



# Tech for Compassion.

Webinar

# How technologically mature is your hospice?

Big conversation webinar

# Survey: From purpose to results



Steve Thorlby-Coy,  
Director of Transformation  
Hospice UK

## Supporting members with digital / technology

Why? Digital / tech is essential for sustainability and quality

Hospice UK strategy:

- What we want to achieve:  
Digital technology that underpins the efficient and effective use of resources.
- We will support hospices to access digital technologies and skills to streamline and strengthen their ways of working.
- Hospices and their staff report confidence in using digital technology in their work.

## What are we already doing?

### Understanding the challenges:

- Baseline technology maturity survey
- Hospice Technology Conference, Manchester (4th Feb 2025)
- Sessions at National Conference, Glasgow (Nov, 2024)
- Hospice visits and 1:1 conversations

### Building a community:

- Hospice Technology Leaders network
- Support for operational tech / digital discussion groups

## Understanding the challenges

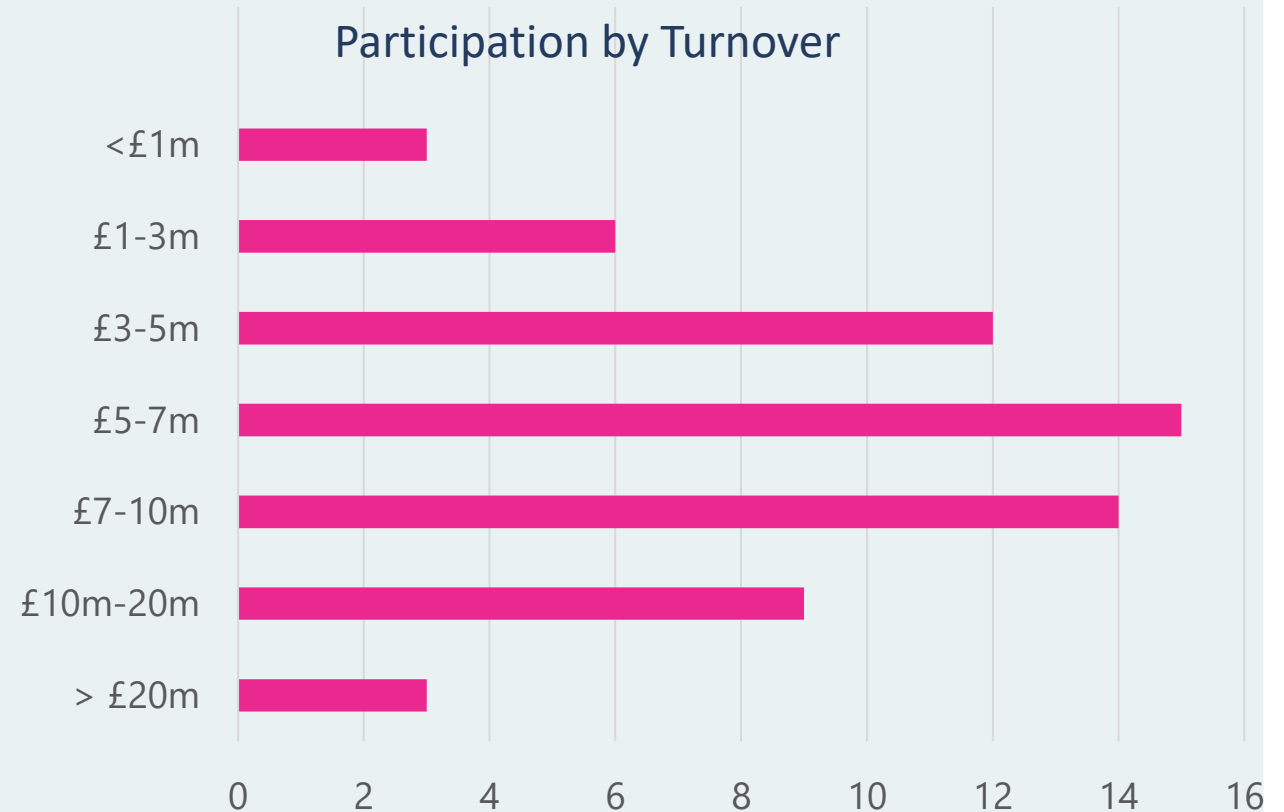
### Baseline Hospice Technology Maturity Assessment

- Bespoke, but takes from other surveys/assessments, co-designed with members
- Leans towards infrastructure and systems (rather than data/web)
- Member hospices will learn how they compare to other hospice members, which can help with planning and prioritisation.
- Hospice UK will use the insights to support members with digital transformation including providing relevant content for our new Hospice Technology Leaders network and the Hospice UK website.
- Technology suppliers will be able to offer the sector better and more tailored services.

## Understanding the challenges

### Baseline Hospice Technology Maturity Assessment

- Supported by TES and Smartdesc
- Closed September 2024
- 62 members participated
- Is this representative?



## High level findings

### Larger hospices more advanced than smaller ones

- Are more digitally / tech mature
- More likely to have a digital/tech strategy
- Slightly less likely to have funding challenges
- Slightly less likely to have difficulty recruiting digital / tech skills
- Focused on AI, machine learning, business systems integration



## High level findings: Direction

Income	Digital Strategy	Digital Maturity Levels	Key Focus Areas
Under £1m	35% have strategy	70% "Starting Out" or "Curious"	External support
£1-3m	40% have strategy	60% "Starting Out" or "Curious"	
£3-5m	55% have strategy	50% "Curious", 40% "Advancing"	Cyber security, cloud migration
£5-7m	55% have strategy	50% "Curious", 40% "Advancing"	
£7-10m	80% have strategy	60% "Advancing", 30% "Advanced"	AI, machine learning, business system integrations
£10-20m	80% have strategy	60% "Advancing", 30% "Advanced"	
Over £20m	80% have strategy	60% "Advancing", 30% "Advanced"	

## High level findings: Challenges

Income	Budget Constraints	Funding digital / tech	Difficulty recruiting digital skills
Under £1m	75%	85%	80%
£1-3m	70%	80%	75%
£3-5m	65%	70%	70%
£5-7m	65%	70%	70%
£7-10m	60%	50%	70%
£10-20m	60%	50%	70%
Over £20m	60%	50%	70%

## High level findings

### Urban hospices more advanced than rural

- Urban: 65% benefiting from better access to resources and technology.
- Urban: 55% still face funding and skills challenges, these are less pronounced compared to rural hospices.
- Urban: 70% benefit from collaborations with other organisations and robust IT partnerships.
- Rural: 60% “Starting Out” or “Curious” stages of digital transformation
- Rural: 75% reporting difficulties in funding and skills acquisition.
- Rural: 65% lack leadership support, further hindering their digital progress.
- Rural: 70% rely on external support for digital initiatives.



TES

Total  
Enterprise  
Solutions



HospiceUK



smartdesc  
SMART DECISIONS



Tech for  
Compassion.

## High level findings

75% of all hospices are planning digital transformation projects

65% of smaller hospices, particularly in rural areas, are prioritising cyber security investments despite limited budgets

45% are investing in training programmes

60% of small hospices are adopting emerging technologies like AI and machine learning, suggesting they are more agile in adopting emerging tech.

Collaboration and knowledge sharing are crucial, 70% of medium-sized hospices that collaborate with other organisations have higher digital maturity levels.

# Insight Exploration: Understanding our Survey Takeaways



Adam Mytton,  
New Business Sales Executive  
Total Enterprise Solutions

## How does the Hospice Digital Maturity survey findings compare to the UK Charity Market?

### → Digital Transformation

- ✓ Charity Digital Survey in October 2023.
- ✓ Surveyed charities and nonprofits across a wide breadth of charity focus about their digital strategy.

### → Digital Transformation

- ✓ Hospice UK Survey in August 2024.
- ✓ Surveyed Hospices about their digital strategy.

