

Case study: Hillingdon Hospitals Foundation NHS Trust shares how it has transformed its ICT services.

What was the situation?

In 2016 the trust reviewed the way that it managed IT systems and found that there was a fragmented approach. This led to a number of key challenges:

1. Many systems were managed by one individual that was employed by the service line. This meant that there was no cover for leave and no wider team support regarding system management
2. An inconsistent approach to contract management and the management of suppliers – as contracts were owned and managed by service lines

What was the solution?

Following the review, the team decided to:

1. Centralise the management of all system contracts to the IT team. This included moving any staff member that was managing a system into a central team
2. Establish Quarterly supplier meetings and monthly SLA reports, to review and performance manage against SLAs
3. Establish annual contract reviews for all centralised contracts. This included:
 - a. Benchmarking of the contract value to ensure value for money
 - b. Reviewing all contract uplifts
 - c. Negotiating reduced fees and/or increased services
4. Improved collaboration across the STP. For example, negotiating joint contracts for services such as Docman to reduce cost and improve services

What were the results?



Over 7% savings on system contracts costs. For FY 17/18, the savings were finalised at £80,204 against a budget of £1,037,258 (7.73%).



Economies of scale meant that each system had cover by at least 3 WTE's where previously there would have only been 1 WTE.



Improved support, training and cross system cover for staff members that managed IT systems.

What were the learning points?

- The consolidation of the team allowed the trust to determine any overlap in skills and capabilities. Consolidation also provided economies of scale, which allowed an increase in the number of systems managed per WTE
- The Trust started the process with large corporate contracts to prove the concept, before attempting to centralise more bespoke systems.
- Collaboration across the STP allowed further economies of scale when negotiating new contracts
- It is important to clearly articulate the benefits of centralisation to the clinical service lines to ensure engagement e.g. centralisation allows cover for leave

"The staff are multi-skilled, providing system management at a high standard, across a number of systems, in a consistent way."

Matthew Kybert, Associate Director of ICT Systems, The Hillingdon Hospitals Foundation Trust

Find out more

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<https://improvement.nhs.uk/resources/corporate-services-productivity-toolkit/>