

## NSS IM&T Strategy 2012-2017

### 1. **Author(s) of Paper**

Mr Stewart MacDonald, Head of Programme, NISG  
Tel: 0131 275 6336

### 2. **Purpose of Paper**

NSS IM&T Strategy 2012-2017 laying out the strategic direction for IM&T services within NSS for the next 5 years.

This strategy is being presented to the NSS Board for approval.

### 3. **Service Implications**

The strategy lays out a framework for IM&T service reconfiguration and potential organisational change in order to optimally align IM&T services to NSS Service Delivery challenges.

The strategy seeks to enable NSS IM&T to:

- support NSS Local Delivery Plan commitments
- support NSS Outcomes
- maximise Value for Money
- maximise Health Impact

### 4. **Other Key Considerations**

The key strategic drivers are:

- Demand for change
- Finance
- Agility

### 5. **Resource Implications**

There are no direct resource requirements to deliver the strategy. It is foreseen that existing resources will be reconfigured over the life of the strategy.

**6. Contracts**

N/A

**7. Risk Implications**

Primary Risk Category

- Business Risk –\_NSS IM&T Organisational alignment concluded NSS IM&T services need to be reconfigured to better support service delivery.

Secondary Risk Category

- Reputational Risk - if the\_direction proposed within the strategy is not taken, there is an increasing risk that NSS may fail to deliver on its LDP and other commitments.

**8. Equality & Diversity Implications**

E&D Impact assessment planned early 2012.

**9. Partnership Working**

The strategy has been developed in Partnership and there is Partnership representation at the NSS Health Informatics Technology (HIT) Group.

# Information Management & Technology Strategy 2012 - 2017



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Author(s):	Stewart Macdonald, Caroline McDermott
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# 1. Introduction

NSS exists to provide a wide range of clinical and business support services to NHSScotland.

As set out in the 2011/12 Local Delivery Plan, these services generate outcomes which;

- Support the protection and improvement of public health
- Improve safety / reduce healthcare associated infection / support decontamination
- Support the delivery of clinical services
- Generate savings for NHS Scotland
- Support the delivery of the NHS in Scotland Quality Strategy
- Support estate improvement and minimise NHS in Scotland emissions impact
- Improve Boards' resilience

Many of these services and outcomes are IM&T dependent, whilst for most others, IM&T is already a key delivery enabler.

The NHSScotland eHealth Strategy 2011-2017<sup>1</sup> places an increased emphasis on improving quality and reducing costs through five strategic aims. This strategy fully endorses this approach and seeks to ensure that NSS' IM&T service provision is best placed within that environment moving forward.

This strategy also recognises the Review of ICT Infrastructure in the Public Sector in Scotland by John McClelland<sup>2</sup> and the subsequent key messages within the response by Scottish Government in terms of on going cost reduction, ensuring value for money in current and planned IT expenditure, best practice in IT management and support for on line service provision.

## 2. IM&T Profile – 2011/12

NSS IM&T's purpose is to support NSS Divisions' service delivery and Corporate Services with a range of effective and efficient IM&T services.

Operating collaboratively across NSS, these services are currently delivered by:

- Divisional IM&T staff – 116 staff within five Divisional management structures, and,
- Corporate IM&T staff – 90 WTE staff under a single management structure as part of NSS Corporate Services.

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<sup>1</sup> <http://www.scotland.gov.uk/Publications/2011/09/09103110/0>

<sup>2</sup> <http://www.scotland.gov.uk/Publications/2011/06/15104329/0>

We currently support approximately 400 software applications on a similar number of file servers operating out of over 20 locations.

Service delivery is coordinated and overseen by the Health Informatics Technology (HIT) Group. HIT comprises Divisional IM&T Business Partners, Corporate IM&T and staff-side. It is supported by the Director of NISG. It is integrated with NSS governance structures as shown in Figure 1 below.

