NHS

Counter Fraud Authority

Digital Strategy 2018-2020

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NHS fraud.
Spot it. Report it.
Together we stop it.

Version control

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0.1	██████████	4/4/18	Initial draft
0.2	████████	08/02/2019	Review comments
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Executive summary

The purpose of this document is to outline the high level aims and objectives of the NHS Counter Fraud Authority (NHSCFA) Digital strategy and how will continue to assist the organisation in delivering the Organisation strategy 2017-2020. This document will outline some of the drivers, challenges and opportunities for changing the traditional delivery model to support the transformation of some NHSCFA Business Services, while continuing to ensure IT (Digital) supports the organisational strategic objectives.

A number of improvement projects have already been delivered with many others currently underway or in the discovery phase and It is envisaged that they will be recommending some changes in the way services are delivered in the future. To support these changes it is essential that NHSCFA and in particular the Digital Strategy group have a clear understanding of the current and future IT landscape so that it will allow for any potential business service modification, while minimising service disruption. This will need a change to how services are designed, delivered and managed with a potential for re-skilling of the staff and assessment of the capabilities required.

Appendix 1 lists the current business services that are documented in the service catalogue.

A number of other business units including National Investigation Service (NIS), Intelligence, Information Analytics (IA) and the Forensic Computing Unit (FCU) manage their own applications. ISA along with outsourced supplier are currently responsible for the on-going management and maintenance of the underlining IT Infrastructure. However, it should be noted that NHS BSA are currently in the process of decommissioning the old outsourced supplier contract and transitioning into new arrangements. As part of this transition, service delivery to NHS CFA is currently under discussion

To allow further development of a NHSCFA Digital strategy that is fit for purpose in both the short and long term there are a number of business drivers and service changes that need to be refined, some examples listed below.

- Review the requirements of the NHS CFA as part of the transition from old outsourced supplier to new SIAM Suppliers, considering options appraisals for different aspects of service provision to ensure best-fit solution
- Progression of Data centre relocation subject to new supplier service provision.
- Consider options that arise as a result of BSA bringing in house End user Service support function to provide service desk end user computing functions.
- On-going management of the Memorandum of understanding (MOU) for the provision of certain IT services provided by the Business Service Authority BSA.
- Cloud enabled services and to operate some within a public cloud and assess how to access potential evidence in the cloud

- Continue to enhance the organisation's on line presence including the use of social media
- Digitise and update where possible existing services using industry best practice and secure development in line with the Governments digital strategy
- Review and update Cyber Resilience specifically defences and policies in this area, this may have an impact on IT services and requirements
- Expand the use of open source products
- Further development of the IT Security improvement programme to include a comprehensive vulnerability management programme.
- Continued technical adherence against General Data Protection Regulation (GDPR)
- Continue to review and enhance supplier management processes and KPIs
- Creating streamlined means for internal/external stakeholders to request and receive data, particularly through the creation of customisable, user defined report templates
- Identifying and accessing data sets which can be used for the purposes of proactive analysis and detection of fraudulent behaviours

2018-2019 Achievements

As mentioned above, there are a number of business drivers and potential organisational changes that will affect the on-going Digital strategy. The following table highlights some of the key topics, current position, and any recommendations which commenced delivery during the first year of this strategy period. These have been funded via the DH capital revenue stream, collaborating with (BSA) commercial team who managed the procurement exercise.

Project Name	Objective/Intended Outcome	Actual Outcome	Update February 2019
Data Analytics tool replacement / upgrade	Continued provision of a data analytics system	Following a market engagement exercise and review, the existing supplier was still identified as the best product that suited our needs given uncertainty with new managed infrastructure supplier coming in. Agreed extension of our licence for 2 years (with a further year optional).	Awaiting Board approval (Weds 27th Feb) to confirm purchase
Tracing tool	Re-procure tracing tool	We tendered to see if there is a more cost effective way of receiving the same data. An alternative supplier provided the majority of the data at a much reduced rate so we have selected them.	The documents are currently being finalised. During the tender we also found out that the National Anti-Fraud Network provide access to a number of data sources that would be extremely useful to NIS and the intelligence unit. A business case has been submitted to see if funding can be obtained to enhance our current checks using NAFN.
Implementation of the new Investigations case management system	Adopt new platform as case management system for internal and external (LCFS) users. This is a modern case management system that will deliver required and desired functionality beyond FIRSTs capabilities.		Data transfer to and from the new system and NHS CFA platforms (Anayltics Tool/FIRST DB) has been conceptually proven. Work continues to develop solutions to achieve full data transfer functionality.
Replacement of the secure remote access solution	Replace the EOL system with a new, secure remote access system with additional Wi-Fi functionality.		Currently waiting to be implemented with Desktop OS refresh.
This is due to technical issues around compatibility with current infrastructure and configuration

