



Digital Transformation for Healthcare

Service Definition Document

G-Cloud 15

Status: Definitive

Security Commercial – In Confidence

Version no.1/0

THINKING
BEYOND
LIMITATIONS

We're Kainos

Formed in 1986, we set about finding the best people to tackle the most difficult digital work. We fostered a culture where people truly care for each other and the world around them.

Our reputation for software engineering and problem-solving was quickly established, and our customers started to view us more as their colleagues

We're much bigger now, helping organisations across the globe to navigate change in more ways than ever. But some things never change, like our commitment to our people, delighting our customers, and our technical ability

Some say we're leading a quiet revolution in digital, but if you ask us, we're just doing our bit to make the world a little bit better.



3,132 amazing
people



13 consecutive
years of growth



40 years
of innovation



£382m revenue
(FY2024)



13 locations
globally



FTSE 250 listed
tech company



Our core expertise

The digital revolution is already happening. We're leading from the front to help our clients **seize every digital opportunity** and be future-ready.



Cloud



Business Applications



Data and AI



Managed services



Engineering



Service and
experience design



Workday services
and products

- Test
- Audit
- Shield
- Deployment
- Optimisation
- Spark & Grow

Digital Transformation for Healthcare

Our vision is to transform healthcare through data, technology and responsible innovation, to help people live longer, healthier lives and unlock new clinical breakthroughs.

We bring healthcare specialists with proven experience in the design and delivery of national scale, secure digital services. This includes instilling the culture and capabilities that drive sustainable transformation.

Features

- Agile and user-centred design-led delivery of digital services.
- Modern digital ways of working with transparent delivery and governance.
- Design, build and operation of digital patient pathways across organisations.
- Development of secure research platforms, including SDEs & TREs.
- IG, data and interoperability using APIs, HL7, FHIR, open standards.
- Advanced data services, including analysis, mapping, engineering, ML and AI.
- Full digital service delivery across Discovery, Alpha, Beta & Live.
- Creating integrated technology ecosystems, including cloud migration planning & transition.
- Secure, responsive digital solutions, optimised for smartphone, tablet and desktop.
- User identity and access management, supporting secure authentication and RBAC.

Benefits

- **Improved patient and clinical outcomes** through safe, intuitive digital services.
- **A secure, scalable technology foundation** that supports modernisation and innovation.
- **Faster time to value** enabling transformation and continuous improvement.
- **Solutions designed around users** through rigorous user-centred service design.
- **Sustainable change and adoption** via collaboration and staff enablement.
- **Focus on measurable outcomes and experience** not just technology rollout.
- **High-quality stakeholder engagement** to build consensus and momentum.
- **Reduced delivery risk** through proven transformation strategy design experience.
- **Confidence in execution** from an NHS digital transformation track record.
- **Early validation and rapid learning** through prototyping and clinician feedback.

Digital Transformation for Healthcare

Kainos has a track record of over 30 years supporting the UK public sector. We are passionate about creating digital health services that work for everyone, which help to streamline care, cut costs and improve health outcomes.

We support healthcare organisations nationwide - digitising care pathways, delivering trusted national platforms like the NHS App, and replacing paper records at scale to improve efficiency, deliver new healthcare services and accelerate digital transformation.

Our solutions have helped NHS clients on their journey to digital maturity. 123,000 clinicians use Kainos Evolve every day to access digital patient records instantly at the point of care.

We offer the following end-to-end digital transformation services:

1. Healthcare Digital Services – We support our clients through complex transformations from helping shape and understanding the priorities, roadmaps and benefits, through to agile software engineering and technical support. We use multi-disciplinary DevOps teams spanning user research, product management, architecture, user centred design, engineering, data & AI, and managed service delivery. We have worked across national, regional and local healthcare bodies, as well as 25 government departments delivering over 200

projects and improving services for 50 million people using our agile methods.

2. Electronic Medical Records platform –

<https://www.kainos.com/insights/articles/evolve-enhancing-patient-care> Working closely with clinicians, we have successfully deployed our Evolve Electronic Medical Record (EMR) solution to help providers achieve their paperless ambitions. Evolve EMR enables removal of paper from the care process, supporting legally-compliant medical record scanning. For example, the Bristol EMR serves 3.3 million patients, holds 28 million documents and ingests 30,000 pages of scanned documents per day.

