2e2

2e2 NHS Assured Service Delivery

A Case Study

About NHS Islington – Background

In 2005 NHS Islington established an ICT Shared Service designed to support 3,500 staff at three NHS Trusts; Camden PCT, Camden and Islington NHS Foundation Trust and Islington PCT. It was believed that, as the Trusts were similar organisations, with common aims and methods of working, there would be considerable duplication of effort and competition for scarce resources if each organisation tried to provide a separate service for its users. Whilst this rationale was clearly sound, over a number of years the Trusts evolved to become dissimilar entities with different operational needs and priorities.

The Challenge

It became increasingly apparent that the in-house managed Shared Service was struggling to maintain sufficient skills to deliver a satisfactory service. In particular:-

- Server function was in disarray
- The management and implementation of upgrade projects was variable
- The helpdesk and desktop support service was not providing the flexible, reliable and responsive service required by customers
- The e-mail service was both unstable and misused and based on extremely risky infrastructure and operation

The Trusts decided to dissolve the in-house Shared Service and to outsource it to a Managed Services Provider who would have greater capacity, scalability and flexibility, as well as a more broadly based skill set.

The Trusts issued a Pre-Qualification Questionnaire (PQQ) via OJEU spanning an outsource of 3 Lots; Lot 1 network management, Lot 2 server management, Lot 3 desktop management and Lot 3a 1st level service desk (user support). It was envisaged that the services tendered would be scalable to accommodate additional Trusts joining in the future. 2e2 made the shortlist (of 4, from a long list of 24 potential providers) and was ultimately selected as preferred bidder. The Trusts sited several key reasons for selecting 2e2 including:-

- confidence in service leadership and capacity
- demonstrable maturity of procedures, tools and skill sets
- quality and relevance of customer references
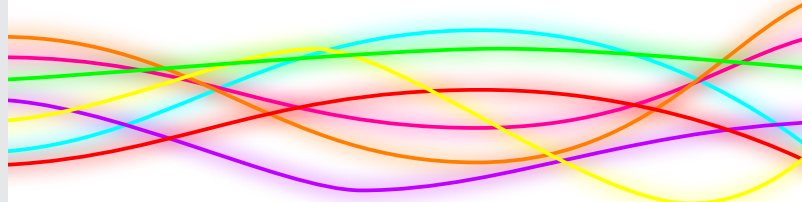
The Solution

The in house Shared Service was dissolved and each Trust embarked on its own ICT Strategy, which involved in-sourcing Information Governance, Contract Management and Programme Management Office (PMO) functions and outsourcing network, server and desktop management to 2e2.

2e2 introduced an immediate interim service and remediation team to maintain service continuity and to address ongoing infrastructure instability, so that employees were equipped to continue working. The Trusts were then transitioned to a new ITIL-aligned 2e2 Shared Service based on a hybrid of dedicated and shared service operations teams located onsite and at 2e2's 24x7x365 Service Centres.

2e2 introduced TOGAF-aligned Enterprise Architecture principles and established Client Solutions Architecture and Programme Solutions Architecture Boards to aid mapping of the Trusts business requirements and employee needs to technology solutions and to support the development of their ICT strategies. Our Enterprise Architect attends the project meetings and manages the engagement of 2e2 subject matter experts for service and solution scoping and design.

On page 3 is a diagrammatic representation of the programme of works undertaken by each Trust and their transition into the 2e2 Shared Service.

The complexity of service transition and the need for both remediation and transformation highlighted the importance of effective programme management from the outset. 2e2 placed a Programme Manager and a team of experienced service transition and project management professionals on site to ensure that the overarching program delivered its stated objectives.

