NHS

Powering Digital Public Services

Moving from Programs to Products & Services

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Product and Platforms

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Directly Commissioned via Programs

Vaccinations

Screening

Digital urgent & emergency care

Digital primary care

Test Digital

21 million vaccinations booked in 2022

Over **1 billion** hits to NHS.uk p/a

20 million journeys through 111 in 2022
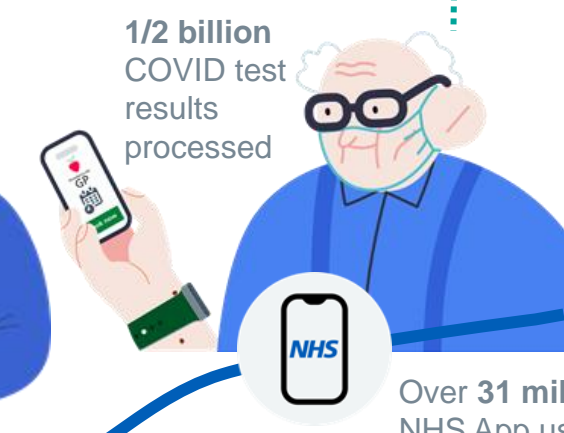
1/2 billion COVID test results processed

Over **31 million** NHS App users

Funding in cycles with cliff edges

Programmes typically funded for a SR with limited run and maintain funding after this. Leading to under investment or need to keep rolling over programmes

Focus on outputs

Has tended to drive focus to be on delivering the agreed deliverables for the program but often program completes before the outcome is delivered

Under investment and utilization of core services

Has lead to programme-based architecture with limited investment in shared services

Investing in shared services

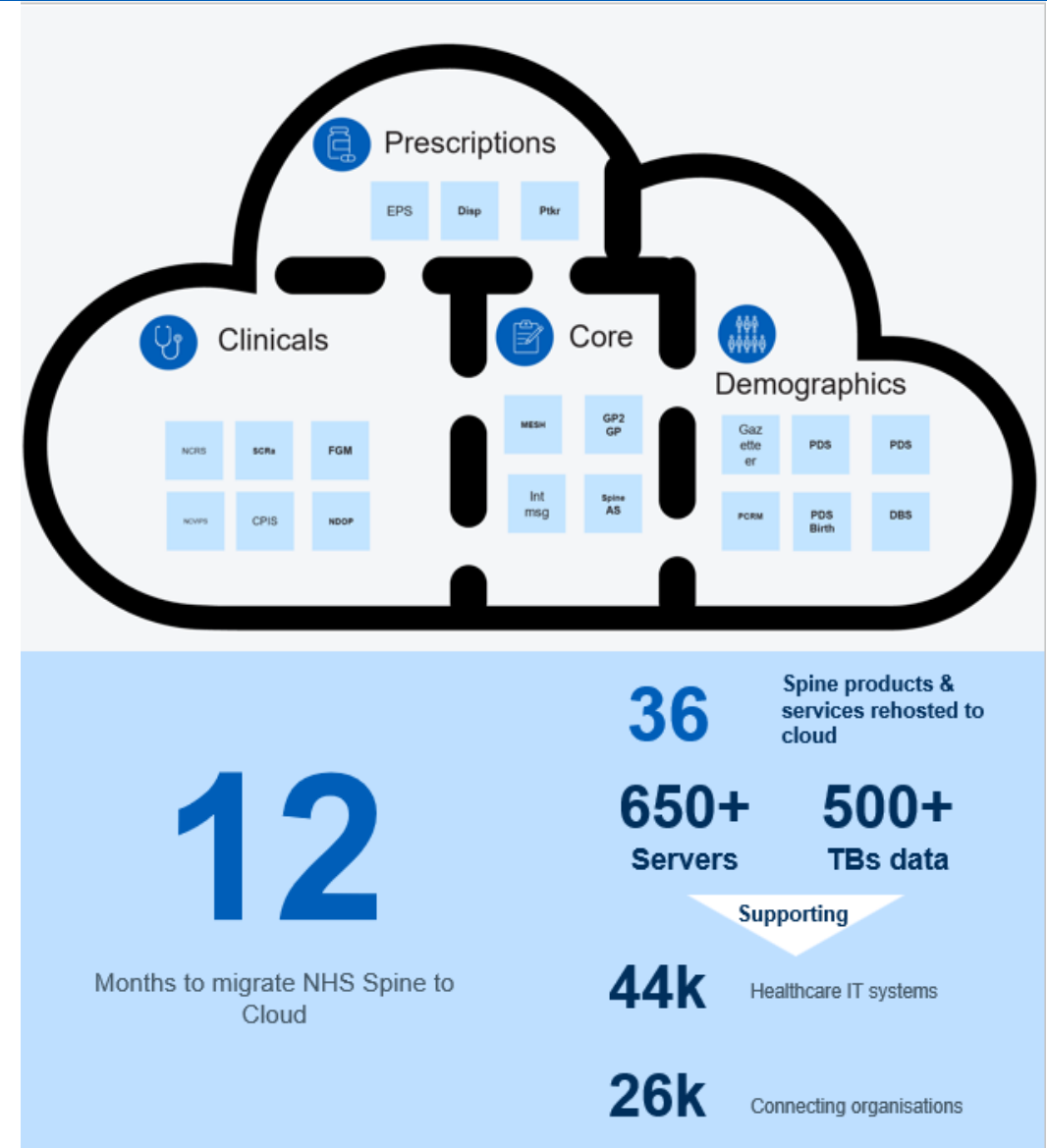**Modernisation, migrating Spine to the cloud giving:-**

