



Digital – Hard Choices

...and how to inform them.

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Three distinct but related topics

1. Health & Care Business Objectives and implications for Business and Digital Capabilities
2. Digital Platforms – what's special
3. Digital/IT Function – Operating Model to respond

Hopefully something
for everyone

The NHS Long
Term Plan is a
continuation of
long-standing,
enduring
Themes:

This is a good thing

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Formal Networks – ICP/ICS/PCN/STP

Improved Access

Population Health

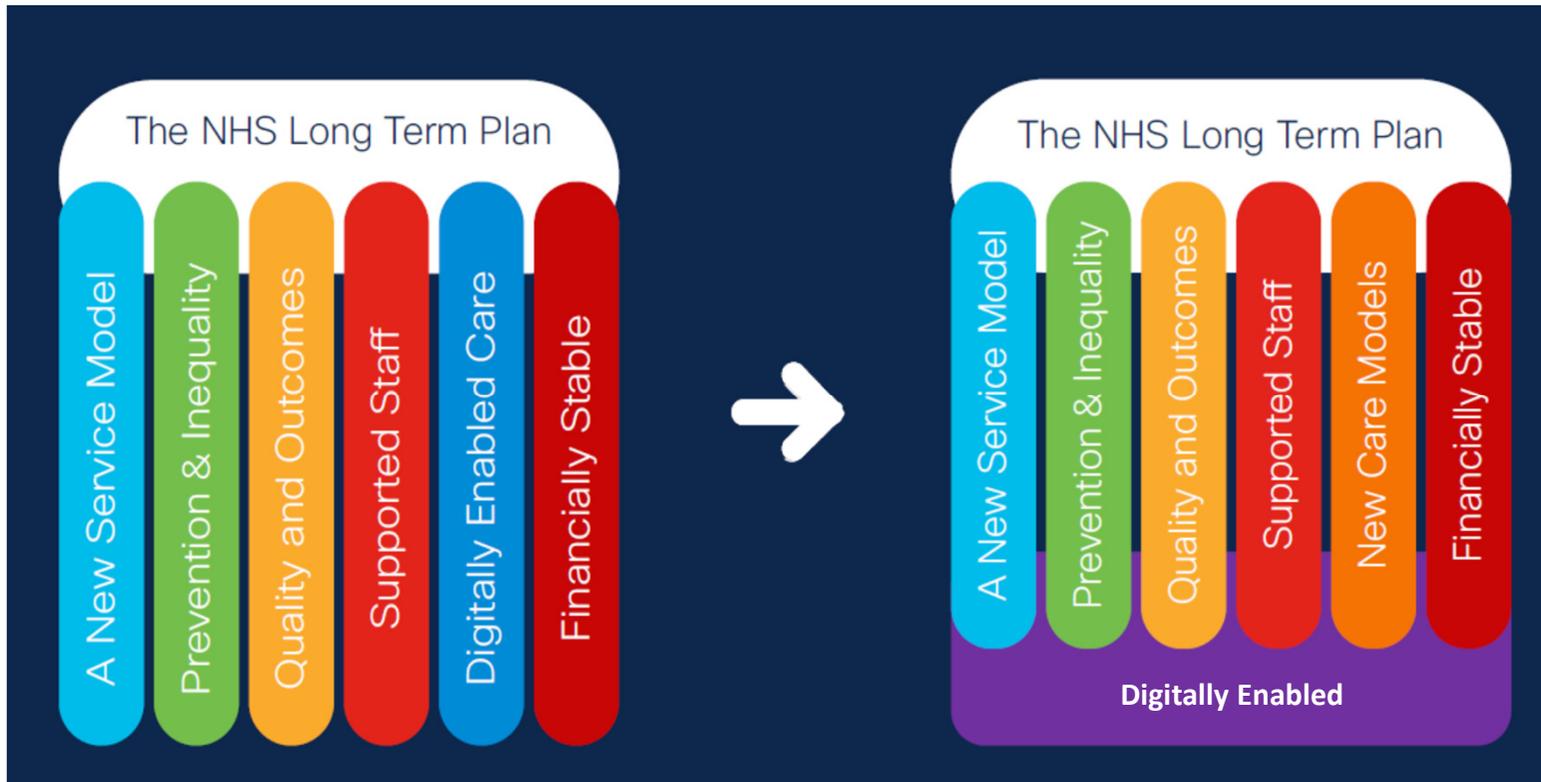
Improving Productivity

Future Workforce

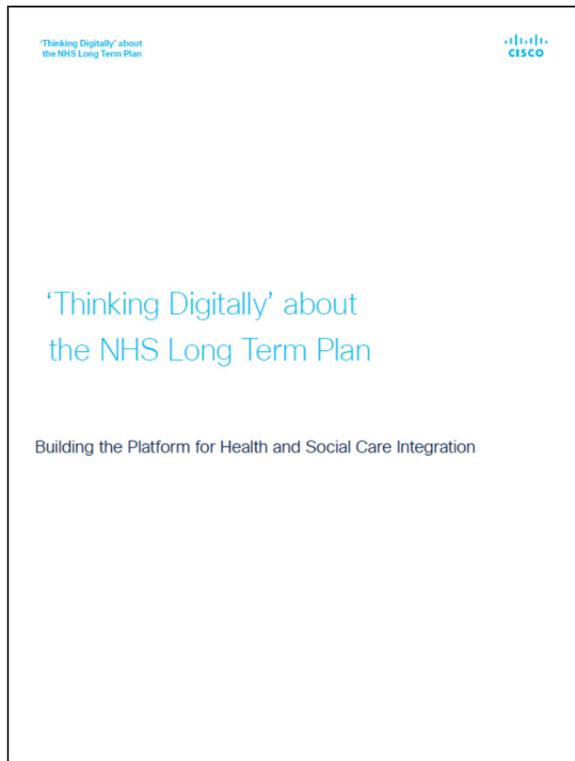
...and the focus, as ever is on the two basic patterns:

1. synergies (e.g. common resources, services & platforms)
2. integration (e.g. transfers of care & data sharing)

One key improvement suggestion from us:



A quick plug...



Health and Care Integration

Responds to the NHS Long-term Plan and provides insights into the wider role of digital and why the infrastructure and platforms layer is fundamental to the success of Integrated Care Systems (ICSs) and other regional models.

'Thinking Digitally' about the NHS Long Term Plan pdf :
https://www.cisco.com/c/dam/global/en_uk/solutions/industries/healthcare/pdf/q10059-nhslongtermplan-ciscohealthandcareteamresponse.pdf

'Thinking Digitally' about the NHS Long Term Plan ebook:
<https://ebooks.cisco.com/story/5d163cb3d3984f1b8932011b>

The Hard (investment) Choices:

1. Trade-offs across the System – especially with de-centralised £ and people
2. Digital/IT Operating Model
3. People, Process, Facilities, Equipment or Digital
4. Business Systems, Medical Systems or Workforce Systems
5. Capex v Opex
6. Cost shift vs Cost Reduction
7. Platforms & Infrastructure vs Applications
8. Short term care vs long term investment (i.e. Care)

...as ever, hard choices demand prioritisation based on:

1. Value
2. Feasibility & Cost

...even the *Must Do's*.

