The future of health and care

Bringing people, process and technology together to transform healthcare experiences.

CGI

CGI Health and Care Advisory

We listen. We collaborate. And using our human-centred approach, we help you solve your challenges to transform health and care, and deliver better outcomes for all.

The way we access health and care support is changing.

For decades, our system has served citizens, generated professional careers and delivered world-leading care. Medicines and treatments have evolved, and innovations have improved health and care outcomes. We are living longer, healthier lives, infectious diseases have reduced and cancer survival rates have improved.

But still, our model of care is not future-fit.

Multiple levels of structural reform over the years have not yet provided the level of radical change required to sustain service levels. Now more than ever, the system needs to transform.

Health and care provision should be seamless. However services are accessed, whether through the National Health Service (NHS), local authority, private care, community or voluntary sector, and whoever they're accessed for – ourselves, our family or the people we care for – it is in everyone's best interest for all parts of the system to align.

The ability to share information, collaborate and transform towards more sustainable, efficient services is vital in enabling quality and timely health and care experiences. The future of our health and care system relies upon a more cohesive, integrated environment that not only serves citizens, but also empowers staff.

Reimagining the system

The NHS Long Term Plan[1] sets out five key challenges:

1. Insufficient funding

2. Staff shortages

3. The backlog (following the pandemic years)

4. An ageing population

5. Evolving healthcare needs.

With decades of traditional ways of working embedded, and given the complexity of our indispensable health and care ecosystem, how do we begin to reimagine the system?

If we are going to address the sector's challenges, a robust foundation is key; from setting up a project management office and robust governance that enables impactful transformation, to augmenting service design principles that fully understand user needs and create the best conditions for cultural change. Only then can we begin to revolutionise the many systems, processes and pathways that make up the NHS, local authority, residential care providers, and community and voluntary sector services.

And at the heart of this need for change is people: both citizens and your workforce. It's imperative that every step along the transformation journey, your workforce is empowered to continue to deliver safe and effective services that also put their wellbeing first.

Our Health and Care Advisory experts are here to help.

[1] longtermplan.nhs.uk

CGI Health and Care Advisory

We take a holistic, outcomes-focused approach to healthcare transformation. This goes beyond enabling organisational success. It's about putting people first, empowering your employees with intelligent, sustainable and healthy ways of working that help citizens access the right care at the right time, in the right place.

For over 25 years, we have supported more than 1,000 health and care facilities, and 200,000 professionals globally. Committed to supporting our UK clients for every step of their transformational journeys, we established our Advisory Services, where our experts combine their deep, first-hand experiences of working in the sector to deliver people-focused consultancy that truly makes a difference.

What makes us different is our intellectual curiosity. We don't come with a fixed view. We become part of your team to understand your specific challenges, learning from you and with you, and working together to bring our knowledge, global expertise, products and services together to deliver quality health and care outcomes in the most financially sustainable way.

Wherever you are on your change journey – whether you're looking to develop a forward-thinking business strategy, improve the effectiveness of specific processes, or want to enhance the interoperability of data repositories – we're here to help.

🧠	Our human-centred approach means that we understand your health and care challenges and their underlying causes.
💡	We prioritise your organisation's specific pain points, designing tailored solutions to meet those needs.
👥	Our service design expertise helps you identify and eliminate areas of non-value add, considering not only your organisation as a whole, but your staff and citizens too.
📅	We review your current governance, identify gaps and make recommendations that drive successful change programme delivery.
🤝	Our approach to human transformation includes mindset frameworks and engagement, and collaboration tools to effectively prepare your workforce for change, so your new service models have the best chance of success.
🛣️	We help you define "what good looks like" for your organisation, and set a roadmap for accelerated and impactful delivery.

People, process and technology

In our ever-evolving world, technology provides health and care organisations with infinite opportunities to continuously advance. But impactful digital transformation goes beyond simply adopting the latest innovations.

That's why in everything we do, we take a people, process and technology approach. This provides a holistic understanding of the problems to be solved, creating the foundations for your transformation journey and enabling us to work together to drive quality outcomes.

It is **people** - your workforce, citizens and their circles of care - who should inform your solutions, as your organisation's health and care challenges are best understood by them.