3. Digital Hospital platform – We deliver digital hospital platforms, underpinned by our Evolve Cloud Platform to enable seamless access to patient information and clinical workflows. Examples include the Tallaght University Hospital Electronic Patient Record (EPR) system which consolidates information for over 1.2 million patients.

Digital Transformation for Healthcare

Digital Transformation Services

We have a proven collaborative approach to working with healthcare and research organisations to understand their requirements and co-design transformative services.

Our ecosystem of experienced partners enables us to pre-empt and address key digital and cultural barriers to transformation and offer deeper expertise to complement our own services.

Health, care and research organisations are facing unprecedented challenges to deliver on the NHS ambitions. Our approach is based on a deep understanding of the NHS and wider public-sector context – the challenges, constraints, and requirements – and the need to realise the potential of digital transformation to support improved service delivery.

We recognise that each healthcare organisation's context and cultures are unique, and constituent organisations have an important role in shaping transformation efforts. We do not impose a one size fits all solution, rather we invest in GDS-aligned Discovery and relationship building at the outset to fully understand our client's needs.

Our development approach is agile and iterative, and we adjust to the changing business needs of our clients and their service users. This usually begins with discovery of business, user and technical needs followed by Alpha, Beta and Live delivery phases.

Structured discovery:

	Accelerate	Understand	Define	Consolidate
Business	Map stakeholders Review process Identify constraints Vision for new service	Define business needs Vision workshop Stakeholder interviews Define service scope Identify baseline metrics	Prioritise needs Model to-be process Create epic backlog Identify Alpha user stories	User story readiness for Alpha Product roadmap readiness Product release plan
User	Identify user community Agree research methodology Review existing research Research plan	Conduct research Define user personas Prioritise user needs Identify user journeys	Review/analyse research Present findings, Insights Refine Alpha epics Test conceptual designs	Story designs Input to user stories for Alpha
Technical Work-stream	Technical stakeholder Identify current landscape Explore constraints Practices and principles Identify data master systems	Identify service options: • Hosting platform • Product and open-source stack • Data architecture • Service data strategy	Define architectural principles: • Hosting platform & metrics • Open source & product stack • Data architecture • Input into Alpha scope • Outline estimates for Alpha	Input to roadmap Technical story readiness Outline NFRs and test approach
Output	• Discovery plan • User research plan • Technical roadmap • Data plan • Proof of Concept (POC) roadmap	• Service scope • Research output • User needs & user journeys • Service architecture options • POC initiated	• As-is / To be process • Epic backlog • Alpha user stories • Research findings • Emergent target architecture	- Product roadmap & release plan • Story designs, product backlog • POC findings • Technical architecture • High level estimates

Digital Transformation for Healthcare

Co-design and development of complex digital services

We co-create and collaborate with you to iteratively develop new solutions and develop a joint sense of ownership over your outcomes. Service users, operational support staff, policy leads, business and security experts, technical architects, and service suppliers will be actively involved, providing insight into the existing service and ideas for the 'to-be' vision.

We use an engagement framework across culture, people, process, technology and data to ensure that elements of clinician's lives are also considered to uncover any emotional or functional barriers to uptake.

We iterate designs to reflect any identified adoption barriers. Through our engagement process, we research and test prototypes to ensure they meet user needs, maximise potential uptake and realise business-critical success factors. We then measure and continually refine the solution to ensure there is sustainable adoption.

Service transition and operations

Implementing and transitioning to new solutions can be a challenging time. This is an intense period, and we have supported over 50 projects where we have enabled business critical transitions to BAU.

Behavioural and mindset changes usually happen over time and with experience, so we use an ongoing transition process to ensure that these benefits take root. Our teams will help you to improve your Agile maturity over the longer-term by instilling a continuous improvement culture that embraces change.

During transition, we will work with you to establish champions across different capabilities and communities of practice. In parallel, we scale our involvement back as confidence builds to provide your teams with space to grow, create and manage solutions themselves. We support organisations using a range of tools and techniques to aid transition, so the solution is adopted as business as usual. For example, by using KPIs against strategic objectives and clinical expectations.

Digital Transformation for Healthcare



Outcome and value focused delivery

We use mature Product Management practices to ensure that solution development work is always focused on delivering service value. We agree key service success metrics (such as, better patient outcomes, cost reduction and improved user experience) with our clients at the outset so that we have shared goals and a clear understanding of how we will measure value realisation.

