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Service Definition:

This Service Definition outlines, what we do, how we work with clients and how we build project plans to define cost, time and deliverables. Each project will be led by a Statement of Works (SOW), to be completed and signed off in advance of commencement of work by each party, clearly documenting the project scope, deliverables and associated costs for the service provided.

As each project is different in nature, the most logical way to build up a common cost structure is through the calculation of tasks and activities to be accomplished for each deliverable, type of skillsets per team, team size by activity, duration and level of experience needed, which will determine the overall project cost estimate for the service delivered. The most common method for cost calculations of our Cloud-based services therefore use a blended day rate, which is then used as an input in combination with duration and team size.

The SOW therefore is an integral part of the project and serves not only as an initial project roadmap, but also as a cost and time budgeting tool. Standard SOWs contain the below information, although for specific services, bespoke elements can be added where required:

- Project objectives
- Project scope
- Major deliverables
- Tasks and activities that support the deliverables, and which party will complete them
- Timeline for completion of work
- Dependencies, risks and issues
- Location of work and resources, equipment, and facilities needed
- Payment costs, terms, and deadlines
- Internal and external quality standards and guidelines
- Criteria used to determine whether deliverables are acceptable and how they will be signed-off
- Signatures of both parties

Each of the below chapters expands further on our approach to delivering services that provide successful project outcomes, providing high calibre teams that deliver significant value for money.

1. Meeting The Challenges Together
2. Understanding Your Strengths And Capabilities
3. Collaborative Planning
4. Right Combination of Skills and Resources
5. Agility and Flexibility
6. Programme and Project Management
7. Change Management and Communications
8. Mobilisation Appropriate to Scale
9. Finding the Right Operational Context for Change
10. Managing Performance
11. Flexibility and Scalability in Delivery
12. The Power of Collaboration

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13. Strategic and Tactical Change
14. The Dialogue which Supports Transformation
15. Thinking of the Big Picture
16. Innovation and Independence
17. Working with the authority to address unique challenges
18. Maintaining compliance
19. Successfully addressing conflicts
20. Our specific G-Cloud 13 Services

1. Meeting the challenges together:

This framework is designed to address the most critical challenge in UK healthcare digital transformation: the selection, build, roll-out and maintenance of a sustainable, robust cloud infrastructure which can continue to drive high quality care as well as innovation and improvement across a large part of the service. We recognise that there is no shortcut to achieving this goal and that it will require an ongoing process of dialogue between the Contracting Authority and our collaboration in delivering a series of projects and operational improvements which drive adaption over time.

It will be important for us to engage with you early to understand your perspectives on the problems and to learn your views on how they can be addressed. As a service provider, we will work through a process of discussing and testing, cloud-based innovations which could address specific issues with a view to presenting you with ideas which are feasible and pragmatic. Our view is that we should adapt a highly open and flexible process of engagement and not restrict dialogue solely to the process of bidding and responding. In this way we can remain informed of your concerns and priorities, and we can present you with prospective solutions.

2. Understanding your strengths and capabilities:

We will aim to engage with many aspects of your Health Service stakeholders to understand in detail the freedoms and constraints within the Integrated Care Systems, not only in Cloud infrastructure and applications, but also in enabling functions such as estates, digital, procurement and so on. We aim to get a good understanding of past initiatives and lessons learnt, future intentions and the extent of ambition and risk each health economy is prepared for. We wish to understand, for example, the extent to which the health system is prepared to engage in long term partnerships with other organisations where mutual risk and advantage can be secured for each party.

It will be necessary for us to understand the internal capability of each cluster of organisations so we can bring ideas which are sensible and achievable. We hope to operate as a conduit of good ideas from those institutions within the framework, those beyond in other parts of the Health Service and also to bring excellent practice from elsewhere in the world and to suggest how it could be adapted to provide greatest advantage.

Where helpful, we will be happy to assist you with formal assessments of capability in areas critical to ongoing Cloud and digital transformation. We have found through experience that digital skills and maturity within an organisation are important factors in the optimisation of technology and are correlated strongly with patient outcomes, emphasising the need for proper understanding before planning and committing to any project.

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3. Collaborative Planning:

We are of the view that collaborative design of solutions will be an important part of implementation. The successful establishment of new Cloud initiatives starts with feasibility and practicality. We advocate an open approach to design using principles of co-creation as well a rigorous approach to evaluating ideas, where appropriate with the broad set of professionals within a healthcare system and where appropriate with citizens and patients.

