

# HTS Credentials in Healthcare Asset Management



**HealthTechno Solutions Ltd**  
**September 2023**

# HTS Services

*HTS is a healthcare technology management consultancy and project delivery organisation focused on health and life sciences.*

- Technology Asset Management
- Mobilisation & Start Up
- Operational Consultancy
- Market Access
- Digital Health & Healthcare IT
- Commercial Advice



# A Unique Approach to Asset Management in Healthcare

## Our Expertise

- *Healthcare asset management*
- *Healthcare operations*
- *Strategic planning*
- *Investment prioritisation*
- *Improvement identification and delivery*
- *Health tech systems integration*
- *Regulatory and quality compliance*

<b>Business</b>	<b>Our management consultants understand what drives value for asset intensive businesses</b>
<b>Domain</b>	<b>Our domain specialists understand the detail of the assets and how they create value</b>
<b>Operations</b>	<b>Our transformation experts understand operational organisations and how they look after the assets</b>
<b>Data&amp;Tech</b>	<b>Our technologically enabled analysts understand end-to-end systems delivery, analytics &amp; data exploitation</b>

## Our Capability

<b>Asset management</b>	
<b>Asset engineering &amp; operations</b>	
<b>Healthcare technology systems</b>	
<b>Asset criticality framework</b>	
<b>Strategic planning</b>	
<b>Healthcare cost reduction</b>	
<b>Investment planning</b>	
<b>Healthcare facility optimisation</b>	

# Meet the Team

## Dr Farhang Daemi

BSc (Hons), PhD, MBCS, MIET

### Managing Director

Farhang Daemi boasts 30+ years of global leadership in innovative technology businesses, particularly in medical and life sciences. With a strong background in strategic advice, business growth, and healthcare tech, he has pioneered AI and VR research, launched FDA/CE-approved medical software, and excelled in executive roles, including at Circle Health. Holding BSc, PhD degrees, and memberships in IET and BCS, Farhang is a published author and sought-after speaker at tech and healthcare events.

## Andy Brown

BSc, MSc, MBA

### Senior Consultant

Andy has over 30 years experience in Executive Leadership roles and management consultancy in the NHS and the Private Sector with over 20 years of this associated with medical equipment. He was Managing Director of NHS Supply Chain Capital Solutions from 2006 to 2016, CEO of TBS group and latterly a director of Althea the largest independent medical equipment management company. In consulting he worked for Gemini Consulting and CGEY.

Notable career highlight was transforming the way medical equipment is procured by the NHS by setting up and running NHS Supply Chain Capital solutions for 10 years. His topic specialisms include medical equipment procurement, asset management across whole of life, risk management and the corporate use of data to drive better results. He is well versed in strategy and program and project management disciplines.

## Dr Peter Jarritt

BSc, PhD, FIPEM, FRCP

### Executive Director

Peter is a dedicated leader in technology-driven healthcare services, specializing in service delivery, quality improvement, system design, and accreditation. With 30+ years in Medical Physics and Clinical Engineering, he's a sector expert. Currently Executive Director and Medical Technology Lead at HealthTechno Solutions Ltd, he was Deputy Director at the National Institute for Health, contributing to brain injury MedTech. Peter implemented the NHS East Genomic Lab Hub and elevated services at Addenbrookes via RFID integration. As CEO of the NI Regional Medical Physics Agency, he focused on cancer and imaging centers. Holding a BSc in Physics with Mathematics, a Ph.D. in Physical Biochemistry, and honorary positions, Peter's achievements include being an Honorary Fellow of the Royal College of Physicians and a Fellow and Past President of the Institute of Physics and Engineering in Medicine.

## Adam Kalbassi

BSc (Hons)

### Senior Consultant

Adam Kalbassi, an integral part of the HTS team, brings a solid foundation in Financial and Business Economics from Royal Holloway, University of London. His robust analytical and technological skills were honed while managing prominent drugstore accounts like Boots and Superdrug at Unilever prior to joining HTS in 2020.

