

# Managed Print Service – NHS Support Services

---

## Executive Summary

Most NHS Trusts probably think they are spending too much on printing but don't know how much this is or how much they could save. Based on industry research a medium size NHS Trust with around 3,000 staff will spend around £900K each year on printing. However, these costs are typically spread across multiple cost centres and budgets and therefore get 'lost' within the Trust.

The argument for a Managed Print Service (MPS) is simple, anything that isn't actively managed will cost more and deliver less. If a Trust is not managing print it will be wasting money. But who in the organisation is actively taking ownership, looking at costs and evaluating options for cost reduction?

Many Trusts are looking at MPS but the Procurement and IT Departments who typically lead these initiatives face competing pressures from multiple 'critical' projects. They simply don't have the staff resources to procure and implement an MPS. The typical impact of this is MPS projects that are either never started, are delayed or never get fully implemented.

But with a little support Trusts could implement an MPS and gain significant benefits from actively managing their print infrastructure. Based on our experience in the NHS, Transcend360 have developed two NHS specific services; Procurement Support and Project Management Support. These services are focused on supplementing existing staff not replacing them with expensive long term consultants or contractors.

Most NHS Trusts can run an effective procurement process but often there is a lack of specific subject matter expertise and limited staff resources. We can provide experienced staff who have worked with NHS Trusts to procure MPS contracts. The service supports the current team to efficiently and effectively procure an MPS plus reduces pressure on staff.

Implementing an MPS is not as easy as it looks. Trusts have skilled Project Managers but few have direct experience of the likely pitfalls and issues when implementing an MPS. Our team can support existing Project Managers to ensure the smooth and timely implementation of an MPS with minimal disruption. This will enable the Trust to rapidly deliver benefits with minimal risk to the delivery of patient care.

We don't place bodies on the ground for extended periods simply long enough to get your team up to speed. Our approach takes the pressure off Trust staff but doesn't require long term and expensive consultants; it is light touch using experienced staff that enable your team to deliver the project efficiently, effectively and quickly.

If an NHS Trust is not actively managing their print environment they will be wasting money. An MPS can deliver significant benefits including costs savings and service improvements. However, an MPS can be difficult to procure and implement. We offer a service to provide skilled and experienced staff that can support procurement and deployment of an MPS. Our services offer a cost effective and independent service that leverage in-house skills to ensure the smooth delivery of the project and rapid benefits realisation.

## The Value of Managed Print Services

Most NHS Trusts probably think they are spending too much on printing; but how many know how much they are actually spending and more importantly how much they could save? Who in the organisation is actively taking ownership and looking at costs and evaluating options for cost reduction?

There are numerous industry statistics and all suppliers of Managed Print Services (MPS) will typically state that an organisations total cost of printing will be between 1% and 3% of annual revenue. Industry research also suggests that the average spend per member of staff is around £300 to £350 per annum on direct costs alone. To put this into perspective, a medium size NHS Trust with around 3,000 staff will have an annual spend of more than £900K on print.

In terms of cost savings that can be delivered by actively managing printing, MPS vendors typically quote savings of between 10% and 40%. In the NHS case above savings could range from £100K to £400K. This is a compelling reason for deploying an MPS.

Overall, the argument for MPS is simple, anything that isn't managed is likely to cost more and deliver less.

The potential savings include reduction in capital and operational cost, greater productivity and reduced service delivery costs. Simply consolidating and replacing old inefficient devices can deliver significant savings including significant reduction in energy use. Improving operational processes such as supplies and maintenance will deliver savings and enhance staff productivity.

Within NHS Trusts typical objectives for an MPS project fall into six broad areas:

- Cost control
- Cost reduction (including print volume reduction)
- Improved service delivery
- Improved document security and patient confidentiality
- Reduced environmental impact
- Lower IT support costs

## Issues for the NHS

The typical issue for deploying an MPS within the NHS is a lack of staff resources. Often there are limited numbers of staff and lack of specialist skills to support procurement and implementation.

