

Service Definition

Clinical Technology Debt &
Infrastructure Review for
Health and Care

Service Overview

A clinically informed, advisory discovery service helping NHS organisations understand and address technology debt across infrastructure and clinical system landscapes ensuring digital foundations are safe, resilient, and ready for cloud, data and AI-enabled care

Why organisations use it

- Increasing reliance on digital platforms, cloud, data and AI
- Legacy infrastructure constraining clinical systems and workflows
- Unclear visibility of technology debt and associated clinical risk
- Pressure to deliver NHS and/or Health and Care transformation programmes at pace
- Need for confidence before major digital investment decision

What it delivers

- A clear baseline of your digital and clinical technology foundations
- Visibility of technology debt and its clinical, operational and safety impact
- Prioritised, practical recommendations grounded in NHS/Health and Care reality
- A decision-ready view to inform investment, sequencing and next steps

Key Focus Areas

- Core digital infrastructure (networks, hosting, EUC, M365)
- Clinical systems context, interoperability and dependencies
- Readiness for cloud, data platforms and AI adoption
- Cyber resilience, information governance and operational risk
- Alignment to NHS priorities (FDP, NHS App, virtual wards)

Core Outputs

- Evidence-based technology debt assessment
- Identified risks and constraints affecting clinical services
- Prioritised actions and improvement options
- Clear next-step roadmap to enable safe transformation

How it feels to work with us

- Clinically informed and NHS and Care experienced
- Independent, pragmatic and outcome-focused
- Collaborative and insight-driven
- Designed to enable confident decision-making, not create dependency

Who It's For & When to Use It

Who is this service for

- NHS Trusts and Foundation Trusts
- Integrated Care Boards and ICS digital teams
- Community, mental health, third sector and specialist providers
- CIOs, CCIOs, CNIOs and digital transformation leaders
- Boards and executives accountable for digital risk and investment

When this service is most valuable

- Planning major infrastructure or cloud investment
- Preparing for EPR optimisation or clinical system change
- Adopting AI, analytics or data-driven care models
- Addressing fragmentation across organisations or systems
- Needing a clear, independent view before committing spend

What success looks like

- Clear understanding of where technology debt exists
- Confidence in digital foundations supporting clinical care
- Prioritised, realistic actions agreed by leaders
- Alignment between technology, clinical services and strategy
- A roadmap that enables progress, not paralysis

A practical starting point for confident digital decisions

This service gives leaders a clear, independent view of how well their technology foundations support clinical care today and what needs to change next to enable safe, efficient and future-ready health services.

Engage with us when you need clarity, confidence and direction before risk, cost or complexity escalate.

Who We Are



A world where organisations
are not left behind in their
desire to progress

Offering end to end bespoke delivery from first contract to final delivery, KCL Digital combines [proven leading edge thinking, design and digital approaches](#) with [decades of experience](#) from the frontline of healthcare and the public sector.

From discrete, tailored work to large national programmes, KCL Digital puts our client's interests first, always with a driven focus on [putting people at the centre](#) of what we do. Our approach means that we can confidently deliver what we commit to, with close monitoring in a [structured, adaptable, pragmatic, and seamless](#) way.

What We Do

OUR OUTLINE CONSULTANCY & PROFESSIONAL SERVICES OFFERS



Better EPR/ERP/Core System
Journeys (Implementation &
Optimisation)



Developing Digital Leadership
& Change Improvement



Bringing Strategy
to Life



Effective Disruptive Tech
Evaluation & Market Intelligence



Unlocking Working
Differently

OUR CORE CAPABILITIES



Value and Digital
Strategy



Leadership & Cultural
Change Advisory



Design



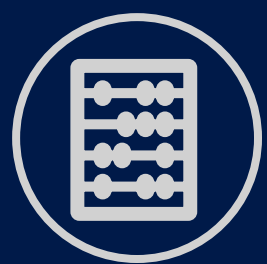
Deployment &
Delivery Services



HealthTech &
MedTech Advisory



Maturity Assessment &
Planning (Digital & Change)



Funding & Governance
Advisory



Talent Development &
Management



EPR/ERP/System
Features and
Configurations



User Research &
Business Analysis



Capability
Architectures

Our Outline Offers



Better EPR/ERP/Specialist/Core System Journeys (Implementation & Optimisation)

From the moment you start on your journey the challenge to making sustainable improvement to really achieve your vision begins. Using practical, real-world experience and proven approaches we can accelerate the achievement of the outcomes you are after through a rounded support model tailored for your organisation and context.



Developing Digital Leadership & Change Improvement

Digital is more about people than technology. We focus on understanding your context as we then build on user-centred design and sustainable behavioural change approaches exploring creating the environment for your people to thrive. Our services cover capability and multidisciplinary team development, governance and structure reviews, and culture reviews and leadership development.



Bringing Strategy to Life

Helping clients reimagine their organisation, market and ecosystem for the digital age, through practical holistic approaches to make plans achievable in the context of your organisation, leading the transformation, to deliver the best impact and outcomes.



Effective Disruptive Tech Evaluation & Market Intelligence

Ever wonder whether the buzz of AI and clinical technologies could work in your context? Conversely are you a manufacturer that is looking to enter or find sustainable growth in a complex public sector and health markets? Our services explore clinical operational needs and align technologies and assessment of the market for both providers and manufacturers.