4. Right Combination of Skills and Resources:

We will bring together the appropriate skilled professionals from within our organisation to lead any forthcoming G-Cloud 13 projects. We will make the case for the involvement of key client staff members not only to oversee and assure our work but to contribute to it.

Our company has access to teams with a broad set of skills, experience and resources. We aim to assign only those relevant to a given assignment to the project team and ensure that we have the right balance of complimentary capabilities. Should initiatives require the use of other resources (e.g., digital tools) we will deploy them as efficiently as possible and minimise additional change or development to software. Where it provides more advantage to client organisations, we will integrate digital tools so that the best possible functionality can be deployed to the transformation.

5. Agility and Flexibility:

We will operate the key principles of agile thinking (these can be applied whether the initiative involves software or not). These include the principles of:

- Client satisfaction as the main priority
- Being flexible to changing requirements
- Team motivation and face to face communication
- Working outcomes from the initiative as the main means of progress
- Keeping things as simple as possible
- Autonomy and self-organising teams
- Regular reviews and revision of work when required

6. Programme and Project Management:

This approach can be combined with skilled programme leadership and project management skills to create the very best chances of success. We would take responsibility for:

- Establishing a Programme Management Office (PMO) appropriately sized and resourced for the initiative in hand
- Building, maintaining and adjusting comprehensive programme and quality management plans
- Establishing a reporting framework which supports the project team and client to understand progress vs the plan; to know what the most critical problems are and which remedies and interventions are put forward. A solid PMO reporting plan provides confidence that progress is being made and issues are being actively managed.

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- Supports open and honest dialogue across the project so that the implications of each stream of work are clear to all
- Maintaining a register of issues, risks and mitigations.

7. Change Management and Communications:

Given the scale of the digital challenge confronting both NHS clinicians and business leaders, practical and workable solutions will need to be considered and the impact on staff cannot be underestimated, as in many cases there is a significant gap between digital advances in healthcare vs the digital skills of the workforce. Upgrading systems and processes without addressing this gap can cause significant headwinds in Cloud-based progress.

We manage change with great consideration given to staff affected by initiatives. This requires careful planning of change management and communication to stakeholders at all levels. The main aims of change management are to identify and address concerns which lead to low morale, reduced productivity and increased risk to the project.

8. Mobilisation Appropriate to Scale:

The design and assembling of new models of care or support requires a great deal of thought about where: people, technology, information, buildings and other assets can be balanced to create the best quality outcomes with economic efficiency. Some changes will, unquestionably, be more impactful to staff with greater, cost, risk and organisational upheaval.

Cloud-based infrastructure, especially larger Electronic Patient Record (EPR) implementations have far reaching implications throughout the organisation and affect how care is delivered throughout the system. From clinicians to support staff, everyone will be affected to some degree. Whatever the case, meticulous preparation and collaborative planning will be required to:

- Define and communicate process changes to those affected
- Procure or build new facilities or repurpose old ones and create high standard working spaces
- Place resources (people, equipment, software and other assets) into the right locations and part of the organisation so that they operate with the greatest impact
- Integrate and test rigorously new cloud-based systems and integration software
- Train and where necessary, recruit new staff so that teams have the right balance of skills to perform work effectively

9. Finding the Right Operational Context for Change:

We will work with NHS organisations to find the appropriate organisational and commercial models to complement Cloud-based infrastructure projects. We recognise some of the political sensitivities related to, for example, outsourcing. Nevertheless, it may be necessary to explore a wide range of solution options before a definitive and proven arrangement which can create sustainable improvement for a health economy can be put in place. We will work discreetly with you on an ongoing basis to explore opportunities and the commercial and organisational implications and assist you in navigating the change with the appropriate communications strategy.

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10. Managing Performance:

If the contracting authority decides to partner with us for certain aspects of its Cloud-based projects, we will work with you to establish reporting mechanisms which provide you with a high degree of confidence in service delivery. Rather than merely provide a set of dashboards, we recommend regular dialogue to maintain a relationship which is more about a joint pursuit of high delivery standards as opposed to contract enforcement. Our collective objective, through this process, will be to:

- Maintain a high level of client satisfaction
- Identify performance dips and intervene quickly to resolve
- Establish the highest possible service availability with contingencies in the case of outages
- Discuss and implement ideas and innovation which can enhance the service
- Review, on a continuous basis, the performance measures to add new ones and stop measuring those deemed redundant.

