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**STRATEGIC REPORT**

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## 1.0 Introduction

The National Health Service (NHS) is the case context for the following report and analysis. The NHS is a non-profit organisation that offers the people of the UK a variety of medical services with the intention of enhancing their health results. The research looks at the strategic aims of the NHS and the most recent organisational plan or policy papers that outline the goals and objectives for a certain service. The strategic environment in which the NHS works is also described in the paper, along with the policy framework, services it provides, and key stakeholders and beneficiaries.

The report also contains a visual depiction of the service's organisational structure, which offers a high-level overview of every department and how they are set up. The primary projects the NHS is now working on and its accomplishments over the previous year are also highlighted in the report.

The paper not only analyses the current situation, but it also pinpoints a strategic issue the NHS is facing. To do this, the report performs a SWOT analysis after conducting an internal investigation to identify the organisation's primary advantages, disadvantages, possibilities, and dangers. The study offers commentary on the potential strategic issues and their potential effects on the operation of the company.

Last but not least, the report selects an objective from the present strategic plan and sufficiently describes how that priority will be carried out, tracked, and assessed. The report also looks back at earlier tactics to see if the issue has been addressed previously and to see whether it is an area of institutional strength or underperformance.

## 2.0 Situation analysis

**The company:** the UK's National Health Service runs within a legislative analysis established by the government and offers the country's citizens a wide array of healthcare services. The NHS serves individuals of every age, sexual orientation, and origins, and tries to provide fair access to medical care for every individual, regardless of their financial situation (Regmi and Mudyarabikwa, 2020). The NHS functions within an intricate strategic level formed by multiple policy strategies, objectives, and priorities. Key stakeholders in the NHS include healthcare professionals, clients, government officials, lawmakers, and the general public. Overall, the NHS is an essential component of the healthcare system in the

UK and plays a vital role in providing the general public high-quality healthcare services. The analysis will be done on the mental health service of the NHS.

**Strategic objectives:** The NHS Long period strategic objective, which was released in January 2019, is a document utilized by the NHS in the UK to outline its strategy. The NHS's mission and upcoming priorities are fully analyzed in the Long Term Plan, which contains:

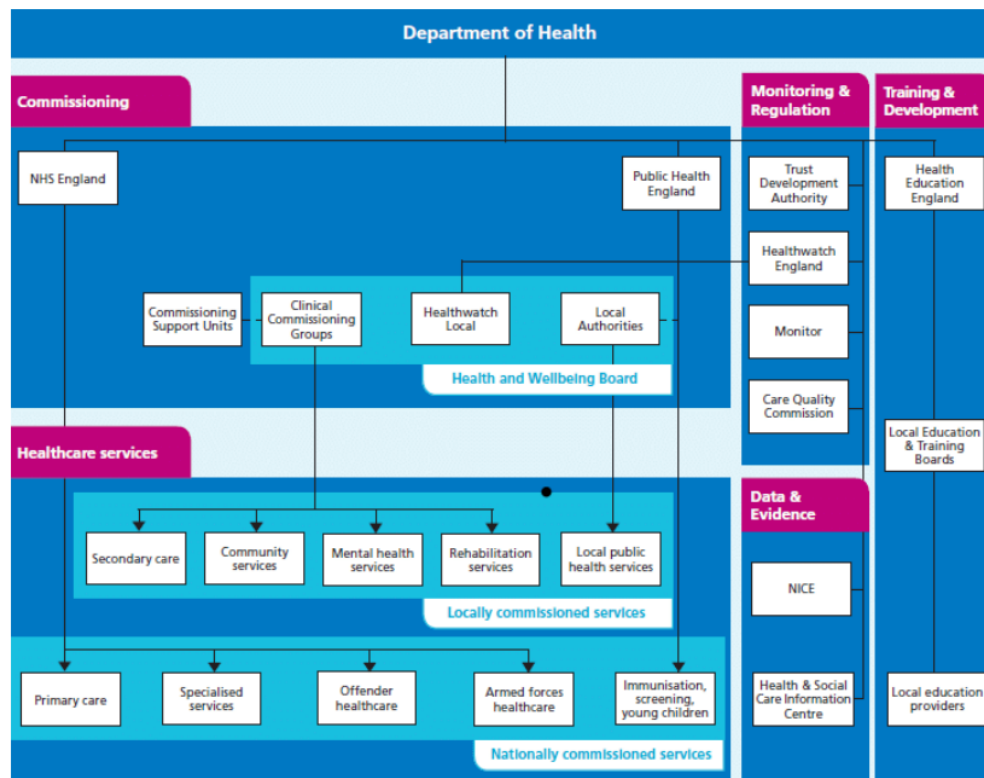
- Enhancing the standard of service and patient outcomes related to health.
- Enhancing financial support for primary and social services.
- Linking care across multiple environments for health and care.
- Focusing on programmes for public health and prevention.
- Investing in digital innovation and technology to enhance the delivery of healthcare.
- Preparing the workforce to handle the changing demands of patients as well as the healthcare system.