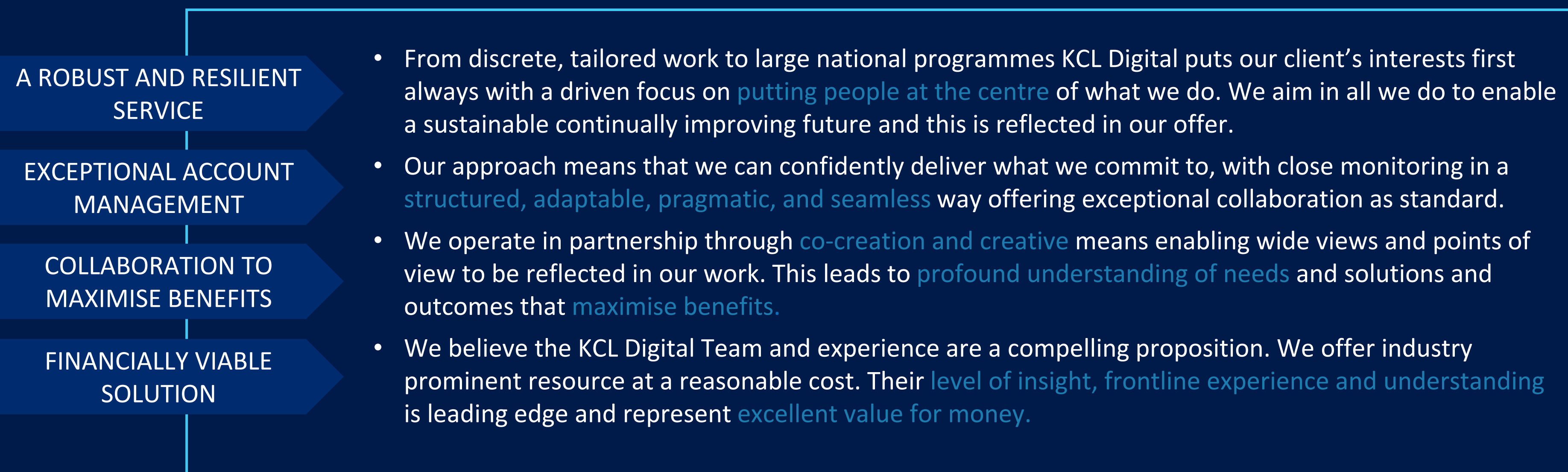


Unlocking Working Differently

Covid catalysed a generation to think differently about work, but this was part of a longer-term trend. We can help you use the right technologies through understanding your workforce and the way they work and could work. Our personal driven approaches enable a more sustainable look at the choice, cost and effectiveness of technology use aligned to productivity increase and value/cost optimisation.

Why KCL Digital?

KCL Digital is well placed to support you with your digital journey as we bring the experience of working across health and social care, local and regional government, and the third sector all together with a depth of leading expertise and collaborative approaches to support sustainable continuous improvement.



Our People

KCL Digital is its people: We take the team thing seriously, pulling diverse minds together in our distinctive [spirit of helping people thrive](#). We value the principles of ‘working in the open’; sharing of ideas, insights, challenges, best practices, and emerging trends as [core to our delivery](#).

Whether on-site with clients, remotely or in our studio in Richmond, our approach to [matching the best talent as standard](#) delivers the kind of insightful problem solving that offers more than just delivery.

Our Core Industries & Focus

NHS Providers

From Primary to specialist care, technology and data has often become a burden, our teams can explore a way of doing things differently to unlock the true potential of the digital era for health.

Local & Regional Government

Government leaders face an ever-evolving landscape of increased expectations and productivity challenges. Our experienced team can help imagine and explore a path to realising your vision.

Voluntary, Charities and Social Enterprise

VCSE leaders face a daunting number of challenges, potential threats but also opportunities. Our experienced team will help you envisage and construct a pathway to success.

Social Care Providers

Digital can dramatically improve the quality and safety of care. Our teams can explore, from both a care and health system view, the opportunities and the actions to energise your plans.

Integrated Health Systems

Sizable shifts abound across Health and Care. Our multi-disciplinary approach helps systems stay in the know and ahead of the curve.

With our real-world specialist, specific knowledge and experience, we can tailor our offer to your needs driven by making a difference.

HealthTech & MedTech

Today, in health and care, emerging technology and science stands as one of the greatest opportunities. Our wide array of capabilities and experience help innovative companies tackle the challenges of thriving in a complex market and regulatory setup.

Private and Retail Health and Care

Finding a way to engage, improve experience and stay in touch with customers and patients is a major business issue. Our adaptable approaches, putting people at the centre, unlock ways to get these users clicking, talking and connected.

A flexible offer tailored for your need

BUILD A COLLABORATIVE PARTNERSHIP WITH YOU	UNDERSTAND THE REQUIREMENT & SUCCESS CRITERIA	DETERMINE WHAT SPECIALIST SERVICES ARE REQUIRED	FACILITATE OPEN DISCUSSIONS TO ENSURE ALL VOICES ARE HEARD AND INCLUDED
MANAGE & ASSUME RESPONSIBILITY TO PROVISION RELEVANT SERVICES	BE INCLUSIVE, SHADOW ALONGSIDE EXISTING WORK FORCE WHERE POSSIBLE TO PROVIDE SILENT MENTORING AND UPSKILLING	BRING IMPROVEMENTS TO GOVERNANCE, PROCESS, STRUCTURE, DOCUMENTATION	ENABLE INDIVIDUALS & TEAMS TO DEVELOP BY WORKING ALONGSIDE THEM IN ALL WE DO
BRING NEW WAYS OF WORKING THAT MAY NOT HAVE BEEN CONSIDERED BEFORE	OFFER ADVICE & SPECIALIST EXPERTISE IN RELEVANT WORK AREAS	HELP CLIENTS SOLVE PROBLEMS WITH A RANGE OF SOLUTION OFFERINGS	PROVIDE TALENT AND SKILLED RESOURCE WHO ARE QUALIFIED AND CAPABLE