11. Flexibility and Scalability in Delivery:

We recognise the complexity of digital challenges confronting the NHS and appreciate that there are no easy solutions, and that society and the nature of work and the skill acquisition journey is changing the world over, healthcare systems must meet these challenges head on. As such our company is composed of a number of teams which each bring something different to the table. Each team represents a building block which can be combined with others to create projects with great flexibility and scalability. We do not expect each member of the team to participate in every project, rather the resources will be available on a 'pick and mix' basis so that only the resources needed are deployed to a given set of service requirements.

We are of the view that we have assembled a group of teams focussed on Cloud initiatives that can provide detailed analysis of issues and structure solutions as well as a range of delivery specialists who can implement new Cloud-based processes, systems and services. This maturity and openness to a partnership way of working is intended to bring benefits to NHS clients which is greater than the sum of its parts.

We also recognise that ICSs may wish to experiment with ideas, that is, to try them at, say a hospital Trust before scaling them across the whole system once they are tested and successful. As a scalable service provider, we remain entirely open to this approach although we will assist you in forcing the pace on initiatives so that benefits can be released as quickly as possible.

We entirely expect that you will require flexibility in contracting arrangements and that these may differ from organisation to organisation. Additionally, as a digital service provider we are familiar with and open to different contracting mechanisms for one-time as well as ongoing services.

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12. The Power of Collaboration:

We understand that contracting with the right Cloud-based solution provider is an important decision and one not taken lightly. We take pride in all of our projects and close collaboration with our clients. We value each project as an opportunity to collaborate, learn and share best practices and provide a productive and comfortable environment for all team members to thrive.

Creating consistency and harmonisation of ways of working, business process, and indeed culture is always important way of facilitating this greater level of collaborating.

13. Strategic and Tactical Change:

It will be important for our project team to gain a good early grasp of the ICS strategies and how digital/Cloud features in each of those plans. At a tactical level, it is always possible to deploy new ideas with caution and risk mitigation in mind. There is nothing wrong per se with the implement – test – review – scale approach, however in some cases it will be advantageous to establish large, and potentially large changes quickly in order to avoid the lingering pain of long-term change. These trade-offs need to be considered on a case-by-case basis.

14. The Dialogue which Supports Transformation:

Delivering digital change in large organisations is notoriously difficult. Meaningful transformation, must, by definition, uproot traditional ways of working and challenge norms which makes people feel uncomfortable. Staff do not dislike change as such, but they do resist it where they feel that the justification is poor, where decisions were made rashly and where they feel they are not being told the whole story and they conclude there are hidden agendas.

Thus, analysis must be rigorous and the ‘burning platforms’ for change must be strongly evidence based, communicated, and opened for staff to challenge and debate. Of course, not every aspect of a digital transformation project can be discussed openly all the time but in the main, as open and honest a dialogue with staff tends to lead to a more enduring and successful change.

Our company employs staff from a wide range of backgrounds (including NHS clinical and Trust management) for who have managed change in numerous organisations and contexts. We will work closely with your management to drive your aims of efficiency, commonality, and process improvement.

15. Thinking of the Big Picture:

Cross-organisational initiatives can sometimes be stalled by the competing priorities of individual institutions. It is not difficult to understand how staff, managers and the public regard difficult decisions as win / lose situations which adversely affect one organisation while leaving others in the same federation unaffected. Rigorous analysis and as open a style of communication are not panaceas for this but can help address suspicions that there are ‘hidden agendas.’

Within the organisations at least, the overall change and the methods of implementation can be explained and agreed with staff. The benefits must be attached to the ICS as a whole within the context of the reality of workforce, financial and other constraints.

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Our company will assist you in making the case for digital change and arguing the nature of change. It will be critical to communicate the many benefits available and the meaningful advantages to the ICS, citizens, patients and staff rather than merely on the basis of 'we have no other choice'.

16. Innovation and Independence:

As a company, we offer you innovation but also our independence. We understand that there is a great deal to be achieved and have no preconceptions as to how you proceed but know that digital change is needed immediately. It is our hope that we can act as a powerful catalyst for action and help you drive a set of initiatives which bring benefits to the institutions within this G-Cloud framework, but which also inspire and are adopted by the NHS elsewhere.