The Long Term Plan also outlines a variety of concrete projects and goals to carry out these priorities, containing enhancing the availability of mental health services, hiring more general practitioners, and lowering health disparities. The most recent "NHS Operational Planning and Contracting Guidance" for 2021-22 covers the major goals for the upcoming year. NHS England and NHS enhancements also frequently provide updates as well as progress reports on the implementation of the long period plan.

**Strategic level on which NHS runs:** In the UK, the National Health Service functions in an intricate strategic environment that is formed by a number of policy frameworks, products and services, recipients, and stakeholders (Mudyarabikwa and Regmi, 2016). The UK government establishes the policy strategy for the NHS, outlining the general strategic course for the healthcare system. This contains the NHS Long period Plan, which outlines the aims and vision for the English NHS for the next ten years. Apart from that, primary care services offered by general practitioners, the NHS also provides specialized hospital care, mental wellness services, healthcare in the community, as well as public health services. The NHS also offers speciality treatments, like, paediatric services, cardiac care, and cancer treatment. The UK individuals, which have the right to free entry to services provided by the NHS at the period of utilization, are the primary beneficiary of the NHS. The NHS aspires to provide fair access to medical services for every individual, regardless of capability to pay, and provides treatment for individuals of every age, sexual orientation, and backgrounds. Patients, medical professionals, public servants, regulators, and members of the general public all constitute the NHS's stakeholders (Grove *et al.* 2010). Patients are an important stakeholder group since they are the main recipients of the National Health Service as well as have an interest in the

standard and accessibility of medical care. Healthcare professionals, like nurses, physicians, as well as other health care workers, are also vital stakeholders because they are in charge of executing policy changes and providing NHS services. Since they are in charge of regulating, supporting, and managing the health system and play a part in determining its strategic direction, lawmakers, regulators, and the general public all have a stake in the NHS.

**Structure of the organization:** The complexity and multi-layered organizational structure of the company in the UK highlights the wide <sup>9</sup> range of stakeholders and services engaged in the delivery of healthcare services (Nutley and Davies, 2001). The UK government allots funds for healthcare services in addition to normal taxes, which are the main source of funding for the NHS. The NHS obtains additional money through certain revenue streams, like the National Insurance contributions made by employees and services, and general taxation. Local Clinical Commissioning Groups, who are in charge of ordering healthcare services in their regions, are one of the many ways through which funding for the NHS is dispersed. The NHS is divided up into a variety of distinct organisations, such as NHS England, which is in charge of ordering general and specialty medical services, as well as NHS enhancement, which is in charge of monitoring the performance of Healthcare providers. While the National Health Service Trusts and Foundation Trusts are in charge of providing healthcare services locally, local CCGs are in charge of commissioning them. A number of specialized organizations are also run by the NHS, containing Public Health England, which is in charge of promoting and safeguarding the public's health, as well as <sup>6</sup> the National Institute for Health as well as Care Excellence, which provides guidelines on the utilization of drugs and medical devices.



**Vital strategies and plan:** The NHS in the UK is now engaged in a number of major programmes. Key work streams and policies include, among others.

- **NHS Long period Plan:** The NHS Long Term Plan is a ten-year plan that outlines the top goals for the National Health Service in England, like enhancing service accessibility, integrating care, and making investments in human capital and technology.
- **Service of mental health:** The NHS is actively making investments in mental wellness services, like increasing access to behavioural therapies and enhancing assistance for patients with severe mental disease.
- **Services for people with cancer:** The NHS is also concentrating on enhancing services for individuals with cancer, containing lowering waiting periods for diagnosis as well as treatment, enhancing access to screening, and investing in novel therapies and technologies.
- **Digital transformation:** To enhance the provision of healthcare services, the National Health Service is investing in digital technology. This contains creating new

digital tools as well as systems to assist patient care, enhance data exchange, and improve clinical decision-making.