Let's scrutinize
Value for a
couple of themes

Formal Networks – ICP/ICS/PCN/STP

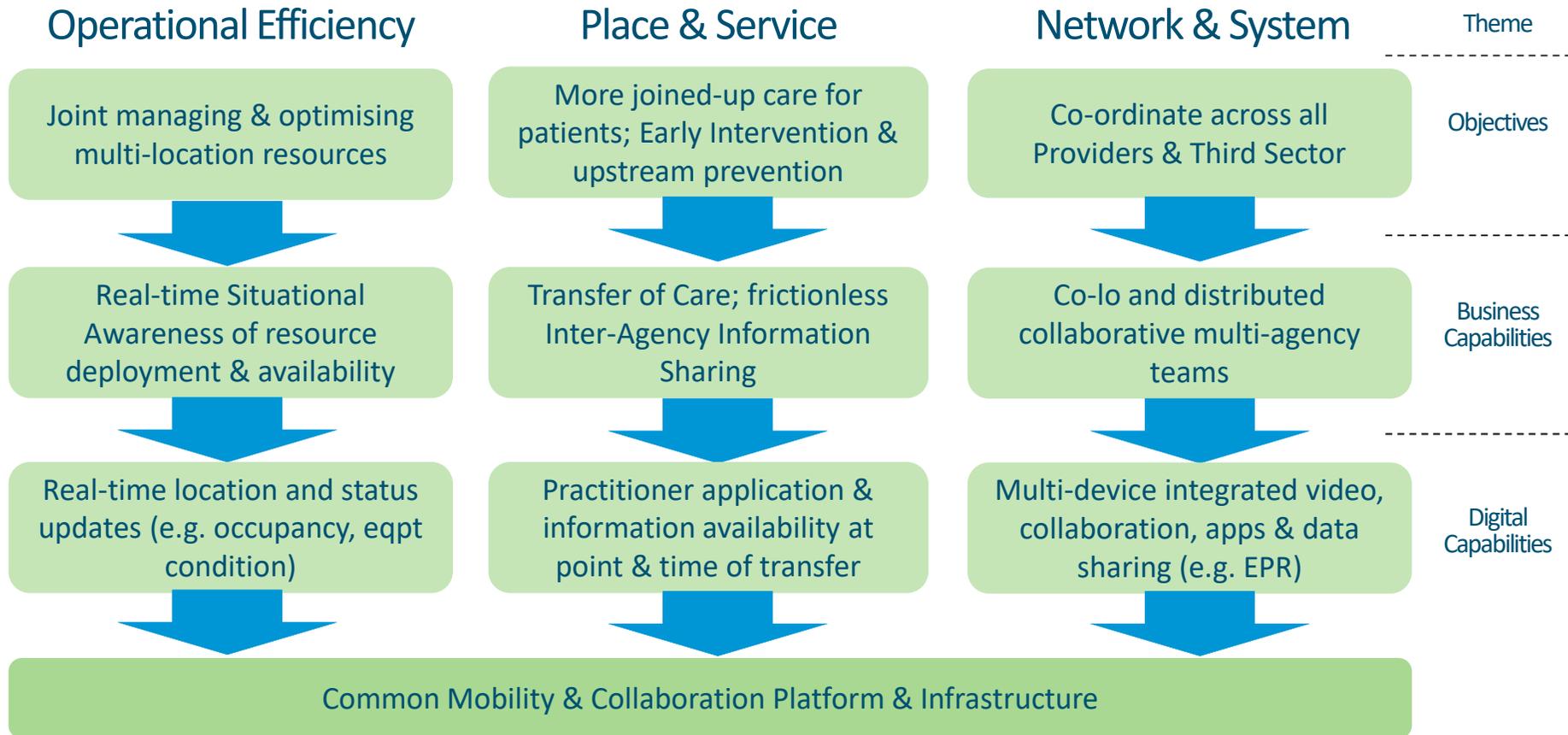
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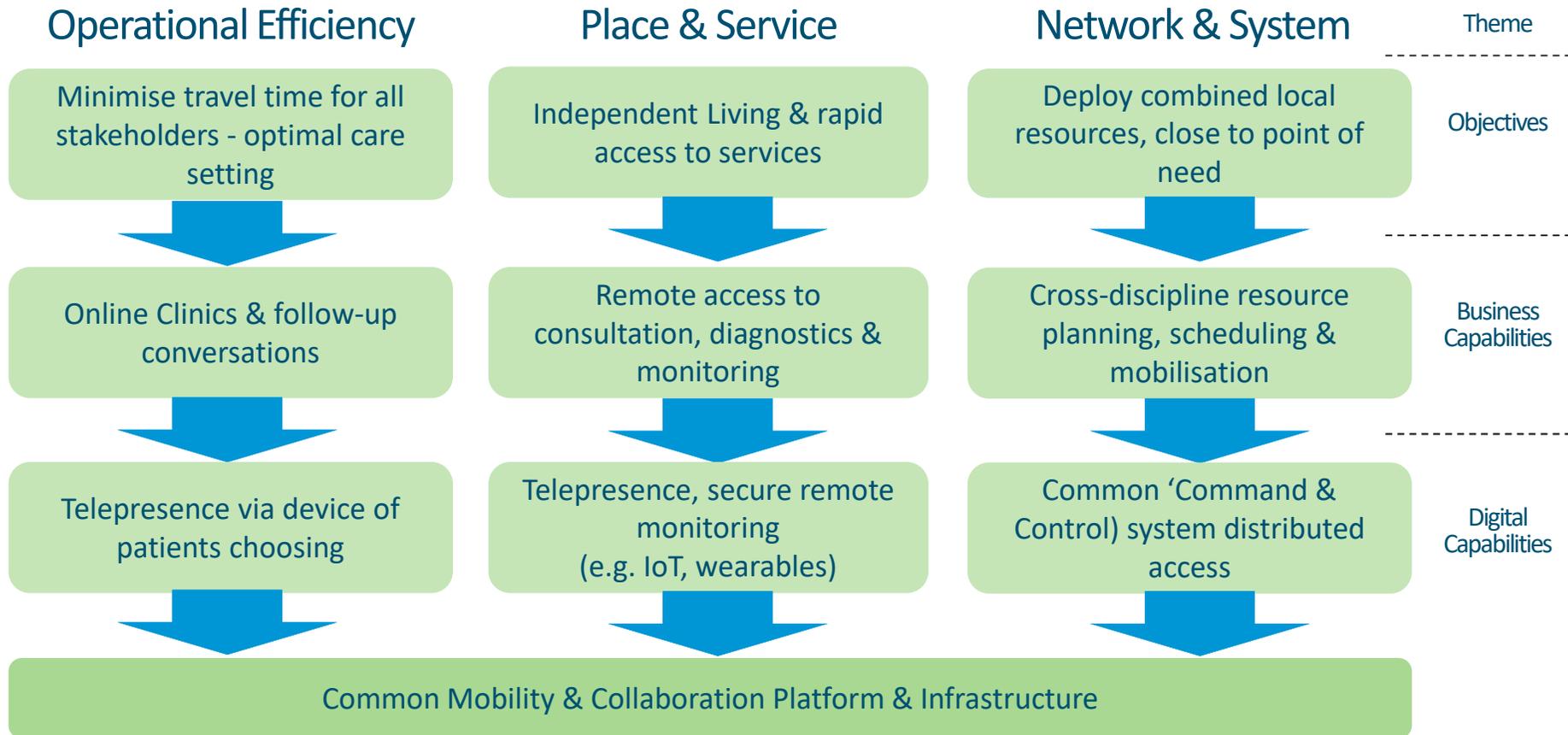