Within HTS, Adam is a key figure in market access and commercial operations. He has led successful public procurement bids, achieving a 100% success rate for major NHS Supply Chain medical consumable products. Adam excels in crafting in-depth business analysis, financial models, and quality compliance material. His expertise extends to supplier and client relationship management, handling various med tech and health tech suppliers, demanding clients, and public procurement entities. Backed by a background in mathematics, analytics, technology economics, and game theory, Adam is a valuable asset across multiple facets of HTS operations.

# Meet the Team

**Jacqueline Droogan**  
BSc, MSc  
**Executive Director**

Jacqueline brings over 25 years of public and private sector executive experience in healthcare. She focusses on making things happen to create a positive impact and ensure commercial success.

Experienced in business and cultural transformation at a huge scale, she has led the implementation and delivery of new multi-million-pound facilities across the UK and in China. Building teams from scratch, she has recruited and trained staff to build and bring to life working hospitals and engaged with medical consultants to persuade them to move their practice.

She has led teams of people, to reorganise and dispose of old stock, develop national and international facilities including the largest NHS Treatment Centre in the UK in Nottingham, private hospitals in Bath, Reading and Birmingham, and a healthcare facility in China. Jacqueline is passionate about what she does.

**Dries Hagen**  
BSc (Hons), PGD  
**Senior Consultant**

Dries Hagen is Management Consultant with 25 years' experience in Property Development and Asset Management. Dries has spent his career delivering projects in Southern Africa, West Africa, Europe and the Far East. He has a strong background in implementing complex infrastructure initiatives in capital-intensive public and private sectors such including the NHS, Circle Health, Capio Health, British Ministry of Justice, Enterprise Data Centres, and Corporate BlueChip clients such as Shell Chevron, Texaco, Coca-Cola, Nestle, Unilever and Sun International.

Dries has end to end knowledge of operational assets from concept to completion, budgets for capital expenditure, including planned and reactive maintenance. He has an impressive track record in assembly, development and motivating capital project teams and external advisors such as acquisition advisors, planning consultants and design teams.

**Roger Williams**  
AIPS, IHSM  
**Senior Consultant**

Roger Williams is a highly efficient healthcare planning / equipment specialist and business development manager. He is experienced in working globally, introducing and developing innovative solutions for clients requiring technically competent expertise and experience and added value services to meet their complete needs and ambitions.

Roger has a natural ability to develop effective relationships with both end users, technical developers and suppliers across all cultures. His communication style builds trust and respect, whilst having the ability to apply more assertive stance when necessary to achieve results. Used to meeting tight deadlines in a pressured environment.

Roger's 40 year professional career includes 15 years in procurement and commissioning roles in NHS, Technical Director and Business Development Management positions at scientific and medical device suppliers and Capital Equipment Procurement Manager at Circle Group.

**James Harrison**  
BSc (Hons), MSc  
**Principal Consultant**

James Harrison, a seasoned professional with 25 years in electronics, healthcare technology, ICT, and R&D, excels as a Programme Manager, Project Manager, and Technical Consultant. His versatile skills encompass research, technical roles, team management, and cross-functional leadership. During his 8-year tenure at Circle Health, James managed the successful IT application and infrastructure deployment for Circle Reading hospital. He led projects covering clinical and operational information systems, achieving accreditation as an Any Qualified Provider, and integrating with the NHS Choose and Book system. Previously, James served as a senior project manager at Fujitsu Services Ltd., Regional Deployment Manager at IDX Systems UK, and UK Medical IT realization team manager at Agilent Technologies. He also led research teams at Hewlett-Packard Laboratories.



# Key Reference Projects

Asset Management

Asset Criticality

Strategic Planning

Operational Consultancy



Delivery of best industry practices in asset management and asset criticality for effective and efficient delivery of clinical engineering in an NHS Integrated Care System setting



## Project Description

HTS was invited to review the challenges and opportunities in Clinical Engineering services of North Central London (NCL) NHS hospitals in view of the newly formed Integrated Care System (ICS).