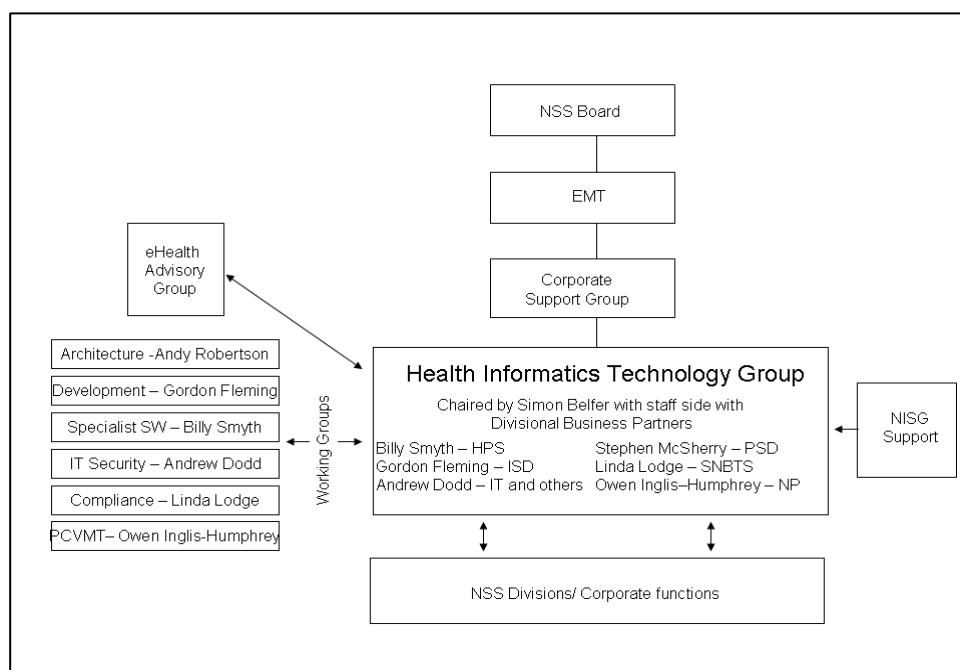


Figure 1 NSS IM&T Governance arrangements

NSS' IM&T budget<sup>3</sup> for 2011/12 is £26m and was £29m in 2010/11.

		HQ	ISD	HPS	SNBTS	NP	PSD	Total
Pay	Agency						435	435
	Salary Costs	4,182	923	794	972	996	1,866	9,733
Non Pay	Professional Fees	59			3		10	72
	Travel & Subsistence	61	1	8	13	18	24	125
	Printing & Stationery	12		18			24	54
	Transport	16				19	11	46
	Publicity & Advertising	6		15	1			22
	Training	7	11	2	3			23
	IM&T Costs	499	855	68	462	539	10,739	13,162
	Property Running Costs	25	3			49		77
	Other Operating Costs	335	(44)	15			377	683
	Capital Charges	1,080	404		502		1,018	3,004
Revenue to Capital		(881)				(500)	(1,381)	
<b>Total</b>		<b>6,282</b>	<b>1,272</b>	<b>920</b>	<b>1,956</b>	<b>1,621</b>	<b>14,004</b>	<b>26,055</b>

<sup>3</sup> Excluding NISG activity

### 3. Our Vision

Our vision is **to progressively prioritise and focus IM&T service delivery, against a backdrop of reducing spend, on those activities which yield the greatest healthcare quality and financial benefit.**


We aim to achieve this by:

- *Maximising our Health Impact* - focussing activity upon cost effective IM&T solutions to agreed business needs and defined benefits that conform to prevailing clinical, regulatory and mandatory standards
- *Maximising our Financial Impact* - progressively reducing our “Business As Usual” cost base
- supporting productivity improvements by automation of repetitive, form-based workflows
- taking an inclusive support to service delivery
- ensuring we have the right skills and capabilities within our IM&T workforce.

Our vision seeks to support NSS in underpinning the 3 quality ambitions in the Healthcare Quality Strategy for NHS Scotland (May 2010).

We will work towards our vision by aligning our strategy with the NSS Strategic Objectives and Outcomes.