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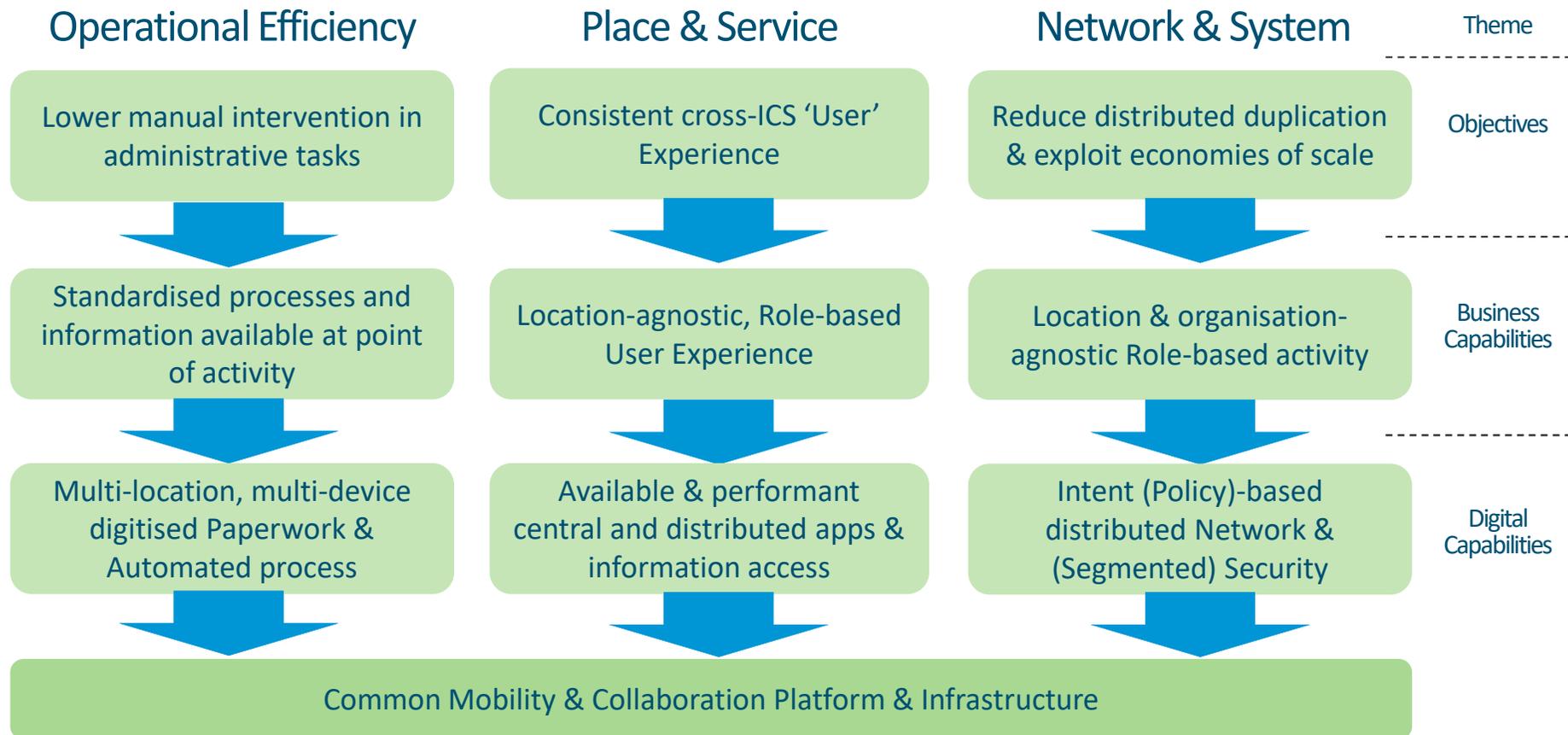
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Improved Access