## TES Overview

- Microsoft Finance & CRM applications compatible with nonprofit organisations
- 24 Years
- 100% Charity Focus
- >100 Charity Partners
- (including 15 Hospices)
- Long term partnerships and single project deployments



## Strategy & Leadership: Organisations with a clearly documented business strategy



Charities 69%

Hospices 55%



## Strategy & Leadership: Organisations with a clearly documented IT strategy



Charities 17%

Hospices 42%

## Strategy & Leadership: Organisations with a clearly documented Digital strategy

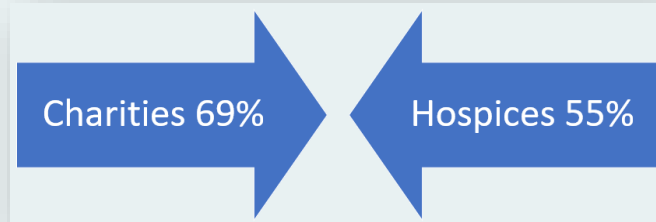


Charities 21%

Hospices 38%

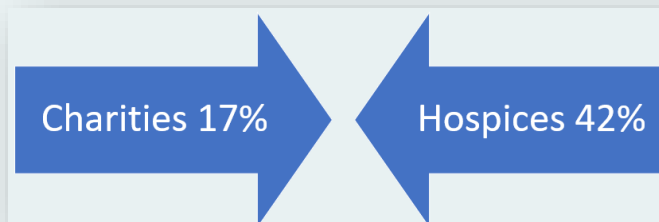
# Transforming Hospices

## Business strategy



Defines vision, mission, goals & objectives

## IT strategy



### IT Strategy:

**Focus:** Primarily on the technology infrastructure and operations.

**Objective:** Ensures that the technology systems and services support the business's day-to-day operations.

**Components:** Includes hardware, software, networks, data management, and cybersecurity.

**Example:** Upgrading servers, implementing new software for better data management, or enhancing network security.

## Digital strategy



### Digital Strategy:

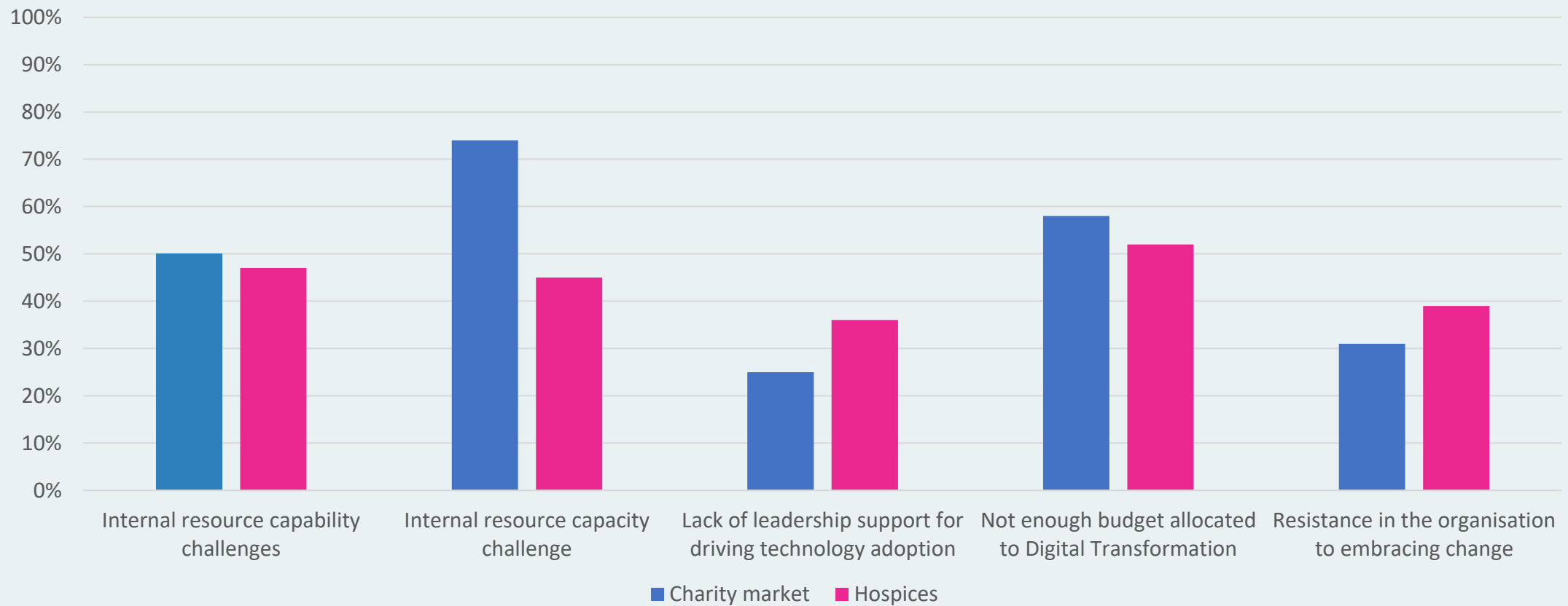
**Focus:** On leveraging technology to achieve broader business goals and drive innovation.

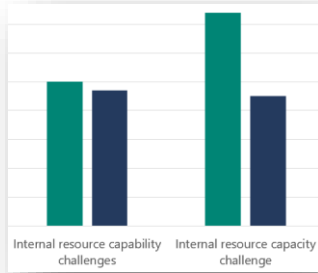
**Objective:** Uses technology to transform business processes, improve customer experiences, and create new business models.

**Components:** Encompasses digital marketing, e-commerce, customer engagement, and digital transformation initiatives.

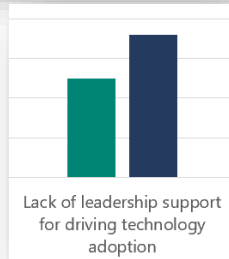
**Example:** Developing a mobile app to enhance customer interaction, using data analytics to personalise marketing, or adopting cloud services to improve scalability

## Digital Transformational Blockers

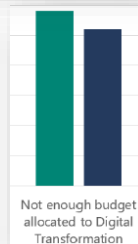




## Resource capability & capacity challenges



## Lack of leadership support for technology adoption



## Not enough budget

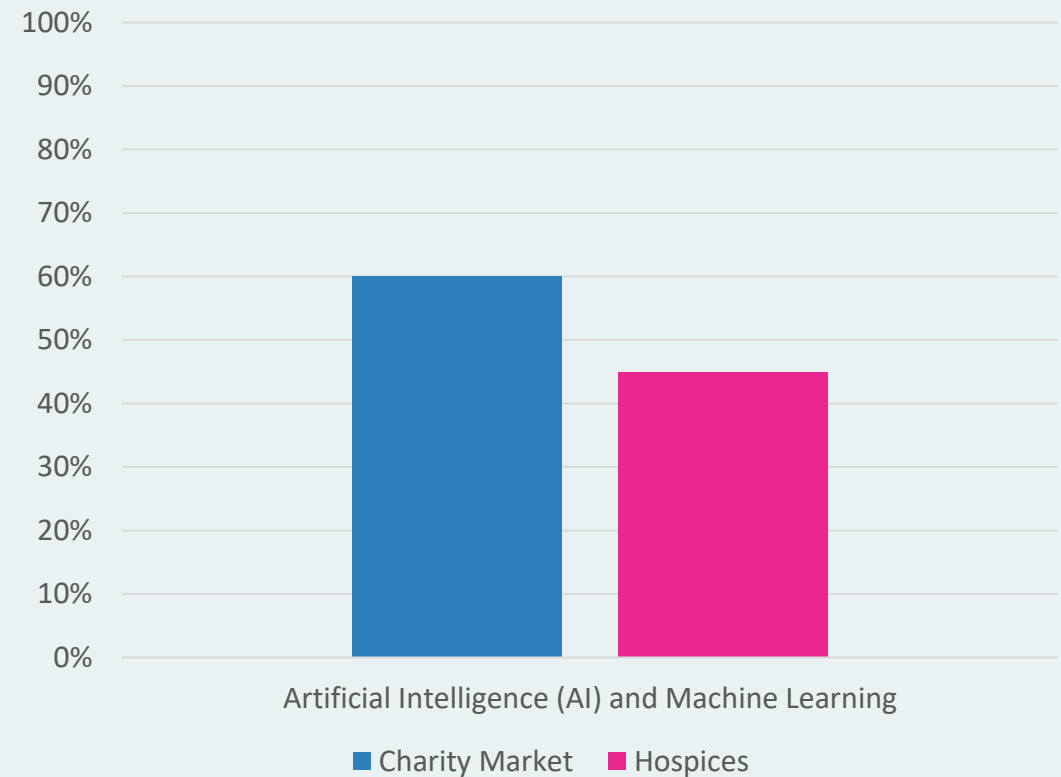


## Resistance to change

- Look for suppliers who offer extended training and change management services, not just break-fix support
- Look for industry specialist suppliers who can advise on best practice and accelerate ROI
- Look for solutions which maximise automations, maximise self-service functions and are aligned with you existing systems
- IT & Digital strategy decoupled from Business Strategy
- Compose a benefits based business cases with measurable ROI
- Utilise supplier discount & subsidy offerings
- Consider medium to long term ROI, not just quick fixes. Phase Deployments
- Look for supplier with sector specific offerings that can reduce implementation costs
- Enhance the fundraising and grant application functions of the organisation. Implement better impact measurement and reporting to increase the effectiveness of these functions.
- Formalise change management processes
- Modern SaaS platforms and Applications deliver continuous, more easily managed change
- Get tech partner support