The relationship between the NHS Scotland's Quality Ambitions, NSS Strategic Objectives and Outcomes, The NHSScotland eHealth Strategy 2011-2017, IM&T's Outcomes, Objectives and key performance indicators is shown pictorially in the IM&T development of the NSS Strategy Map in Figure 2 overleaf

<b>Quality Ambitions</b>	Mutually beneficial partnerships between patients, their families and those delivering healthcare services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision-making.		There will be no avoidable injury or harm to people from healthcare they receive, and an appropriate, clean and safe environment will be provided for the delivery of healthcare services at all times.		The most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit, and wasteful or harmful variation will be eradicated.		
<b>NSS Strategic Objectives</b>	<b>A (40%) Improve service delivery</b>		<b>B (20%) Enhance customer and partner engagement</b>		<b>C (20%) Build organisational capability</b>		<b>D (20%) Develop and support staff</b>
<b>NSS Outcomes</b>	Financial Impact Health impact		Customer satisfaction Deep partnerships Public Understanding		Productivity / efficiency Workforce modernisation Resilience		Well informed Appropriately trained Involved in decisions Treated fairly and consistently Improved and safe working environment
<b>SGHD eHealth Strategic Aims</b>	Contributing to care integration and supporting people with long term conditions Improving the safety of people taking medicines and their effective use		Supporting people to communicate with NHSS and manage their own health and wellbeing Enhancing the availability of appropriate information for healthcare workers		Maximising efficient working practices		
<b>IM &amp; T Outcomes</b>	IT enabled Service delivery		Clear IT Demand/ Supply framework		Optimised IT service		Workforce aligned to business needs
<b>IM &amp; T Objectives</b>	Alignment of project portfolio to support business need		Ensure IT Services are understood, efficient and effective Sourcing Strategy		Scalable/ adaptable Infrastructure		Internal capacity/ capability to support the business
<b>KPIs</b>	Project delivery Changes made to BAU		Approvals process Divisional Business Partners effectiveness		IT Service plan delivery SLA Metrics CRE savings WTE perm / fixed term Agency staff Vacancies BC Major Incidents		Staff Gov Action Plan achievement Learning and Development investment % staff with a PDP % Sickness Absence RIDDOR incidents New starts inducted % Turnover
<b>NSS – Supporting Scotland’s Health</b>							

## **4. Drivers for Change**

### **Demand for change**

From research undertaken internally, we know that our core infrastructure and business as usual services are robust, resilient and generally well received. We also know that we need to get better at supporting changes to Divisional service delivery.

We recognise that we must improve our ability to;

- work effectively with our customers;
- exploit the IM&T Divisional Business Partner role; and
- clarify and simplify the links between Corporate and Divisional IM&T teams

to better understand business need and translate this into effective solutions.

We also need to more naturally take a partnering approach to supporting, communicating and successfully delivering change in terms of ownership, decision making and timescales.

### **Finance**

Pressures on funding will mean that there will be increasingly less money available for IM&T services for NHS, NSS and individual Divisional consumption.

This will move the emphasis from getting more out of what we have, to getting “more for less”, ensuring our cost base is optimised and that our purchasing decisions are supported by clear architectural and sourcing guidelines. Above all, the financial pressures will increase the number and impact of service choices which NSS will need to make.

### **Agility**

As NSS’ operational dependency upon IM&T grows, we need to be better placed to proactively support developing business needs, as competition for resource and the need for more effective and efficient service delivery will grow hand in hand.

IM&T must become better placed to add value by promoting innovation in business problem solving, encouraging natural synergies and exploiting our existing IM&T investments.

We also need to recognise our own internal capabilities and look to ensure that our customers’ needs are paramount when we look at how services are delivered.

## 5. Scope

This strategy covers all IM&T activity with the following exceptions;

- Activity by NSS on IT systems that it does not directly consume - these have their own governance / accountability arrangements and NSS contributes to these as appropriate (e.g. membership of eHealth Strategy Board, Programme Board and Portfolio Management Groups ).
- National Information Systems Group (NISG) – NISG Service Delivery activity is out of scope; however it remains a customer of NSS IM&T services.

## 6. Stocktake

In developing this strategy, it became clear that NSS IM&T displayed a number of key strengths that should be built upon, namely;

- The reliability and responsiveness of the Business As Usual (BAU) services,
- A modern, well invested estate, and,
- A skilled and motivated workforce

We will take also the opportunity to:

- Better understand, share and control our costs,
- Work to improve customer satisfaction,
- Foster a “one NSS IM&T” approach,
- Improve and standardise our processes, and,
- Ensure we optimise our assets in terms of usage, consolidation and resilience,

Additionally we will improve:

- our understanding of our customers’ needs by defining an engagement model,
- consistency of service provision and drive out duplication,
- the experience our customers receive by putting them at the centre of a service oriented culture, and,
- our health and financial impact by addressing business rather than internal problems.