### 3.0 A Strategic problem through the understanding of PEST analysis

For the outlining of the main factors and trends which can affect the organisation of the NHS in the near future and long-term, the use of the PEST analysis can be done as follows:

<b>Political</b>	Given that the NHS is a government-funded healthcare system, political choices and policies have a significant impact on it. Brexit is one current political problem that has had an impact on the NHS. It has raised questions about funding and the availability of workers from other EU nations. Changes in government spending and regulations may also have an impact on the NHS's capacity to deliver services (Harris et al., 2019). A report by the Nuffield Trust in the recent times had indicated about the increase of spendings by the government for the NHS but it needs more funds to <i>“stand still in the face of the rising prices”</i> .
<b>Economic</b>	Government-funded NHS offers free healthcare to all UK citizens, regardless of their capacity to pay. But the NHS has struggled to raise enough money to cover rising expenses like the price of new medical technology and rising staff salaries. To ensure that the NHS can continue to offer high-quality care, more funding has been requested. As the whole system is funded by the government and the amount is allocated by the government in each year's budget, the main strategic issue has been the lack of funds which can affect the offering of high quality healthcare to the people (Arora et al., 2021).



<b>Social</b>	The ability of the NHS to deliver adequate care may be impacted by societal changes given the diverse population it serves. As an illustration, an ageing population is increasing the need for healthcare services, and shifting perspectives on health and wellness may cause the focus of such services to change. Barriers in language and culture can also make it difficult to provide healthcare to various communities.
<b>Technological</b>	Medical technology advancements have the potential to raise the standard of care given by the NHS, but they are also quite expensive. The NHS must invest in new technology while also making sure that it is cost-effective. There is a need to balance the advantages of new technology with its affordability. Besides, as per a report of Evenstad (2022), The commoditization of technology has been recognised as an issue inside the NHS by the interim CEO of NHS Digital. Due to a lack of standardisation and integration, it is now challenging to share data among various platforms. Additionally, due to outdated legacy systems and resistance to change, the NHS has had trouble implementing new technologies, like electronic health records. Besides, many of the reports of BMA, The Guardian and others had indicated towards the faulty system within the NHS.

Among these, electronic database improvement can constitute strategic problems which can be described through the use of the different reports presented in the different times. As an example, a report of BMA (2019) had indicated many issues. **Firstly**, the NHS has a large number of independent IT systems that are not interconnected, resulting in data silos and making it challenging to access and share patient information across various healthcare locations. Making sure that health data is accurate, thorough, and up to date represents one of the major problems in electronic data management. According to a study by Rigby and colleagues published in 2017, the NHS has a serious problem with poor data quality, which can result in unfavourable outcomes, the misuse of resources, and subpar decision-making. The NHS has created a system for data quality assurance, which encompasses data validation, data cleansing, and data governance, to solve this problem. **Secondly**, even when systems are

in place, they frequently are not interoperable, which prevents data sharing between them and other systems.

**Thirdly**, the research observes that there is a major budget gap for the introduction of new systems and the upgrading of old ones. Investment in NHS IT has not kept up with demand.

**Fourthly**, a number of high-profile cyberattacks on the NHS in recent years have highlighted the necessity for strong security measures to safeguard patient information.

Another report in The Guardian by Syal (2013) had stated that Implementing a new electronic medical records system for the NHS would have cost more than £10 billion. By making it easier for doctors and other healthcare professionals to access patient records, the system was designed to enhance patient care and lower expenses. The project, however, was beset by delays and technological issues and eventually failed to produce the desired results. The project's intricacy and size were two of its key problems. The system was created to link all NHS organisations and enable easy patient data transfer across them. This, however, requires a lot of standardisation and coordination across various healthcare professionals, which proved challenging to accomplish. The absence of feedback and participation from stakeholders was another problem. Without significant involvement from healthcare experts or patients, a small team of IT specialists devised and put the system into place. Because of this, many healthcare professionals still rely on paper-based records and the system was unable to satisfy end users' expectations. Overall, the NHS's issue with electronic data management brings to light the difficulties associated with executing sizable IT initiatives in intricate businesses. It also emphasises the significance of effective project management and stakeholder participation in ensuring the success of such projects.

