Dell
Healthcare
Solutions

Dell Healthcare Solutions
- meet the other Dell

As a professional working in an NHS trust or private healthcare, you will be more than aware of the importance of information in the successful delivery of patient care. In 2012 the Department of Health publication The Power of Information, which sets a ten-year framework for transforming information for health and care. In the executive summary the strategy states "Information can bring enormous benefits. It is the lifeblood of good health and wellbeing, and is pivotal to good quality care".

What you may not know is that Dell is ranked as the No.1 Healthcare IT services provider worldwide, based on 2011 revenue (Gartner, Inc., Market Share: IT Services 2011, Kathryn Hale et al, April 9, 2012). Dell has also partnered with the NHS and private healthcare organisations in the UK to deliver healthcare solutions and services for over 15 years, empowering healthcare staff and patients, connecting clinical communities and improving patient care. With dedicated healthcare account teams and over 200 dedicated NHS solution deployment specialists in the UK alone, we understand both clinical workflow and the technology you need to enable your trust.

At Dell we support the NHS information strategy and share in the vision, believing that better information drives better healthcare. To deliver on the vision we provide solutions designed specifically for healthcare that help to drive efficiency, maximise productivity and securely bring information to the point of care. From enabling dependable laptop and tablet computers, cloud storage and networking solutions to critical security technologies like firewalls and VPNs, Dell specialises in end-to-end, turnkey or custom enterprise solutions and services designed specifically for the unique needs of clinical workflow. These solutions and services include:
- Medical records digitisation
- Mobile clinical computing
- Unified clinical archiving
- Clinical transformation consulting
- Infrastructure consulting services

This guide is designed to give an overview of Dell healthcare solutions and provide some insights into the benefits they deliver to individual stakeholders within the healthcare environment, enabling technology to deliver better clinical outcomes, easier IM&T management and cost efficiencies to drive innovation in healthcare. We know, of course, that each healthcare organisation faces their own unique challenges, and that one size cannot fit all. We hope however that this guide will serve to start a conversation that you find both revealing and insightful.

To continue the conversation, please visit dell.co.uk/healthcare or call 01344 373 742

Claire Vyvyan
Director and General Manager - Dell UK Public Sector

Unified Clinical Archiving

Providing a secure, consolidated view of all clinical information and medical images in one place, enabling faster clinical decision-making and greater collaboration.

Mobile Clinical Computing

Helping align e-Health systems with clinical workflows to optimise clinical staff productivity and enhance information security for better patient care.

Medical Record Digitisation

Eliminating patient journey disruptions due to missing or incomplete data, and improving data integrity and compliance.

Mobile Point of Care solutions

Enabling new, more efficient operational working practices across all staff groups to enhance clinical productivity and health information security.

Healthcare Consulting Services

Enabling new, more efficient operational working practices across all staff groups, to save money, drive efficiency and improve patient care.

"The (Dell) UCA solution has enabled clinical applications to allow our staff to spend more time with patients and on patient care rather than dealing with hard-copy images"

Andy Hart,
Director of IT & IG,
City Hospitals Sunderland

Unified Clinical Archiving

A comprehensive solution designed to address the explosion in medical imaging data by providing a consolidated view of all relevant clinical information in one place, enabling faster clinical decision-making and greater clinical collaboration.