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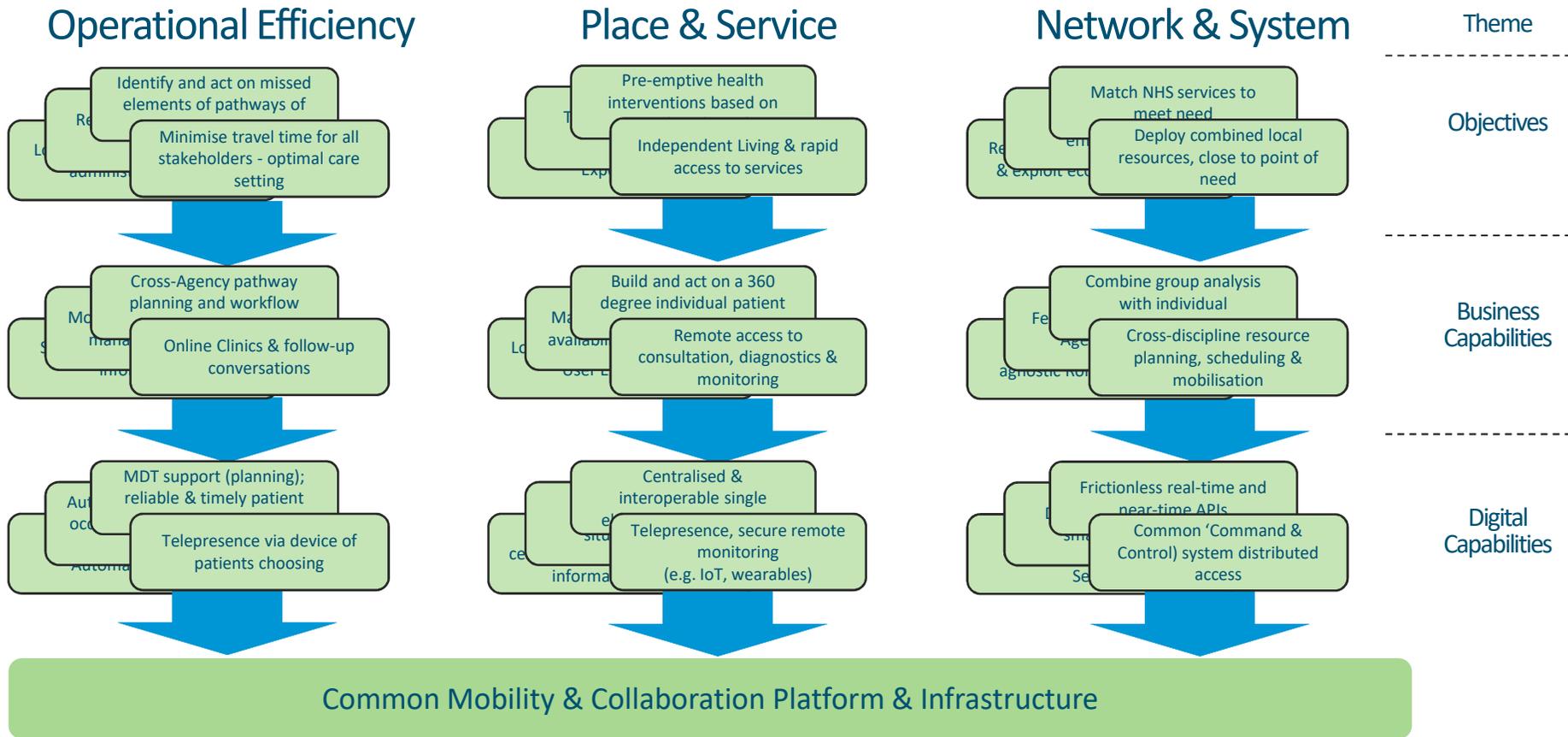


