HEALTH CARE

THE DIGITAL TRANSFORMATION OF HEALTH AND SOCIAL CARE 2020

Contents

Acknowledgements

The survey team at iGov Survey would like to take this opportunity to thank all of those who were kind enough to take part – and especially to those who found the time to offer additional insights through their extra comments. We would also like to thank our partner, Virgin Media Business, for its assistance in compiling the survey questions, scrutinising the responses and analysing the results.

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iGOV survey

Introduction

Today's health and social care services are going through one the most radical overhauls they've ever had. Under-resourced, under-staffed and faced with an ageing population, these organisations are having to drastically re-think how they work.

In April 2019, then Health Secretary Matt Hancock spoke at the Royal Society of Medicine about encouraging technological innovation and improvement across the NHS. Its vital for one simple reason, he argued: the right tech saves lives and makes life easier for staff.

"When I talk about interoperability, I'm not really talking about IT. I mean 'clinical memory', a clear and comprehensive record of each individual's health history and medical needs that can be shared, in absolute confidence, between medical teams across the NHS. It's why getting the right tech, getting systems that can talk to each other in the NHS, matters so much. Because the only question when it comes to tech is this: does this tech save lives and improve lives?

"We must drive innovation and improvement across the NHS. Combining the best of the healthcare culture with the best of the tech culture. Seeking continuous improvement to save and improve lives."[1]

And it isn't just healthcare services under the microscope. When the government created health and wellbeing boards across the UK, it aimed to bring health and wellbeing together under one joint strategy, integrating health and social care services for the first time.

The Care Act 2014 made local authorities responsible for promoting such integration, along with other health-related services like housing.[2]

All of this means one thing: organisations need to change. And soon.

It's difficult to understate the role technology plays in making that change happen. Take NHSX, for example: a new unit formed in February 2019 to oversee the digital transformation of health and social care in the NHS, from setting national policy and standards to helping systems to talk to each other across the health and social care system.[3]

With these developments in mind, iGov Survey teamed up with Virgin Media Business to examine the impact of new digital initiatives on health and social care in the UK.

Our research explores:

- The targets and objectives driving digital change across the sector
- Where health and social care service integration has been successful and where it hasn't worked
- The biggest pain points and barriers for organisations trying to digitally transform

About Virgin Media Business

This survey has been commissioned by Virgin Media Business, who work in partnership with organisations across health and social care to push the boundaries of technology and help improve the patient experience for all.

[1] https://www.gov.uk/government/speeches/we-must-drive-tech-innovation-and-improvement-across-the-nhs
[2] https://www.kingsfund.org.uk/projects/verdict/how-far-has-government-gone-towards-integrating-care
[3] https://www.gov.uk/government/news/nhsx-new-joint-organisation-for-digital-data-and-technology

Survey methodologies and respondents’ profile

This survey was conducted by iGov Survey in collaboration with Virgin Media Business. The project ran from Friday 13 September to Wednesday 16 October 2019.

Survey respondents represented a broad cross-section of job functions across the healthcare sector. This included: Local Government, Health, Housing Services, IT managment, Operations, Primary Care, Quality Assurance, Social Services and Transformation/change management. A full list can be seen on page 28.

A total of 128 individuals from 103 unique organisations participated in the survey, and each of them received a complimentary copy of the findings report. There was no inducement to take part in the survey, and Virgin Media Business was not introduced as the survey partner.

The results displayed throughout this report are based on responses of respondents who fully completed the questionnaire and are displayed as a percentage of this group, unless explicitly stated otherwise.

FIGURE 1: Sector Breakdown

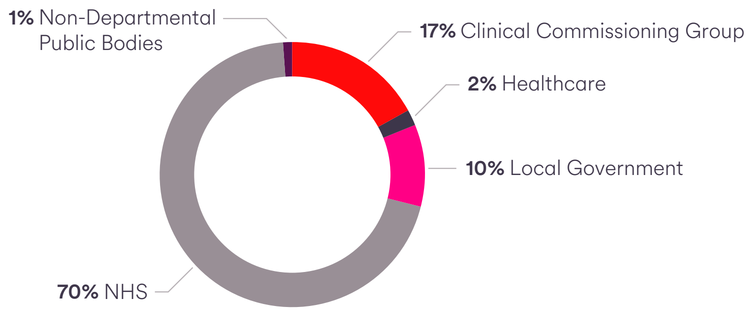
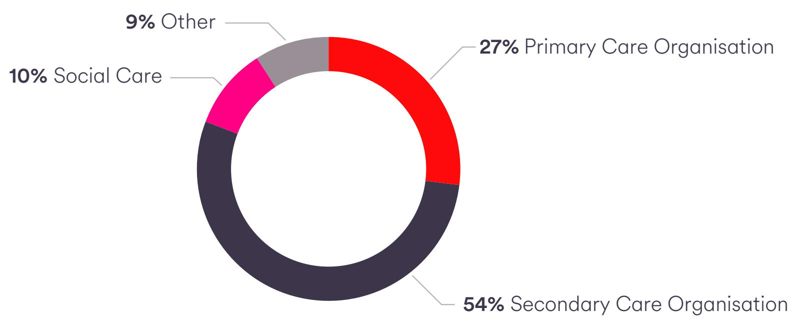


FIGURE 2: Care organisation type



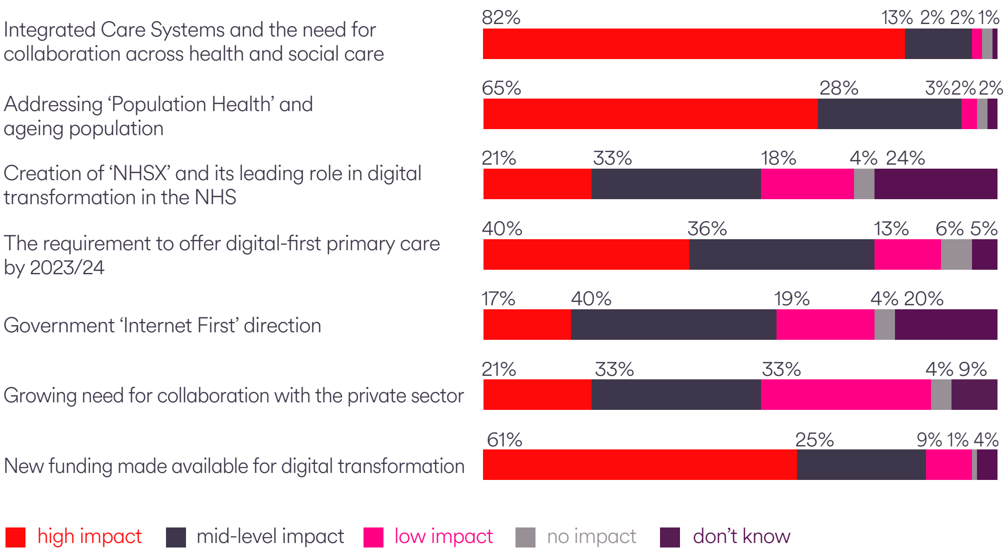
Key findings

1

As the UK health and social care system continues on its journey of major transformation, it is good to see many organisations making these changes a top priority