Scope of work included:

- To understand the scope of current state for the NCL Clinical Engineering services.
- To capture the key issues, risks and challenges facing Clinical Engineering services within the NCL Trusts
- To capture and prioritise the key objectives for the implementation of asset tracking within the NCL Trusts.
- To capture and prioritise key Clinical Engineering objectives for the NCL Trusts as part of the emerging NCL ICS.
- To create a Roadmap for the Management of Medical Devices/Assets within the emerging NCL ICS and associated Trusts.

**Client Benefit:** First stage insight for development of an asset management and asset criticality framework across the Integrated Care System

## HTS' Role & Deliverables

Drawing on our extensive expertise and experience in transforming medical equipment services in the NHS and international healthcare systems, we worked with the Clinical Engineering leadership group that included a spectrum of district general hospitals as well as several world-renowned teaching hospitals trusts.

We conducted a full review of the current state of clinical engineering services, identified common challenges in delivery of efficient and effective services and provided advice and recommendations for transformation of this important service in each trust and across the integrated care setting. Our recommendations included:

- Support and facilitate the creation of a professionally led Clinical Engineering network.
- Implementation of baseline standards in each Trust and across the ICS to ensure data integrity and alignment with asset management principles.
- Support and facilitate the creation of a common approach to digital asset tracking and management using an asset criticality model across the ICS.
- Seek a common approach to enable the management of medical devices to support surge planning and ongoing equipment support.

Asset Management

Strategic Planning

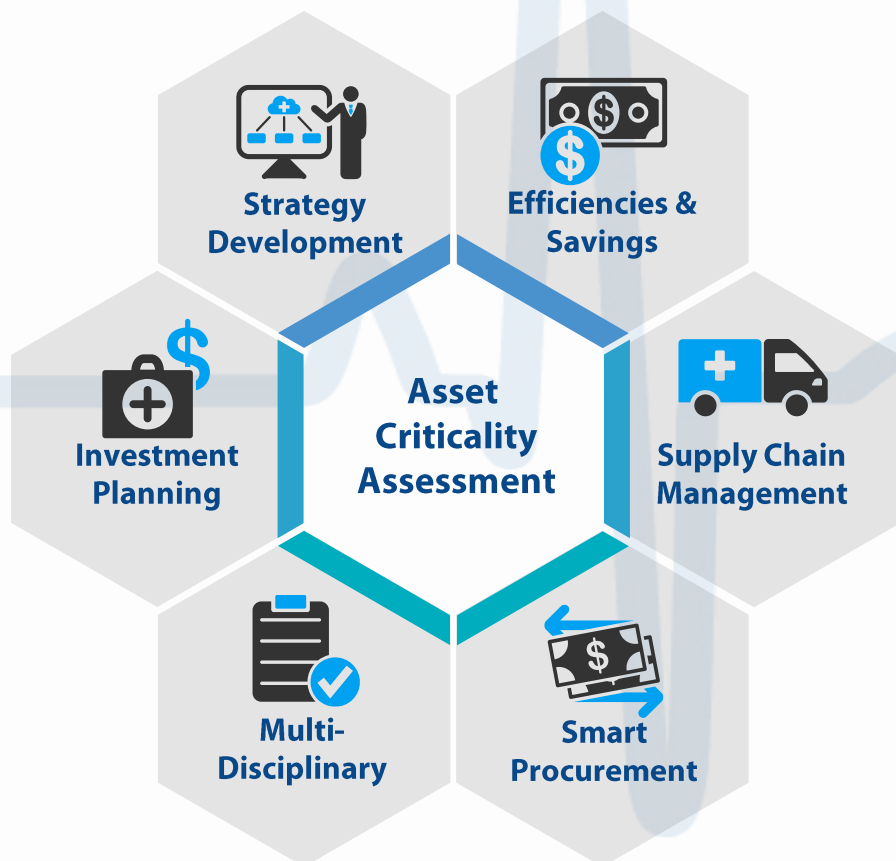
Operational Consultancy



Health  
Infrastructure

GHD  
Advisory

Delivery of best industry practices and asset criticality assessment framework for effective and efficient delivery of clinical services across the entire state of New South Wales, Australia



## Project Description

The Asset Criticality Assessment project was awarded by New South Wales Health Infrastructure (Australia) following a competitive tender in 2020. We are delivering this project in partnership with GHD Advisory, a global asset management organisation.