**Most NHS Trusts do not know how much they are spending on printing**



Both Procurement and IT departments face huge pressures to deliver a wide range of competing projects that are all deemed to be 'critical'. Staff who are good at their specific roles do not have the time to gain the specific skills required to procure and implement an MPS.

In addition, for most NHS Trusts budgets are severely limited so bringing in high cost consultants or contractors for extended periods is unlikely to be a viable option. The current situation leads to four key issues when procuring and deploying an MPS:

- Limited staff resources
- Competing demands from a plethora of 'critical' projects
- Lack of specialist skills and knowledge
- Lack of budget for additional staff

The typical impact of this is that projects are either never started, are delayed or never get delivered.

Our services are focussed on supplementing existing staff not replacing them. We can provide skilled resources for limited periods to support in-house teams to procure and implement an MPS. There is no need for long term high cost contractors simply specialist staff that can add the additional support required to get an MPS project moving. We can provide staff for a few days to support a specific task through to longer term engagements.

**Procurement and IT departments face competing pressures from multiple critical projects**

## What we offer NHS Trusts

Transcend360's consultants have a combined total of more than 80 years experience within the print and MPS industry. We offer a truly unique service and deliver a 'customer centric model' for MPS:

- We fully focus on the customer's requirements not sales targets
- We provide end to end support throughout the full MPS contract lifecycle
- We provide independent and totally unbiased support and guidance
- We are industry experts

Transcend360 have significant experience in the NHS and have worked with a number of leading Trust's to deliver benefits via an MPS. We understand the unique challenges of the NHS which ensures a fit for purpose solution that delivers tangible benefits.

To support our work we have developed a unique MPS Best Practice Model. The model is based on ITIL and supports the full contract life cycle - Strategy, Design, Transition and Operation. Within each phase we offer a range of services that are built on our collective experience of delivering print and document projects over the last 16+ years.



Core to our approach is Continual Service Improvement (CSI) and for all our engagements we conduct post implementation reviews with customers and our consultants. We use this feedback to continually update our services and the Best Practice Model.

Based on our experience in the NHS Transcend360 have develop two services; Procurement Support and Project Management Support. These services are focussed on helping Trusts gain the maximum benefits from their MPS.

Obviously a Trust can procure and implement an MPS themselves, but it is not as simple as it at first appears. The printing infrastructure is more complex than most people realise. The simple act of printing requires multiple components to function efficiently; the application, the print driver, the network, the print server and finally the output device; supplies have to be available, faults have to be fixed etc. etc. A key starting point is gaining visibility of current costs but often these costs are spread out across departmental budgets and multiple costs codes. Collating these costs can be difficult and time consuming. Understanding the current fleet of devices and print volumes can be difficult to achieve especially when confronted with large buildings that are often like 'rabbit warrens'. We have skilled staff that can help with these issues.



## MPS Procurement

Most NHS Trusts can run an effective procurement process. But the process isn't the problem. As with so many things, what you get out is only as good as what you put in. If the subject matter expertise and knowledge is not available to support the procurement process chances are critical requirements could be misunderstood, or worse still ignored and missed out. Procurement of an MPS should be treated the same as procurement of any other IT service and not as a hardware or product procurement process. Service procurement tends to be more complex and resource hungry. For example, service definition typically requires more engagement with the business in comparison with simple product specification. Without specialist skills the procurement can become protracted, delaying benefits delivery.

**Specialist procurement support can reduce the time and cost to acquire a Managed Print Service**



We can provide experienced consultants who have worked with NHS Trusts to procure MPS contracts. The service does not replace existing procurement staff but enhances the current team with the provision of specific skills, knowledge and experience. Leveraging your existing staff delivers a cost effective service and ensures skills transfer to your in-house team.

We have specific experience and skills that cover knowledge of the market, potential frameworks, suppliers, products and services. Our staff have significant NHS experience and understand how print is used within Trusts including specific requirements such as the critical importance of fax devices. We also have knowledge of what has worked and arguably more importantly what has not worked in other Trusts. As part of our MPS Best Practice Model we have created standard documents to support MPS procurement including requirements analysis, tender documents, scoring templates.

