

APIRA LTD

An IQVIA Business

G-CLOUD 15

LOT 3, CLOUD SUPPORT

Service Definition Document

Command Centre

Ongoing Support Services



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Introduction

Apira has over 28 years' experience of helping the NHS and the private sector to adopt technology and to harness the power of information.

As we are now part of IQVIA's UK and Ireland Healthcare and Government business, we have even more expertise and resources. IQVIA is a \$15billion turnover international business that operates managed, digitally enabled services for many organisations across the globe. We support health and care organisations to meet their challenges of delivering high quality, efficient and cost-effective healthcare by identifying actionable insight and realising the value in data.

Specifically, Apira are digital transformation support experts, working predominantly within the NHS. New cloud solutions are opening up opportunities for the NHS, giving users access to services on-line rather than relying on local infrastructure. This helps to reduce IT and management costs, and to support the NHS to deliver safer, higher quality and more efficient patient care, and to improve patient and staff experience.

We partner with our customers, including NHS Trusts (e.g. Acute, Mental Health Community, Ambulance), NHS Regional and National Bodies, Police Forces, Fire Services as well as private sector healthcare clients by providing a range of support services. We add experience, capability and capacity and become part of blended customer Teams. We collaborate with customers, helping them to navigate safely through the whole system lifecycle and transformation process, from investment justification through to securing the delivery of benefits from digital solutions and services.

"Apira employs experienced people, passionate about the NHS – this makes them a great organisation to work with. Providing One South West with knowledgeable experts enabled them to integrate seamlessly into our Team and become real assets to us. It always felt like Apira were just a part of our Team, making the whole process of working together both positive and constructive" **Malcolm Senior, Director of Digital Transformation, The ICS for Devon**

Our Values

Our values are important in defining Apira and underpinning our approach to delivering quality services.

Our key values include:

- Providing independent high quality, candid advice, guidance and support
- Improving patient care and staff working lives via supporting the better use of systems
- Fostering an open, inclusive and respectful culture
- Providing value for money to the NHS and taxpayer

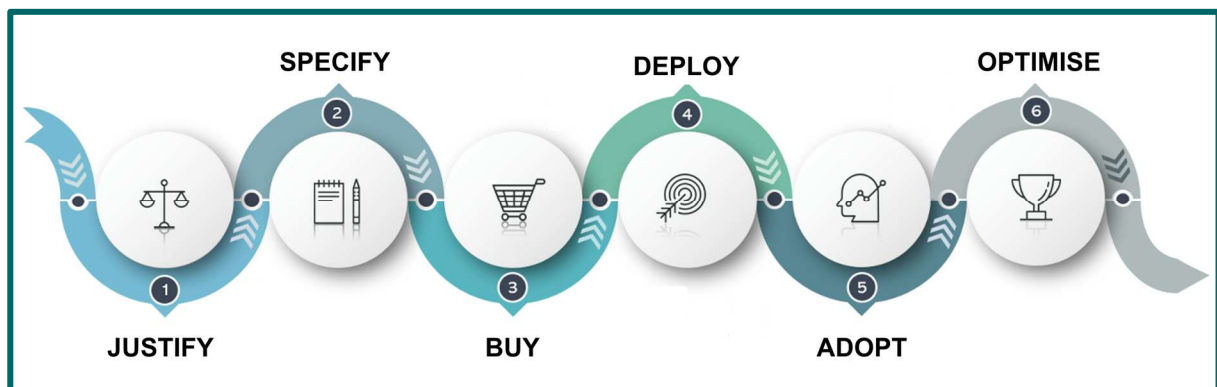
These values align closely with NHS values such as “Everyone Counts”, “Respect and Dignity” plus “Working Together for Patients”.

Our approach means we are continually looking to add value to our engagements. Specifically, we are committed to continuous improvement and knowledge transfer. As part of this, at the end of assignments we seek to jointly produce case studies which can be used to share knowledge within both your organisation and with other health and care organisations. Our lessons learned / project close workshops can be used to support future projects (related or unrelated to the project), both internal and externally.

Our Approach

Apira helps the NHS adopt technology and to harness the power of information. Our approach is to use a consistent methodology for all assignments based on our Apira Health Informatics Pathway.

