

# HTS Credentials in Healthcare Commercial Advice

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**HealthTechno Solutions Ltd**  
**August 2023**

# HTS Services

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

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



# A Unique Approach to Commercial Advice in Healthcare

## Our Expertise

We provide the investors, startups, SMEs, providers and global organisations with expert advice and hands-on support across a wide range of commercial areas.

With a unique combination of expertise and a developed joined-up approach covering the technology, clinical and commercial operations, we advise and support our clients in investments & deal, portfolio reviews & strategies, market access, product commercialisation, growth roadmap, data analytics, M&As and exits.

## Our Capability

<b>360° Due Diligence</b>	
<b>Health &amp; Med Tech Assessment</b>	
<b>Investment Portfolio Review &amp; Strategy</b>	
<b>Commercialisation &amp; Market Access</b>	
<b>Growth Strategy &amp; Roadmap</b>	
<b>Data Analytics</b>	
<b>AI &amp; ML Opportunity Assessment</b>	
<b>M&amp;A and Exit</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.

**Peter Ellis**  
C.H.E. A.H.A.  
Principal Consultant

Peter Ellis has over 40 years of experience in the strategic development, managing and advising of health organisations in the UK, North America and Europe. Most recently he was UK Managing Director of Medworxx Inc. 2012-18, and Chairman of VisionRT 2002-18. He is currently an Executive Advisor to Sweat Coin and Bio Conscious Technologies.

Previously Peter Ellis was a senior partner with Ernst Young and Head of Arthur D Little's health care practice. He has led strategic consulting assignments in Pharmaceutical, Private Equity, Biotech, Health IT and Medical Device organizations, as well as for governments, payer and provider organizations across the UK health sector.

Before his return to the UK, Peter Ellis had a long (22 year) career at Sunnybrook Health Science Centre, Toronto, culminating in two terms as President and Chief Executive Officer.

**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

Market Access

Commercial Advice

Business Development

Healthcare IT

Digital Health

CVC

Comprehensive Review of the Current State and Future Requirements of Electronic Healthcare Records Management Systems in the Acute and the Integrated Care Systems



### Project Description

HTS was approached by CVC Capital, one of largest private equity organisations in the world with €133 billion of assets under management to conduct an independent review of the market conditions and business opportunities for its portfolio digital health companies.

The project was focussed on the demands of the changing healthcare provider landscape and the associated drivers for change in the IT capabilities namely:

- Transition of the NHS to regionally/locality based Integrated Care Systems (ICSs).
- Development of Community Diagnostic Centres (CDCs) and Surgical Hubs as well as specialist networks such as Radiology, Genomics and other services both nationally and through the ICS agenda.
- The growing reliance on standardised and often rapidly evolving care pathways to ensure equity of access in a multi-provider landscape.
- The need for the healthcare delivery system to be able to respond rapidly to new initiatives and imperatives such as mass vaccination, epidemic tracking and new developments in treatments and protocols
- The need to capture data for use by a variety of different organisations for different purposes from detailed data capture for research through to high level overviews of the efficiency of the whole healthcare delivery system

### HTS' work and output:

- An overview of healthcare records systems stakeholders and requirements.
- An analysis of the key drivers for change in the healthcare provider landscape in relation to its IT capabilities.
- A proposed model for the associated healthcare information architecture capable of supporting the requirements of Integrated Care Systems.
- An analysis of the current state of the major EPR suppliers in the UK market
- An analysis of the requirements of future healthcare information systems based upon potential future 'Use Cases' reflecting the needs of the changing provider landscape.
- An assessment of the readiness of the current EPR systems and to meet current and future IT demands.