The recurring
theme...demand
for shared, secure
and integrated
Digital Capability

The priority and readiness
of each 'Use Case' will be
different for each member
of the Care Network

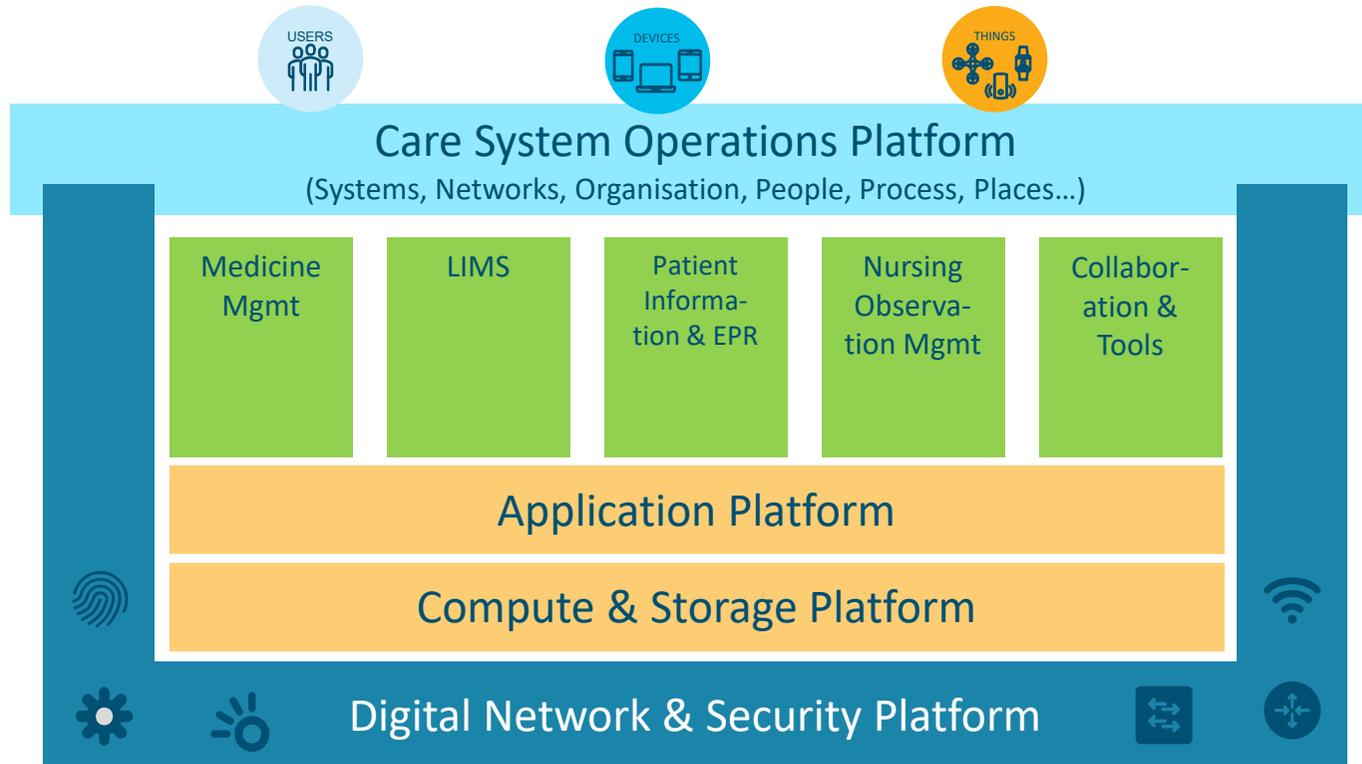
Building Use Cases creates
visible and compelling
motivation for targeted
investment in Digital
Capability, optimised *across*
the Care Network

Like this...



This is why
Platforms are
different

The *Digital* network & Security platform is (usually) invisible – but enables all systems & networks



Without it, apps can't talk to apps, people can't talk to people, people can't access apps & data where and when they need it



Platforms underpin a 'Whole System' approach

Commissioner and
Provider Collaboration



Emerging new
models of care

Caregiver Enablement
Secured mobile devices to access and edit information, as well as introducing remote decision support through video.



Independent Living

Video, collaboration and telecare technologies that allow people to self-manage conditions and live independently for longer.