Throughout the development of a solution, we engage with your service stakeholders to review the backlog of work and agree priorities. We often use a bespoke value framework to support this decision-making. Following an Agile approach, we review these priorities frequently with you so that we remain aligned on the most important work for development. Our product management approach encourages a 'Minimum Viable Product' mindset where we do the least amount of work possible to prove that new solution features will deliver their expected value before we make significant investments or enhancements. As each new solution feature is released, we use quantitative metrics combined with qualitative insights to check that the solution is delivering the demonstrable healthcare improvements that the service was intended to achieve. We then use these measures to drive continuous improvements to the solution so that it delivers maximum value towards improving patient outcomes.



Where we are

The Americas

Buenos Aires
Indianapolis
Nova Scotia
Toronto

UK and Ireland

London
Birmingham
Belfast
Derry
Dublin

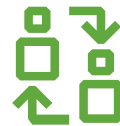
Central Europe

Gdansk
Helsinki
Paris
Wommelgem

What makes us stand out



Our people



True collaboration



Innovation



Digital know-how



Common goals



Trust



Digital Services

We are **engineers**, specialists. We **overcome big challenges** for our clients, through delivery of **intelligent** digital services that use the best in **talent and technology**.



55 million UK citizens

positively impacted by
services we've delivered



**892
customers**



13 locations

And growing



99% of customers

rate our service as good,
great or excellent



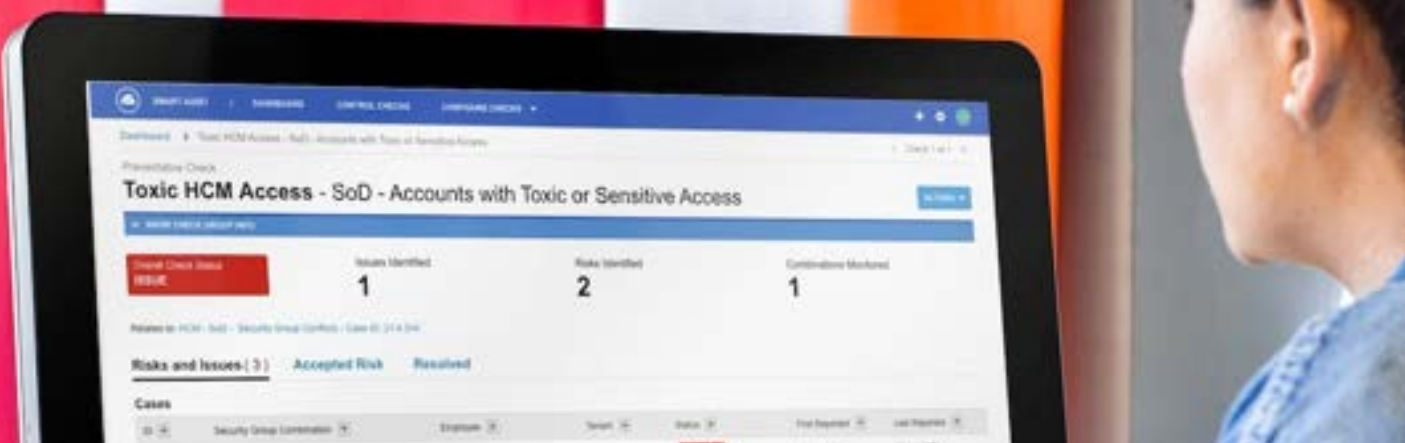
Key partners

Working closely with
Microsoft and AWS to
deliver results



Award-winning

90+ industry awards



Workday

Kainos is a Workday **phase one prime status partner** in all European, North American and Asia Pacific markets. We have worked with many public and private sector customers of various sizes and scale in over **40 countries worldwide**.



Partner Since 2011

We are the only certified Workday Services, Technology and Extend partner globally.



Workday Services

Full range provider from pre-deployment consulting, implementation and support.



650+ Customers

We have deployed to over 650 customers and are a proud Workday customer also, using HCM, Financials, Recruitment, Planning and PSA to run our business.



Workday Public Sector

We have worked with many UK Public Sector customers with their initial deployment, post-deployment support and adoption of new modules.



Kainos Smart

Our product is deployed to 500+ customers globally saving them 1000s of testing hours.



900+ Consultants

Hold over 2,700+ Workday certifications covering all areas of the platform.