**Client Benefit:** Independent advice and recommendations on strategic development of the Client's digital health portfolio to meet the needs of the rapidly changing integrated healthcare landscape



Commercial Advice

DD360

Digital Health

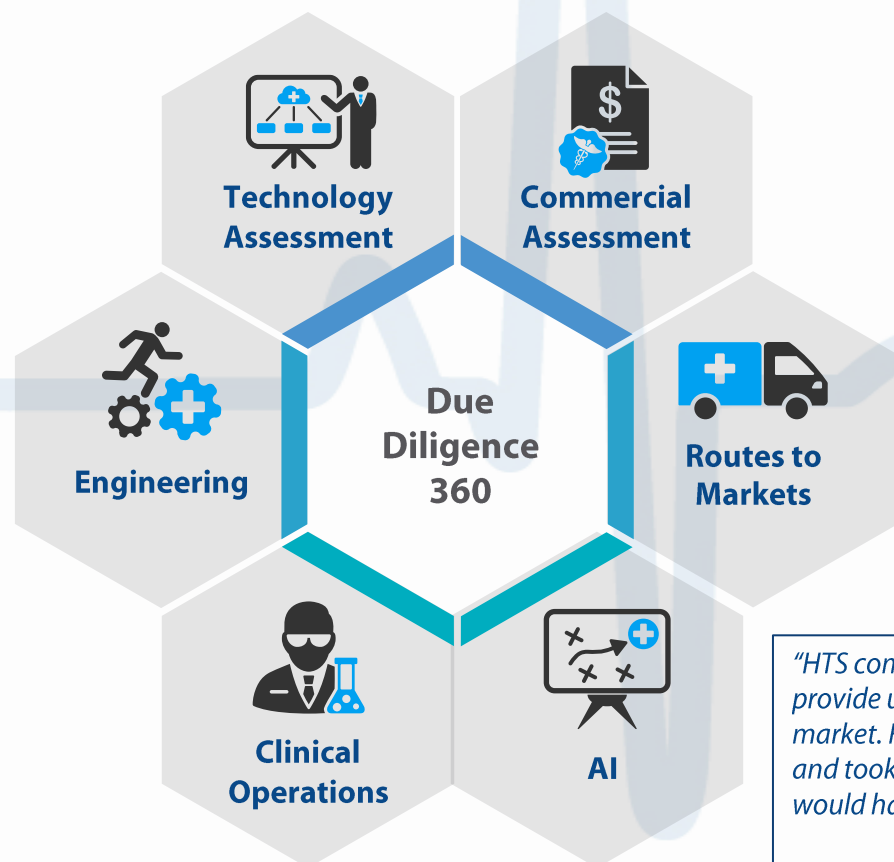
Artificial Intelligence

London & Oxford

APPOSITE  
CAPITAL LLP

MIRADA  
The Imaging Software People

Wide-Ranging Due Diligence Services covering Technical, Commercial and Clinical Operational aspects of investment prospects



### Project Description

Project was delivered to Apposite Capital, one of the leading healthcare investors in Europe.

The recent surge in the potential applications of AI in healthcare has resulted in a myriad of startups and SMEs developing new AI solutions and seeking investment at various stages of their development.

Investors face a major challenge when assessing the real potential of healthcare AI companies as the traditional due diligence processes can not sufficiently cover the true potential of the engineering, Machine Learning and AI technologies developed and, more importantly, how the company's products and services could be deployed in the clinical pathways and operations.

Apposite Capital instructed HTS to conduct a 360 degree detailed assessment of the technologies, commercials and routes to market for the legacy and new AI-based products of Mirada-Medical, an Oxford-based SME with a track record in imaging and cancer therapy.

*"HTS combined technical, commercial and operational competence to provide us with a holistic view of Mirada's technology and positioning in its market. Farhang and the team were pleasant and responsive to work with and took a flexible and pragmatic approach as the project developed. We would have no hesitation using them again in a similar project."*

Sam Gray, Partner, Apposite Capital LLC

### HTS' Role

HTS provided a comprehensive and detailed assessment of Mirada Medical covering three major areas:

- 1. Technology:** covering review and assessment of the company's Intellectual Property (IP), product portfolio and roadmap, R&D, engineering and product development capabilities, quality management systems, regulatory and compliance status and strategy.
- 2. Commercial:** including but not limited to assessment of the existing products market position, key customers, financials, business development and marketing plans, detailed competition and SWOT analysis.
- 3. Route to the Clinical Operations Market:** assessment of the potential for Mirada's new AI solutions to be used in care pathways and clinical operations including barriers, opportunities and options.