We apply user research that identifies the real need for transformation across your services, and use a human-centred design approach.

Our service design **process** defines your current state and highlights the requirements for your future processes and pathways of care.

We secure the fundamentals for an effective programme management office (PMO) to deliver change that aligns to your organisational objectives.

Technology is the enabler of business process and service model change. We use our capability across areas including artificial intelligence (AI), automation, cyber security, cloud and infrastructure to conduct maturity assessments that empower your organisation to realise its potential.

We are technology, solution and supplier agnostic without preconceived ideas of the "right" solution. We listen to your challenges, explore your objectives and design plans that help achieve the best outcomes for your organisation.

Our propositions

Based on the current challenges and needs of our clients, we have defined four overarching Health and Care Advisory offerings.

Each proposition can be shaped to your circumstances, and although set out individually, they are designed to be complementary. Throughout, we use our people, process and technology approach to set successful conditions for change. And whatever your organisation needs, we place people-focused outcomes (whether citizens, service users, patients or staff) at the heart of our services and solutions.

These Health and Care Advisory offerings can also be enhanced by broader services across our Technical Advisory and Sustainability Advisory teams, should your circumstances require it. And looking beyond those early, advisory-based engagements, we also offer support for end-to-end delivery, system interoperability and managed services.
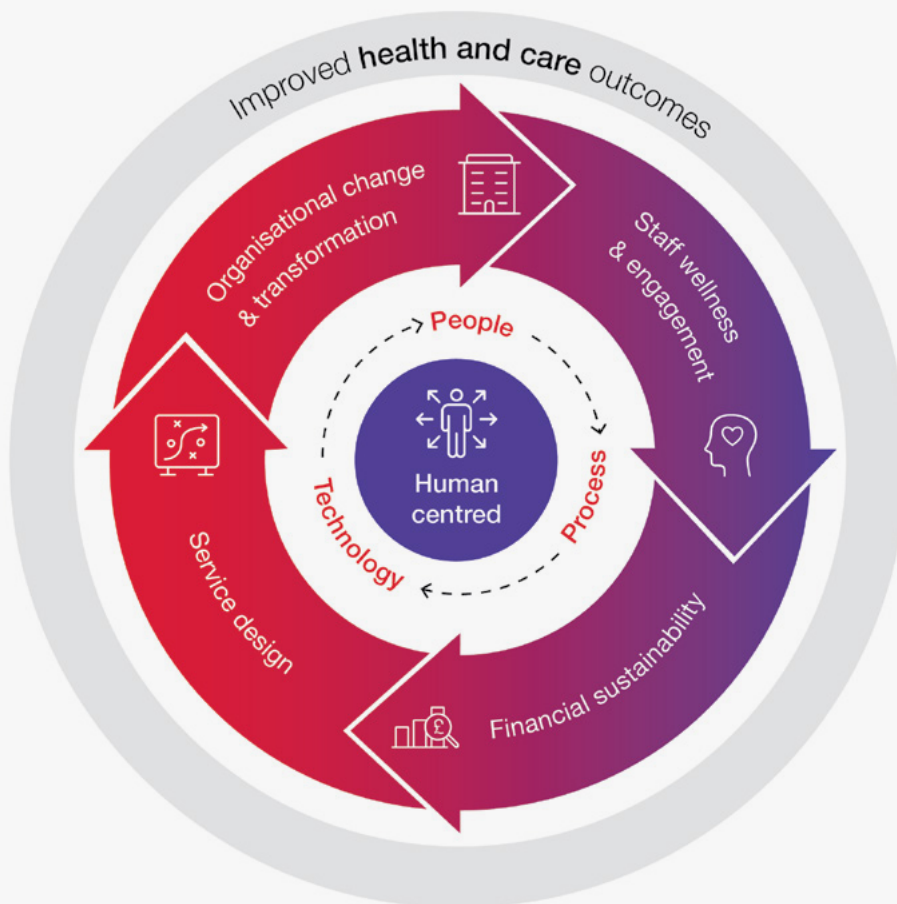
Staff wellness and engagement

Your people are your greatest asset. Let's empower them to deliver the best quality care.