Our Pathway illustrates the lifecycle of a system from its initial justification through its procurement, implementation and benefits realisation:



Justify, Strategic Decision: Assisting you in successfully starting the journey

Specify, Structured Requirements: Specifying what the solution needs to achieve for you, and stakeholders such as your patients and Clinicians

Buy, Procurement Decision: Helping you decide which system best meets your requirements

Deploy, Project Delivery: Helping you throughout your journey and delivering on time and to budget

Adopt, Building Meaningful Buy-In: Maximising user adoption

Optimise, Realising Digital Journeys: Optimising the solution to fully leverage the benefits

There is one important four-letter word that can stop your digital / cloud journey before it even begins...**Risk**. Apira will protect you on the risky journey, so you arrive safely with successful outcomes, such as:

- Safer care
- Better patient experience and participation
- More rewarding work for staff
- More efficient delivery
- Service resilience, Apira makes sure you are viewed as superstars to your staff and peers as well as gaining the thanks of your patients and Board

“I would have no hesitation in recommending Apira as being a professional, friendly and outcome driven partner” **Gavin Newman, Head of Digital Transformation, Royal Orthopaedic Hospital NHS Foundation Trust**

“The partnership has been successful and enabled the Trust to achieve its Digital Strategic Goals. The knowledge and experience Apira brought to the project has supported both myself and the Team to achieve our objectives” **Mary Cahill, Associate Director of Digital Services Delivery, London North West University Healthcare NHS Trust**

Our Services

We have a portfolio of support services, specifically:

Command Centre Ongoing Support Services

NHS Command Centres provide real-time data from multiple hospital systems providing an overview across all beds and helping medical Teams make quicker and more informed decisions on how best to resolve bottlenecks and improve patient care. We collaborate via managing justification, specification, procurement, deployment and adoption of solutions including AI.

We also offer services around:

Acute Electronic Patient Record (EPR)

Electronic Patient Record (EPR) for Mental Health & Community Services

Electronic Document Management

Development of Business Cases

Additionally, we provide support encompassing services such as: Adoption & Optimisation, Benefits Realisation, Birth Giver / Maternity, Clinical / Departmental Services, Clinical Safety, Digital Health Consultancy, Digital Pathology, HIMSS, Integrated Neighbourhoods, PACS / RIS, Patient Engagement Portal, Process Mapping, Shared Care Records, Training and Virtual Wards.

We are customer focused and therefore engage with stakeholders to agree specific user support options, Service Level Agreements (SLAs) / Key Performance Indicators (KPIs), milestones and outcomes. We are not a reseller; we deliver support services and therefore do not host / manage outages / maintain or customise any software solutions. All projects are agreed with customer stakeholders and cover aspects such as: Onboarding / Offboarding support, SLAs (performance, availability, out-of-hours work), business continuity plans, technical requirements for example, use of customer owned equipment, post-support / exit plans, plus any specific data and security requirements.

Our staff are screened, and we will ensure security clearance in line with specific customer requirements. Regarding data protection, we adhere to industry standards including ISO 9001, ISO 14001, ISO 27001 as well as Cyber Essentials, Cyber Essentials Plus and Data Security Protection Toolkit (Standards Exceeded). Our fees are detailed within the Digital Platform and in our pricing document.

Our Team

During the past five years, our Team have secured the cumulative value of £1.3 billion for approved client Business Cases encompassing digital transformation / cloud support. Within the Apira Team we have vast knowledge of supporting the NHS on digital journeys. Our Team includes Project Managers, Procurement Leads, Business Case Specialists, Solution Specialists, Radiographers, Pharmacists, Nurses, Midwives, and other Subject Matter Experts.

To give you a flavour of the skills of our Team, their experience includes:

- Winning the “Public Sector CIO Innovator of The Year” award
- Leading The Quality, Innovation, Productivity and Prevention (QIPP) National Urgent Care Clinical Dashboard, forming part of the QIPP Urgent & Emergency Care workstream led by Sir John Oldham, National Clinical Lead for Quality and Productivity. The project developed a dashboard linking real-time data from unscheduled care settings to GP Practices
- Heading The South Acute Programme, a £200million+ programme of work supporting Hospitals in the South of England to locally procure and deploy Clinical Systems across their estates

- Being accountable for managing the largest non-clinical service contract for University College London Hospital NHS Foundation Trust, a 10-year contract with CGI for high-performing operational IT services with a value of £65million
- Managing the national NHS Wi-Fi programme, an £80million programme of work within the NHS Digital Transformation portfolio established to meet a ministerial commitment to provide free Wi-Fi to patients and staff across the NHS. This enabled patients to access Digital Health and Care Services as well as helping NHS Teams work more efficiently in delivering better and safer care with improved outcomes
- Managing and responsible to both Chief Executive Officers (Mid Cheshire Hospitals NHS Foundation Trust & East Cheshire NHS Trust), completing the framework procurement of both Trusts' biggest ever and most transformational digital investment in their histories, negotiated contracts, including reduction of costs to reflect a deployment into the Google Public Cloud (a first in UK health)
- Collaborating, Apira are a key member of the consortia delivering the NHS England Frontline Digitisation (FD) programme Tiger Teams Service. The FD programme is working with NHS provider organisations (NHS Secondary Care Trusts providing Acute, Specialist, Community, Mental Health and Ambulance Services) to support them in reaching a minimum level of digital capability (as defined by the Digital Capabilities Framework) and to have an Electronic Patient Record (EPR) in place by the required timescales. In 2024 NHS England ran a competitive procurement process for a partner to create an experienced, multi-skilled, rapid response intervention service (Tiger Teams service), capable of supporting EPR Delivery across England. This service was an expansion to an existing comprehensive support offer available to providers, designed to support the national demand for resource, expertise, and information necessary to successfully rollout EPRs