			which prevented this from working with the existing CFA environment.
Ongoing Service Improvement/Digitalisation programme	Existing ISA services undergo continuous improvement to continue to meet business needs.	Numerous improvements to systems throughout the year.	Digitalisation of Fraud Manual and Counter Fraud Standards objectives for 2019/2020 financial year. Continuous improvement will continue to be a core concept of the ISA development team and suggestions are sought from the business through the ITSG.
Investigate Mobile device management solutions	Proposal for replacing current MDM supplier management system.	On hold re: ITIS programme	Currently on Hold re: ITIS infrastructure and Network supplier options.
Replacement of the outdated Video Conferencing system	New VC system with additional features deployed to all sites, possibly with desktop integration.	On hold re: ITIS programme	On hold waiting for new supplier plans.
Investigate the use of corporate Wi-Fi across the estate	Corporate and Guest Wi-Fi available in CFA and CFS Wales offices.		Costs from and plans with Capita/New network supplier.
Implementation of a Cyber Governance and Risk Management toolkit	Fully operational Corporate IG and Cyber RM system managing the Information Security RM programme.	Partially implemented, found not suitable for Enterprise RM.	Ongoing work with supplier to fully develop for Cyber Risk Management.
Service Management tooling and SIAM Capabilities developed to support multi supplier model of operation	Replacement of existing tool, integration with the NHS BSA SIAM model.	New tool procured by NHSBSA has been developed for use by NHSCFA Service Desk and teams and was adopted as ITSM Tool on 7th Jan 2019.	Ongoing integration into SIAM model and ways of working.
Streamline Data and document management			
Further development of E-learning packages	N/A	N/A	E-learning function is now part of Organisation development

Development of management information dashboard	Scope and identify the datasets and relevant fields from each unit within NHSCFA in order to produce a headline dashboard to measure performance	As target, however this is a work in progress for completion in the 2019/20	Delays in terms of scoping for the appropriate KPI's have meant this work has only just commenced. Currently ascertaining location of data for each objective.

BSA Managed Information Technology contract (MITI)

The current outsourced contract for the provision of IT services across the BSA was due to expire in December 16, this contract was extended until Dec 2019 and the BSA is now in transition to move from a single supplier to a multi supplier model.

This Programme of work is referred to as IT Infrastructure Sourcing (ITIS), a number of projects are now in place with the intention of a gradual migration from old supplier to these new suppliers before the end of December 2019. The intention is for NHSCFA staff to represent on these individual projects to ensure our future requirements are managed appropriately.

DH and BSA Digital Strategy

One of the main areas for consideration for NHSCFA is that we will have to consider what implications the DH and BSA digital by default strategy impacts our future delivery of services. Both the DH and BSA are committed to adopting a cloud first approach when enhancing exiting or developing new systems.

The DH and BSA risk appetite for some of these services will differ from ours, a risk based approach will need to be considered when we start considering migrating to a cloud based environment.

In the short term this may not have a great impact on us other than our online services will need to comply with the NHS identity guidelines. Once we have a clearer picture of the implications of ITIS we will then be able to develop plans for 2019/20 onwards.

Cabinet Office Digital Strategy

To assist organisations with the development of their digital services the cabinet office have developed a service manual and a digital service standard that lists 18 criteria that can be used to develop and run good digital services. This includes developing systems using an agile approach that builds on user requirements.