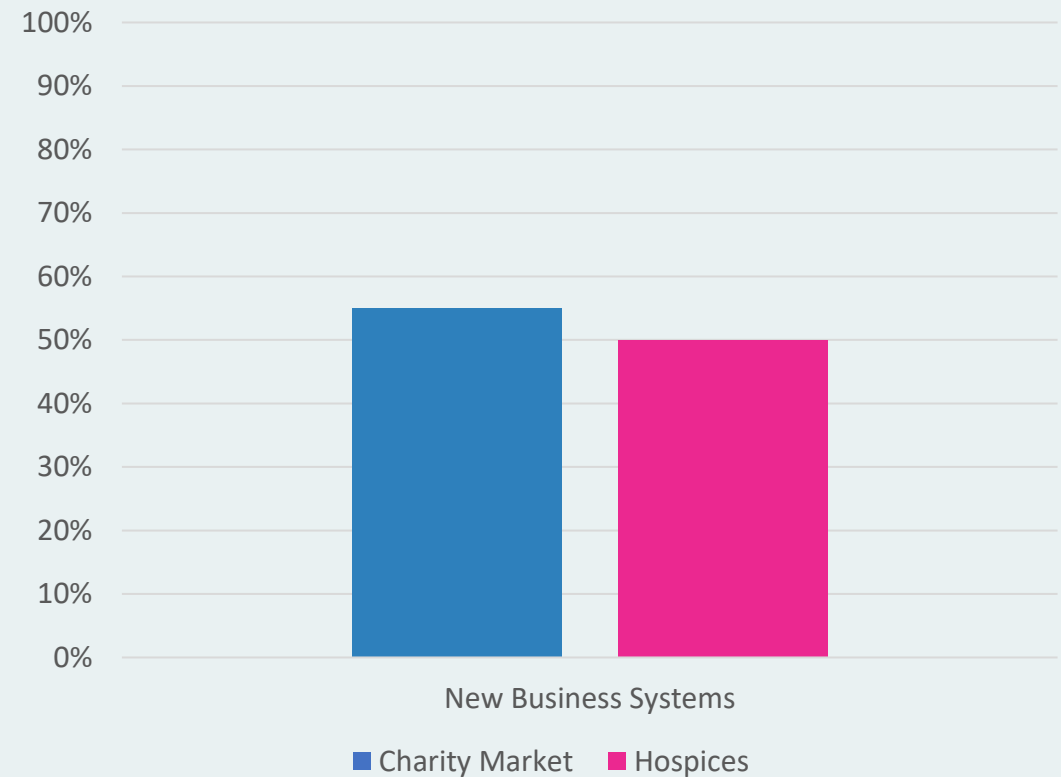
## Areas of focus: Artificial Intelligence (AI) and Machine Learning

45% of hospices and 60% of charities are planning to incorporate AI and machine learning into their operations to enhance data analysis, predictive modeling, workflow efficiency, and content generation, thereby improving overall decision-making and operational efficiency.



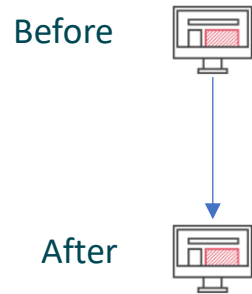
## Areas of focus: New Business Systems

50% of hospices and 55% of charities are focusing on implementing new business systems, such as Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) systems, to streamline operations, improve data management, and enhance interactions with customers, donors, and beneficiaries.

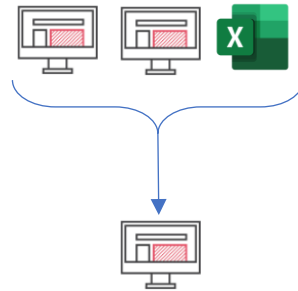


## Organisations are either...

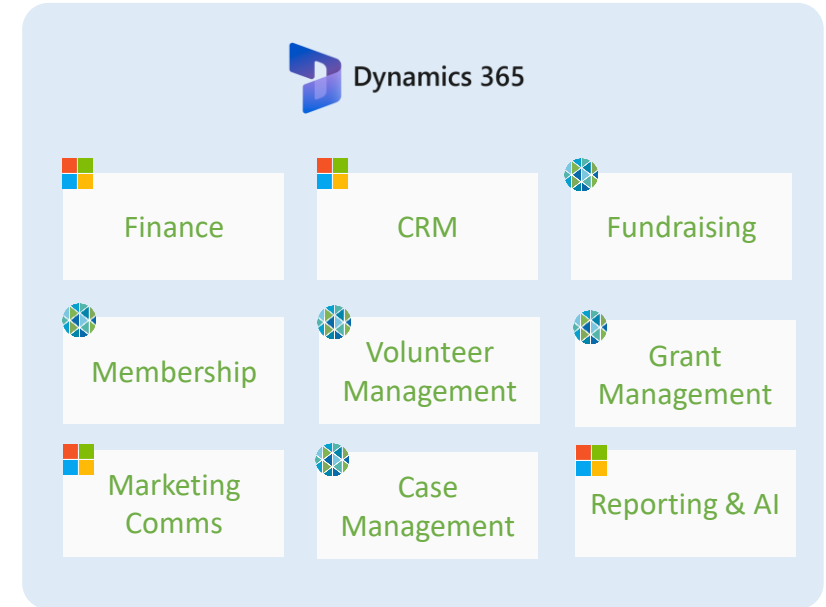
### 1. Replacing the application supporting a single function



### 2. Replacing multiple applications and consolidating them into a single go-forward solution



Pro	Rapid, less complex implementation to address an immediate challenge ✓	Key approach in implementing a Digital Transformation Strategy ✓
Con	Might not align with or limit future organisation wide digital strategy ✗	Can be a more, costly, complex and protracted implementation



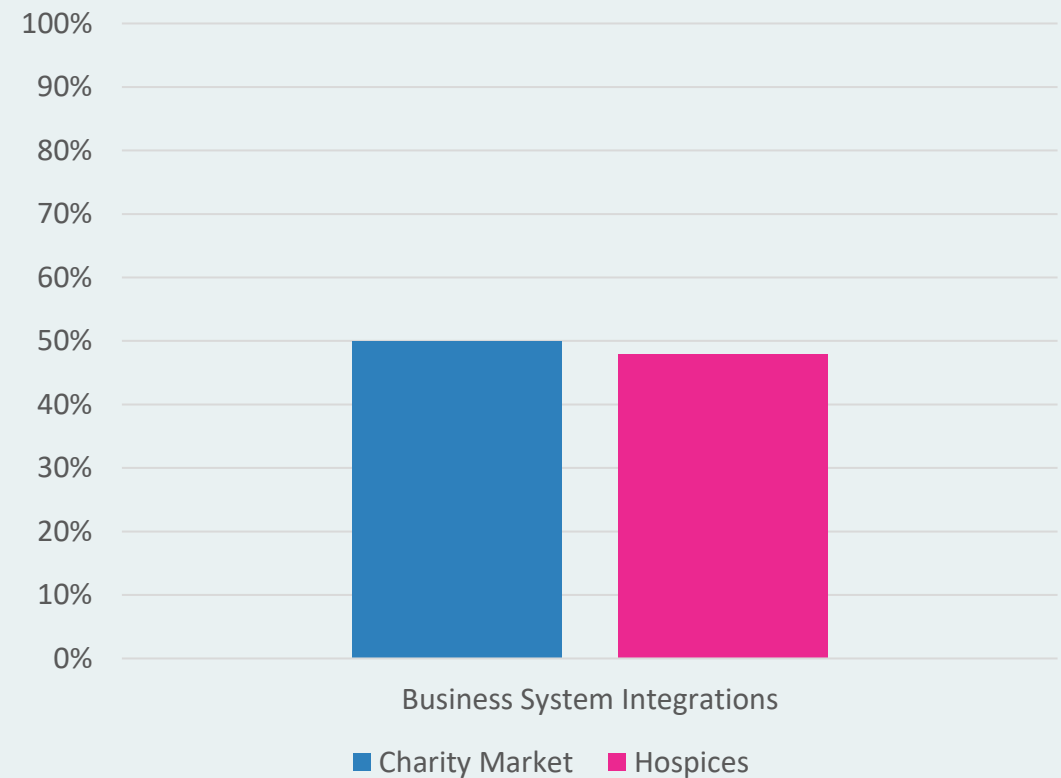
### Recommendation:

Even when looking to replace a single application to address an immediate problem select a platform, like Microsoft Dynamics, that can offer the ability for a focused simple implementation but has the capacity to offer the future benefits of application integration and consolidation



## Areas of focus: Business System Integrations

48% of hospices and 50% of charities are prioritising the integration of various business systems to improve data flow, reduce redundancy, and ensure cohesive operations, while aligning digital transformation strategies with organisational goals to address risks and support their overall mission.



# Transforming Hospices

We see 3 approaches to application integration...

e.g.