Prison Healthcare

Two sample use cases. Different business drivers (reduced unnecessary hospital admissions/reduced costs associated with secure transport). Same video and collaboration solution.



Nursing and Care Homes

Why Platforms are different...



Local Authority

Commissioner and
Provider Collaboratio

1. They are several steps removed from the application experience of the Users and other Systems
2. They often (but not always) require a lot of Capex up front
3. They can be, but often aren't deployed/committed to incrementally and cumulatively
4. They require aggregated demand, usually from different parts of the Care System
5. Without them, nothing works
6. Benefits are often indirect as Platforms enable other Digital resources (e.g. apps)

Emerging new
models of care

These present challenges around how you: specify, design and deploy the Platform incrementally and 'Just In Time' without significant loss of economies of scale

Secu
edit in

Living

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Prison
Healthcare

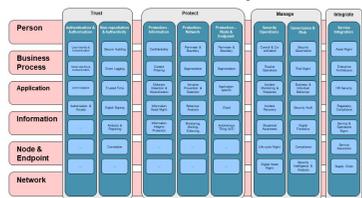
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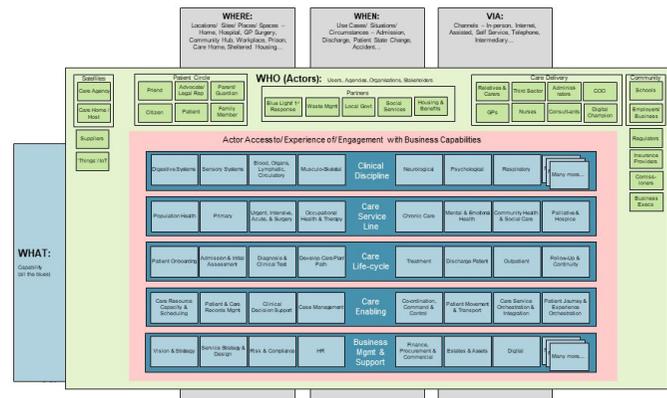
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homes

For Platforms, brainstorming Use-cases is great, but better to systematically work through the Landscape & prioritise...quickly.