The project aims to develop an Asset Criticality Assessment Methodology that will assist in delivering sustainable and innovative infrastructure solutions to meet the needs of NSW Health and its stakeholders.

As part of the Risk and Compliance Programme, this project supports and drives the HI asset management policy pathway in alignment with the NSW Treasury Asset Management Policy. In addition, it will directly address the Auditor General Report "Medical equipment management in NSW public hospitals" (2017), which recommended application of Asset Criticality Assessment across the State of New South Wales.

The project deliverables include development of a refined methodology based on best industry practices and tools for accurate and consistent, identification and classification of critical assets, enabling collaboration and prioritisation of Asset Management (AM) activities across NSW Health.

## HTS' Role

As the healthcare subject matter experts, we have drawn on our extensive expertise covering full spectrum of healthcare and medical technologies and assets, as well as deep and wide understating of the strategic, financial and operational needs of diverse stakeholders to:

- Develop a baseline methodology that covers all possible asset in any healthcare setting, encompassing six major disciplines and over 300 categories:
  - Medical Technology & Equipment
  - Building Infrastructure & Facilities
  - Information Technology
  - Housekeeping & Soft FM
  - Furniture & Fittings
  - Hospitality
- Support workshops and interactions with diverse stakeholders including:
  - Executive management - focused on strategy and investment prioritisation
  - Commissioners & clinicians - focused on service delivery,
  - Facility managers and Clinical Engineers - focused on asset serviceability
- Support development and implementation of a tool to provide a common platform for prioritisation of investment in capital programmes, risk mitigation, maintenance management and measurable improvements in service delivery.



Asset Management

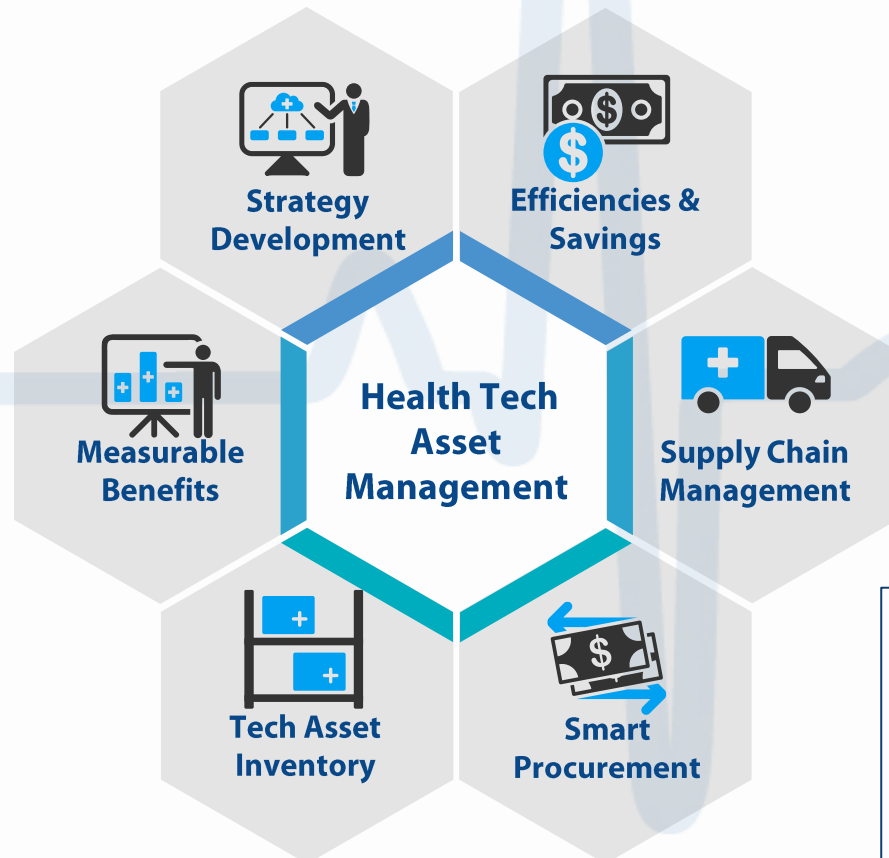
Operational Consultancy

Asset Management

Cambridge University Hospitals   
NHS Foundation Trust

  
Royal Papworth Hospital  
NHS Foundation Trust

Introducing Best Practices, Efficiencies and Cost Saving in Full Life Cycle Asset Management of Medical Equipment and Medical Technology