- Income from CRM to Finance
- Timesheets from HR to Finance

## 1. Application Integration



## 2. Application Consolidation



## 3. Integration with 3<sup>rd</sup> Party services you use

**JustGiving**

*giftaid*

HM Revenue & Customs

**OPEN BANKING**

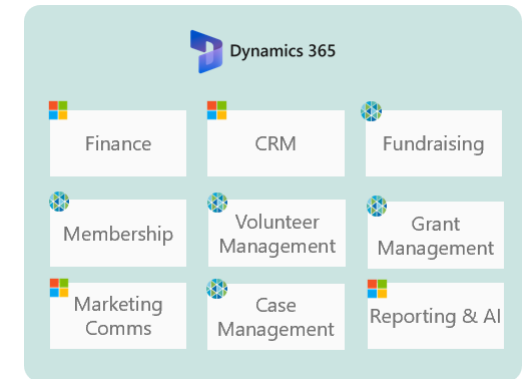
**stripe**

Cloud Services

**DIRECT Debit**

e.g.

- Bringing existing Volunteer Management into core CRM
- Replacing Digital Marketing platform

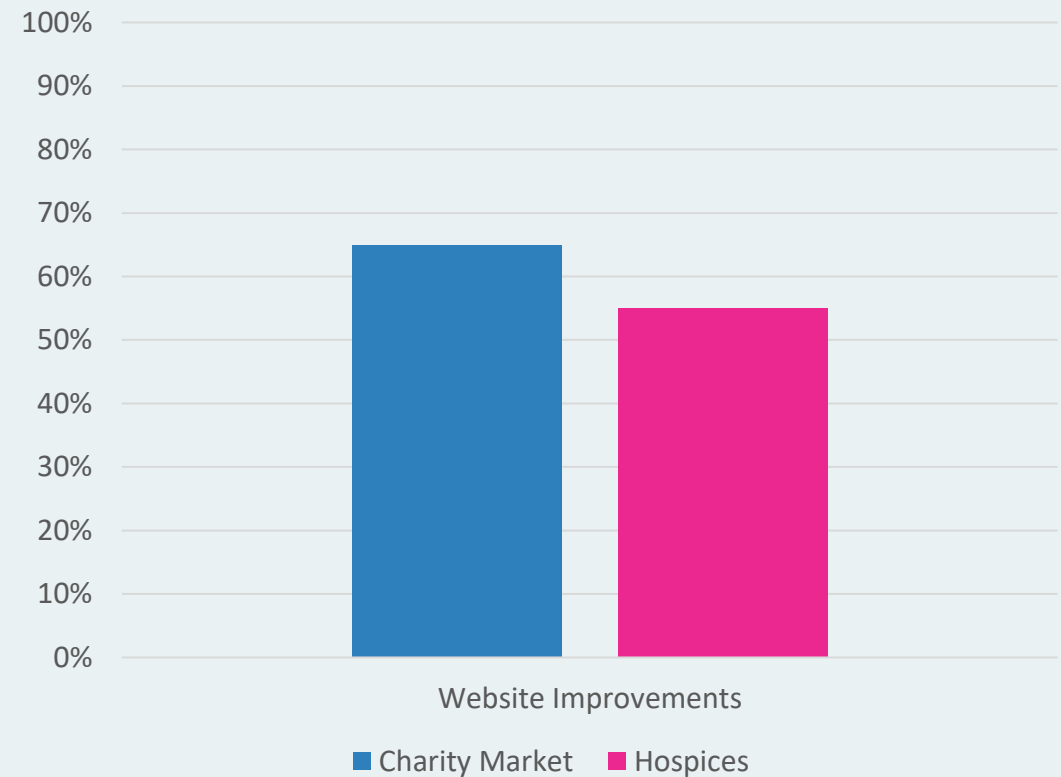


e.g. Automation of..

- Gift Aid submissions
- Bank statement upload and reconciliation
- Importing donation platform or lottery data
- Data from your website

## Areas of focus: Website improvements

55% of hospices and 65% of charities are enhancing website functionality and user experience by modernising the design, improving navigation, updating accessibility, and adding new interactive features to better serve and engage users.

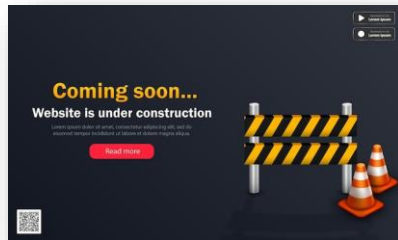


# Transforming Hospices

## Better website services

- More self-service functions means greater process efficiencies in your organisation – better use of resources
- More engaging supporter experience – higher retention of existing supporters, more attractive onboarding journey for new supporters

## Website development



## CRM System Portals & Apps

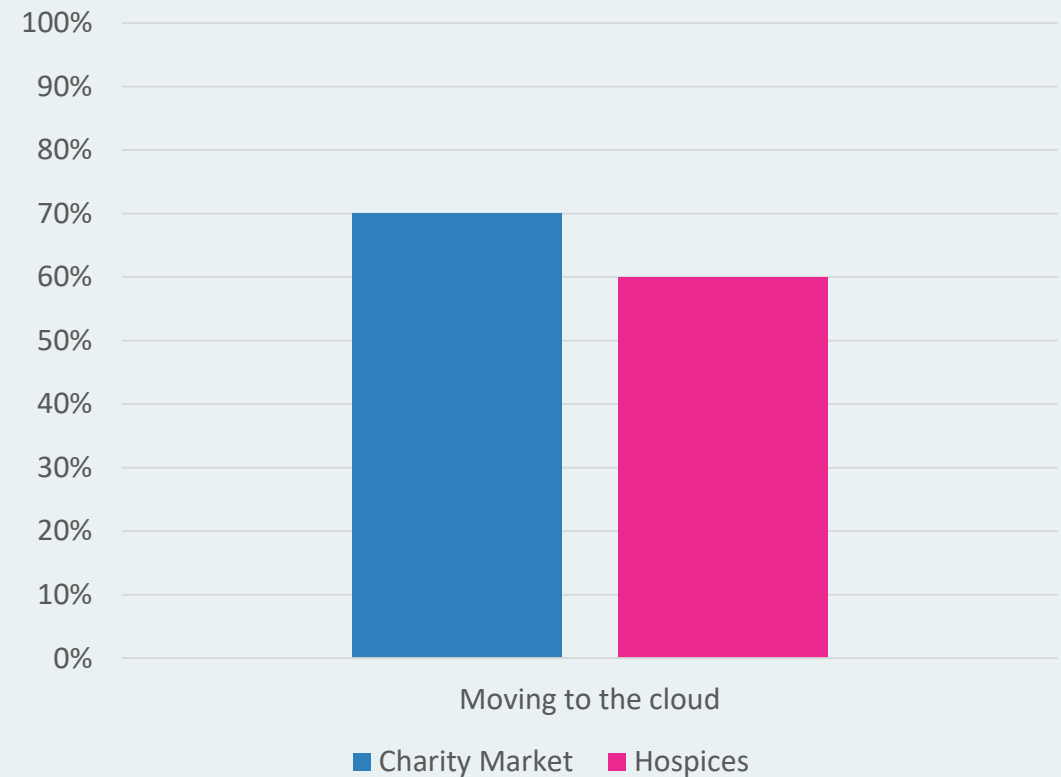


- Supporter self-service
- Volunteer Availability
- Subscription renewals
- Welfare case management
- Membership Portals

- Lower or no integration costs
- More agile to meet new organisational needs and changes in processes

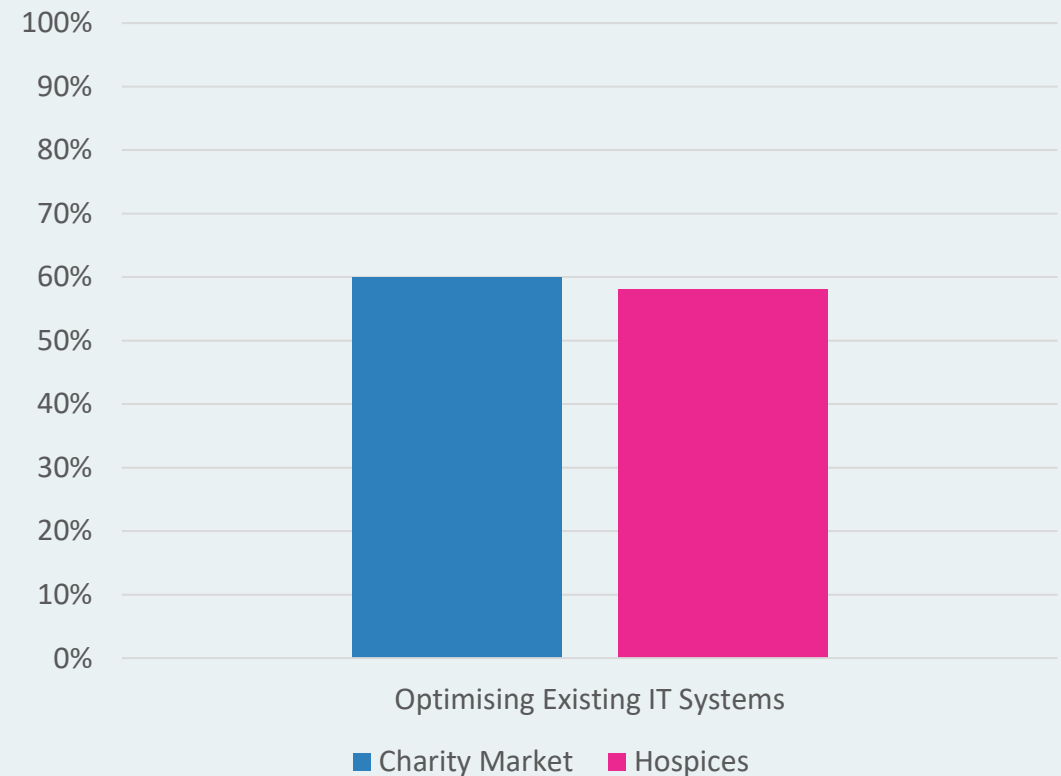
## Areas of focus: Moving to the Cloud

60% of hospices and 70% of charities are planning to migrate their IT infrastructure to the cloud to benefit from scalability, flexibility, cost savings, and improved data security and accessibility.