65 million

citizens positively impacted
by services **built by Kainos**
for the UK Government



Every driver & every car on the road
Every piece of work to fix roads
Every court case & every prisoner
Every home helped with help-to-buy
Every passport & renewal application
Every COVID test sent out
Every COVID test result
Every user of the NHS App

Every voter registered
Every company opened & closed
Every UK civil servant trained
Every piece of produce grown in the UK
Every thing imported & exported to the EU
Every benefit fraud prevented
Every body's pension details

Our Social Values and commitment to HM Government strategy



Education & Capability Building

We empower people through technical and behavioral learning programs, academies, and outreach projects, fostering skills development and inspiring future technology leaders across communities and organisations.

Social Responsibility

Tackling workforce inequality and ensuring equal access to technical and vocational education, through our Academies, Camps and Earn as you Learn schemes.

Innovation & Future Readiness

Driving continuous improvement through technology

Health, Wellbeing & Accessibility

We support colleagues' physical, emotional, and career wellbeing through initiatives, guidance, and inclusive design, ensuring equal access, experiences, and compliance for all users with diverse needs.

Climate Action & Sustainability

With a comprehensive sustainability strategy underway, we will be a Carbon Net Zero company by 2030.

Equality, Diversity & Inclusion

Maximising service experience for citizens and civil servants by delivering projects with diverse teams, underpinned by our BAME, LGBTQIA+ and female communities.



The Code of Ethics

We are guided by our 6 ethical principles.



Wellbeing

We protect the wellbeing of our staff, customers and communities.



Equality

We improve access and inclusion and minimise bias.



Transparency

Our decisions are traceable and accountable.



Integrity

We hold ourselves and others to ethical standards.



Environment

We act responsibly towards the Earth and its resources.



Initiative

We take initiative to deliver social value and positive impacts.

BCDR and Exit Plan

Business Continuity and Disaster Recovery (BCDR)

A Business Continuity Plan can be provided if required. This shall set out the arrangements to be invoked in the event of an actual or perceived threat to business continuity, to ensure continued operation of the system and continuity of the services provided by Kainos pursuant to the Prime Agreement and shall include: the alternative processes, options and responsibilities that may be adopted in the event of a failure or disruption to the system and/or services provided by Kainos pursuant to the Prime Agreement; and the steps to be taken by Kainos upon resumption of the system and services provided by Kainos pursuant to the Prime Agreement in order to address any prevailing effect of the failure or disruption including a root cause analysis of the failure or disruption.

Exit Plan

An Exit Plan can be provided if required to detail the steps that would be carried out to ensure smooth transition of Kainos services to a new supplier. The steps outlined in the Exit Plan will help mitigate against any disruption to the service during the transition period. It is assumed that any new supplier will themselves have a procedure they wish to follow during the transition period, and as such the steps in this Exit Plan will serve as a checklist for the new supplier to ensure all key areas of the transition have been covered. The Exit Plan will therefore be subject to refinement should it be exercised.

Commercial Statement

Confidentiality and copyright

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Caveats

Kainos has used all reasonable endeavours to ensure that the contents of this document are accurate but is not responsible for any errors or omissions.

All information provided prior to execution of a contract is provided 'as is' and 'subject to contract' without warranty of any kind.

This document does not constitute an offer from Kainos. In the event that the parties elect to work together, they will only be contractually bound to each other upon signature of a contract.

Corporate information

"Kainos" is the trading name of the Kainos group of companies, further information on which can be found here: <https://www.kainos.com/corporate-information/>.

Kainos Software Limited/ Kainos WorkSmart Limited, will be the contracting entity under this tender / for the provision of the service and may be assisted from time to time by other Kainos group companies.

Freedom of information

Kainos considers that the following information provided in this document is exempt from disclosure under the Freedom of Information Act 2000 (FOI):

The CVs of staff qualify under the "Personal Information Exemption (s.40)" of the Freedom of Information Act and are exempt from disclosure under the Data Protection Act 1998. The Period for which this information should be confidential is the lifetime of the Data Subject.

Rate and pricing information is confidential and commercially sensitive and covered by the 'Commercial Interests' exemption (s.43) of the FOI, as the release of this information is likely to prejudice the commercial interests of Kainos and is likely to adversely affect its (and the Customer's) future negotiating position. The period that this information should be confidential for should be 5 years.