The need for collaboration and integrated care systems is a high priority for the vast majority of participants (82%) and a further 13% rate it as having a mid-level impact. Unsurprisingly, the ageing population is also having a high impact on nearly two-thirds (65%), with over a quarter ranking it as a mid-level impact. And, despite the creation of NHSX being relatively new, over a half (54%) rate it as having either a mid- or high-level impact on their organisation.

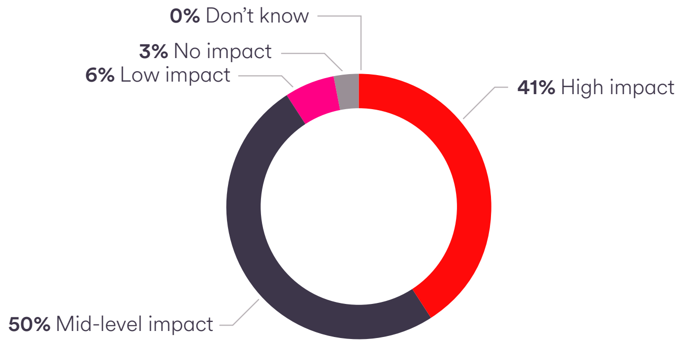
FIGURE 3: Thinking about the effect of digital change on health and social care in the UK, to what extent do you believe the following areas impact your organisation?



Moreover, it's great to see primary-care organisations rating the need to offer digital-first primary care as either a high (41%) or mid-level (50%) impact, suggesting many are aware of their obligations and the task ahead.

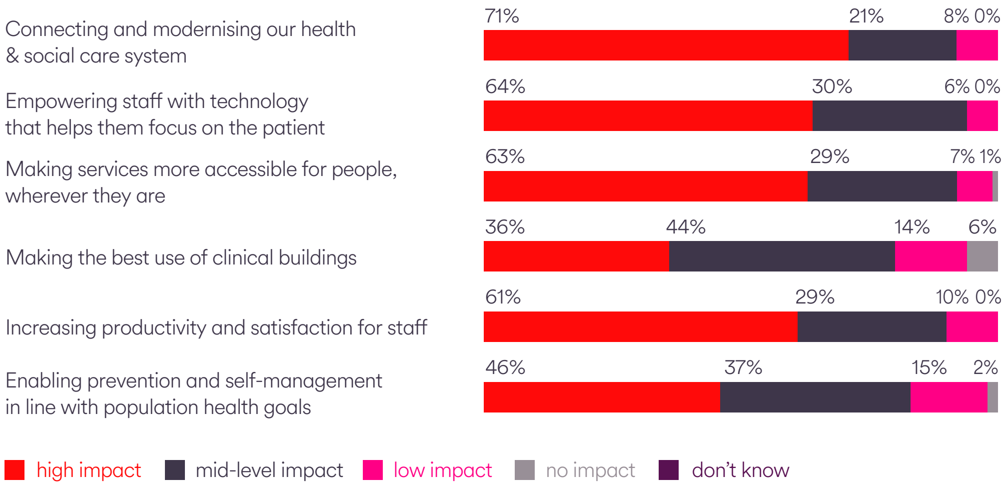
FIGURE 4: Thinking about the effect of digital change on health and social care in the UK, to what extent do you believe the following areas impact your organisation? [PRIMARY-CARE ORGANISATIONS ONLY]

The requirement to offer digital-first primary care by 2023/24



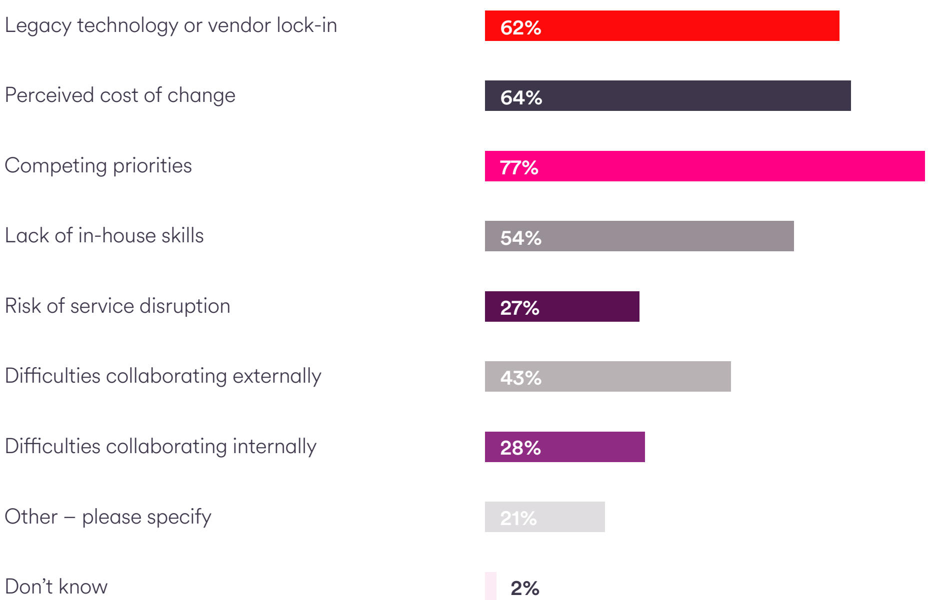
Thinking about the drivers for digital transformation, it seems that overcoming workforce challenges is a significant focus for many: 64% state it is a high priority for them to empower staff with technology that helps them focus on the patient, and another 61% prioritise increasing productivity and satisfaction for staff. This suggests that many are turning to technology to help them address challenges such as limited resources, increasing staff satisfaction and retention by reducing time spent on admin-heavy tasks and the frustration of working with legacy technology, freeing them up to focus more time on their patients.

