

Making the case for a digital workplace at NICE

A digital workplace, powered by Microsoft 365, is set to transform ways of working, operational effectiveness, and information management at NICE.

On the agenda: more agile ways of working

The work done by the UK's National Institute for Health and Care Excellence (NICE) touches the lives of all of us who use the NHS and other public health and care services. NICE aims to improve outcomes by providing guidance and information services and setting quality standards and performance metrics.

Like many forward-thinking organisations, NICE laid out a set of ambitious and strategic business goals to transform the way it operated. This was done by:

- Evaluating health technology more rapidly, robustly, and responsively
- Providing guideline recommendations in a more agile and accessible way
- Strengthening its position as a leader in data, research, and science
- Continuing to improve health and reduce inequalities through effective guidance updates.

To deliver these goals, NICE is developing supporting strategies around digital, information management and technology, effective organisation design, improved collaboration, communication and employee engagement, and business support for transformational change.

The NICE digital workplace is planned to be a major element of the supporting strategy implementation and a significant contributor to the business goals. Having already selected Microsoft 365 as the underlying platform, and with the pandemic being both a source of additional workload and an involuntary transformation accelerator, NICE needed to secure funding for an intelligent, integrated digital workplace. Working with Civica's Digital Workplace team, NICE wanted to ensure that their Microsoft 365 implementation was aligned with business needs and outcomes and that its operation was appropriately governed.

Ensuring demonstrable value for money

Public sector organisations are held to high standards of good financial governance. To support the rationale for investment, NICE produced a business case seeking board approval to move ahead with digital workplace implementation.

Despite the effort and expertise involved in compiling the business case, the board declined to approve the investment. Their view was that neither the required solution nor the anticipated benefits were clearly and fully articulated.

Key outcomes

- A high-level understanding of the amendments needed to ensure the business case would be fit for purpose
- Clear, concise, and actionable recommendations, prioritised by importance and complexity
- Deepened stakeholder engagement in and understanding of the digital workplace concept
- A clear path for business case revision, ready for board review and approval
- Within 10 effort days, readiness to take the next steps, confident in the way forward

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10Days

to deliver actionable insight



Using our Digital Workplace Framework, Civica rapidly identified and prioritised business case areas for improvement, allowing NICE to confidently take the next steps on its transformation journey.

NICE National Institute for Health and Care Excellence

Rapid review delivers results

NICE's Director of Digital, Information, and Technology decided that the most efficient way to remedy the business case — and keep up the momentum towards implementation — was through a robust review by an experienced, independent third party. NICE selected Civica, a recognised expert in digital workplace implementation, to perform the review.

Civica evaluated the business case using its proven Digital Workplace Framework. The framework can be used at any stage of a digital workplace initiative, including:

- Early in the planning, to help develop a vision and strategy for a digital workplace
- Tactically, for implementation and operation planning to accelerate discussions and decision-making at any stage
- Later, to help an organisation facing hurdles to get back on track for a successful deployment.

Using the framework meant it took only 10 working days to deliver an effective and focused consultancy engagement.

Civica assessed the existing business case against the framework to identify which areas were well-specified and those where more work was needed and provided actionable guidance on making improvements. Civica additionally reviewed supporting collateral for the business case and carried out desk research.

Realising that 'digital workplace' meant different things to different people at NICE, Civica met with stakeholders to ensure a common understanding of the concept, its objectives, and the benefits it would deliver.

A compelling argument for investment

Civica swiftly clarified the context for NICE's digital workplace initiative, refined the programme scope, and proposed a more agile approach to implementation. At the end of the engagement Civica presented NICE with a succinct report comprising of:

- A set of reasoned, qualified observations about the shortcomings of the existing business case, making it easy to understand which aspects needed amending

- Prioritised, actionable recommendations for how to improve the credibility of the business case, ready for resubmission to the board
- A concise management summary for presenting at subsequent executive team briefings.

Civica's recommendations for improvement covered the scope, approach, costs, and framing of the business case and provided additional guidance that went beyond the original scope of the engagement.

The report's recommendations gave the Director what she needed to take the next steps towards implementing the NICE digital workplace. To keep the programme moving forward at pace, she engaged Civica to help create a revised business case. The new version clearly defines the outcomes and benefits of the digital workplace to make a compelling argument for investment. It ensures the board has all the data and insights it needs to make an informed decision.

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