A further requirement of the Cabinet office is that when upgrading or introducing any new digital systems they need to consider Cloud services first. When producing business cases for the DH to approve funding we have agreed that we will document our consideration for using cloud based services. We envisage that NHSCFA will utilise some cloud based services, however cloud may not be suitable for all our digital services.

One impact of using cloud based services means the business case for each service needs to be sensitive to revenue vs. capital splits as cloud based services will need more revenue budget. It should be noted that whilst most cloud infrastructure is virtual and dynamic, storage of permanent data is not. All services should consider data holding policies to minimise cost and demonstrate compliance with data retention policies.

NHSCFA IT/Digital Transformation

We have started our journey to become a digital by default organisation as now aim to put digital at the heart of how we deliver our business. Where possible, our services will become digital, the way we work will become more digital and as individuals we will have enhanced digital skills and capabilities to ensure that we maximise the benefits that digital services and channels have to offer. To achieve this we will leverage GDS products and skills, learning from other organisations inside HMG and in the commercial sector who have already implemented this way of working and best practice.

Over the last year we have transitioned a number of services to comply with this approach, the organisations new web site and Fraud and corruption online reporting system have been redeveloped to meet GDS requirements and have been well received by the user community. We have invested in a new case management system that will follow suit and become the organisations first cloud based system.

The Information Systems and Analytics team within the Business Support service will be responsible for the on-going digital transformation of any services. These will be achieved where possible by using open source software, extending the life of the existing IT environment or implementing new and emerging technologies, any future projects will be delivered using agile programme delivery.

Business Case and Capital funding

We have a number of systems and services that are funded outside of the existing BSA/MITI contract and to allow us to continue to develop these, we have agreed d a formal process with the both the DH and BSA to access capital funding via DH for any service improvement projects.

In October 2017 we asked DH via the BSA for funding to be set aside for digital transformation of services that would be identified as a result of any improvement projects. All projects will require a business case to develop and approved by our DH sponsor, as in previous years we will be collaborating with the BSA commercial team on any procurement exercise.

Information Security and Cyber Resilience

For NHSCFA to operate openly in a digital environment it is critical that our information assets remain secure. A review of current policies and procedures (ISO27001) including business continuity plans is underway to ensure that organisationally we are cyber resilient. All future projects will continue to be developed following the updated information risk management process, this process will continue to ensure that any business risks are fully understood by the business and an appropriate decision can be made on any mitigation.

We also recently completed a General Data Protection Regulations (GDPR) service improvement project following reviews by both the Information commissioner's office and the Health group internal audit service. Our internal processes and procedures were reviewed to determine how well we complied with the new GDPR which came into force 25th May 2018.

Data Analytics

Control Strategy Workshops were held in January 2017 and again in November 2018 to identify the organisational priorities for the future (2017-2020) against the themes identified in the Strategic Intelligence Assessment. Based on these, The Information Analytics Teams and Priority Area Teams will identify datasets to match the high risk areas that have been identified and formulate ways that information analytics could utilise this data to support the organisation through pro-active and reactive work against these key threat areas.

A key element of this will be in relation to establishing the main parties acting as data owners and seeking authorisation and access to their data through formal mechanisms. A Data Strategy was developed which underpins the organisation's approach to data management and work remains ongoing to leverage access to data through agreements and collaborative working.

Appendix 1: NHSCFA Service Catalogue

Infrastructure Services:

Network

Telephony

Server, storage & print (Windows/Linux Server)

Desktop (Windows)

Remote Access

Business process/system   - associated with Business Service:

Email	- NHS Protect
CPOD Admin*	- Governance
FIRST*	- Investigations
FCU Website*	- Investigations
Scanning system	- Investigations
Intranet	- Advice and Information dissemination
Extranet*	- Advice and Information dissemination
HSCA*	- Advice and Information dissemination
FCROL*	- Intelligence
Intel software	- Intelligence
SRT*	- Quality Self-Review Tool
QAS*	- Quality Assessment System
Data analytics tool	- Analytics
MRT*	- NHS Protect Management Reporting

* Denotes an NHSCFA developed bespoke application

<u>Forensic Computing systems:</u>

Electronic discovery software

Forensic case management system

Processing and storage software