FIGURE 5: Looking at the drivers for digital transformation in health and social care, what level of priority does your organisation place on each of the following?



Conversely, looking at the biggest barriers to digital change in organisations, 77% cite competing priorities, or legacy technology and vendor lock-in (62%). Moreover, over half (54%) are concerned about a lack of in-house skills, and 43% point to difficulties collaborating externally. These barriers will need to be overcome in order to achieve a fully integrated, patient-centric care service.

FIGURE 6: What do you believe are the biggest barriers to digital change in your organisation? Please tick all that apply.

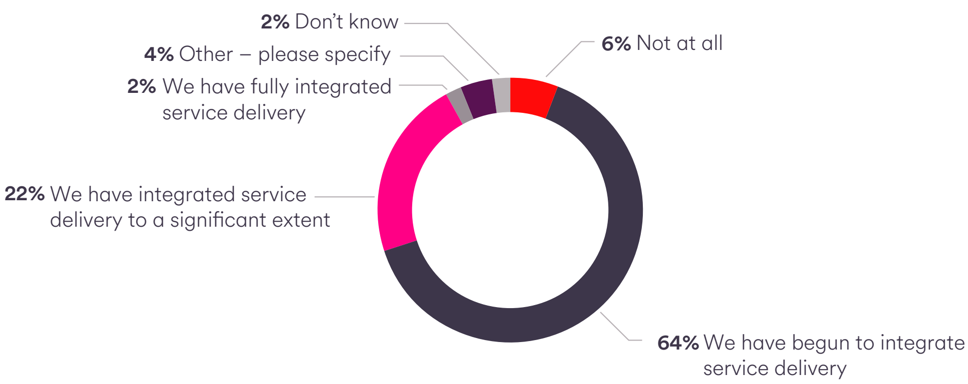


2

Nearly two-thirds of participants (64%) have just begun to integrate health and social care services.

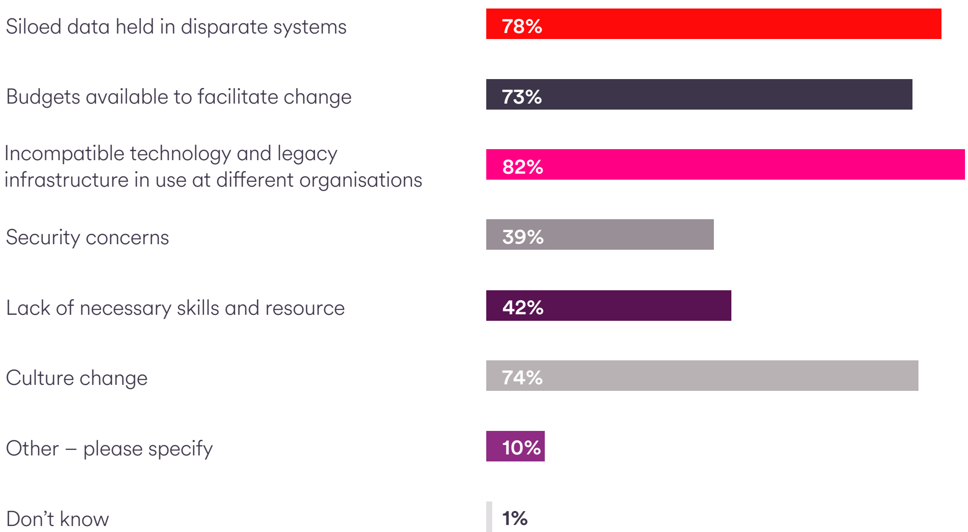
In fact, just 2% state they have completed this process, while 6% have not yet started – despite the government's drive and the increased funding in place to support this.

FIGURE 7: To what extent do you feel that your health and social care services have been integrated to date?



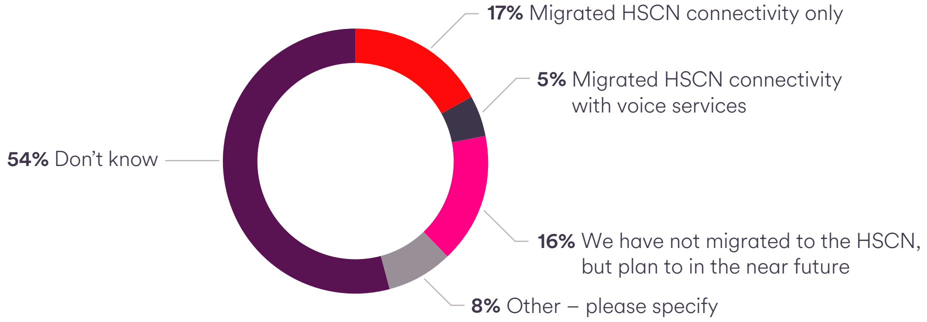
Thinking about the issues that are creating stumbling blocks for many participants, the vast majority (82%) point to incompatible technology and legacy infrastructure in use, while 78% are concerned about siloed data held in disparate systems. Interestingly, a lack of available funding is also highlighted (73%), together with the necessary cultural change (74%).

FIGURE 8: Which of the following issues do you believe present a significant barrier to achieving integration? Please tick all that apply.



In 2017, we asked healthcare participants the extent to which they were aware of the introduction of the Health and Social Care Network (HSCN) – just a third (33%) were fully aware of the change and understood the ramifications for their organisation. 31% had limited or no awareness. Fast-forward to late 2019, and just 22% of participants have migrated to the HSCN, for either connectivity only or connectivity with voice services.

FIGURE 9: Thinking about the move to the Health and Social Care Network (HSCN), how has your organisation managed the migration?

