



PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	14 November 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Digital Transformation Strategic Partner
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Anthony Tracey, Digital Director

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

The purpose of this paper is to recommend the award of a digital transformation strategic partner to deliver against the Health and Care Strategy “A Healthier Mid and West Wales: Our Future Generations Living Well”.

This report sets out the process which has been followed to evaluate bidders’ responses to the Pre-Qualification Questionnaire (PQQ), Invitation to Tender (ITT) and final interviews. The Committee is asked to scrutinise the process to provide assurance to the Board for its approval of the contract award. Following Board approval, Welsh Government (WG) approval will be required.

Cefndir / Background

The aim of the procurement was to commission a strategic partner to support transformation through the integration of digital technology into the Health Board, to deliver improved services and better value.

The Board has previously approved the digital enablement plan. This introduces several key foundational building blocks and enable transformation of clinical services at pace:

- Provide digital services and tools to give people more control over their own health and the care they receive from the NHS.
- Extend the NHS Wales App to everyone, where General Practitioners (GPs) have agreed to become involved, as a new digital ‘front door’ to give people secure digital access to their own medical records; find trusted information about their health online; allow patients to conveniently book appointments and view test results online. In time it will also provide medical advice and consultations securely.

- Give health and care staff the technology they need to help them complete administrative tasks more quickly, freeing up time to spend with patients and reducing the digital barriers to collaboration across professions.
- Set standards that keep information secure and make sure systems integrate to provide health and care staff with complete access to joined up patient records.

Asesiad / Assessment

To initiate the procurement phase of the above project, a Prior Information Notice (PIN) was issued on 24 May 2023. Providers who expressed an interest following the PIN were invited to a Supplier Engagement event on 31 January 2024.

A Find a Tender Service (FTS) Notice was placed on 20 March 2024. The Notice advertised HDdUHB's intention to procure a Digital Transformation Strategic Partner, the term of which would be seven years, with an option to extend by a further three years under the restricted procedure.

The procedure was defined in that individual work packages would be developed based on their own business case approval process to allow access to the contract framework.

The Pre-Qualification Questionnaire ("PQQ") was issued in parallel with the FTS Notice to all bidders who had expressed interest in the project following the supplier engagement day and the wider market through the publication of the Notice.

A multi-disciplinary team undertook the evaluation of the PQQ responses on behalf of NHS Wales Shared Services Partnership (NWSSP) and HDdUHB. The team included the Executive Director of Finance, the Director of Digital, Independent Board Members, Executive Director of Operations, Executive Director of Therapies & Health Sciences, and the Director of Finance of Digital Health and Care Wales.

Responses To The "Notice" And PQQ

Seventeen bidders responded to the Notice by completing the PQQ by the closing date of noon on 23 April 2024:

Bidder
1. Accenture (UK) Limited
2. Capgemini UK plc
3. CGI IT UK LTD
4. Deloitte MCS Ltd
5. Ernst & Young LLP
6. Evolution Recruitment Solutions
7. Insight Direct (UK) Ltd
8. IQVIA
9. Kainos Software Ltd
10. KPMG
11. North of England Commissioning Support
12. PA Consulting Services Ltd

13. Softcat
14. The Boston Consulting Group UK LLP
15. TPXimpact Limited
16. Ve3 Global Ltd
17. Vodafone Limited

Evaluation Process

The PQQ award criteria consisted of an assessment of bidders' financial standing, technical capabilities, and professional capabilities. Technical questions within the PQQ were scored as Pass/Fail.

Bespoke questions were weighted and scored to ensure that bidders could be pre-qualified appropriately within the rules of the Restricted Procedure. The five bidders with the highest scores advanced to the next stage of the process, the ITT. For Bespoke Questions, which were scored and weighted, the Evaluation Team met on 13 May 2024 to evaluate the responses to the PQQ.

Evaluation Outcomes

Following the evaluation of all Pass/Fail elements of the PQQ evaluation, all bidders successfully passed these questions. All bidders' responses to the Bespoke Questions were scored following the PQQ Scoring Model. The total scores for each bid are set out in **Appendix 1** in ranked order.

It was agreed that, based on the information provided by the bidders, the following bidders were sufficiently qualified to be considered further and be invited to tender.