We offer insight and experience from many contexts: from within the health service and from other parts of the world, we bring facilitation and communication skills, we aim to challenge your thinking and work with you to mould and implement new ideas surrounding Cloud-based projects which address your own specific and unique challenges.

17. Working with the authority to address unique challenges:

Upon contract signoff we will work with the beneficiary to organise a bespoke implementation planning meeting and SOW (please refer to point 19 in this document) where we will ensure the following takes place; allocation of dedicated account manager, agree implementation plan detailing key deliverables/SLA's and timeframes, explanation of how activity will be managed including touchpoints and escalation routes, agree costs, key role requirements, agree supplier and beneficiary stakeholders as well as detailing the complaints and escalation process.

This meeting will be used to establish a Project Initiation Document highlighting the beneficiary's particular project challenges and detailing the plan course of action to meet the required standards. Each identified challenge will have set of agreed actions and timeframes, for example if a department requires a niche specialism of services, then we would look at sourcing appropriate talent to join our supply chain to fulfil the requirements.

The dedicated account manager will continue to meet with the beneficiary on a weekly and monthly basis reporting back on progress against the project timelines and to agree further actions. We have a successful history of engaging with our supply chain proactively by holding supplier days in person and virtually, we use these forums to ensure our supply chain understand the challenges and requirements, deal with any issues whilst also ensuring we have adequate support to fulfil the beneficiary's requirements.

18. Maintaining compliance:

The dedicated account manager will work closely with the beneficiary to ensure that all processes maintain compliance with all applicable NHS and workforce policy and legislation, we are fully aligned with such policies and legislation through being members of the Recruitment & Employment Confederation, ISO 9001 (to be accredited in 2022) and awarded to a range of government approved Framework Agreements where we are also annually audited. We will carry out a presentation to the beneficiary during project initiation to explain the required standards for each of the mentioned

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policies/legislation and then hold an open forum deep dive to gather all required information to ensure that processes remain compliant. All supplier stakeholders working on the beneficiary project will also receive this training by our Head of HR and will be tested via an online quiz every 12 months to ensure knowledge remains up to date.

19. Successfully addressing conflicts:

The dedicated account manager will be incentivised purely on the basis of customer satisfaction and achieving the targets set by the beneficiary. The account manager will remain commercially aware but hold the best interests of the beneficiary at all times, this will be monitored by the Commercial Director with regular audits to scrutinise each solution decision made. We carry out regular client satisfaction surveys to ensure we continue to provide the best service and operational efficiency for customers, results of the surveys along with detailed management information containing details on savings/cost avoidance/added value are provided during monthly review meetings.

The account manager will present all proposed solutions to the customer in a white paper format providing full justification for the proposed solution along with all other alternative options, this provides complete transparency to the beneficiary regarding available savings/cost avoidance/added value, all proposals must be signed off by our management board and the beneficiary's key stakeholders.

20. Our specific G-Cloud 13 Services:

As included in our submission, we provide a range of Cloud-related services which are outlined below. As we do not provide Cloud infrastructure (equipment) or Cloud software (SaaS or standalone), our services are strictly related to the planning, set up and migration, security, QA, roll-out and training required to compliment the cloud hardware and software being implemented.

As such, our teams can assist in these areas and provide various services regarding system deployments and operation, but for the avoidance of doubt we do not own or manage the data, infrastructure or security of the systems themselves. Therefore, we do not offer services for any specific Cloud-based hardware or software including:

- Data storage, backup and restore and disaster recovery
- Business continuity and disaster recovery
- System outage and maintenance management
- SLAs regarding Cloud-based system performance, availability and support hours
- Any technical support related directly to the Cloud hardware or software used
- Hosting options and locations
- User access to Cloud-based systems and data
- System security setup or maintenance

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Our Cloud-based offering includes the following service areas:

Planning:

We provide a full range of planning services for cloud-hosted software covering the following elements: programme planning and governance structures (PRINCE2 and MSP compliant); programme management office (PMO) support; business case development (Green Book and Better Business Case compliant); procurement (EU and UK frameworks); implementation, staff augmentation and recruitment services (including Epic-certified analysts); post-live stabilisation and optimisation target operating models; post-implementation reviews; programme assurance and gateway reviews; benefits estimation, management and realisation; change management (PROSCI compliant), stakeholder engagement and communication; information reporting, workforce, financial and technical infrastructure support. Examples of cloud-hosted software delivered in the NHS include: electronic patient record systems (EPRs); laboratory information management systems (LIMS); picture archiving and communications systems (PACS); radiology information systems (RIS); electronic prescribing and medications management systems (EPMA); shared care records (SCRs); community diagnostics hubs; pathology partnership networks; health information exchange (HIEs); across Integrated Care Systems (ICSs) and primary care networks (PCNs) and regional (cross-ICS) geographies. Compliant with NHSE Frontline Digitisation and WGLL policies.