## Project Description

Project was initiated in response to operational demands from Cambridge University Hospitals NHS Foundation Trust board (CUH) for overall cost optimisation. Scope included:

- Supporting CUH with the development of its comprehensive medical equipment asset management programme for Cambridge University Hospitals NHS Foundation Trust, covering over 36,000 items worth £130m.
- Leading renegotiation and redesign of 40+ Radiology equipment maintenance contracts.
- Procurement of major medical equipment with total value of circa £8m for Cambridge University and Papworth Hospital, including 5 CT scanners, 2 Radiotherapy machines, 2 Image Intensifiers, Ultrasound and Digital Mammography scanners.

*"HTS provided timely and professional support that, in addition to significant short-term savings, assisted the Clinical Engineering team at Cambridge University Hospitals NHS FT to implement transformational asset management processes which is driving significant year on year savings and operations efficiencies."*

Professor Paul White, Head of Clinical Engineering, Cambridge University Hospitals NHS Foundation Trust

## HTS' Role

HTS supported the CUH in the development of its program to deliver the following:

- Implementation of enterprise-wide asset management programme covering medical device management strategies, evidence-based medical equipment replacement planning, full-service management process (including a new dedicated service desk managed by the Trust) and supplier management resulting in substantial operational efficiencies and validated savings that continue to date.
- Revenue expenditure saving of 13% (over £300K) in maintenance contracts achieved in addition to the NHS Supply Chain framework, validated and recognised in the Trust's annual Cost Improvement Programme (CIP).
- Capital expenditure savings of 23% delivered to Cambridge University Hospitals and 10% delivered to Papworth Hospital in addition to the NHS Supply Chain framework prices.