Security



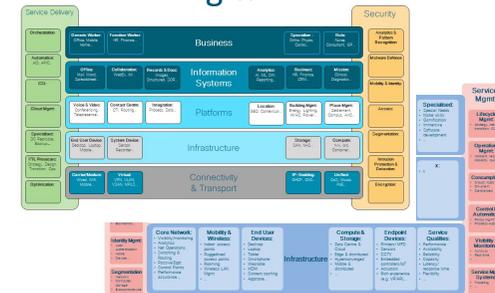
Health & Social Care



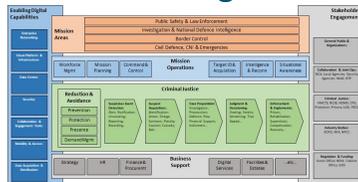
Education



Digital



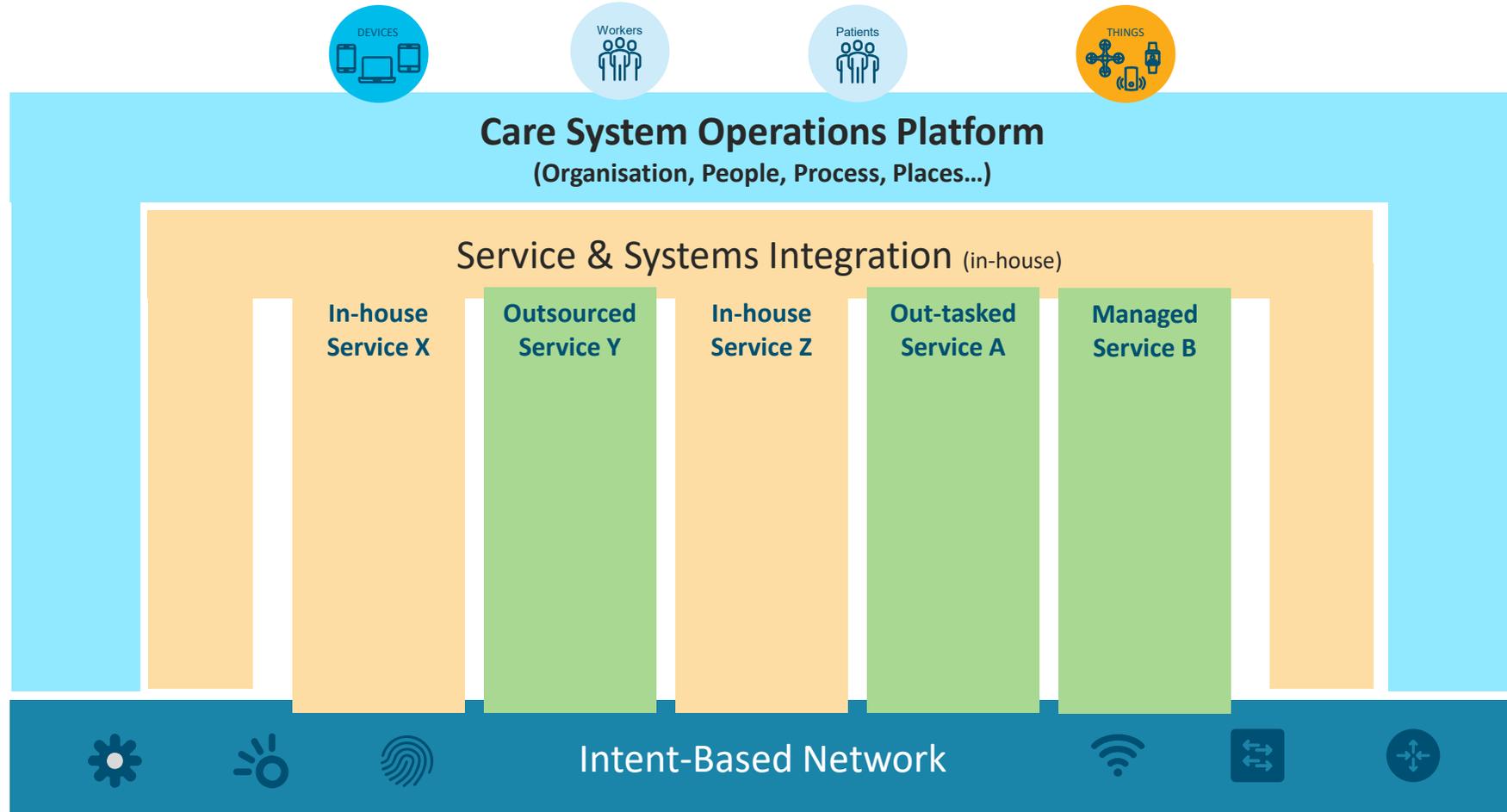
Blue Light



We find that **Reference Architectures** enable us to do this at speed – and without forgetting anything

The Digital/IT Response: Operating Model choices

Service Integration – Multi-system, Multi-technology, Multi-provider



Retaining control with small Digital IT Functions



Care System Operations Platform (Organisation, People, Process, Places...)

Service & Systems Integration (in-house)

Service Strategy (in-house with external input)

Service Design (in-house with external input)

Service Transition

Service Operations

Continual Service Improvement



Intent-Based Network & Collaboration



Hard choices - key *Parameters* of the Digital/IT Operating Model:

The 'best' choice is
always situational and
a tradeoff

The 'best' choice is
always an evolution
and adaptation

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Digital Domain: the technology covered, e.g. voice, WiFi, inter-personal/team collaboration, Applications, Security...

Deployment Model:

- **Centralised** – physically centralising the people, process and tooling
- **Federated** – multiple instances of the same capability, ideally working to the same processes & roles, supported by the same tooling
- **Distributed** – each specialist area physically in only one location (similar to a Centres of Excellence model)
- **Shared Services** – a way of delivering/experiencing *Centralised* and *Federated*.

Sourcing, Delivery & Consumption Model:

- **In House:** people and technology resources owned by the using organisation(s)
- **Managed Service:** Outsourced Operation & Process
- **Service Outsource:** Outsourced Assets, Operation & Process – XaaS (including Cloud) is a specialised form of this
- **Full Outsource:** *Service Outsource* plus outsourced Risk

Situational factors & 'weather'



Commissioner and
Provider Collaboration

Local Authority

Third Sector, Housing
Associations, other

- Mergers & acquisitions – co-existence of heritage & inheritance technology and incremental, risk-managed transition (network, devices and compute platforms/centers)
- Organisational communities to exploit synergies to share Services, Capabilities and buying power
- Common interpretation and governance of standards to improve interoperability
- Opportunities for rationalisation, CoEs, common technology solutions and standard practices
- Bottom-Up (project portfolio synergies) and top-down (programme design) combined approach most effective

Emerging new
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remote decision support through
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