Bidder
KPMG
CGI IT UK LTD
Ernst & Young LLP
Capgemini UK plc
IQVIA

Tender Evaluation

Following the submission of the tenders a review panel further met on 2 September 2024 to evaluate the tenders with an aim of shortlisting the above five suppliers to three who would be invited to supplier interviews.

Diary commitments prevented one Independent Member and the Executive Director of Operations from attending the Evaluation stage. The Director of Secondary Care deputised for the Executive Director of Operations.

As a result of the evaluation and scoring the panel agreed that the following suppliers would be invited to the interview stage of the procurement.

Bidder
KPMG
CGI IT UK LTD
Ernst & Young LLP

To provide consistency, a set presentation and interview questions were agreed and utilised during the interviews.

Presentation and Interview Outcome

Following the evaluation of the presentation and interviews, the panel re-examined their scoring to assure themselves that the initial scoring was consistent based on the presentation and interview responses.

The Evaluation Team recommended that the contract should be awarded to **CGI IT UK LTD**. This recommendation was made on the basis that the supplier meet the HDdUHB's requirements with regards to the technical and financial capability requirements of the Tender and provided a balanced offering to the Health Board which the panel felt would provide a multi-disciplined approach to transformation within HDdUHB.

Argymhelliad / Recommendation

The Committee is requested to:

- **RECEIVE ASSURANCE** that a robust process was undertaken.
- **RECOMMEND** that the Board approve the contract be award to **CGI IT UK LTD**.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.8 Scrutinise major procurements plans and tenders and provide assurance to the Board as part of its approval process.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Included within the main body of the report
Rhestr Termau: Glossary of Terms:	Included within the main body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Executive Team

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The full extent of the financial investment and return has yet to be finalised, however typical positive net returns on the investment in a 2 – 4-year period. A value case assessment has been undertaken and we are validating the findings. A wider strategic benefit will be that the healthcare systems will be more efficient, processes are faster, and wasteful processes can be decreased or eliminated supporting longer-term sustainability for the Health Board.
Ansawdd / Gofal Claf: Quality / Patient Care:	<p>The implementation of the transformation and digital enablement plan, will provide the following positive impact on quality and patient care:</p> <ul style="list-style-type: none"> • Patient safety increased - Increased timeliness and availability of relevant clinical information decreased transcription errors and decreases risk to patients' safety • Positive patient outcomes increased - Easy access increases speed and of diagnosis, care, treatment plan and onward referral

	<ul style="list-style-type: none"> • Patient confidence increased - The availability and targeting of accurate and relevant information at the point of contact • Reducing delay, improving waiting times and access to treatment
Gweithlu: Workforce:	Having a modern digital system, will attract and retain the workforce within the Health Board. A key component of this work is the assessment of operational readiness for organisational and digital change, the digital roadmap required and recommended service redesign principles for a whole system approach, which will enable the change the workforce urgently need. As part of the transformation plan there will be a change management, service redesign and digital enablement programme designed to co-produce and design services for people through a professional integrated and upskilled workforce across health and care.
Risg: Risk:	Without the necessary investment in transformation and digital there is a risk that the current complex system will become even slower stifling innovation that the Health Board has progressed and urgently needs. A typical monolithic technology programme which is the current approach introduces significant technical and business dependencies across the Health Board which affects patient delivery and staff morale.
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	The ambitious transformation and digital enablement plan will progress the Health Board forward to becoming a fully integrated digital organisation, and propelling HDdUHB to become the first system-wide digital exemplar within NHS Wales.
Gyfrinachedd: Privacy:	At the centre of the transformation and digital enablement plan is inclusivity, and the requirement to ensure that staff, patients, and the people of our region are included in the development of any service with strong information governance and cyber security.
Cydraddoldeb: Equality:	Not Applicable

Appendix 1

Bidder	Rank
KPMG	1
CGI IT UK LTD	2
Ernst & Young LLP	3
Capgemini UK plc	3
IQVIA	5
The Boston Consulting Group UK LLP	6
Deloitte MCS Ltd	7
Kainos Software Ltd	8
Ve3 Global Ltd	9
Accenture (UK) Limited	10
PA Consulting Services Ltd	10
TPXimpact Limited	10
Insight Direct (UK) Ltd	13
Softcat	13
Evolution Recruitment Solutions	15
Vodafone Limited	16
North of England Commissioning Support	17