologies that were implemented during this time, most noticeably the adoption of a more flexible working model and collaboration platforms such as MS Teams.

Supporting our partners digital strategies is core to what we do, and we are proud to have supported the development and implementation of SSO, EPMA, Zivver, clinical integration and data repositories, Questlink and tQuest. We have also supported the onboarding of West Essex CCG into the partnership and subsequent emergence of the Hertfordshire & West Essex Integrated Care Board (HWE ICB).

Aside from our partners digital ambitions, the team are also continually developing and improving our core infrastructure and have successfully completed significant upgrades and improvements across our domain, certificate authority and DNS architecture.

Automation and integration are a key strategic deliverable for the Digital Solutions team, and we have successfully implemented automated pathways for end user monitoring via Nexthink as well as automated alerting through various platforms using our RPA solution.

Cyber security plays a significant role within the Digital Solutions team, this has become even more prevalent due to the conflict in Ukraine and has meant that we have needed to, at pace enhance our security services.

Key deliverables include the full rollout of Cisco Umbrella across the partnership, introduction of Cloud Access Gateway to ensure that all supported end user assets are receiving their

updates regardless of whether they are connected to the corporate network and/or VPN, roll out of enablement packages to ensure that end user assets can receive the latest windows version updates seamlessly as well as the deployment of 802.1x port-based security across all our supported sites. In addition, the team works tirelessly in ensuring that we not only have the tools in place to detect and remediate potential cyber threats but that we are also continually ensuring that our entire estate is being proactively patched and maintained to mitigate against an ever-growing threat landscape.

During 2022 HBL and the partnership undertook several cyber audits which helps us to assess our maturity level with regards cyber and further strengthen our systems and processes.

2023 will see us continue to grow our capability across the digital infrastructure space and we will start to deliver some significant benefits across the partnership with the introduction of key technologies including.

- SDWAN
- AlwaysON VPN
- Privileged Access Management
- Multi Factor Authentication for NHSmail
- Windows 11 deployment
- Migration from AirWatch to Intune
- Digital Telephony strategy across the ICB
- Technology refresh across the HBL Hybrid Cloud
- Cloud Readiness Assessment
- Continued support of the Partnership's Digital Strategies

IT Assurance



2022 has seen a return to pre-Covid 19 work levels but with the aspect of increased agile working. The IT Assurance team has continued to support the organisation and wider system through the delivery of solutions into production, advising on data protection and ensuring ITIL management of systems and services.

The HBL ICT Shared Service provides organisations the ability to leverage solutions where this is most beneficial and the Programme Management office (PMO) has continued to work with our partners to support their digital delivery priorities, to enhance the cyber security measures and provide new network technology. HBL have delivered a number of key digital projects which included the deployment of a Single-Sign-On solution to approximately 4,500 staff. This solution has reduced the time required for authentication with multiple tools and systems, bringing improved speed of access to the clinicians across the Trust. The PMO have also managed the deployment of the 802.1x feature set to enhance the existing cyber security controls of the network and begun the cut-over of partner sites to the new SD WAN infrastructure.

The wider healthcare system has seen significant change in 2022 with the close-down of CCGs and the formation of ICBs. This strategic initiative produced two significant projects for HBL. The first involved the onboarding of West Essex CCG into the Partnership to ensure that all staff within HWE ICB could work from a single IT platform. The second required the merger of three CCGs into a single organisation using the same IT processes, toolsets and shared data repositories. Both projects were managed by PMO and successfully delivered in-year.

The PMO regularly engage with each organisation to understand and plan delivery as part of the overarching programme of works. One example was the support provided to BLMK ICB to update and consolidate their office locations.

The PMO supported these efforts with the decommissioning of a large site and set-up of two new locations. This has supported increased agile working and improve collaboration across the organisation.

IT Assurance continue to provide both Information Governance as a Service (IGaaS) and Data Protection as a Service (DPOaaS) to Primary Care practices within East and North Hertfordshire.

During 2022, the team worked with specialist vendors to deliver these services to Practices while working with the ICB to define the centralised processes that will be used in 2023.