Set Up and Migration:

We provide a full range of cloud-hosted software set-up and migration services. These services include the following elements: software requirements definition, documentation into Output Based Specifications, working with the software supplier to define software deployment scope and approach, definition of software set-up parameters, assumptions and timelines within standard software configuration worksheets. We work with the leading healthcare software suppliers in the UK and Europe to support the software set-up, design, configuration, testing and go-live data conversion phases of software deployment programmes. We have experience of supporting the full range of data migration services to healthcare service delivery organisations including: data migration requirements specification, data cleansing, analysis of data quality metrics, running multiple rounds of data migration test cycles to achieve minimum levels of data quality prior to data migration. We support data archiving services: assessing legacy systems and whether data should be archived or migrated to EPRs. Data archiving offers multiple advantages: enabling full legacy data to be retained for clinical, research, regulatory, medical-legal purposes; enabling legacy systems to be decommissioned allowing business-case benefits to be achieved on-time; enabling all historical legacy data to be available to clinicians at the point of care, in real-time, from inside the patient's record.

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Security Services:

We provide a full range of cloud-hosted software security services. These services include the following elements: data and cyber security (protecting data and information assets in health and social care to ensure that patient information and digital systems are kept safe); compliance with NHS data security and protection toolkit (assessing organisations' access to NHS patient data and digital systems); compliance with Information Governance (IG requirements for organisations accessing NHS central digital systems including N3); links to the Information Governance Alliance (IGA) provided by NHSX; compliance with National Data Guardian (NDG) policies; and support for NHS and social care data storage, off-shoring and use of public cloud services.

Quality Assurance and Performance Testing:

We provide a full range of cloud-hosted software quality assurance and performance testing services. These services include the following elements for electronic patient record programmes: compliance with e.g. ISO 13485 (quality management systems for medical devices); provision of healthcare digital programme quality assurance support (independent assessment of readiness to deploy software in a healthcare environment); review of programme quality management practices in compliance PRINCE2 project management standards (informal and formal quality reviews); support for software testing cycles in electronic patient record implementation programmes (unit testing, integration testing, user acceptance testing, dress rehearsal for software deployment); provision of healthcare testing scripts and test harnesses including testing of data migration, interfaces, patient portals, end-user devices, medical devices integration, service desk, technical infrastructure, business continuity and disaster recovery, information reporting and statutory reporting testing; inventory management systems, and training databases.

Training:

We provide a full range of cloud-hosted software training services. These services include the following elements for electronic patient record programmes: support for training needs assessment (for basic digital skills and end-user training needs); development of the training curriculum (type and number of training courses required); assessment of the mix of virtual versus classroom training requirements (based on assumption about number of trainees per classroom and number of training workers required to support each class); production of training materials for each training course content required; calculating the number of Principal Trainers and End-User-Trainers required; development of the trainer recruitment plan (mix of in-house secondments, local community recruitment (from local colleges, universities and medical schools), and external contractor staff; development of the business case for procuring new classroom facilities (e.g. rental of training buses/coaches and local conference space) or re-purposing local facilities (use of medical school educational facilities); delivery of EPR training (to end-users); use of innovative training software (for instance uPerform which allows users to access training content in real-time within the EPR system (thus avoiding the need to search for Super-Users and Floor Walkers and reducing the number of training-related tickets logged on the helpdesk; and post-live training support.

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On-Going Support:

We provide a full range of cloud-hosted software on-going support services. These services include the following elements for electronic patient record systems programmes: development of target operating model for post-live support (configuration team levels including consideration of mixed on-site/remote and in-house/outsourced application support models); structuring the post-live information reporting (statutory operational and analytical reporting needs considering options for centralising, decentralising and hybrid reporting service models; consideration self-service reporting models); development of customised benefits realisation models (ensuring operational leadership buy-in for benefits, both qualitative and cash-releasing, realisation commitment levels as reflected in the business case; ensuring that post-live upgrades and fixes of application software is undertaken according to agreed post-live objectives and design principles.

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