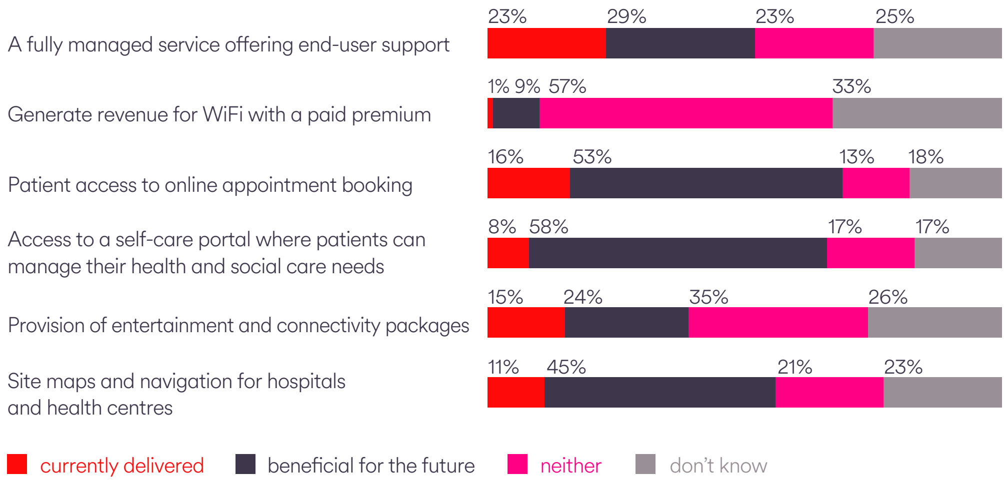


3

Considering the provision of WiFi services for patients and visitors, over three-quarters (79%) are providing free WiFi across their organisation, while 2% offer “freemium” services.

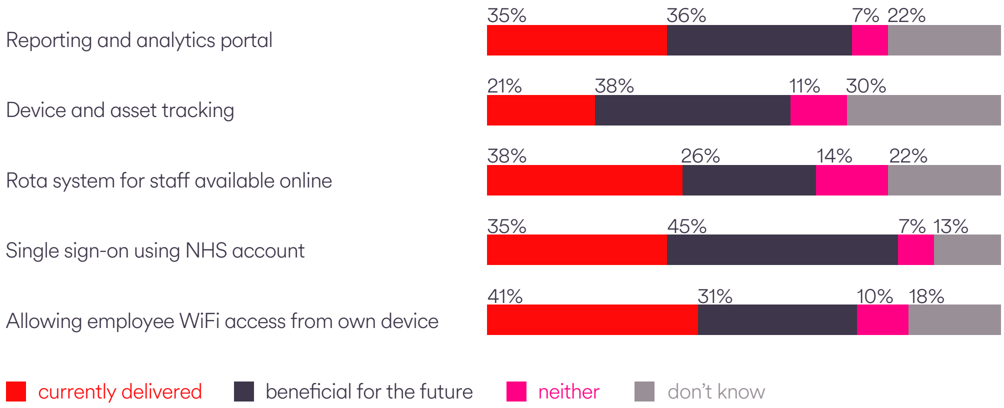
Looking at the areas of WiFi solutions currently deployed and, crucially, what organisations believe will be beneficial for the future, over half (53%) are looking at introducing patient access to online appointment booking, and another 58% believe that access to a self-care portal where patients can manage their health and care needs would be beneficial. This suggests a focus across the board on giving patients control over their own healthcare needs aligning with the population health goals of self-management and prevention.

FIGURE 10: Of the following list, which areas are currently deployed as part of your WiFi solutions for patients and visitors, and which do you believe would be beneficial for the future?



Thinking about the delivery of WiFi for staff, it is interesting to note that many look to WiFi to enable bring your own device schemes (41%), with another 31% citing it as beneficial for the future. This further enhances our earlier point related to workforce challenges, with organisations looking for ways to to enable workforce productivity and improve staff satisfaction.

FIGURE 11: Which areas are deployed as part of your WiFi solution for your staff and which do you believe would be beneficial for the future?

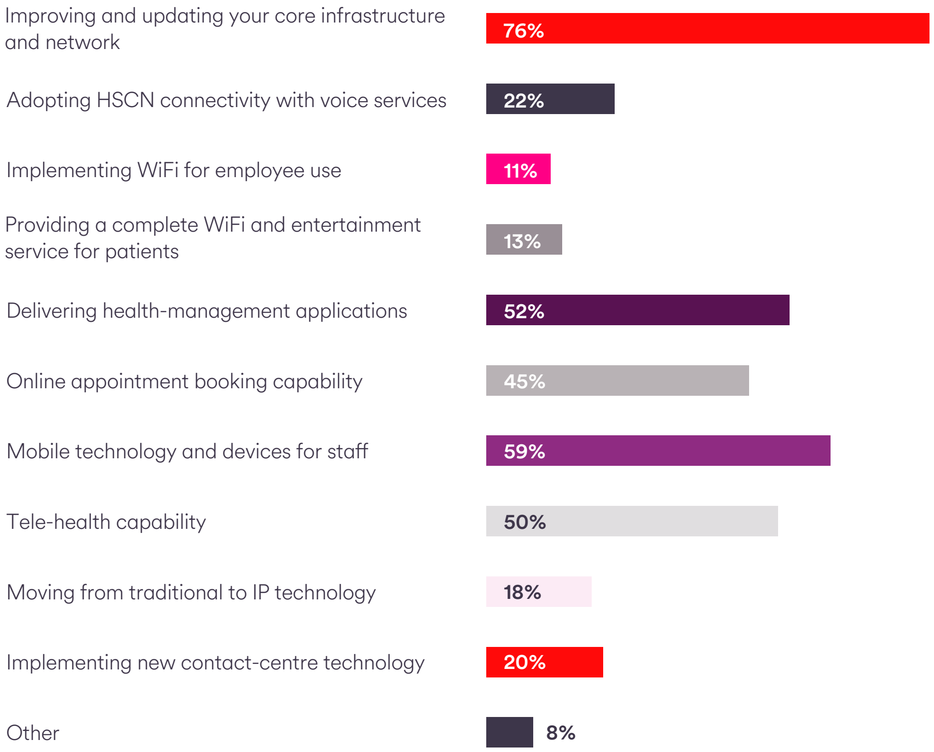


4

With available funding increasing, 76% of participants are looking to improve and update their core infrastructure and network.