These actions will serve to underpin our NSS IM&T Outcomes

- IT enables Service Delivery
- Clear Demand/ supply framework
- Optimised IT service
- Workforce aligned to business needs.

## 7. Where we want to be

During the lifetime of this strategy, we aim to deliver our Vision. This delivery has been outlined below against NSS' Strategic Objectives as our "Future State" - where we want to be, and our "Journey" - how we will get there.

### **Improve Service Delivery**

#### Future State

IT enabled service delivery for all appropriate areas of the business.

The IT project portfolio is totally aligned with the business, and structured to deploy resources where the greatest healthcare quality outcomes can be realised.

#### Journey

This will be underpinned by structuring our activity and actions around our services, generating improvements in our service delivery model.

In order to achieve this, our services will be configured into seven Service Areas as follows:

- Architecture and Consulting,
- Procurement, Contract and Vendor Management,
- Project Management,
- Solution and Application services,
- Testing,
- Service Management, and,
- Infrastructure.

We will...

- Improve our capability to effectively support business change
- Develop and exploit our data resources and management information capability
- Fully exploit web and emerging technologies to support service delivery
- Provide a toolkit for NSS to better understand and manage its customers, donors and carers
- Implement a single tool to automate and streamline administrative support processes

## **Enhance Customer and Partner engagement**

### Future State

NSS' business needs are consistently translated into effective IM&T services.

Engagement between the business and IM&T is clear, effective and measured.

Effective, understood arrangements are in place with our customers to quantify demand and identify supply options.

All IT investment decisions are underpinned by our Sourcing Strategy.

### Journey

This will be achieved by improving our customer and partner engagement and better managing our supply base.

We will...

- Implement an Engagement Model which clearly outlines how our customers interact with IM&T, how we will support their needs and how they can feedback on our effectiveness
- Improve our capability to understand business needs and relate these to cost effective IT services
- Implement a framework for dealing with Demand and Supply
- Develop a sourcing strategy which ensures cost effectiveness in our sourcing along the model of 'reuse, buy, build.'
- Agree a prioritisation mechanism for handling 'new' business
- Formalise and embed the role of IT Divisional Business Partner

## **Build organisational capability**

### Future State

IM&T delivers a transparent, efficient and effective IT service

Our highly skilled, flexible workforce is designed to support existing and future services

Service delivery is measured and benchmarked to ensure cost effectiveness.

### Journey

This will be supported by aligning our workforce to business need, ensuring our infrastructure is resilient and scalable, and by benchmarking our services.

We will...

- Develop, agree and implement a working model providing a ‘one IM&T function’ to the whole organisation
- Put effective workforce planning in place to ensure that in the future, skills and people match changes in service demand.
- Progressively manage finance related to all IM&T activity and measure improvement in value for money.
- Develop a Service Level Agreement framework to aid transparency and measure value for money for services provided.
- Streamline processes and encourage innovation to redesign services
- Implement a “Green IT” programme

## **Develop and Support Staff**

### Future State

IM&T staff are empowered to develop through our Career Development Framework.

Staff are consistently treated in line with the national staff governance standards

### Journey

This will be enabled by improving partnership working, involving staff in IM&T planning and adopting a Career Development framework

We will...

- Implement an IM&T career development framework
- Monitor staff opinion via the staff survey and respond to any issues raised.
- Encourage partnership working and support staff to be involved.
- Ensure communication methods are consistent across IM&T
- Support staff through any organisational change.
- Support flexible working.

