



Business scenario

Enabling scalability of clinical services through improved licencing and purchasing

Licencing & purchasing at scale

Licenses for key clinical and business applications are available when required

Within NHS Integrated Care Boards (ICB), each individual Trust typically has its own dedicated Digital, Data and Technology (DDaT) services.

DDaT services can often be seen as a blocker by Healthcare professionals, where they slow, or even stall, access and availability of key healthcare and basic working applications as well as sources of clinical data due to licence or purchasing availability.

The improvement in managing technology licences, and an effective procurement process supporting clinical need, can vastly reduce costs and impacts, ensuring that DDaT can be viewed as an enabler for patient care, rather than a blocker.

Challenges

Lack of data on application usage can lead to **over or under-delivery of licences** to end users, resulting in either **increased cost to the Trust** or staff missing functionality to perform their roles.

Licencing and procurement solutions on a 'Trust-by-Trust' basis **miss the opportunity for 'at scale' purchasing power** across an ICB, **resulting in higher costs** than necessary.

Limited flexibility to scale supplier services up and down in-line with changing Trust requirements, and no ability for customisation, **result in slow adaptation to changing patient demand** and care requirements.

Lengthy procurement processes, involving multiple contracts, result in delayed purchasing and license acquisition, ultimately **affecting service to patients**.

Solution approach

Capture and analyse application usage data to identify the appropriate licence balancing to **enable both cost efficiency and required functionality**.

Identify **where Trusts within an ICB have need for similar or identical purchases**. **Procure contracts as an ICB** to increase purchasing power and **leverage economies of scale**.

Implement flexible licencing models within an ICB to allow **leveraging of licences and services across Trusts** to match alternating demand. This also provides an opportunity for **customisation through bulk purchasing power**.

Standardise and consolidate procurement processes and contracts across Trusts to ensure rapid **licencing, access and functionality** required for patient care.

Benefits

Costs can be reduced and clinical staff time better utilised by leveraging purchase power across the ICB

- **Optimised licencing tiers** and allocation of licences **negates wastage** and allows **reallocation of budgets for patient impact**
- **Leveraged economies of scale across Trusts reduce costs** and **allows flexibility** and customisation of solutions to better support patient care and experience
- **Consolidated procurement processes and contracts** for all Trusts within an ICB **reduce the duplication of effort** and lead time of purchasing, enabling clinical staff to **focus more effort on patient care**.