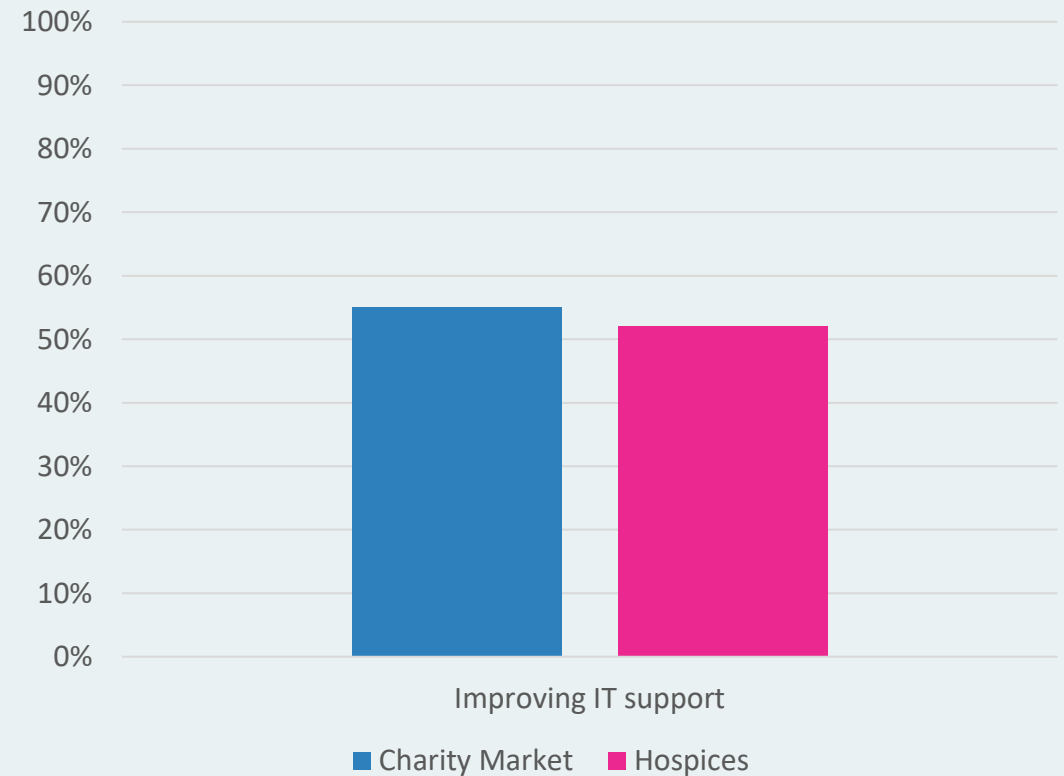
## Areas of focus: Optimising existing IT systems

58% of hospices and 60% of charities are emphasising the optimisation of existing IT systems to improve performance and efficiency by upgrading hardware and software, refining processes, and ensuring that technology investments align with organisational goals.



## Areas of focus: Improving IT support

52% of hospices and 55% of charities are enhancing IT support services to ensure smooth operations and quick resolution of technical issues by training IT staff, implementing better support systems, and possibly outsourcing certain IT functions.



## Transforming Hospices

**In the context of Digital strategy: Extended Managed Service offerings are an evolution of break-fix support...**

- Routine account management / thought-leadership engagements
- Extra training on-demand
- Formal Change Management
- Upgrade Assurance (SaaS)



## Areas of focus: Cyber security

62% of hospices and 65% of charities are focusing on strengthening cyber security measures. This includes implementing robust security protocols, conducting regular security audits, and training staff on best practices to protect against cyber threats and ensure data policy.



## Areas of focus: Data and Business intelligence

62% of hospices and 65% of charities are leveraging data and business intelligence tools to make informed decisions by collecting, analysing, and visualising data to gain insights into operations and identify areas for improvement.



## Transforming Hospices

It can be difficult to identify the right reporting tool for your organisation:

It's horses for courses. Break down reporting needs by role.

Operations	-> "In App" KPI's, List and filtered views
Management	-> Reporting tools with self-authoring capability (Jet or Cosmos)
Senior Exec & Trustee	-> PowerBI Dashboards and KPI's

Factors other than report content and format are driving reporting and data strategy

Data Protection

Data Governance

Data Quality

There is an increasing focus on an organisation wide data strategy

## Recommendations for the Hospice Sector

- ✓ Develop Comprehensive Strategies
- ✓ Enhance Leadership Support
- ✓ Invest in Skill Development
- ✓ Foster a Culture of Innovation
- ✓ Leverage Advanced Technologies
- ✓ Optimise IT Infrastructure
- ✓ Strengthen Cyber Security

## Talk to TES



Adam Mytton,  
New Business Sales Executive  
Total Enterprise Solutions  
[adam.mytton@tes365.com](mailto:adam.mytton@tes365.com)

## Come say hi!

Hospice UK National Conference, Glasgow  
Hospice Care for all, for now, forever

26 – 28 November 2024  
Stand 26

# How Smartdesc can support



Adam Monks,  
Chief Executive,  
Smartdesc

# Optimising infrastructure

## Hospice UK Survey – Infrastructure Opportunities

“75% are planning transformation projects”

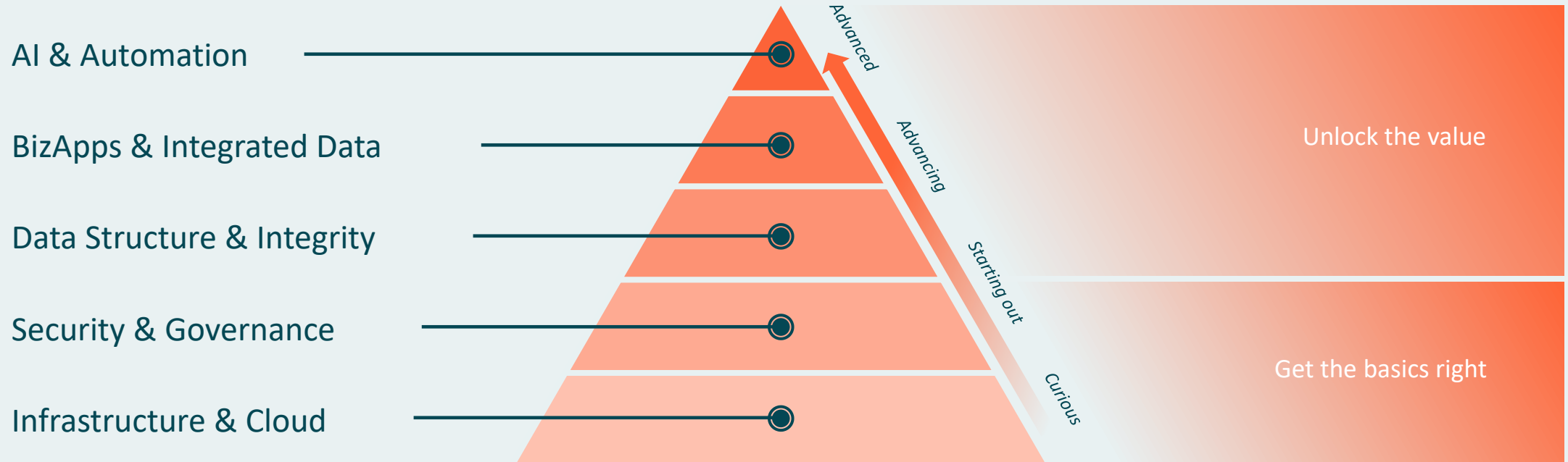
“60% of hospices are planning to migrate their IT infrastructure to the cloud”

“52% of hospices are enhancing IT support services to ensure smooth operations and quick resolution of technical issues”