**Client Benefits:** Significant and ongoing cost saving and operational efficiencies



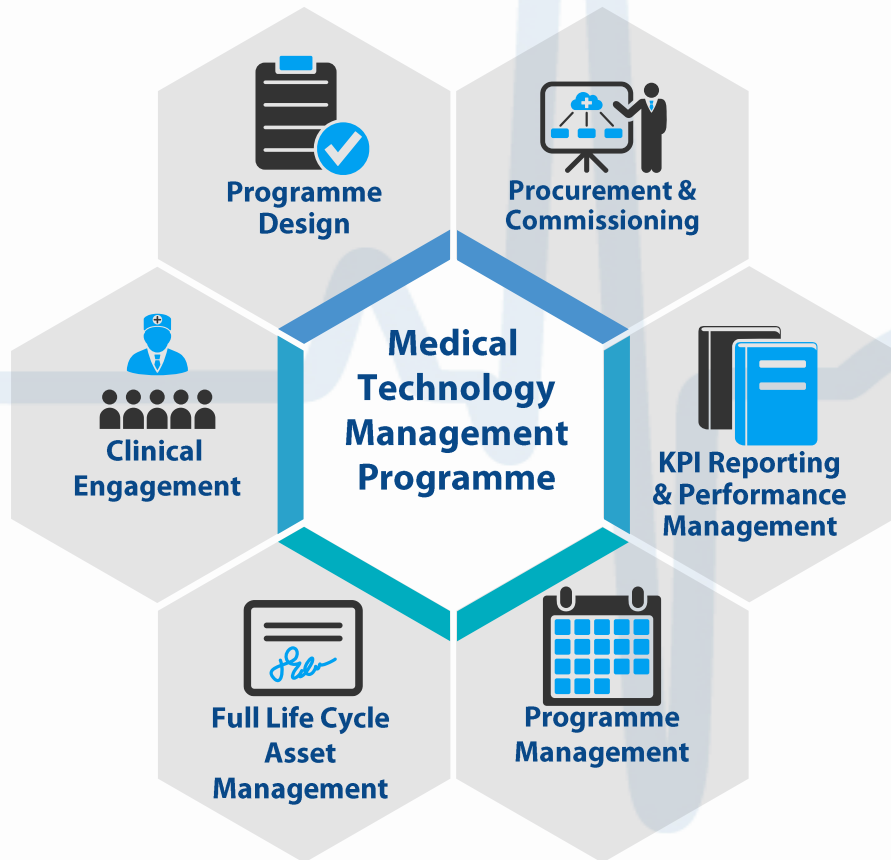
Asset Management

Programme Management

Clinical Engineering

Change Management

Initiation and Management of EBME commissioning and engineering services at a leading independent sector healthcare group



### Project Description

Circle Health is the largest independent sector healthcare in the UK, operating over 50 hospitals and a major provider integrated healthcare services to the NHS.

The project was initiated by the Circle executive management as the organisation was commissioning its first major new build hospitals in 2009, Circle Nottingham NHS Treatment Centre which was the largest day surgery, diagnostics and multi-speciality outpatients facility in Europe followed by high quality hospitals in Bath, Reading and Birmingham.

The objective was to design and implement an effective, high-quality and fit for purpose medical technology management programme that covered the entire-lifecycle of medical equipment from specification and procurement through to commissioning, maintenance and replacement of all assets.

The programme formed an important and integral part of the Circle commissioning and operational support blueprint which is used to the present day.

**Client Benefits:** Robust and scalable full life cycle medical technology asset management programme delivering year on year efficiencies and savings

### HTS' Role

HTS provided programme leadership and hand-on programme design and management including:

- Design of a full life cycle med tech asset management programme
- Extensive clinical stakeholder engagement to ensure requirements and specification are robust and fit-for-purpose.
- Delivery of a major procurement and commissioning programme that consistently delivered on-time and significantly below budget.
- Development of a joined up EBME maintenance and support programme covering in-house, outsourced suppliers and OEM engineering resources.
- Implementation of a comprehensive KPI reporting and performance review process to provide the executive management and departmental leads with regular and detailed information about the status of the medical asset.
- Development of the processes for timely and efficient upgrade and replacement of medical assets.

Asset Management

Strategic Review

Operational Efficiencies



A National study on the clinical, financial and operational benefits for timely replacement of major medical equipment



### Project Description

NHS Supply Chain (NHSSC) serves all the procurement needs of the NHS, ranging from consumables and single use devices to major Diagnostic Imaging (DI) and Radiotherapy (RT) medical equipment.

In 2016, NHSSC commissioned HTS to carry out a national evidence-based study on clinical, financial and operational benefits of timely replacement of CT, MRI and Radiotherapy equipment.

The main objective of this assignment was to empower hospital trusts and the commissioners with making informed and timely decisions on the life cycle of major medical assets to drive delivery of safe and effective clinical services as well as maximising the financial efficiencies across the board.



### HTS' Role

National Survey, including:

- Review of the Board papers and related publications from a representative sample of NHS Hospital Trusts
- National data collection through Freedom of Information (FoI) requested sent to all NHS Hospitals Trusts
- Structured questionnaires on the conditions and utilisation of DI and RT equipment across the NHS
- Interviews with the senior DI and RT managers and executives from over a dozen NHS hospital trusts
- Literature review and Supplier engagement
- Comprehensive analysis of data from disparate sources

### HTS Deliverables

- Comprehensive report with detailed data analysis and recommendations
- Presentations at NHSSC, numerous NHS Trusts and to a British Parliamentary working group.

# Our Clients

## Delivering Smart Value to Health and Life Science Organisations



Brain Injury  
Healthcare Technology Co-operative



Devices for Dignity  
Healthcare Technology  
Co-operative



Cambridge Healthcare  
*how are you?™*



CANON MEDICAL SYSTEMS LTD

