Case Study:

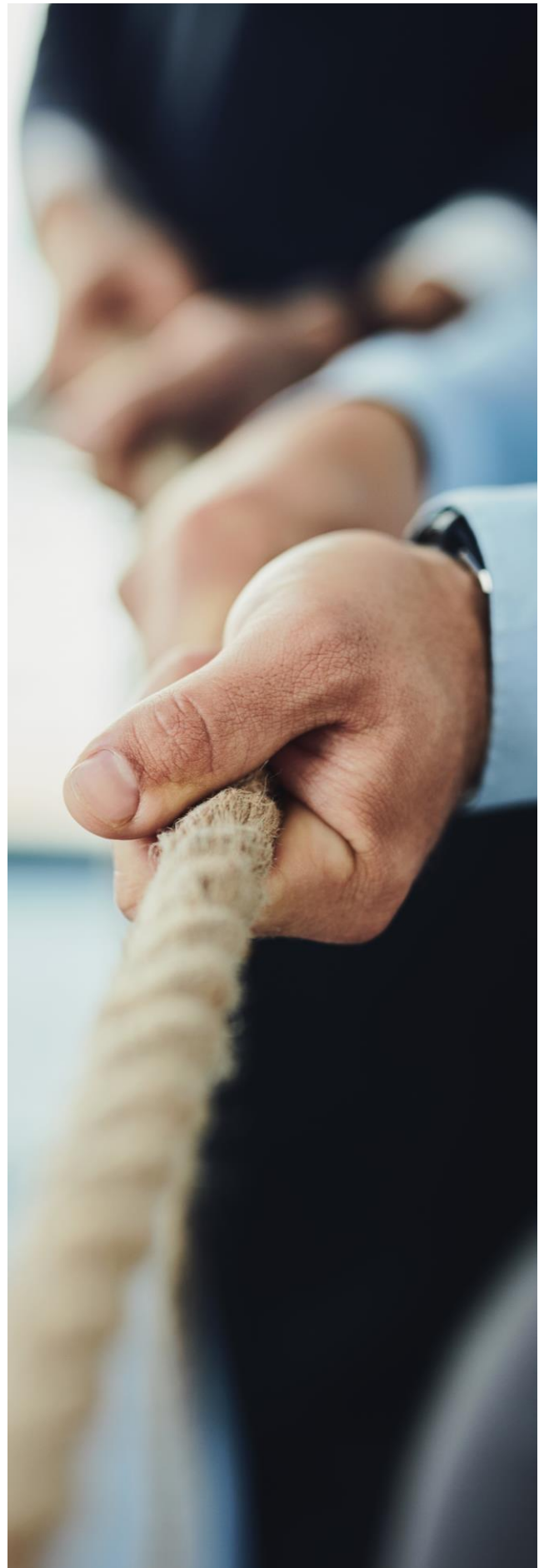# NICE Digital and Technology Strategy & Operating Model Review

Challenge

Recognising that technology enablement, optimisation, and transformation underpinned most components of their strategic ambition, The National Institute for Health and Care Excellence (NICE) were looking for a partner to develop a Digital and IT Strategy and Target Operating Model for their Digital and Technology Team.

In response to these requirements, Agilisys were engaged to undertake a project with the following key objectives:

- Focus on identifying the current and future business capabilities necessary for successfully delivering the business strategy.

- Adopt an enterprise architecture approach to assess the existing application architecture and pinpoint opportunities for consolidation and rationalisation.