The process for ITIL Change Management continues to be owned and delivered through IT Assurance and has successfully enabled the technical and support functions of HBL to focus on their critical activities. Problem Management has been transitioned into the team with new reporting and dashboarding functions being developed to improve the visibility and tracking of key issues.

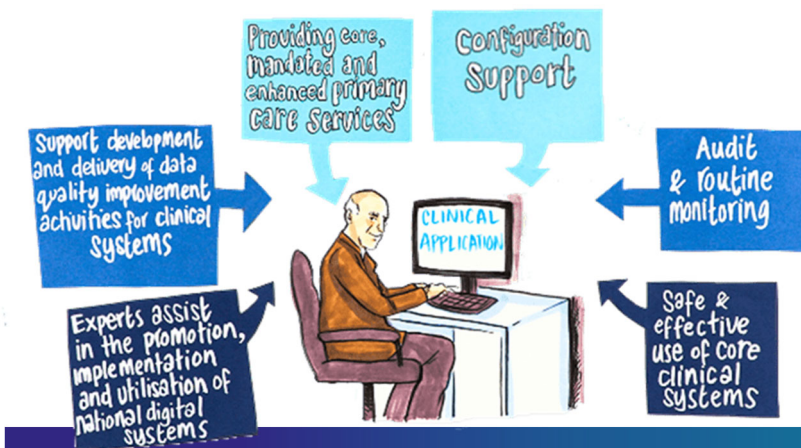


DSPT is a key requirement of each partner organisation with annual submission to NHS Digital. IT Assurance provides all partners support with their submissions - the volume of this work has increased with Cyber Security having enhanced significance for each organisation.

We continue to provide detailed guidance on HBL processes, evidence gathering and face-to-face auditing support for each submission.

Further large scale changes are planned for 2023 and include the continued deployment of SD WAN to all partner sites, the deployment of Multi-factor Authentication for the NHS mail/N365 platform, desktop telephony enhancements and migration to new Mobile Device Management technologies.

We look forward to playing our part in delivering these changes.



Informatics

In the last year the evolution of Primary Care has gathered pace. Primary Care Networks (PCNs) are maturing and with that comes considerable demand to provide, support and maintain additional IT systems and solutions. With space constrained across the Primary Care estate we have supported an increasing number of additional premises as PCNs look to expand.

In parallel, additional ARRS (Additional Roles Reimbursement Scheme) roles have further increased user numbers and led to further demand to support remote and agile working.

The past year has also seen the CCGs merge to form Integrated Care Boards (ICBs), which has been challenging in terms of direction as roles and responsibilities change and evolve within the new organisation.

One of our biggest projects in the last year was not part of our core function or remit. On behalf of NHS England, to inform and develop a national telephony specification, we delivered fully featured telephony solutions to replace legacy telephone systems in pilot practices in Primary Care. The scheme has been a huge success.

This year has also seen a change of IT support provider to the practices in the south and west of Hertfordshire, aligning this support model with that used in both east and north Hertfordshire and in BLMK ICB.

This saw the practice IT infrastructure overhauled for 53 practices, across 78 sites, which has resulted in a more secure and robust infrastructure which can be readily adjusted to meet mandated national requirements.

At our core we continue to deliver exceptional Key Performance Indicators against agreed Service Level Agreements as demonstrated by the monthly reports presented to our stakeholders.

Implementation & Utilisation

The team have continued to support the ongoing 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 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 to promote sharing of data to better inform patient care. The team has continued to support PMMOT colleagues and practices as necessary, as well as the emerging PCN hub environments with the Electronic Prescription Service and Electronic Repeat Dispensing (eRD) initiatives.

While the ICB wide procurement of the new Online Consultation, Video Consultation and Batch Messaging contracts has been ongoing, we have continued to provide support and guidance to practices in the East & North Herts Place on the use of eConsults and 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 ICBs 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.



The team continue to support the NHS APP and Patient Online Services. This has been extended with the Patient Access to Records programme and the emerging work around patient apps moving to Push Notifications which will help to reduce the SMS cost burden.

Informatics (cont.)