Understanding the need for flexibility, and accepting that client requirements would change, 2e2 used its skills and extensive experience to shape the five year program into a series of discrete elements. Six monthly reviews, using indusry standard metrics for success, meant that the Trusts could easily measure real value from the program and ensure that service levels were improved before the next programme phase began.
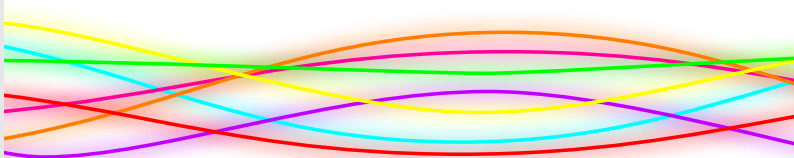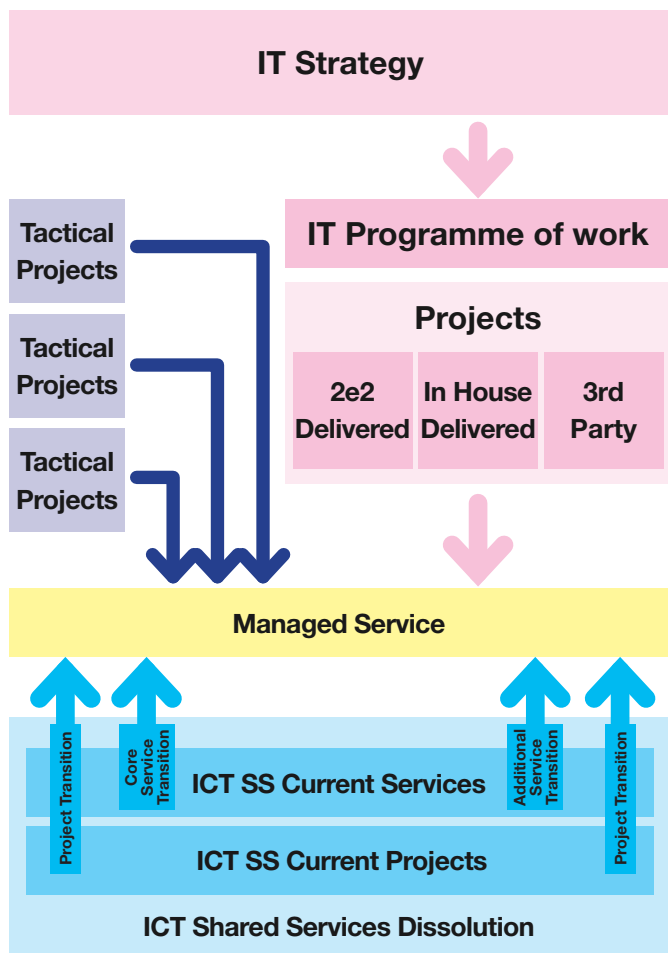
The Benefits

A number of key benefits, each of which has been achieved, were determined at the outset of the project.

- Provision of a stable, resilient, secure ICT Service – improved systems availability and performance

- Improved customer satisfaction - SLA-based, improved response and first fix rate, self service

- Predictable cost model - Transparency, granularity, realistic tolerances for variation

- Flexibility and reduced operational cost by up to 25% - Continuous design review, efficiency modelling with infrastructure transformation

- Positive outcome for Employees- Consultation process, transparency, options presented

- Focus on core business - Helps to focus resources on business alignment, innovation, continuous service improvement

"2e2's credentials versus other service providers that we considered set them apart from others. We faced a unique challenge in that we are three separate entities requiring three streams of work to be delivered: network, server and desktop management. We acknowledged the complexity that a multiple service provider solution would bring and felt that 2e2 had the skills and capacity to manage all workloads; they demonstrated their capability through reference visits to other customers within our sector, service centre visits and by showing us a clear roadmap of benefits over the term of the contract."

David Thomas – Deputy Director of IT, NHS NCL Cluster (formerly Head of ICT, NHS Islington)

Phase 2:

NHS North Central London Cluster, Central London Community Healthcare NHS Trust & Whittington Health NHS Trust

The 2e2 NHS Shared Service Delivery proposition has proved to be very attractive to other NHS organisations in London who, faced with similar challenges, can benefit from the scalability of 2e2's service model, activity-based predictable pricing, depth of technical expertise and track record. 2e2's ability to offer Infrastructure, Platform and Software as a Service from its own UK-based N3-connected Data Centres offers further benefits to simplify the delivery and reduce the cost of NHS ICT services.

Shortly after the transition of NHS Islington, 2e2 was introduced to the stakeholders of the then Barnet, Enfield and Haringey Health Informatics Service (BEH HIS). As the BEH HIS was disaggregating, the stakeholders decided to take as similar apporach to NHS Islington, again starting with the need for an interim service to maintain service continuity.

An added complexity of this scenario has been the NHS reorganisation specifically Commissioning Services for Barnet, Camden, Enfield, Haringey and Islington being consolidated into the new NHS NCL organisation and the merger of Barnet and Haringey Provider Services with Central London Community Healthcare NHS Trust (CLCH) and Whittington Health NHS Trust respectively.

2e2's interim service operated for the BEH HIS stakeholders until 6th June 2011 after which the 2e2 Shared Service operation assumed responsibility for ICT support for Barnet Community Services (CLCH), Haringey Community Services (Whittington Health NHS Trust) and NCL, which added the following to the service:-

- 2,500 IT users
- 23,500 incidents
- 100+ locations
- 240 servers
- 200 network devices

The NHS reorganisation highlights the need for flexibility in the delivery of ICT. 2e2's Shared Service approach provides this alongside the depth of technical expertise necessary to support the Trusts with their dis-aggregation and transformation projects. As with NHS Islington these Trusts are realising the same benefits such as a significant reduction in ICT support costs and service continuity and they expect the added benefits such as improved customer satisfaction and interaction and business alignment to be achieved when 2e2's Shared Service is fully implemented.

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