**Client Benefits:** Independent 360-degree assurance on the technical and commercial viability of an AI-based health tech investment candidate

**Outcome:** GBP 6 million initial investment



Commercial Advice

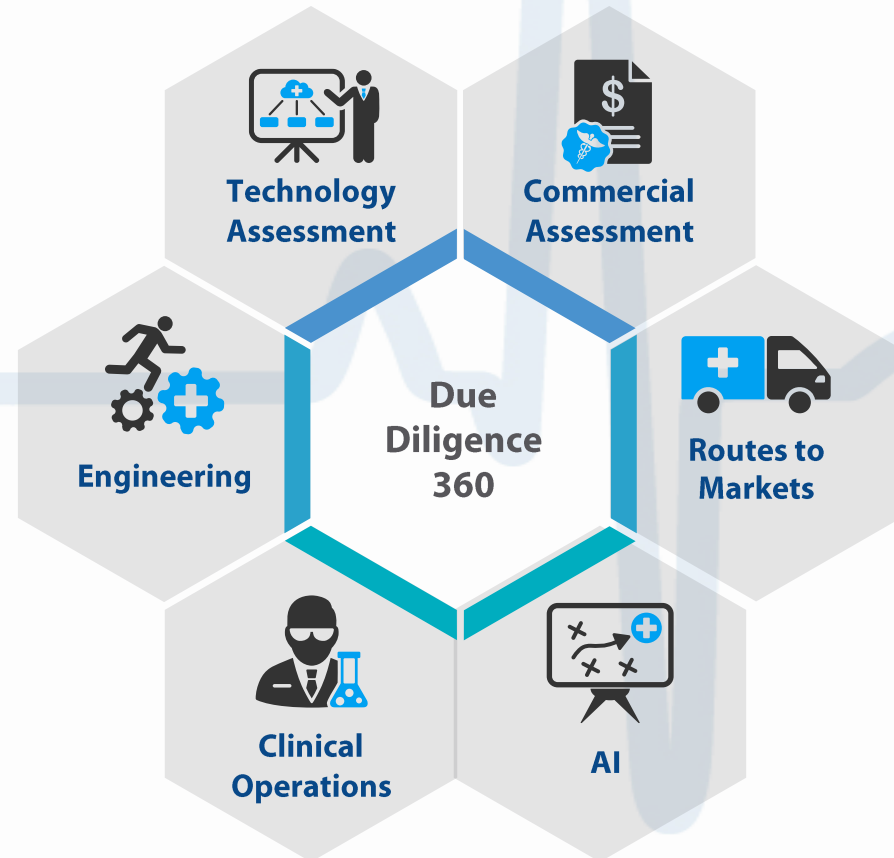
DD360

Cambridge

Palmdale Ventures



Comprehensive Business and Technical Assessment of a Cambridge-based Digital Health Startup Company on Behalf of the Shareholders



## Project Description

HTS was asked by the investors to conduct a detailed assessment of the company's technical and commercial status, commercialisation plans market potential.

The shareholders needed an independent view of the differentiators and real potential of the software platforms and solutions developed by the company over the past 2 years.

Scope of the project was for HTS to conduct an initial 360 degree assessment of Cambridge Healthcare, its cloud-based Personal Health Records platform "HowAreYou.com", key differentiators, technical and commercial capabilities, routes to market and the potential for adaptation in clinical pathways and practice.

The scope was extended over a period of 18 months covering ongoing advice to the Board.

## HTS' Role

HTS provided a comprehensive and detailed assessment of the company covering three major areas:

- 1. Technology:** covering review and assessment of the company's Intellectual Property (IP), product portfolio and roadmap, engineering and product development capabilities, quality management systems, regulatory and compliance strategy and status.
- 2. Commercial:** including but not limited to assessment of the product market positioning, key customers, financials, business development and marketing plans as well as competition analysis.
- 3. Route to the Clinical Operations Market:** assessment of potential for the company's solutions and services to be used in care pathways and clinical operations including barriers, opportunities and options.

HTS assignment was extended to provide ongoing advice to the Board throughout the life span of the company.