“58% of hospices are emphasising the optimisation of existing IT systems to improve performance and efficiency”



# IT Maturity Framework



# Microsoft Consolidation

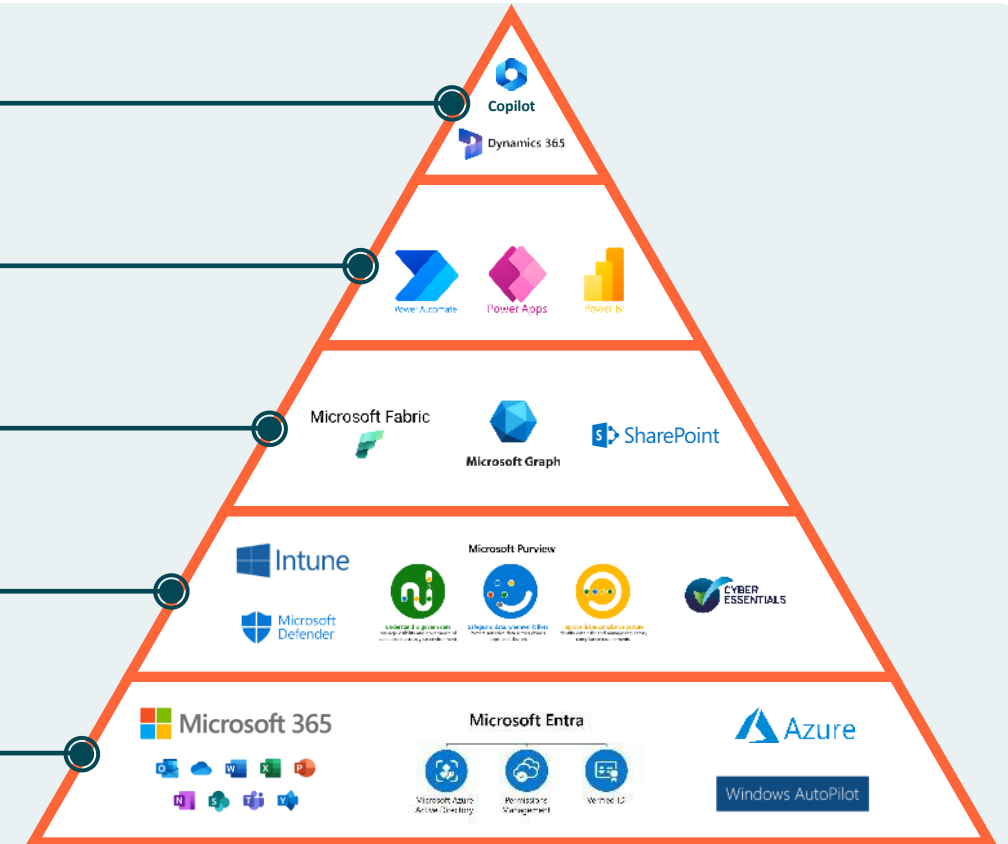
Fundraising, Digital Engagement, Membership, Case Mgmt, Finance, Grant Management

Reporting, Dashboards, Portals

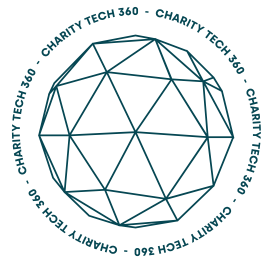
External App Integrations, Data Warehouse

Encryption, Managed Devices, Shadow IT, AI threat detection, BYOD, Testing, Training, Data Loss Prevention

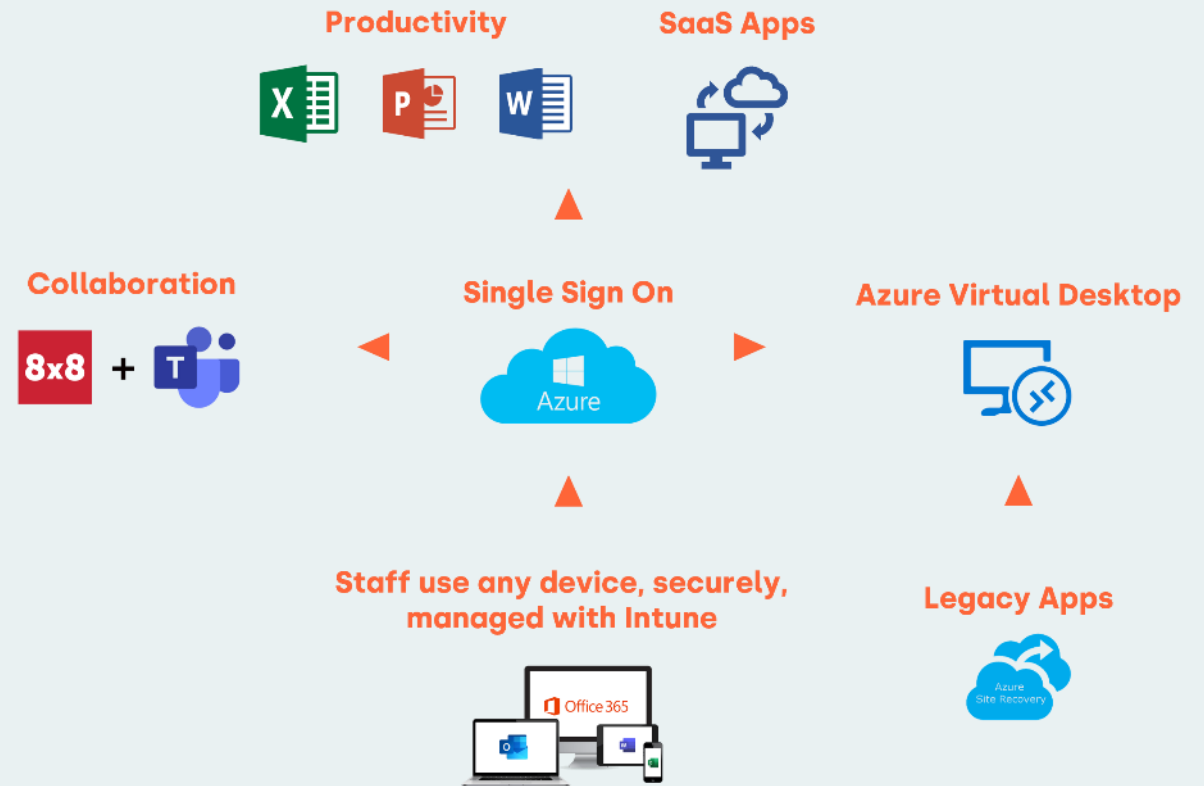
100% Cloud, Single-Sign-On , local desktop working



# End State

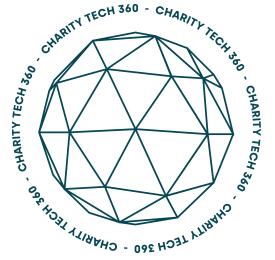


- ✓ 100% Cloud Based
- ✓ Integrated Data & Security Credentials
- ✓ Single Sign On control
- ✓ Fully integrated security
- ✓ Secure Collaboration
- ✓ Supports Bring Your Own Device
- ✓ Telephony fully integrated
- ✓ Fully leverages Microsoft Nonprofit rates

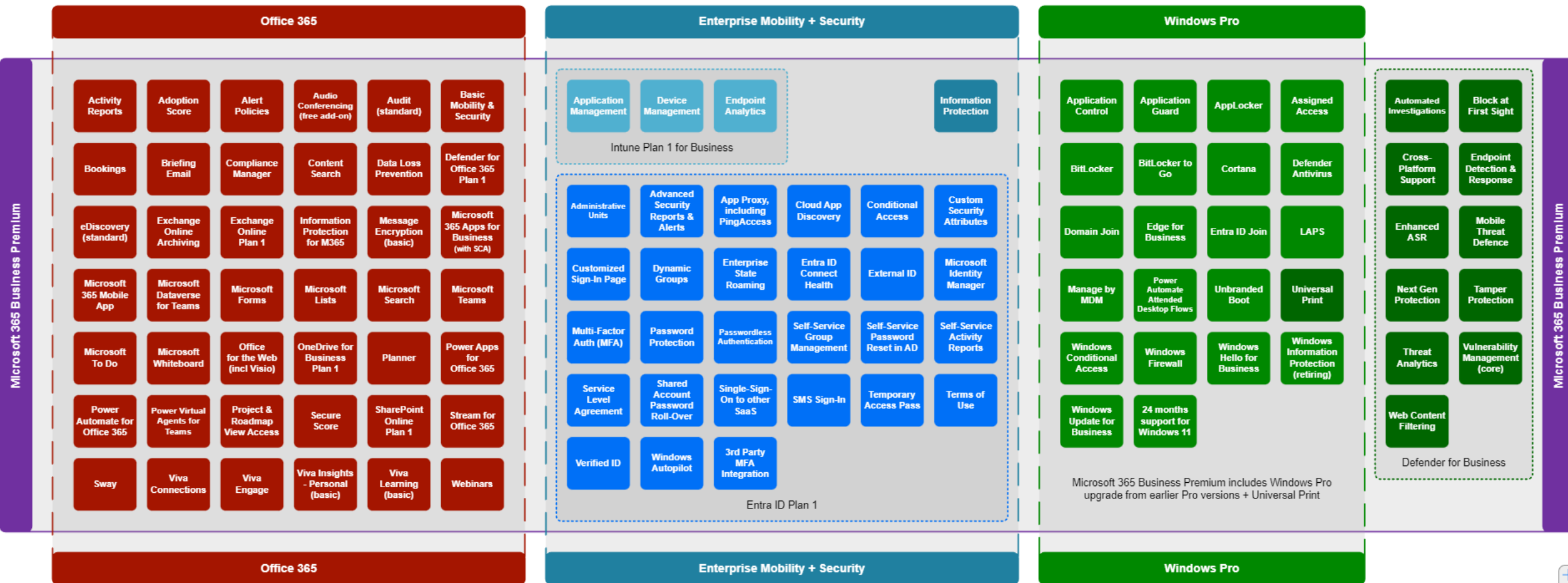


How much?