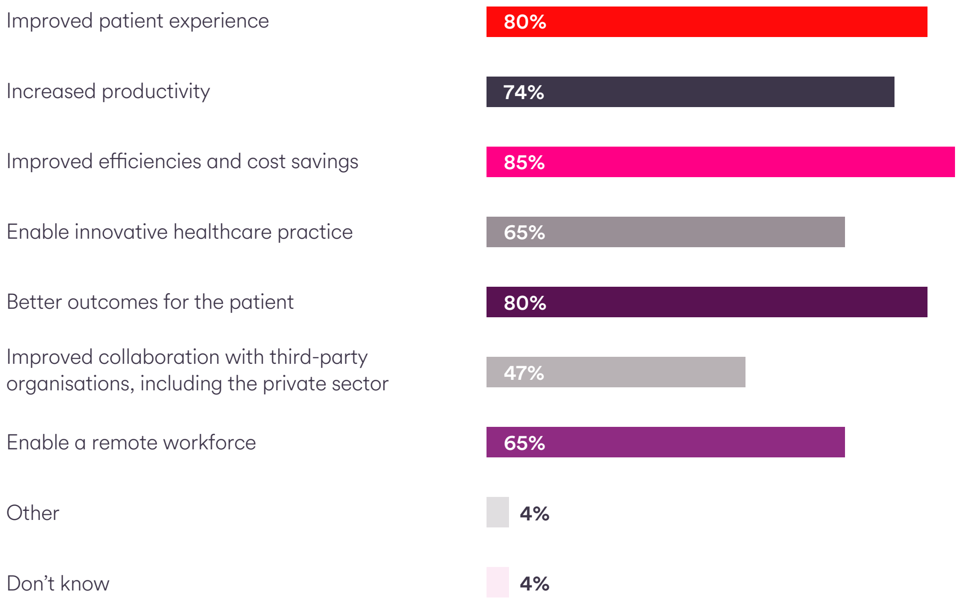
It is positive to see participants focusing on the underlying infrastructure to underpin the adoption of new technology, but without the right building blocks, true transformation cannot succeed. Other significant priorities are mobile technology and devices for staff members (59%), with patient care in the form of online appointment booking (52%) also featuring strongly.

FIGURE 12: With increased funding available to support digital transformation in health, in which of the following key areas would you expect to increase your IT investment in the next 12 months? Please tick all that apply.



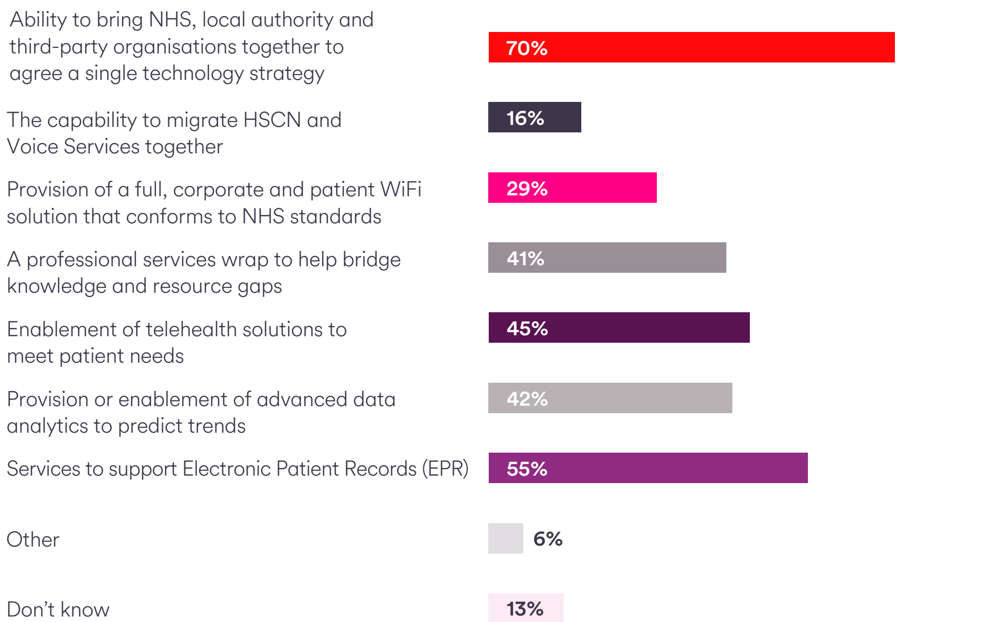
Perhaps unsurprisingly, improved efficiencies and cost savings (85%) and improved patient experience (80%) are the biggest priorities across the sector for organisations when thinking about future investments. Nearly three-quarters (74%) expect to see increased productivity – highlighting again the focus on staff working – and enabling a mobile workforce (65%).

FIGURE 13: Thinking about future investment in digital technology, which of the following expected outcomes present the biggest priorities for your organisation? Please tick all that apply.



Lastly, organisations are looking to technology providers to help them bring together the NHS, local authorities and third-party organisations to agree a single technology strategy (70%) – highlighting the important role technology providers can play in providing solutions and facilitating collaboration across silo organisations to help achieve truly integrated patient-centric care.

FIGURE 14: Which of the following are the most important areas for your organisation when considering a technology provider? Please tick all that apply.



Conclusion

By Martin McFadyen, Head of Public Sector at Virgin Media Business

I strongly believe in listening to the views of the people who use and manage our services and then using that insight to improve what we do as a business, ensuring our technology always creates meaningful outcomes for our customers and the communities they serve.

That's why we partnered with iGov to commission a survey of health and social care organisations across the UK. We wanted to deepen our understanding of their challenges and how they plan to invest in technology to achieve better outcomes for patients in their care.

We were delighted with the response. And I hope you've found the insight useful too.

I've summarised what I saw as the most interesting outtakes below.

Advancing the health and care system to address an ageing population

Health and social care services across the UK must adapt to meet the needs of a growing and ageing population, which is putting an unsustainable strain on resources.

The Care Quality Commission (CQC) 'State of Care' report confirms that technology is currently not doing enough to create joined up working between health and social care to benefit patients – points that were echoed in our survey.

Matt Hancock addressed this in 2018 with his 'tech vision' to build the most advanced health and care system in the world.

This has resulted in a number of new initiatives and organisations, such as NHSX, tasked with making digital transformation happen across health and social care. In fact, over half of respondents in our survey said NHSX is already having a mid to high impact on their organisation.

It's also worth noting that 91% of primary care organisations – GP surgeries and clinical commissioning groups – see the directive to digitise primary care by 2023/24 as a mid or high priority, which brings its own set of challenges.

Drivers and barriers to integration and patient-centric care

With increasing demand and insufficient resource, workforce challenges are naturally a key concern.

Although improving patient care should always be the core aim of health and social care organisations, the need to address employee issues is clear, with respondents citing improved productivity and staff satisfaction as key priorities.

With so many new initiatives, a constant pressure to adopt new technology and a growing need to address both patient and staff needs, it's unsurprising that competing priorities are seen as the biggest barrier to digital change.

Legacy technology continues to act as a major obstacle to transformation and a lack of in-house skills and resource only makes things harder. Collaborating with other services and organisations is still creating problems, with a lack of interoperability holding integration back.