#### **4.0 Strategic priorities to address the problem**

Several solutions can be put into practise to deal with the issue of electronic database systems within the NHS. **Firstly**, the NHS has to spend money standardising data management and collection procedures. This would entail creating a standardised system that can be applied across various divisions and facilities, enabling smooth information sharing and cooperation between healthcare practitioners. The accuracy and thoroughness of patient medical records will also be improved by standardising data collecting and management procedures, lowering the possibility of mistakes and missing data. The NHS needs to improve its electronic database systems, according to many of the empirical studies and reports. According to a study by Ammenwerth et al. (2018), standardising data collecting and management

procedures could increase the precision and thoroughness of patient medical records while lowering the likelihood of mistakes and missed information. Using electronic health records (EHRs) can improve patient safety and lower costs, according to the study.

**Secondly**, The NHS should also spend money on enhancing interoperability between various systems. To enable smooth information sharing and collaboration between healthcare providers, this will entail creating a framework for data exchange. Healthcare practitioners will be able to follow patient outcomes and evaluate the efficacy of interventions and treatments with improved interoperability, which will enhance patient care and lower costs. Many of the empirical studies underlined the necessity of enhancing system interoperability in order to facilitate seamless information sharing and provider collaboration. According to the report, interoperability can enhance patient care by enabling healthcare professionals to swiftly access and exchange information, cut down on treatment delays, and enhance patient outcomes.

**Thirdly**, in order to safeguard patient data from unauthorised access or compromise, the NHS needs to give cybersecurity measures top priority. This will entail making investments in safe systems and creating procedures for managing and safeguarding patient data. In order to lower the risk of data breaches and boost patient trust, cybersecurity measures should also include training healthcare providers to recognise and respond to potential cyber attacks. Given the sensitivity of health data, data security and privacy are also important challenges in electronic data management. According to a National Audit Office audit from 2019, the NHS had a lot of trouble protecting patient data, with several data breaches being recorded annually. One of the practical instances of the same can be seen in the report of Milmo and Campbell (2022). the danger of cyberattacks and how they may result in the theft or loss of private data, in this case, patient information. Recent years have seen a rise in the frequency of cybersecurity threats, with hackers adopting sophisticated methods to break into computer systems without authorization and steal private data like financial and personal information, health records, and trade secrets. The implementation of security measures, regular software and system updates, and regular training for staff on how to recognise and respond to cyber threats are all important steps to take in order to prevent and minimise cyber assaults. It is essential to maintain vigilance and take the necessary precautions to defend against cyber attacks, such as putting in place strict security procedures and updating software and systems. The NHS has created a number of rules and recommendations for data security, including the Data Security and Protection Toolkit, which offers a framework for evaluating and enhancing

data security across NHS organisations, to address the problem of data security as outlined in the earlier section.

One of the empirical reports by Ghafur et al (2021) had developed a report on the improvement of the electric database. The report had developed some recommendations, one of which is to invest in data governance and make sure the NHS has reliable processes in place to manage data quality, privacy, and security. This entails spending money on data analytics tools that can spot possible dangers and weaknesses in the electronic databases used by the NHS, as well as making sure that staff members are taught on data protection and cyber security best practices. The report also urged the NHS to invest in updating its IT systems and infrastructure so that they are current and secure against cyberattacks. This involves spending money on cloud-based solutions and implementing a "zero-trust" security policy that demands constant authentication and operates under the assumption that all users and devices are vulnerable.

From the discussion completed in the present section, it can be evaluated that addressing the smooth functioning of the electronic database in the NHS, improvement of quality of the data recording, and securing the websites from the cyber threats are the main strategic priorities to address the problem where the increase of funding from the government has been utmost necessity.

## 5.0 Theories

Over the years, the UK's National Health Service (NHS) has undergone multiple vital transformations. Kotter's 8-Step transformation Approach to look at these transformations and comprehend the manners by which they were accomplished. With a focus on involving stakeholders and creating transformation momentum, this structure provides an organized approach for transformation management.

- Establish a sense of urgency as a first step. The need to address the issues of an ageing individuals, rising expenses, and shifting healthcare requirements has been one of the vital forces behind the transformation of the National Health Service in current periods (Sparrow *et al.* 2005). The NHS has employed a number of techniques to convey a sense of urgency regarding these issues, like, releasing reports, creating goals, and interacting with individuals as well as the general public. The 5 Year Forward View, which outlined the goals for the NHS for the upcoming 5 years and was published in the year 2014, was one of the primary goals to create urgency.