- Define the associated changes to the digital and technology operating model

Our Approach

Over a period of **11 weeks**, Agilisys worked in collaboration with colleagues across NICE, digesting 116 documents, completing over 40 stakeholder interviews, several workshops, and four show and tell sessions to provide updates on progress and adopt a no surprises approach.
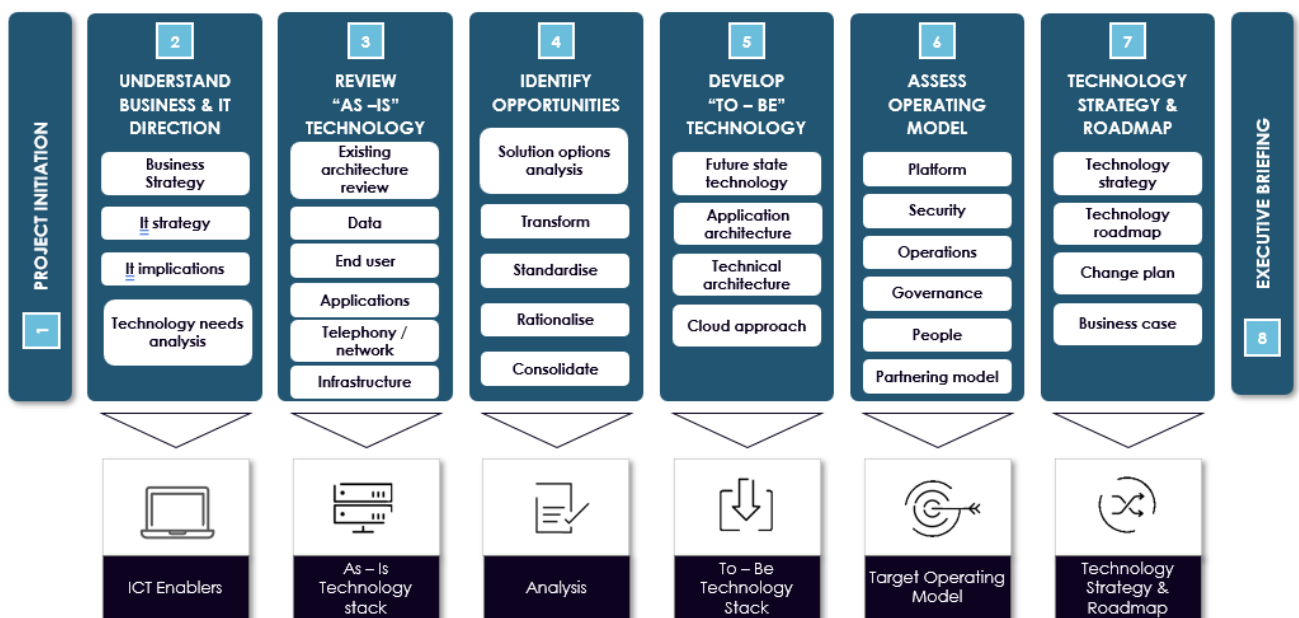
Agilisys undertook a detailed review of the existing technology stack, infrastructure, and application landscape to identify areas for improvement, rationalisation, and consolidation.

Working with NICE colleagues, the team mapped the future capabilities required by the organisation aligned to the business strategy. A key focus here was to define the platform that would provide the 'operational backbone' capabilities that were missing at NICE.

Agilisys used a partnering model framework to help assess the capabilities which should be retained within NICE and those that could be provided as bought-in commodities or by partner organisations.

A high-level roadmap was included to provide an overview of how the recommendations made in the report and transition to the new operating model could be delivered over the next four years.

Our tried and tested approach to ensure successful delivery

PROJECT INITIATION	2 UNDERSTAND BUSINESS & IT DIRECTION	3 REVIEW "AS –IS" TECHNOLOGY	4 IDENTIFY OPPORTUNITIES	5 DEVELOP "TO – BE" TECHNOLOGY	6 ASSESS OPERATING MODEL	7 TECHNOLOGY STRATEGY & ROADMAP	EXECUTIVE BRIEFING
1	Business Strategy	Existing architecture review	Solution options analysis	Future state technology	Platform	Technology strategy	8
	It strategy	Data	Transform	Application architecture	Security	Technology roadmap	
	It implications	End user	Standardise	Technical architecture	Operations	Change plan	
	Technology needs analysis	Applications	Rationalise	Cloud approach	Governance	Business case	
		Telephony / network	Consolidate		People		
		Infrastructure			Partnering model		

ICT Enablers	As – Is Technology stack	Analysis	To – Be Technology Stack	Target Operating Model	Technology Strategy & Roadmap

Impact

NICE now has a clearly defined digital and technology strategy, target operating model for their Digital and IT function, and a roadmap that outlines the implementation of various workstreams over **the next four years**.

The project outputs are intended to inform business planning and contribute to the development of a comprehensive transformation roadmap for NICE.

Notably, the project was completed on time and within budget. The report presented a total of **41 detailed recommendations**, which were well received by the executive team and senior stakeholders throughout the organisation.

Working with Agilisys

"The Agilisys team were a delight to work with – engaging, sharp and focused on delivery. In just over 10 weeks, they provided us with a clear set of recommendations that recognised both the technical challenges that we needed to address and the strategic ambitions we aspired to as an organisation."

Alexia Tonnel, CIO, NICE

NICE National Institute for
Health and Care Excellence

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