As organisations look to address these challenges, the majority of respondents are really only just getting started with integration. And as they battle to overcome the technological hurdles outlined above, they'll also need to unravel the complexity of different funding models and change in working culture.

The role of technology in the transformation of health and social care

One change aimed at addressing the need for a single IT platform in health and social care organisations was the introduction of HSCN (the Health and Social Care Network).

In 2017, survey respondents demonstrated little awareness of this 'network of networks' and the options available to them*. Two years later, the number of organisations that have migrated services to the new network is still fairly low, although around a quarter said they're planning to adopt the service.

WiFi is another technology that provides opportunity to improve the patient and visitor experience and support better productivity and mobility for the workforce.

The majority of respondents are now providing free WiFi for patients and visitors across their organisation, with many adopting corporate WiFi to enable BYOD. Over half of organisations are either using or see the benefit of a fully managed service from their technology provider to help combat limited in-house resources.

Investment

Although funding is in place to support a number of new technologies from patient record systems to artificial intelligence, the vast majority of participants plan to use new funding to update their core infrastructure and network. This is a positive indicator, having the right platform in place is essential to enabling, supporting and securing new technology.

Key priorities for investment also include mobile technology and devices to support staff, along with the capability for online patient appointment booking.

When organisations were asked what they would look for in their technology service provider, the ability to facilitate joined-up technology programmes that bring together primary, secondary and community care organisations, was seen as a priority. This demonstrates the need to address the disparate systems holding data across different services and the desire to address the cultural and funding challenges.

In summary

Our report shows there is a real desire across the NHS, local authorities and other community organisations to put the patient at the heart of care, address workforce challenges and align the government's vision for a fully integrated care service.

But there are still many barriers to success, and organisations are increasingly looking to technology service provider to help them plan for the future, connect with other organisations and begin to bridge the skills gap.

There is a clear understanding that a robust and secure technology infrastructure is essential when it comes to digital transformation in this sector, and there's a real desire to use new funding to adopt new technology that supports staff and patients alike.

We've spent over 20 years helping public sector organisations use technology to transform the way they serve their citizens. We've partnered with local authorities, hospital trusts, GP surgeries and ambulance services all over the country. In fact, over 60% of the UK's health and emergency services rely on our network 24 hours a day, seven days a week.

We can help you develop and implement your digital plan for the coming months and years, providing a range of compliant connected care technology that support the issues we've explored in this report.

But our advice to the organisations we work with is always the same: invest in outcomes, not technology. That is the only way you'll achieve lasting, measurable success.

Hopefully this report will help you plan for and achieve those outcomes, although there are still many challenges to overcome before we can see a fully integrated health and social care system in the UK.

With the right funding, a close technology partnership and an outcome-based plan, however, we can all move one step closer to achieving that goal together.

If want to discuss anything in this report or have any questions, please do get in touch.

Email: publicsector@virginmedia.co.uk

Web: https://www.virginmediabusiness.co.uk/public-sector/

Appendix one: Survey questions

GRID QUESTION: Thinking about the effect of digital change on health and social care in the UK, to what extent do you believe the following areas impact your organisation?

QUESTION: Integrated Care Systems and the need for collaboration across health and social care

Answer	Percentage
High impact	82%
Mid-level impact	13%
Low impact	2%
No impact	2%
Don't know	1%

QUESTION: Addressing population health and an ageing population

Answer	Percentage
High impact	65%
Mid-level impact	28%
Low impact	3%
No impact	2%
Don't know	2%

QUESTION: Creation of NHSX and its leading role in digital transformation in the NHS

Answer	Percentage
High impact	21%
Mid-level impact	33%
Low impact	18%
No impact	4%
Don't know	24%

QUESTION: The requirement to offer digital-first primary care by 2023/24

Answer	Percentage
High impact	40%
Mid-level impact	36%
Low impact	13%
No impact	6%
Don't know	5%

QUESTION: Government 'Internet First' direction

Answer	Percentage
High impact	17%
Mid-level impact	40%
Low impact	19%
No impact	4%
Don't know	20%

QUESTION: Growing need for collaboration with the private sector

Answer	Percentage
High impact	21%
Mid-level impact	33%
Low impact	33%
No impact	4%
Don't know	9%

QUESTION: New funding made available for digital transformation

Answer	Percentage
High impact	61%
Mid-level impact	25%
Low impact	9%
No impact	1%
Don't know	4%

GRID QUESTION: Looking at the drivers for digital transformation in health and social care, what level of priority does your organisation place on each of the following?

QUESTION: Connecting and modernising our health and social care system

Answer	Percentage
High priority	71%
Mid-level priority	21%
Low priority	8%
No priority	0%

QUESTION: Empowering staff with technology that helps them focus on the patient

Answer	Percentage
High priority	64%
Mid-level priority	30%
Low priority	6%
No priority	0%

QUESTION: Making services more accessible for people, wherever they are

Answer	Percentage
High priority	63%
Mid-level priority	29%
Low priority	7%
No priority	1%

QUESTION: Making the best use of clinical buildings

Answer	Percentage
High priority	36%
Mid-level priority	44%
Low priority	14%
No priority	6%

QUESTION: Increasing productivity and satisfaction for staff

Answer	Percentage
High priority	61%
Mid-level priority	29%
Low priority	10%
No priority	0%

QUESTION: Enabling prevention and self-management in line with population health goals

Answer	Percentage
High priority	46%
Mid-level priority	37
Low priority	15%
No priority	2%

QUESTION: What do you believe are the biggest barriers to digital change in your organisation? Please tick all that apply.

Answer	Percentage
Legacy technology or vendor lock-in	62%
Perceived cost of change	64%
Competing priorities	77%
Lack of in-house skills	54%
Risk of service disruption	27%
Difficulties collaborating externally	43%
Difficulties collaborating internally	28%
Other – please specify	21%
Don't know	2%

QUESTION: To what extent do you feel that your health and social care services have been integrated to date?

Answer	Percentage
Not at all	6%
We have begun to integrate service delivery	64%
We have integrated service delivery to a significant extent	22 %
We have fully integrated service delivery	2%
Other – please specify	4%
Don't know	2%

QUESTION: Which of the following issues do you believe present a significant barrier to achieving integration? Please tick all that apply.

Answer	Percentage
Siloed data held in disparate systems	78%
Budgets available to facilitate change	73%
Incompatible technology and legacy infrastructure in use at different organisations	82%
Security concerns	39%
Lack of necessary skills and resource	42%
Culture change	74%
Other – please specify	10%
Don't know	1%

QUESTION: Which of the following statements best describes how your organisation approaches digital transformation?