- £0.5m annual saving
- Doubled capacity
- Improved resilience
- Increased ability to transform

Created new shared services:-

- NHS Notify
- Clinical Cohorting

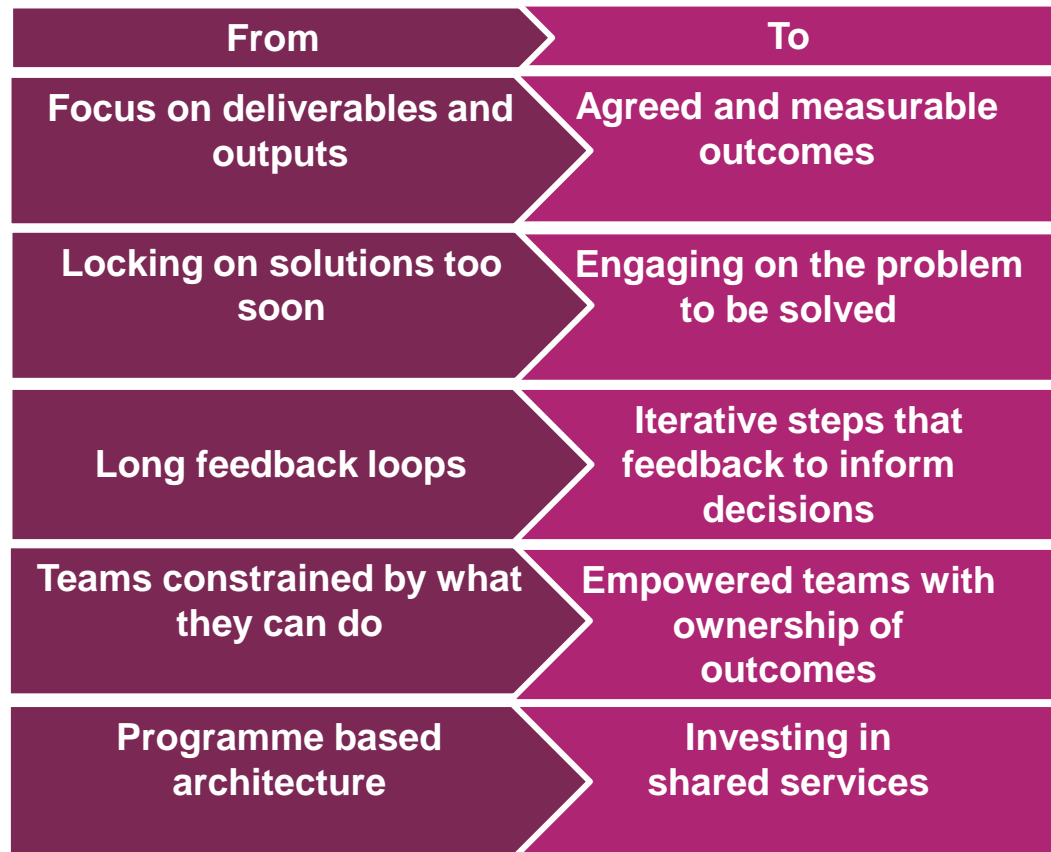**Making key services into products:-**

- Extending demographics service to be citizen facing and investing in improving data quality
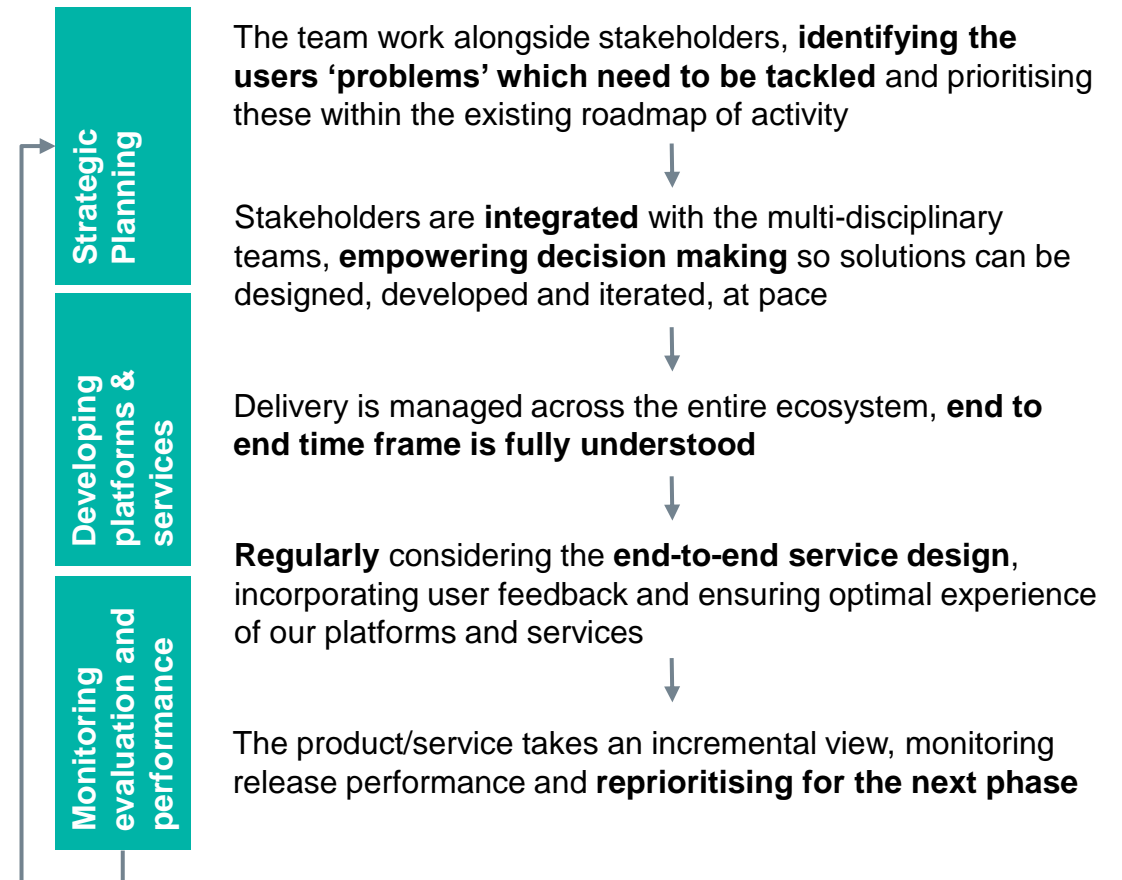
Investing in culture change

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We are moving to a new operating model that more closely links digital and data delivery to the business while clarifying accountabilities for supporting technical delivery.

A product mindset is a culture and approach which we want to embed, setting us up for accelerating our delivery of product and services, managing them for their entire lifecycle.

From	To
Focus on deliverables and outputs	Agreed and measurable outcomes
Locking on solutions too soon	Engaging on the problem to be solved
Long feedback loops	Iterative steps that feedback to inform decisions
Teams constrained by what they can do	Empowered teams with ownership of outcomes
Programme based architecture	Investing in shared services

Strategic Planning

The team work alongside stakeholders, **identifying the users 'problems' which need to be tackled** and prioritising these within the existing roadmap of activity

Stakeholders are **integrated** with the multi-disciplinary teams, **empowering decision making** so solutions can be designed, developed and iterated, at pace

Developing platforms & services

Delivery is managed across the entire ecosystem, **end to end time frame is fully understood**

Regularly considering the **end-to-end service design**, incorporating user feedback and ensuring optimal experience of our platforms and services

Monitoring evaluation and performance

The product/service takes an incremental view, monitoring release performance and **reprioritising for the next phase**

Investing in people

1. Engineering guidance and blueprints. Centres of Expertise (CoEs), Cluster Lead teams, Agile coaches and reviewed governance will **support delivery and collaboration**.

2. Providing tools, training and communities to **help staff through this change**, creating a strong learning environment with opportunities for skills development.

3. Our new structure is based on 'empowered' teams, so we will need **people not to wait to be given that power**. This model needs all of us to take and run with that responsibility, with leadership available for escalation and support when needed.

Still to do

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Funding still program focused

Governance not empowering teams

Need to improve clarity of "red lines" and improve tracking of exceptions

More time needed for culture and people investments