The team have begun a piece of work around GP2GP utilisations and are using the new GP2GP dashboard to work with practices with poor rates of integration of records to improve these and avoid the production and transmission of paper records. The team has also been supporting the research work with Business Change colleagues, commissioners, and GPs around EPaCCS.

GP IT Futures

We have worked with the National Procurement Hub, regional colleagues, and suppliers and have completed all the framework processes and agreements to re-procure all the General Practice Clinical systems, across both ICB footprints, from the new Buying Catalogue under the GP IT Futures programme. We continue to manage ongoing GP IT Futures procurements, for example when practices migrate etc.

Business Change

Operationally, the team have delivered Business Change requests and Ardens Change Requests to General Practice and the ICBs during the year. Increasingly we have been providing more Clinical System and reporting consultancy, advice, and guidance to Integrated Care Systems (ICSs) as part of our service. There has been significant work undertaken on the developing PCN and Extended Access arena where we have supported PCNs in the configuration and delivery of SystemOne Hub units to support their activities.

The team has been working with East & North Herts Trust on the processing of FIT Test results into patient GP records. Work on the EPaCCS unit in the East and North Herts place is ongoing and configuration of a Children's EPaCCS unit is now underway.

In both ICSs we continue to support the work in relation to the Medical Examiner System requirements with a pilot in East and North Herts place and with BLMK rolling out a SystemOne Community unit early next year.

We continue to manage the significant workload around change requests for the Ardens product suite and have expanded the team to bolster this and support the work we are doing with Acute Trusts 2ww referral forms.

The team has also managed two successful practice and SystemOne unit mergers in BLMK.

They have provided support, advice and guidance around concerns raised by practices in relation to the Patient Access to Records programme. We continue to support the vCKD ICS project and are beginning to build the trigger tools in EMIS-WEB in advance of the work to deploy into an EMIS environment.

The team continues to support Hospices and other smaller Health and Social Care customers in the ICS areas.

Integrated Care System (ICS) Projects

As well as national and local (CCG) projects and programmes, the Informatics teams have been supporting various ICS wide initiatives over the last year. The Implementation & Utilisation team have been configuring and implementing the connection of practices to the HWE Shared Care Record via the Cerner Health Integration Engine configuration in SystemOne enabling practices to have visibility of the record that included Secondary Care data. This is expected to grow significantly over time with additional Health and Social Care data sets.

The Business Change team has continued to support the very successful Virtual Chronic Kidney Disease (vCKD) service.

Having 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 a medication changes, further review, or full Renal outpatient appointment at the Trust.

This has been successfully deployed in East and North Herts and West Essex SystemOne practices and is delivering benefits to patients. Work is underway to develop this mechanism for the EMIS estate in South and West Herts and West Essex so there is a full service across the ICS.



The Senior Management Team has continued to be actively involved in the above projects and is also working with the ICS Digital First Primary Care programmes across both ICSs to support work on their Digital Inclusion and Digital Front Door schemes. Work has also been ongoing in the delivery of a VDI pilot in Primary Care.

VDI

VDI has continued to develop in 2022 with lots of development and working on the future scope of the project. Although the project remains technically in pilot, we are hoping to bring into a more BAU function from April 23.

Main points of 2022 are listed below.

- The Platform has successfully migrated from the Dell platform to the Microsoft Azure platform, this will enable us to upscale the project quickly should the need arise.
- We have moved the 2FA to the Microsoft authenticator platform, this makes for a quicker login time for users.
- We have started to trail the project in BLMK with over a 100 Users across several PCNs.
- We have worked on the documentation and onboarding process for new users meaning less site visits and more automation for new users.
- We have continued to work with clinical suppliers in developing their products for VDI.
- Work continues moving the HSCN line from NHS Leicestershire to HBLICT.

Work has now started on a business case for 23-24. It is still expected that this will be a project which encompasses the East Accord with three partner ICB's all contributing to the running and support costs. We will continue to work with our Orange Partners to provide the platform for 23-24.

Online Consultation

We are continuing to work with our colleagues in DFPC across the H/WE estate in helping with the overall digital front door piece.