Answer	Percentage
Our organisation has an overarching digital transformation strategy that we follow	48%
Our organisation tends to respond to ad hoc needs and treats digital transformation as isolated projects of change	17%
Digital transformation is often driven by areas of available funding	21%
Isolated projects are taken forward to enable us to meet compliance requirements and new regulations	6%
We are part of a larger entity or aggregated procurement with a single technology strategy, which we adopt	4%
Other – please specify	2%
Don't know	2%

QUESTION: If your organisation is part of a larger entity or aggregated procurement, which of the following procurement routes do you take?

Answer	Percentage
GP cluster/aggregated procurement	0%
Part of CCG	0%
PSN framework partner	0%
Other – please specify	60%
Don't know	40%

QUESTION: How would you best describe your organisation?

Answer	Percentage
Primary Care organisation	13%
Secondary Care organisation	30%
Social care	10%
Other – please specify	47%

QUESTION: Thinking about transforming and modernising health and social care services for the future, which of the following are you a member of?

Answer	Percentage
Integrated Care System (ICS)	34%
Integrated Care Partnership (ICP)	21%
Accountable Care Organisation (ACO)	4%
Sustainability and T ransformation Partnership (ST Ps)	50%
Other – please specify	20%
Don't know	12%

QUESTION: Thinking about the move to the Health and Social Care Network, how has your organisation managed the migration?

Answer	Percentage
Migrated HSCN connectivity only	17%
Migrated HSCN connectivity with voice services	5%
We have not migrated to the HSCN, but plan to in the near future	16%
Other – please specify	8%
Don't know	54%

QUESTION: If you have migrated HSCN connectivity only, do you have plans to migrate voice services in the next:

Answer	Percentage
3 months	0%
6 months	5%
12 months	18%
Post 12 months	0%
Not at all	18%
Don't know	59%

GRID QUESTION: When does your organisation intend to begin its migration to HSCN for:

QUESTION: Connectivity

Answer	Percentage
In the next 3 months	19%
In the next 6 months	14%
In the next 12 months	24%
Post 12 months	0%
Not at all	5%
Don't know	38%

QUESTION: Voice services

Answer	Percentage
In the next 3 months	5%
In the next 6 months	10%
In the next 12 months	23%
Post 12 months	0%
Not at all	10%
Don't know	52%

QUESTION: Thinking about the provision of WiFi services for patients and visitors in your organisation, which of the following best describes your approach?

Answer	Percentage
We offer free WiFi	79%
We offer "freemium" WiFi (free WiFi with paid option)	2%
We offer a paid-for WiFi option	0%
We currently have no WiFi provision for patients and visitors	8%
Other – please specify	7%
Don't know	4%

GRID QUESTION: Of the following list, which areas are currently deployed as part of your WiFi solution for patients and visitors. and which do you believe would be beneficial for the future?

QUESTION: A fully managed service offering end-user support to patients and visitors

Answer	Percentage
Currently deployed	23%
Beneficial for future	29%
Neither	23%
Don't know	25%

QUESTION: Generate revenue from WiFi with a paid premium product

Answer	Percentage
Currently deployed	1%
Beneficial for future	9%
Neither	57%
Don't know	33%

QUESTION: Patient access to online appointment booking

Answer	Percentage
Currently deployed	16%
Beneficial for future	53%
Neither	13%
Don't know	18%

QUESTION: Access to a self-care portal where patients can manage their health and care needs

Answer	Percentage
Currently deployed	8%
Beneficial for future	58%
Neither	17%
Don't know	17%

QUESTION: Provision of entertainment and connectivity packages for patients and visitors

Answer	Percentage
Currently deployed	15%
Beneficial for future	24%
Neither	35%
Don't know	26%

QUESTION: Site maps and navigation for hospitals and health centres

Answer	Percentage
Currently deployed	11%
Beneficial for future	45%
Neither	21%
Don't know	23%

GRID QUESTION: Which areas are deployed as part of your WiFi solution for staff and which do you believe would be beneficial for the future?

QUESTION: Reporting and analytics portal

Answer	Percentage
Currently deployed	35%
Beneficial for future	36%
Neither	7%
Don't know	22%

QUESTION: Device and asset tracking

Answer	Percentage
Currently deployed	21%
Beneficial for future	38%
Neither	11%
Don't know	30%

QUESTION: Rota system for staff available online

Answer	Percentage
Currently deployed	38%
Beneficial for future	26%
Neither	14%
Don't know	22%

QUESTION: Single sign-on using NHS account (e.g. username and password combinations)

Answer	Percentage
Currently deployed	35%
Beneficial for future	45%
Neither	7%
Don't know	13%

QUESTION: Allowing employee WiFi access from own device (BYOD)

Answer	Percentage
Currently deployed	41%
Beneficial for future	31%
Neither	10%
Don't know	18%

QUESTION: With increased funding available to support digital transformation in health, in which of the following key areas would you expect to increase your IT investment in the next 12 months? Please tick all that apply.

Answer	Percentage
Improving and updating your core infrastructure and network	76%
Adopting HSCN connectivity with voice services	22%
Implementing WiFi for employee use	11%
Providing a complete WiFi and entertainment service for patients	13%
Delivering health management applications	52%
Online appointment booking capability	45%
Mobile technology and devices for staff	59%
Telehealth capability	50%
Moving from traditional to IP technology	18%
Implementing new contact-centre technology	20%
Other – please specify	8%

QUESTION: Thinking about future investment in digital technology, which of the following expected outcomes present the biggest priorities for your organisation? Please tick all that apply.

Answer	Percentage
Improved patient experience	80%
Increased productivity	74%
Improved efficiencies and cost savings	85%
Enable innovative healthcare practice	65%
Better outcomes for the patient	80%
Improved collaboration with third-party organisations including the private sector	47%
Enable a remote workforce	65%
Other – please specify	4%
Don't know	4%

QUESTION: Which of the following are the most important areas for your organisation when considering a technology provider? Please tick all that apply.