Each NHS Trust has unique requirements and we can build a bespoke offering to meet these, including:

- Requirements analysis
- Framework selection
- Tender documentation
- Supplier response review and selection
- Contract negotiation

We will discuss your requirements with you and propose a package that will get the most out of your existing Procurement team, enabling you to procure the right solution cost effectively and quickly. Because our service is based around supporting and enhancing your existing team, long term and costly contract staff are not required. We don't place bodies on the ground for extended periods just simply long enough to get your team up to speed.

## MPS Implementation

Implementing an MPS has its own set of challenges. Most organisations approach it as simply another technical project. However, printing impacts on business processes. Changes to the printing environment e.g. reduction in the number of devices, will have an impact on these processes. Unfortunately paper and print still forms a key part of delivering patient care. If printing is disrupted this does impact directly on patient care.

In addition to project management, implementation of an MPS will also require other technical resources. Tasks such as building new servers, installing new drivers, removing old drivers, installing network points etc. etc., all require technical staff. They also need to be co-ordinated to minimise service disruption during the migration to the MPS.



Many NHS Trusts have dedicated and skilled Project Managers but few have direct experience of implementing an MPS. Access to specific deployment skills and experience that can support existing Project Managers will ensure the smooth and timely implementation of the MPS with minimal disruption. This will enable organisations to accrue savings rapidly with minimal risk to the delivery of patient care.

From our experience most Trusts need assistance to put the following in place:

- An agreed print policy and fleet design parameters ensuring a fleet with the right devices in the right places to provide an efficient and effective service for all staff
- A comprehensive set-up of print super users/print champions to support deployment and on-going operation
- A model office environment to fully test and evaluate the proposed solution
- A solid set-up of the project team to ensure an efficient deployment and subsequent move in to Business as Usual (BAU)
- Well thought through project plans that ensure all bases are covered

**Deployment of an MPS is not a simple technical project and poor implementation will impact on patient care**

We can offer a bespoke range of services to meet each Trust's individual needs but typically the service falls into two broad areas:

- Project Setup Support
- Dedicated Project Manager

With Project Setup Support we work with your internal Project Manager to ensure that the project is setup correctly including:

- Support project initiation including:
  - Set up all forms and paperwork to support project governance
  - Creation of key project documents such as the Project Initiation Document (PID)
- Support project planning including the creation of a full Project Plan and identification of key resources
- Define training requirements and set up a training environment
- Train the in house Project Manager on the specifics of managing the deployment of an MPS
- Ensure that the IT department understands what they need to deliver during deployment and BAU
- Setup print audit, fleet design and stakeholder sign off
- Stand up key services including:
  - Service Desk

- Fault resolution
- Consumable management
- Legacy device removal and disposal

Once we have completed project setup we offer support for the internal Project Manager throughout the deployment, offering them a specialist resource that can be called upon to supplement their skills.

If the Trust has no resources to support the project we can of course provide a dedicated Project Manager for the life of the deployment. Their role will be to complete the deliverables outlined previously and ensure that all actions are completed to agreed timescales, cost and quality. Our Project Managers have recognised qualifications plus MPS specific experience.

To support both options, as part of our MPS Best Practice Model, we have developed template documents that can form the foundation of bespoke project documentation.

## Summary

If an NHS Trust is not actively managing their print environment it is highly likely that printing will cost more than is necessary. An MPS can deliver significant benefits including cost savings and service improvements. However, an MPS can be more difficult to procure and implement than most organisations might recognise.

Most NHS Trusts have limited staff resources and too many projects to deliver. We don't look to replace your staff or put long term consultants on site, we provide skilled and experienced staff that support existing in-house skills to ensure the smooth delivery of the project and rapid benefits realisation.

### About Transcend360

transcend360 provide independent and unbiased consultancy specialising in Managed Print Services (MPS). We provide services that support end user customers in the definition, procurement, delivery and management of an MPS, providing support throughout the complete contract lifecycle.