**Client Benefits:** Independent review and advice on all technical and commercial aspects of the portfolio company

Commercial Advice

Health Tech

Med Tech

Cambridge  
& UK-Wide

**NHS**  
National Institute for  
Health Research

**Brain Injury**  
Healthcare Technology Co-operative

 **UNIVERSITY OF  
CAMBRIDGE**  
Judge Business School

Development of Commercialisation Toolkits for the NHS Entrepreneurs and Health Tech Startups in association with Judge Business School and NIHR



### Project Description

HTS worked with the National Institute for Health Research (NIHR), Brain Injuries Med Tech Cooperative, Judge Business School and the University of Cambridge to support NHS entrepreneurs, health tech startups and SMEs to take their ideas and embryonic technologies to market.

The aim of the assignment was to provide a clearly set out Toolkit that inform, educate and support Healthtech startups and SMEs at various stages of their development and to provide the necessary foresight to plan and access the expertise and skills needed at the right time in their development.

The project was supported by the NIHR's Brain Injuries Medtech and In vitro diagnostics Co-operative (MIC), who are mandated to act as a centre of expertise and bring together patients, clinicians, researchers, commissioners and industry.

The assignment was carried out in collaboration with Judge Business School, University of Cambridge and a number of Cambridge-based product development, legal and business consultancy organisations.

### HTS' Role

HTS provided expert advice and support in development of a Healthtech Commercialisation Toolkit through rationalising and organising the necessary activities in 3 disciplines and 18 workstreams throughout 10 stages of a typical life cycle for commercialisation of new products and solutions. These included:

- 1. Commercial:** Business strategies and plans, development and protection of IP, building and supporting the right skills and teams, funding, go to market and exit strategies.
- 2. Technical:** Design and development of products and services, manufacturing, regulatory and quality, technology partnerships and advisory boards.
- 3. Clinical:** Clinical needs and validation, clinical trials and ethics, patient engagement, commissioners and entry into clinical pathways.

HTS remains involved in ongoing adviser capacity with the stakeholders.

**Outcome:** Commercialisation Toolkit for Health tech and Med Tech Startup Organisations

# Our Clients

## Delivering Smart Value to Health and Life Science Organisations



**NHS Supply Chain**

**ASTERAL**

**PANTHEON HEALTHCARE GROUP**

**Brain Injury Healthcare Technology Co-operative**

**THE FORUM CAMBRIDGE**

**GHD Advisory**

**NSW GOVERNMENT Health Infrastructure**

**TBS GROUP**  
TELEMATIC AND BIOMEDICAL SERVICES

**Gehry Technologies**

**KING EDWARD VII'S HOSPITAL**

**National Institute for Health Research**

**Devices for Dignity Healthcare Technology Co-operative**

**the hive LONDON**

**SureCalm HEALTHCARE**

**ConvaTec**

**attainia**

**St John & St Elizabeth Hospital**  
Putting people first

**TVC HEALTH**

**Nuada Medical GROUP**

**Sheffield Teaching Hospitals NHS Foundation Trust**

**UNIVERSITY OF CAMBRIDGE**

**HYGEIAN CONSULTING**

**MIRADA**  
The Imaging Software People

**APPOSITE CAPITAL LLP**

**Noavaran Darman Atlas**

**MAINSRING Healthcare Solutions**

**NHS Papworth Hospital NHS Foundation Trust**

**Moorfields Eye Hospital NHS Foundation Trust**

**Sheffield Teaching Hospitals NHS Foundation Trust**

**UNIVERSITY OF CAMBRIDGE Judge Business School**

**INDO UK INSTITUTE OF HEALTH**

**Cabinet Office**

**NHS Partners Procurement Service**

**Cambridge University Hospitals NHS Foundation Trust**

**mts health limited**

**Moorfields Private Eye Hospital**

**North Central London Integrated Care System**

**UNIVERSITY OF CAMBRIDGE**

**INDO UK INSTITUTE OF HEALTH**

**CVC**

**NHS**

**Circle**

**Cambridge University Hospitals NHS Foundation Trust**

**ergéa**

**ALTHEA**

**TOSHIBA MEDICAL**

**Cambridge Healthcare how are you?™**

**Canon**  
CANON MEDICAL SYSTEMS LTD

**Tech Mahindra**

**brydenwood**

**ITS**

**f**  
20<sup>th</sup> anniversary  
stranmore