Answer	Percentage
Ability to bring NHS, local authority and third-party organisations together to agree a single technology strategy	70%
The capability to consolidate HSCN and voice services	16%
Provision of a full, corporate and patient WiFi solutions that conforms to NHS standards	29%
A professional services wrap to help bridge knowledge and resource gaps	41%
Enablement of telehealth solutions to meet patient needs	45%
Provision or enablement of advanced data analytics to predict trends	42%
Services to support Electronic Patient Records (EPR)	55%
Other – please specify	6%
Don’t know	13%

Results breakdown

Job functions

Job function	Count	Percentage
Business Development	10	5%
Business Management	4	2%
Cabinet Member Local Government	3	1.5%
Chief Executive/Deputy	8	4%
Children's Services	1	0.5%
Clinical	14	6.9%
Commissioning	4	2%
Community Health	3	1.5%
Contract Services	3	1.5%
Corporate Services	1	0.5%
Customer Services	2	1%
Digital	1	0.5%
Diversity/Equality	1	0.5%
Education	2	1 %
Environment	1	0.5%
Facilities & Estates	1	0.5%
Finance Management	5	2.5%
General Practitioner	3	1.5%
Highways	1	0.5%
Housing Services	1	0.5%
Human Resources	10	5%
Infection Control	1	0.5%
Information	7	3.5%
IT Management	10	5%
IT Technical Lead	2	1%
Local Government	1	0.5%
Marketing Communications	2	1%
Medical Director	8	4%
NHS Planning	1	0.5%
Nursing Director	8	4%
Operations	2	1%

Job Function	Count	Percentage
Organisational Planning	2	1%
Parking Services	1	0.5%
Partnerships	3	1.5%
Performance	3	1.5%
Practice Manager	1	0.5%
Primary Care	1	0.5%
Procurement/Purchasing	5	2.5%
Programme Management	4	2%
Project	6	3%
Property	1	0.5%
Public Relations	1	0.5%
Public Transport	1	0.5%
Quality Assurance	1	0.5%
Recruitment	1	0.5%
Research	2	1%
Risk	1	0.5%
Scientific	2	1%
Senior Manager	20	9.9%
Service Delivery	8	4%
Social Services	1	0.5%
Strategy	6	3%
Technical Services	2	1%
Training	6	3%
Transformation/Change Management	2	1%

Sectors

Sector	Count	Percentage
Clinical Commissioning Groups	18	16.2%
Healthcare	3	2.7%
Local Government	9	8.1%
NHS	81	73%

Appendix two: Participating organisations

Airedale NHS Foundation Trust

Arden and Greater East Midlands CSU

Ashford and St Peter's Hospitals NHS Foundation Trust

Aspen Healthcare Ltd

Barts Health NHS Trust

Bedford Hospital NHS Trust

Belfast Health and Social Care Trust

Berkshire Healthcare NHS Foundation Trust

Birmingham Community Healthcare NHS Foundation Trust BNSSG CCG

Black Country Partnership NHS Foundation Trust

Cardiff & Vale UHB

Care Plus Group

Chesterfield Royal Hospital NHS Foundation Trust

Cornwall Council

Cumbria Partnership NHS Foundation Trust

Cwm Taf University Health Board

Denbighshire County Council

Derbyshire Community Health Services NHS Foundation Trust

Devon County Council

Doncaster Children's Services Trust

East Kent CCGs

East Kent Hospitals University NHS Foundation Trust

East London NHS Foundation Trust

East Sussex Healthcare NHS Trust

ELFT

Essex Partnership University NHS Foundation Trust

Falkirk partnership

Gateshead Health NHS Foundation Trust

Gloucestershire Hospitals NHS Foundation Trust

Hampshire County Council

Hampshire Hospitals NHS Foundation Trust

Health and Social Care in Northern Ireland

Health Innovation Network South London

Kent and Medway NHS and Social Care Partnership Trust

Kent Community Health NHS Foundation Trust

King's College Hospital NHS Foundation Trust

Leeds Community Healthcare NHS Trust

Liverpool City Council

Liverpool University Hospitals NHS FT

Maidstone and Tunbridge Wells NHS Trust

Medipex

NECSU

NEL Commissioning Support Unit

NHS 24

NHS Ayrshire & Arran

NHS Berkshire West CCG

NHS Birmingham and Solihull CCG

NHS Brighton and Hove CCG

NHS Business Services Authority

NHS Corby CCG

NHS Dorset CCG

NHS Education for Scotland

NHS England

NHS Fareham and Gosport CCG

NHS Greater Glasgow and Clyde

NHS Guildford and Waverley CCG

NHS Islington CCG

NHS Lambeth CCG

NHS Lanarkshire

NHS Leadership Academy

NHS Leeds CCG

NHS National Services Scotland

NHS North West Surrey CCG

NHS Oxfordshire CCG

NHS Sheffield CCG

NHS South, Central and West Commissioning Support Unit

NHS St Helens CCG

NHS Wales Shared Services Partnership

NHS West Essex CCG

NHS West Hampshire CCG

NHS Wolverhampton CCG

North Cumbria University Hospitals NHS Trust

North Lincolnshire Council

North Tees and Hartlepool NHS Foundation Trust

North West Ambulance Service NHS Trust

Northern Devon Healthcare NHS Trust

Norwich City Council

Nottinghamshire Healthcare NHS Foundation Trust

Oxford University Hospitals NHS Foundation Trust

Oxleas NHS Foundation Trust

Pennine Care NHS Foundation Trust

Royal Brompton & Harefield NHS Foundation Trust

Royal Free London NHS Foundation Trust

Salford Royal NHS Foundation Trust

Shropshire Community Health NHS Trust

Solent NHS Trust

South Eastern Health and Social Care Trust

Southport and Ormskirk Hospital NHS Trust

St. Helens CCG

Staffordshire County Council

Stockport NHS Foundation Trust

Stoke-on-Trent and North Staffordshire CCG

Surrey County Council

Sussex Partnership NHS Foundation Trust

Tees, Esk and Wear Valleys NHS Foundation Trust

Thames Hospicecare

The Clatterbridge Cancer Centre NHS Foundation Trust

The Leeds Teaching Hospitals NHS Trust

The Mid Yorkshire Hospitals NHS Trust

The Pennine Acute Hospitals NHS Trust

The Royal Liverpool and Broadgreen University Hospitals NHS Trust

Torbay and South Devon NHS Foundation Trust

University Hospitals of Leicester NHS Trust

Warrington and Halton Hospitals NHS Foundation Trust

West Lothian Council

Wirral Community NHS Foundation Trus

Wokingham Borough Council

Worcestershire County Council

Worcestershire Health and Care NHS Trust

To find out how we can help you just give us a call on 0800 052 0800 or visit virginmediabusiness.co.uk