- Develop a governing coalition in step two. Building a coalition of interested parties which are dedicated to the change endeavour will help to drive transformation in the NHS. Senior NHS officials, representatives from several NHS organizations, patients, and other stakeholders all participate in this alliance. The coalition assists in making sure that transformation initiatives are in line with the NHS's overarching vision and objectives.
- Create a strategic vision as well as objectives in step three. The NHS has a distinct future vision that is focused on offering excellent, patient-oriented care which is available to every individual. Numerous strategic initiatives, including the creation of new care theories, the advancement of digital technology, and the growth of community-oriented care, support this vision. A number of policy papers, including the 2019 NHS Long Term Plan, have endorsed the vision and actions which were articulated in the 5 Year Forward View.
- Join a volunteer army. A larger range of stakeholders must be enlisted in order to create momentum for change. Engaging frontline workers, patients, and the general public in the reform effort has been necessary in the NHS. This has been accomplished through a variety of tactics, including incorporating patients in the creation of care pathways, utilizing social media to spread the word about change initiatives, and giving staff members training and support.
- Remove obstacles to action to enable it. It is vital to recognize and manage obstacles to transformation and facilitate action. This has required the NHS to address problems with money, resources, and organizational structures. For instance, the NHS has reorganized its commissioning and provider organizations to better fit the new care models, enhanced funding for mental wellness services, and expanded availability of primary care services.
- Produce quick victories. Making quick victories which display progress towards the long-term goal is vital for maintaining the momentum for change. Through a variety of programmes, containing lowering the wait times for elective procedures, lowering the frequency of hospital-acquired infections, and enhancing access to mental health treatments, the NHS has made a number of short-term gains.
- Next step is to keep accelerating. Establishing on the achievements of the transformation process and keeping up the pressure on advancement are crucial for managing acceleration (Auguste *et al.* 2013). Through continuous investments in



digital technologies, more access to care in the community, and ongoing strategies to enhance patient outcomes, the NHS has maintained its acceleration.

- Implement the update in Step 8. Finally, it's crucial to integrate the new programmes and methods of operation into the NHS's culture in order to effectively adopt transformation. To do this, new policies and processes had to be enhanced, personnel had to be trained, and the vision's progress had to be tracked.

As an outcome of the need to adapt to shifting demographics, enhancing costs, as well as shifting healthcare requirements, the National Health Service in the UK has undergone vital transformations in current periods. Through the utilization of Kotter's 8-Step transformation theory, multiple adjustments have been made.

## **6.0 Strategy for implementing the change**

It is generally agreed that the Lewin's Change Management Framework is the best method for managing organisational change. Unfreeze, change, and refreeze are the three phases of the framework. The NHS can utilise the following framework to improve their database management issues:

### **Unfreeze Stage**

Unfreezing the organisation's current status is the first step. The NHS must now evaluate the state of its database management system and pinpoint the issues that require attention. Analysing the current database management system will be necessary in order to understand its limitations and pinpoint the areas where it falls short of the organisation's requirements. NHS must inform all parties involved in the database management system of the necessity for change. The IT division, medical professionals, and administrative personnel may fall under this category.

### **Change Stage**

NHS must now create a plan for putting the electronic database system into place. A thorough implementation strategy, a timetable, and a budget should all be part of this plan. NHS should also assess if there are any possibilities of risk or challenges which can prevent the proposed system from being properly implemented. There is a lot of different change variables that NHS has to account for before the plan can be deemed as successful.

### **Refreeze Stage**

The refreeze phase marks the end of the process of putting the NHS's new system for managing databases into place. The system needs to be stabilised in order to ensure that it is

operating properly. In order to accomplish this, NHS will train and introduce its workers to the new system. They will closely monitor the system's operation and make any changes that are required.

It's crucial that NHS create a plan for sustaining the infrastructure over time, including frequent updating and maintenance. This will make it possible to maintain the fresh database management system's optimal performance and its ability to support the crucial tasks that NHS performs.

NHS should adhere to a strategic change execution and oversight plan, which consists of a number of crucial elements, in order to properly install the new database administration system. The NHS should first put together a project team with members from the administrative, medical care, and information technology industries. The management of the new system's implementation will fall within the purview of this team.

NHS needs to develop a communication plan to let people know what changes are coming and how those will affect them. Staff members should be given the opportunity to contribute, and updates should be given frequently.

The NHS should then create a comprehensive implementation plan including a timetable, budget, and a method for dealing with any risks or challenges that might arise. This will make it more likely that the method of execution will be successful and that any problems will be resolved right away.

Last but not least, it is essential that NHS give its workers thorough training regarding how to operate the brand-new information system for management. Everything from data entry and recovery to analysing the information should be included in this. Workers will be ready to utilise the new system successfully and aid NHS in achieving their objectives with the right training and assistance.