- Supporting NHS England. Apira have worked with NHS England over many years including developing the Business Case for National Digital Channels (nhs.uk. NHS App etc) and supporting NHS England through the covid pandemic by helping to improve connectivity within care homes and developing a Business Case which led to the procurement of 14,000 iPad devices for care homes used to support remote monitoring. We are also currently supporting the development of the Business Case for the NHS England TSAS Team

Outcomes Our Team Has Delivered

We collaborate and support customers to maximise benefits:

- Bradford Teaching Hospitals NHS Foundation Trust: In 2019 the Trust implemented Europe's first hospital command centre powered by artificial intelligence. The solution aimed to transform how care was delivered and organised in response to rising patient numbers. In 2025 Apira conducted a capability review of the Command Centre that encompassed an assessment of the original Business Case, specification, as well as engaging with key stakeholders. A report was produced which assessed whether the Command Centre still provided good value for money, was fit for purpose and met organisational needs over the short-to-long term, and made recommendations in respect of the future of the Command Centre
- London North West University Healthcare NHS Trust, The Hillingdon Hospitals NHS Foundation Trust: Managing both Trusts so completing a successful go-live and then joining a shared Domain with Imperial College Healthcare NHS Trust and Chelsea & Westminster Hospital NHS Foundation Trust so forming the first ICS-wide Acute shared domain in the country (making this a multi-Trust deployment). This has led to a positive impact on care delivery, better collection and visualisation of real-time information culminating in enabling the Clinical Teams to make more informed decisions

- London North West University Healthcare NHS Trust: Savings of £2,139,000 per annum, 0.25% of total Trust turnover. Specifically, ongoing storage, maintenance costs slashed as well as freeing up valuable real estate by transitioning from physical to digital records and allowing space to be used for clinical activities
- Homerton Healthcare NHS Foundation Trust, Barking, Havering and Redbridge University Hospitals NHS Trust and Barts Health: Consolidation of three PACS onto a single Azure PACS Cloud, including complex migrations from Carestream. Homerton Healthcare NHS Foundation NHS Trust became the first Sectra Azure deployment in the NHS
- Leeds and York Partnership NHS Foundation Trust: Business Case, Procurement, and Deployment (including Transformation) of Electronic Patient Records and Electronic Document Management systems. “Key clinical objective was to provide access to as much of the patient record as possible instantly” Dr Nick Venters, Chief Clinical Information Officer and Consultant Psychiatrist from Leeds and York Partnership NHS Foundation Trust. This objective has been achieved. Clinicians are now able to quickly and easily search, on a 24/7 basis, the full history of a patient record prior to meeting the individual
- Devon Partnership NHS Trust and Devon Council: Apira has been supporting the rapid deployment of a new Electronic Patient Record (EPR). From contract signature to go-live took 107 days so representing a departure from the industry norm. We were required to implement a “land and expand” strategy to facilitate a swift deployment. Additionally, traditional data migration methods can take up-to 12 months however Apira proposed that a bespoke archive be deployed rather than migrating historical clinical data from the previous EPR solution. Our solution ensured all Clinical staff had immediate access to crucial historical patient information on day one so eliminating the delays associated with traditional data migration processes

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We have supported various charities including Sands (saving babies lives, supporting bereaved families), Campaign Against Living Miserably, The George Oliver Foundation, and Shooting Star Children's Hospices.

We align with key categories, supporting:

- Economic growth
- Cleaner energy
- Breaking down barriers to opportunity
- Collaborating to build an NHS fit for the future

Why Apira?

In the words of our customers:

"I want to extend my sincere gratitude to the entire team for their dedication and hard work. Their commitment to excellence has set a new standard for future projects, and we are incredibly fortunate to have partnered with such a capable group of professionals" **Robbie Cline, Chief Information Officer at London North West University Healthcare NHS Trust and CIO at The Hillingdon Hospitals NHS Foundation Trust and Head of ICT Programmes, Deputy CIO at Imperial College Healthcare NHS Trust**

"I would thoroughly recommend Apira to other NHS Trusts" **Lynsey Nicholson, Head of EPR Learning and Development, Airedale NHS Foundation Trust**

Contact

Should you have any queries please do not hesitate to contact:

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