Highlights of this project include:

- We procured two systems which sites have had a choice to choose from.
- We have managed all surrounding contracts with current suppliers.
- We have worked with the DFPC teams with helping sites choose the best solution for them, offering advice and running workshops.
- We negotiated the contracts with AccuRx and E-consult securing the best possible value for the ICB.
- All sites should have been onboarded on their new solution by the end of November. At present only three sites have not moved over, we are working with them to get them onto their new solution.
- We are running regular meetings with the new suppliers and managing the contracts for the ICB.



Financial Services



For the 2021/22 year the Financial Services team has upheld its duty to the organisation, and its partners, to safeguard HBL ICTs financial status. Despite the additional challenges presented during the year Financial Services managed to safeguard HBL ICTs stable financial status and ensure that we completed the year with a balanced budget that aligns with the partnership agreements.

There were numerous additional financial challenges that arose mainly due to the inflationary costs arising from nationally awarded pay rises and Global Supply Chain concerns. However, the diligent planning, tracking, and monitoring of all income and spend by the team ensured that these external elements did not impact the business of either HBL ICT or its work with the Partnership.

The Strategic Procurement function within Financial Services worked tirelessly throughout the year to ensure that both BAU and project based large scale procurements continued to be carried out compliantly and expeditiously. Additionally, significant time and resource was devoted to ensuring the risk posed by global supply shortages within the ICT arena were minimised and mitigated as far as possible. This ensured that delays to any core works based on supply issues could be minimised. The positive relationships this function has built with the entire supplier base have meant that where significant delays were forecast in certain areas these could be mitigated, as far as possible, and on some occasions ensuring that estimated delivery dates were not just met but bettered. All whilst ensuring that Best Value for Money remained an embedded principle within the business. 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.

- ✓ In line with relevant codes of conduct
- ✓ Ensuring Financial Probity
- ✓ Management of Suppliers, tender and contracts
- ✓ Specialists in all IT procurement
- ✓ Telephony Administration
- ✓ Administration of voice and data connections

The Transactional Procurement function had no operational escalations during the period despite all challenges and maintained a high level of service across the board. Procurement processes continued to be developed and implemented to help ensure that procurements carried out on behalf of the partnership were compliantly

conducted using the best available expertise at all levels and without fear of undue influence by suppliers, thus satisfying requirements of the Standing Financial Instructions.

Over and above the planned scheme of works, we facilitated the following significant initiatives during the financial year 2021/2022:

- Procurement of new Data Lines to support SDWAN rollout
- Continuing consolidation of all Cisco support and licencing
- Consolidation of the GPIT Service across Hertfordshire and the BLMK regions
- Facilitated the completion of the Digital First Primary Care programme.

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

Towards the end of the Financial Year HBL ICT carried out a major restructure of the organisation. As a result of this the Telecoms function no longer sits within the Financial Services remit.

This restructure has also allowed significant progress to be made towards the establishment of a clear and consistent Quantifiable Measures methodology to be rolled out over the next financial year.

It is planned that this will allow greater accuracy and transparency of the partners utilisation of services, and thus allow HBL ICT to move forward to a clear Activity Based Costing model and away from a Roll-over budget methodology in future years.

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 **28,587** telephone contacts and **16,315** booked appointments.

This year we have held over **11,330** Customer Service 'Live Chats'.



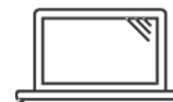
10,973 incidents were resolved by customers using our self-service tools and the Virtual Agent, handled **59,312** customer chats.

We managed in excess of **11,000** NHS Smartcard Accounts and onboarded **259** new sites to our service.



Our Procurement team procured over **13,753** line items.

We supported over **15,000** network connected devices.



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

We successfully blocked over **3802** viruses / malware infections from attacking our network.



We delivered **15 projects** with another **13** projects still ongoing.

We managed **26** responses to our partners to support them in responding to Freedom of Information requests.



We had **346** changes raised for action via the Change Advisory Board.

65 Business Change work packages were opened for customers with **30** completed. **412** Ardens change requests were also made to the team.



We received **665** training requests of which **563** were actioned.

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.