Monitoring and evaluating performance: In order to make sure the new database management system is operating efficiently, NHS should keep an eye on how well it is doing. To do this, data on the system's efficiency must be gathered, and any necessary adjustments must be made.

Create a maintenance plan: NHS needs to create a strategy for long-term maintenance of the new database management system. In order to guarantee that the framework continues to suit the demands of the organisation, this should involve routine upgrades and maintenance.

Assess the project's success: NHS should assess the project's success by gathering stakeholder feedback and studying system performance statistics. Future projects should take any lessons acquired into consideration.

NHS may successfully adopt the computerised information base system and solve their database management issues by adhering to the strategic change execution and oversight plan.

- It can be difficult and problematic to implement a change management plan in a large organisation like the National Health Service (NHS). Some of these issues consist of:
- Change may be challenging for many individuals, therefore there may be opposition from stakeholders or employees who are happy with the current quo. Implementing a new plan might be hampered significantly by resistance to change.
- Lack of clear communication: If the plan is not made obvious to all parties involved, there may be uncertainty regarding what is expected of them and how the change will be accomplished. This may result in opposition or a misinterpretation of the aims and ambitions.
- Limited resources: Time, money, and manpower may all be necessary to fully implement a strategy. This may take some time and effort before considerable results can be obtained appropriately.
- Organisational culture: The very structure of NHS makes it difficult for the NHS to implement quick change. This can be due to the lengthy verification and implementation processes.
- Political interference: The NHS is very much viable for political influence and interventions. This proves to be a benefit and also a drawback for the functional integrity of NHS as a whole.
- Lack of buy-in: The lack of conviction and trust from the rest of the stakeholders is important in order to drive the change effectively. At the end the change targets the operations approach of the employees and this is important that they buy-into the concept completely.

## **7.0 Reflection on personal development**

I have come to realize that NHS has very clear strategic goals when it comes to their vision. Through a number of strategic goals, such as raising the standard of healthcare services, lowering health disparities, and ensuring financial viability, the Long Term Plan describes how the NHS will realise this vision.

I discovered that the strategic environment in which the National Health Service (NHS) operates is impacted by a variety of elements, including demographic shifts, developments in



health care technology, and governmental legislation. In addition, the NHS provides a vast range of services to many different groups of people, including patients, medical professionals, and the general public. Patients, healthcare professionals, policymakers, and taxpayers are the NHS's key stakeholders.

I examined the organisational chart to have a better understanding of the NHS's structure and discovered that it is a decentralised organisation comprising numerous regions and locales. The NHS is able to offer specialised healthcare services to meet the needs of neighbourhoods thanks to its organisational framework.

Regarding the work streams and regulations in place, I discovered that the NHS is now putting in place a number of efforts to raise the standard of treatment and save costs. These objectives include enhancing patient safety, expanding access to online healthcare resources, and putting innovative care delivery models into place.

Through my study, I also discovered a strategic issue the NHS is facing, namely the absence of operational data that can be used to inform better executive-level decisions. The NHS has made enhancing their digital data storage systems a top priority in order to address this issue. Through a variety of strategies, including investing in workforce planning, raising money for healthcare services, and utilising technological advances in healthcare all under one roof, the organisation hopes to achieve this priority.

My examination of the NHS gave me important insights into the opportunities and problems that an enormous public healthcare organisation faces, as well as the tactical solutions employed to deal with them. I was better able to appreciate the strategic backdrop, organisation, and objectives of the NHS, which is a complicated and varied system in the United Kingdom.

## 7.0 Conclusion

The National Health Service (NHS) in the UK is the subject of a situational analysis in this paper. The NHS is a nonprofit institution that provides the citizens of the UK with a variety of healthcare services. The report examines the strategic goals of the NHS, the legislative framework, the services offered, significant participants, and beneficiaries. The deployment of an entirely novel database administration system is identified as a strategic challenge the NHS is dealing with in the study using a SWOT analysis. To effectively roll out the new system, the report suggests an innovative execution and oversight plan that calls for assembling a project team, coming up with a communication strategy, creating a detailed

implementation plan, training staff members, keeping track of their progress, developing a maintenance schedule, and evaluating the project's effectiveness. While implementing a strategy for managing change in an organisation such as the NHS can be difficult, the report's authors conclude that following the suggested plan can help the NHS successfully adopt its computerised data system and resolve its database management problems.

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