A summary and time plan of the desired objectives is shown in Figure 2 overleaf

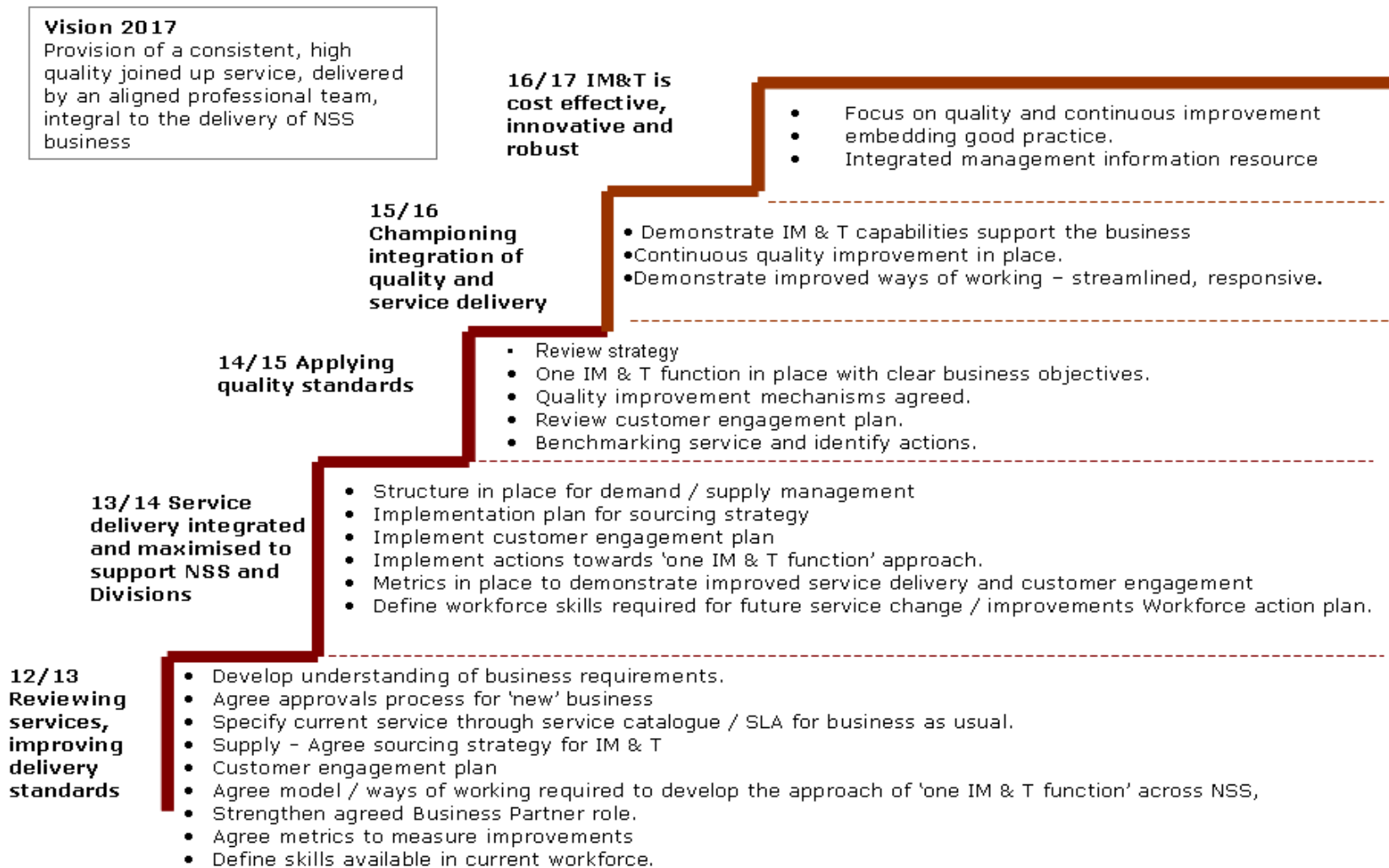


Figure 3 - 5 Year Objectives

## **8. Benefits Realisation**

Business Cases for all initiatives within the strategy will identify and define clear qualitative and quantitative organisational benefits. These will be cast against the high level eHealth criteria of “Better, Faster, Cheaper” and will be measured and validated against the 4 NSS Strategic Objectives.

## **9. Next Steps and Implementation**

This document sets out a strategy – a broad outline of where we wish to head over the next 5 years. A more detailed implementation plan will be developed and monitored through the HIT group and will be reported to the Corporate Services Group at each mid-year and year-end.

Key performance indicators will be developed to ensure we are on track with the Strategy Implementation Plan. The strategy will be reviewed in 2014 to ensure continued alignment with NSS and national strategies.

This strategy does not set targets for future service delivery, cost reductions or staffing levels. In the absence of detailed guidance from NSS (annual planning cycle just starting) and from SGHD, we are not in a position to forecast our future IM&T shape. However, the implementation plan will assume that a continuing year on year reduction in annual spend is required.