The NHS is one of the largest employers in the UK with over 1.3 million staff.[2] Add to this the total number of adult social care posts (over 1.79 million in England), and it's clear that we have boundless opportunities to engage with a huge percentage of the UK workforce to truly understand the needs of the sector.

The King's Fund's Workforce Planning in the NHS document highlights just how implicitly linked changes in population demographics and healthcare needs are to the workforce.[3] Yet, the current system is not fit for purpose, with an ageing employee population, recruitment and retention issues creating a reliance on agency staff, and lack of training to enable staff to deliver future care models.

In an increasingly stretched environment, the success of transforming health and care services lies with employees. Your workforce needs to be empowered to make effective use of advanced digital resources, and enabled to embrace simplified ways of working that help them focus on delivering more complex care scenarios which rely upon human intervention.

That's why our ecosystem 'health assessments' revolve around your employees. Tailored to the problems you want to address, we listen to your people, and analyse and identify your key opportunities to improve staff participation in your organisational change. Whether your needs revolve around reducing reliance on agency staff, improving recruitment processes or creating the right mindset and behaviours for embracing transformation, we can help.

Our core technologies and solutions include AI and automation technologies which enable the digitisation of routine tasks, freeing up staff time to focus on more complex, people-focused activities that really make a difference.

Modernising your workplace will not only create an environment that attracts and retains your valuable employees, but also empowers them to deliver the best quality care to citizens.
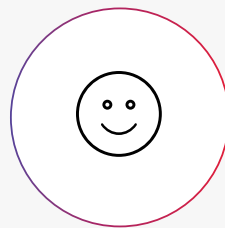
[2] jobs.nhs.uk

[3] kingsfund.org.uk/publications/workforce-planning-nhs

Putting people at the heart of transformation

Working with the highest quality partners, we help you create transformed, people-focused health and care services that:

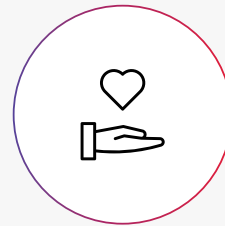Engage and inform your workforce

Empower fulfilling careers

Improve collaboration and innovation

Drive a service improvement culture

Enable quality health and care support

Building a better workplace, for a valued workforce

Our partnership with Trickle helps us implement a cloud-based, continuous improvement solution that puts innovation, collaboration and employee experience first. The real-time platform empowers staff to honestly engage and be informed about matters that affect them, providing a safe space to share their improvement suggestions and concerns.

By creating a culture of employee recognition and value, you will see an increase in productivity that naturally improves the quality of healthcare services delivered. You'll also gain prioritised insights for an organisational view of emerging issues, enabling proactive interventions and performance reporting for transformational improvements to be made every day.

Supporting your employees through change

Together with our partner, Adapt2Digital, we put people at the heart of transformation. Using expertise in "Modern Mindset Theory", we take your senior leadership, change champions and project managers on a change journey, preparing them for new ways of working and advanced delivery models.

This humanisation of transformation goes beyond education. It requires a deep mindset and behavioural shift that accelerates sustainable change, creating a long-lasting impact on all those effected (that's not just your staff, but also every citizen who engages with your services) to ensure transformation success long after your change programme has ended.

Financial sustainability

Addressing the inherent link between organisational financial health and transformation.

"No money" is a key mantra for our NHS and adult social care clients, as the significant shortfall in investment over many years, combined with the impact of the pandemic, has increased the burden.

If you feel the ever-increasing pressure to do more with less, we can help identify the root causes and control your challenges. Working with your system finance leaders and key stakeholders, we analyse the organisational landscape and pain points, as well as financial accounts, processes and practices.

By applying a set of core themes such as primary care and community services, acute services, mental health, and health and social care integration, we identify your key financial challenges, align them to opportunities for positive change and design associated solutions.

We help prioritise these solutions according to your organisation's specific needs, creating a pipeline to address your financial challenges. Throughout, our focus is to ensure that you can continue to deliver the safe, effective, yet affordable care that your population deserves.