£4.50  
per user per  
month

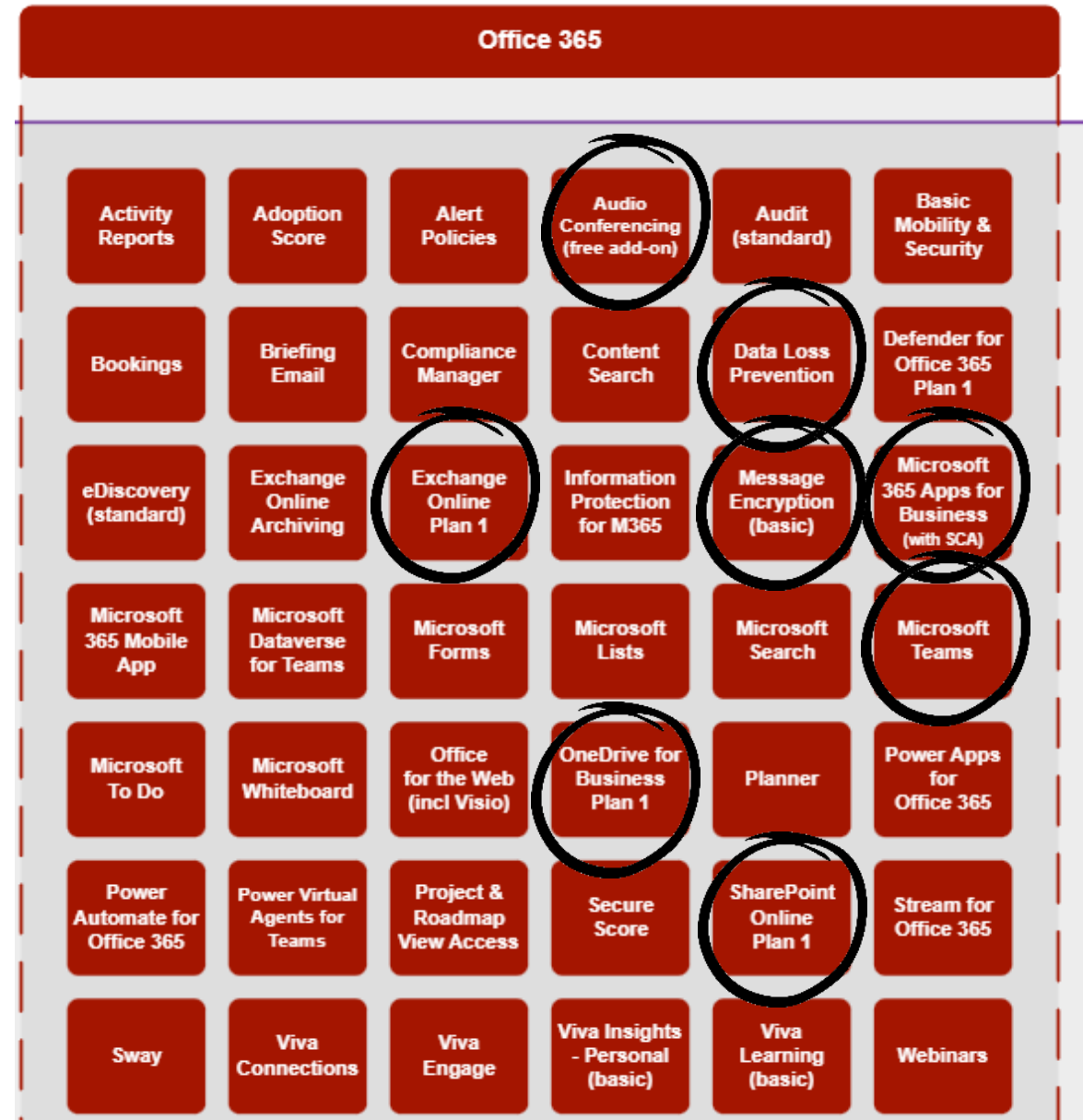


# Microsoft 365 Business Premium



## Office

- ✓ Latest version of Office on all machines, and 4 other devices per person
- ✓ Email moved to M365, no more servers
- ✓ Email Encryption, replacing e.g. Egress
- ✓ OneDrive and SharePoint, replacing file servers and Home drives
- ✓ Data Loss Prevention, preventing data leakage and complying with NHS DSPT



## Windows

- ✓ Device Management – central control, updates, patching of all devices
- ✓ Intune – laptop and mobile device mgmt
- ✓ Autopilot – fully automate laptop setups
- ✓ Self-Service Passwords and Groups – so staff can help themselves
- ✓ SSO to your 3<sup>rd</sup> party apps, to reduce juggling dozens of passwords and centralise access control



## Security

- ✓ Defender Antivirus – replace 3<sup>rd</sup> party AV
- ✓ EDR – proactive antimalware
- ✓ BitLocker – at rest drive encryption
- ✓ AppLocker – to block unsafe apps
- ✓ Universal Print – to replace print servers
- ✓ Web Content Filtering – to protect young people browsing the internet
- ✓ Even extended support for Windows 11!



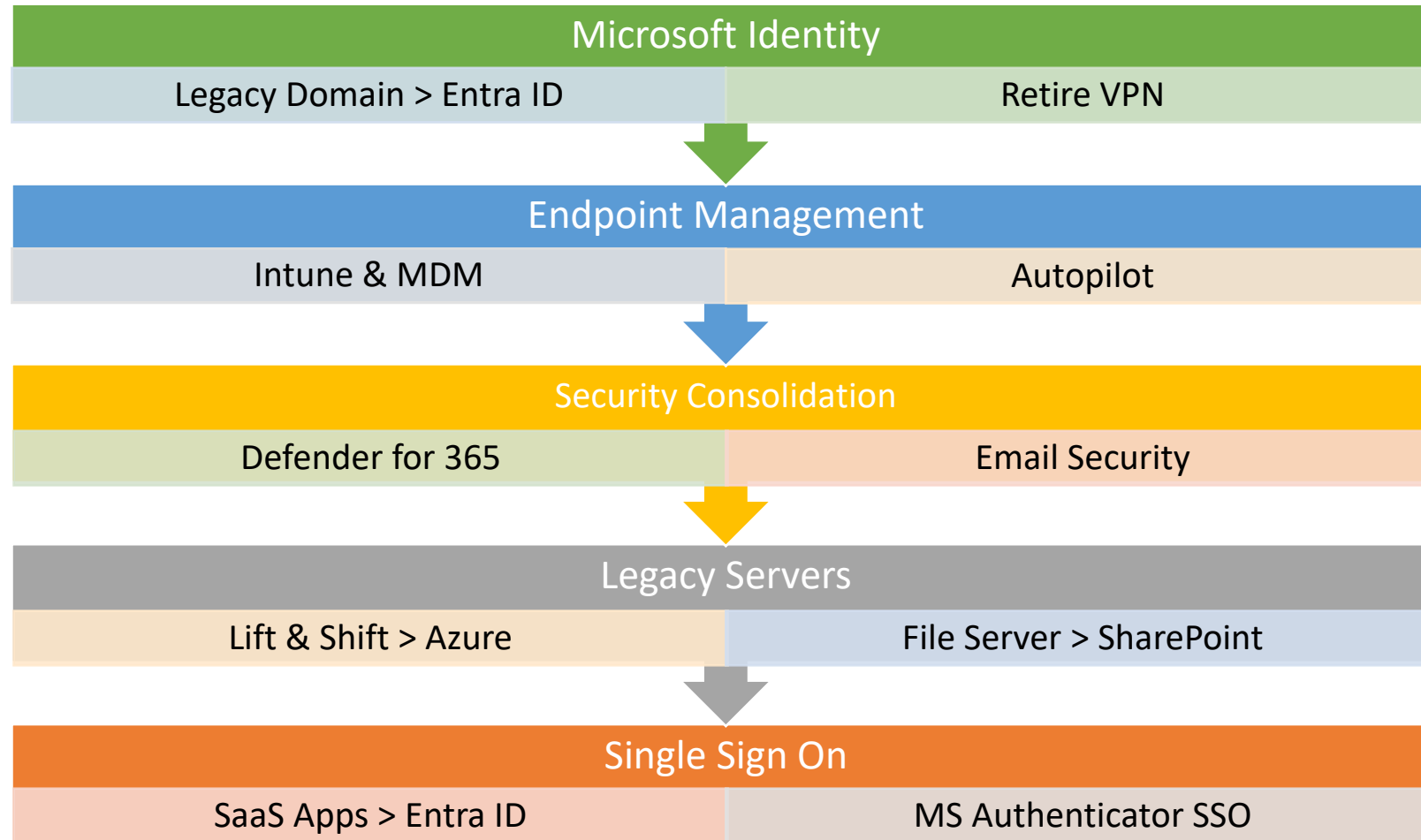
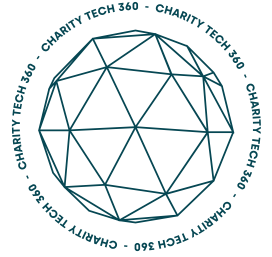