Our approach will empower you with:

- An independent assessment and validation of your key financial challenges

- A robust understanding of healthcare sector finances and the wider implications of identifying appropriate solutions

- Sector-specific knowledge of the ecosystem in which you operate

- A robust set of costed financial solutions with a pipeline of opportunities based on your organisational priorities

- A relevant set of governance arrangements to help improve financial sustainability

- A roadmap for delivery over a pre-determined timescale.

Service design

By understanding your users' needs, you can create impactful, transformed services that deliver health and care equity.

The Kings' Fund describes health inequalities as "avoidable, unfair and systematic differences in health between different groups of people."[4] According to government figures, prior to COVID-19, these health inequalities cost the nation an extra £4.8 billion per year.[5]

Health equity is therefore a key priority to:

Improve quality of life

Reduce costs of treating and caring for people with preventable conditions

Benefit the wider economy.

So, how can we close the inequality gap? We know that one solution doesn't fit all, and that's where our service design approach comes in.

Service design is a relatively new concept to the NHS and social care provision, but its fundamental premise is not. At its core, service design (sometimes referred to as co-production or co-design) is the practice of designing end-to-end services with the involvement of users, in this case, your citizens, patients, service users and staff.

[4] kingsfund.org.uk/publications/what-are-health-inequalities

[5] gov.uk/government/publications/health-disparities-and-health-inequalities-applying-all-our-health/health-disparities-and-health-inequalities-applying-all-our-health#:~:text=Prior%20to%20COVID%2D19%2C%20health,tax%20revenue%20and%20benefit%20payments

Our user researchers are key to the service design journey. We capture insights from your users, and analyse and theme them to gain a holistic understanding of what people actually need from your organisation and its services.

These user-focused needs help us design change programmes that completely transform health and care experiences, inclusive of all care groupings.

With effective service design, you will benefit from:

- A catalyst for change with an accurate understanding of user needs that helps shape and re-model health and care services.

- Service users (patients and citizens) being part of the change journey, so they understand your new service model and how to access the support they need.

- Buy-in and understanding from staff who have been engaged in shaping new models of care, and are empowered to deliver quality services and support to citizens.

Organisational change and transformation

One of the key milestones in health IT was the 2016 Wachter review.[6] Since then, many changes have taken place in NHS England. Patients now have access to their full general practitioner (GP) record through an online service. There's also an increasing use of apps and extensive use of NHS Choices, and many settings are "paper light".

By the end of the parliament term in 2025, the aim is for digital, real-time and interoperable care records to be used throughout the NHS. The same can be said of local governments in relation to social care, with an independent review of adult social care in Scotland (2021) proposing that a radically transformed national care service would better serve the needs of the population.[7]

Whilst the ambition is clear within government policies, strategies and reviews, digital transformation remains a complex problem. There are many reasons for this, with historical models, organisational culture, risk appetite, and ineffective approaches to change at the source.

Built over four decades, CGI is one of the world's largest providers of high-end IT and business consulting services, so our Health and Care Advisory experts are best placed to help you deliver successful, sustainable digital transformation.
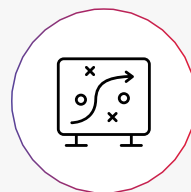
We will:

- Review your existing PMO and associated governance arrangements to enable delivery against your strategic priorities.

- Empower you with resource augmentation against key skillsets, such as programme management, service design, data science and technology.

- Provide services such as user research journey mapping to design your future state, enabling implementation using our expertise in health and care service delivery.

- Identify business case developments, including investment value case analysis.

- Encourage staff collaboration, engagement and buy-in to transformation programmes, and enable the cultural change and mindset shift to ensure that new models succeed.
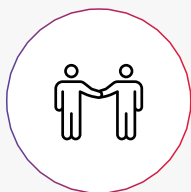
As a trusted transformation partner, we develop strong relationships with you and your teams.	Working together, we'll identify, assess and address your key challenges.	We'll design a roadmap for delivery, helping you manage changes that achieve successful outcomes.	We'll make sure your digital transformation programme aligns to your governance arrangements.

[6] assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/550866/Wachter_Review_Accessible.pdf

[7] gov.scot/groups/independent-review-of-adult-social-care/

About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments.

Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

Learn more at cgi.com/uk/health-and-care

For more information, contact our Health and Care Advisory team.

cgi.com/uk

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