## Security Maturity

Foundation	Intermediate	Advanced
Cyber Essentials Basic	Cyber Essentials Plus	Information Security Manager
Information Security Policy Set	Phishing Simulations	Security Operations Centre (SOC)
Supported Operating Systems	Vulnerability Management	Penetration Testing Program
Patch Management	Annual Information Security Audit	+ <i>Foundation and Intermediate</i>
Multi-Factor Authentication	M365 Advanced Configuration	
M365 Basic Configuration	Intune Device Management	
Email Filtering	Risk Register and Treatment Plan	
Managed Anti-Virus	LMS – Information Security Training	
Asset Management	+ <i>Foundation</i>	



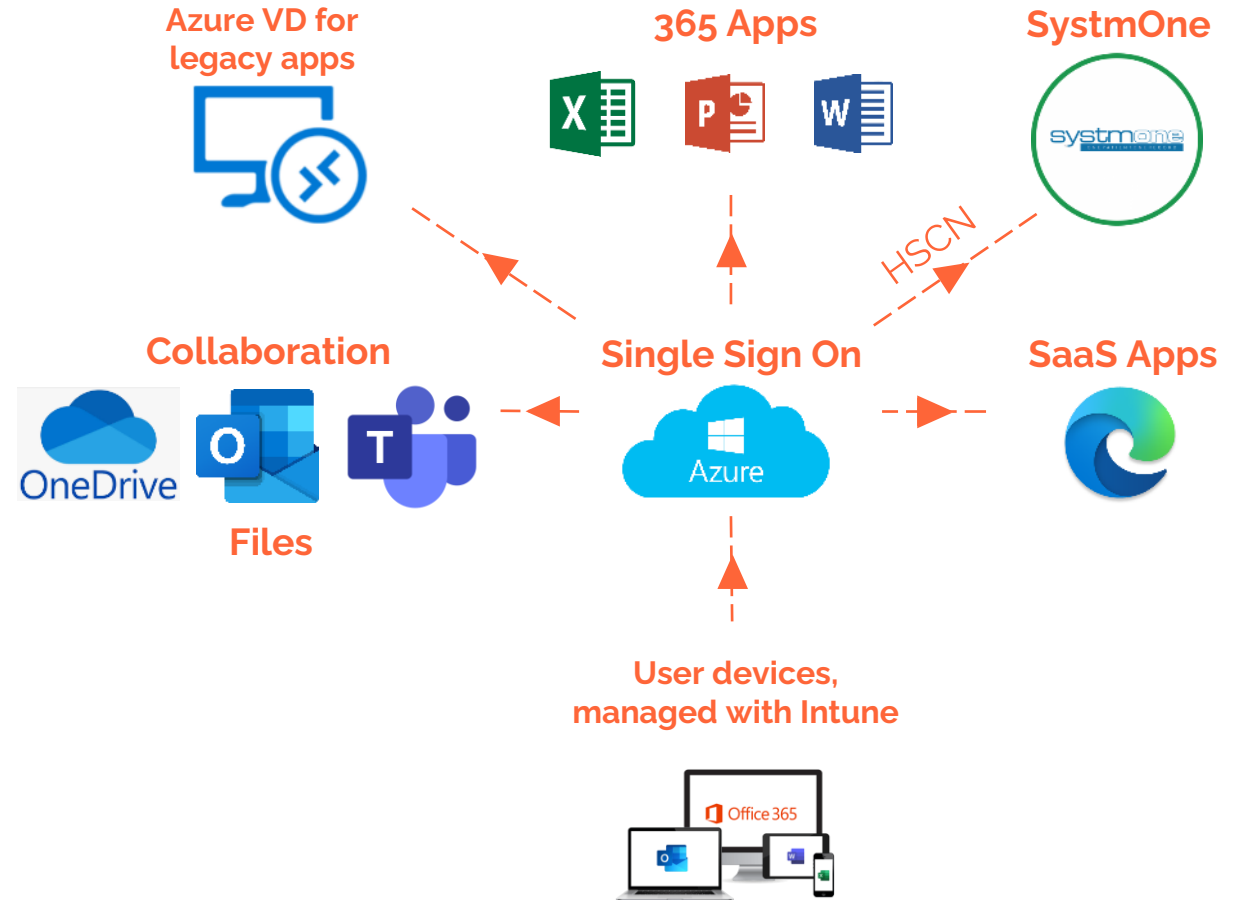
# Walk, Crawl, Run



# Hospice Target Model

## Microsoft Cloud

- ✓ Modern Work & 365
- ✓ Azure
- ✓ SaaS Applications
- ✓ Single Sign On
- ✓ Minimal Virtual Desktops
- ✓ User Adoption Programme
- ✓ Charity Licensing
- ✓ Device Management & Security toolset consolidation



# Service catalogue

## IT Leadership Services

Strategy & Roadmap • Digital Transformation & Projects • Virtual IT Director

### IT Support Services

End to End IT Service Desk  
Co-managed / Hybrid IT Teams  
Asset Management & Procurement  
End User IT Training Services

[Here >](#)

### Cyber Security

Cyber Essentials  
Penetration Testing  
Cyber Maturity Assessment  
Virtual CSO

[Here >](#)

### IT Infrastructure & IT Ops

M365 and Azure hosting & mgmt.  
Networking, Firewall, WAN, Wi-Fi  
Monitoring, Patch Management  
Server, Azure & Data Centre Hosting

[Here >](#)

### Governance & Compliance

GDPR Assessment & Support  
Data Protection Audits  
IG Training  
Data Protection Officer as a Service

[Here >](#)

# Discussion

# Feedback survey

Please consider sparing a few minutes to answer this survey, so that we can continue to improve future Big Conversations events:

<https://forms.office.com/e/pYHQ2ycuga>

How technologically mature is  
your hospice? 13 November 2024



# Hospice UK Technology Leaders Conference

- For the first time, Hospice UK will bring hospice tech leaders together for a one-day conference dedicated to exploring key challenges and opportunities in the technological and digital development space.
- Join us in Manchester on **4th February 2025**, to develop your strategic thinking, share good practice and learn about trends in the sector and beyond.

Scan me



# Government 10-Year Health Plan Consultation

The government has launched a consultation for a new 10-year plan for the health service. **It's crucial that the hospice sector's voice is heard** to ensure palliative and end-of-life care is included.

## Our Key Messages:

- Shift more care into the community
- Enable people to live well until the end
- Address funding and workforce challenges
- Improve equity in access to care
- Support hospices in leveraging technology

## Get Involved:

Feed into the conversation by **Monday 2nd December at 5pm.**

For questions or to contribute to Hospice UK's response, contact our Policy Team ([policy@hospiceuk.org](mailto:policy@hospiceuk.org)).

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# Big Conversations

The **Big Conversations** series comprises webinars, workshops, and roundtables that enable our members to:

- learn more about key issues
- share knowledge and experience to inform our work
- discuss problems and solutions with peers
- get practical guidance to move work forward

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We invite you to continue engaging with us in the months ahead, as we explore a range of important topics. In our next Big Conversation event, we'll be sharing the findings of our **Hospice accounts report** along with **Quarter 2 of our Financial benchmarking report**

# Stay up to date



Scan me

Our [Member Update page](#) is updated regularly so you can keep up with our key work and priorities from week to week.

The page is hidden from the public and will not come up in web searches, so we'd recommend bookmarking it!