The clinical challenge

As healthcare providers in the NHS and private healthcare seek to improve the patient journey and start delivering a greater proportion of care in the community, there is a renewed focus on accelerating clinical decisions and increasing clinical collaboration. Achieving such improvements requires organisations to address the challenge presented by the proprietary imaging systems used in different clinical practices, which have led to application-specific information silos that are costly to maintain and manage. The problem is exacerbated further by the exponential growth in data, the storage of which already accounts for more than 20% of healthcare IM&T spend.
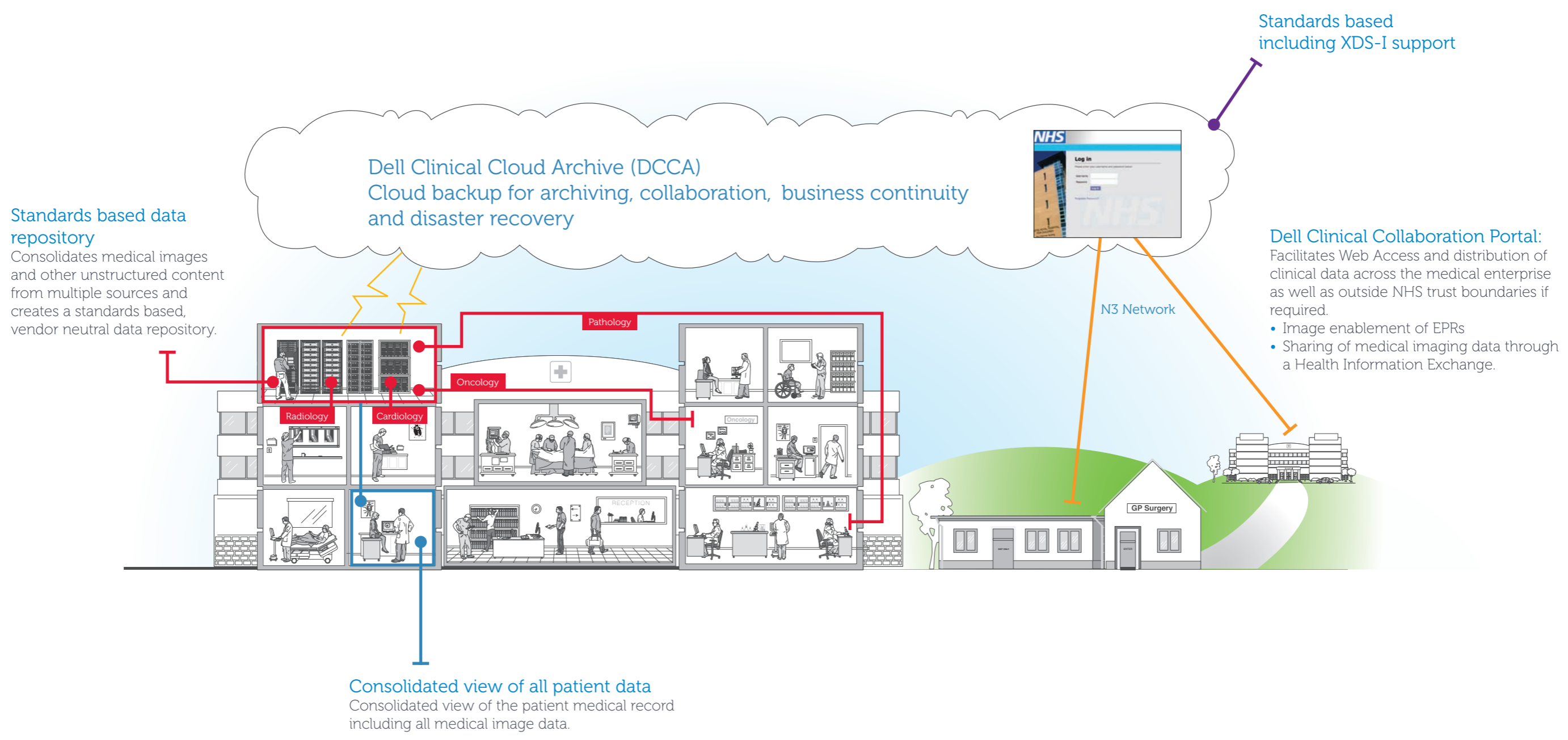
With disparate IM&T imaging systems having their own infrastructures and repetitive redundant processes to maintain, migrate and refresh at end-of-life in addition to the costs of general maintenance and migration, imaging solutions are having a considerable impact on already constrained hospital IM&T budgets and resources.

The Dell solution

Ideal for the NHS, private hospitals and Community Partnerships (CICs) of all sizes, the Dell Unified Clinical Archive solution integrates with all leading healthcare imaging applications as a vendor-neutral archive. The solution eliminates the lack of interoperability between various imaging departments by consolidating the archive of medical content in a single application-agnostic and patient-centric repository. Delivered as on-premise storage with the Dell DX6000 or Dell Compellent, powered by Intel® processors, in the cloud with a pay-per-study model or even as a hybrid approach, UCA simplifies the infrastructure, providing a secure platform from which all diagnostic images associated with a patient are made available to multiple caregivers on any device at the point of care.

How UCA works

The diagram below illustrates how the Dell Unified Clinical Archive solution provides an end-to-end framework for storing all Medical Imaging and Clinical Data and presenting it in a consolidated patient centric view.

Standards based including XDS-I support

Dell Clinical Cloud Archive (DCCA)
Cloud backup for archiving, collaboration, business continuity and disaster recovery

Standards based data repository
Consolidates medical images and other unstructured content from multiple sources and creates a standards based, vendor neutral data repository.

Dell Clinical Collaboration Portal:
Facilitates Web Access and distribution of clinical data across the medical enterprise as well as outside NHS trust boundaries if required.
- Image enablement of EPRs
- Sharing of medical imaging data through a Health Information Exchange.

N3 Network

Pathology

Oncology

Radiology

Cardiology

Oncology

RECEPTION

GP Surgery

Consolidated view of all patient data
Consolidated view of the patient medical record including all medical image data.

NHS

Log in

Solution benefits by department

UCA has been proven to deliver benefits that impact those in front-line patient care as well as their colleagues in IM&T, Finance and Operations.

Clinicians
With the Dell UCA solution delivering a patient-centric imaging archive, the benefits to clinical staff include:
- A view of all the relevant information consolidated in one place, enabling accelerated clinical decision-making by ensuring fast and simplified access to critical patient data at the point of care, improving the patient experience
- Eliminates delays which can occur when clinicians are waiting or looking for critical patient information across various medical imaging systems
- Improved clinical collaboration between multiple caregivers, by enabling secure sharing of patient data across departments, locations and clinical applications
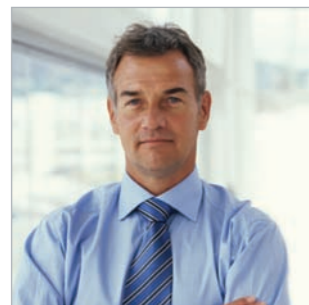
IM&T
By delivering an end-to-end medical archiving solution from one responsible provider, Dell UCA delivers multiple technology and management benefits including:
- Provides unlimited scalability, avoiding full scale upgrades and costly PACS migrations
- Reduces Total Cost of Ownership, by introducing storage de-duplication and intelligent tiering of data
- Replication, automation and the utilisation of cloud technology simplifies storage management and eliminates repetitive maintenance on different storage systems and application silos
- Reduces time and cost of backup and data recovery, with distributed replication and automated backups
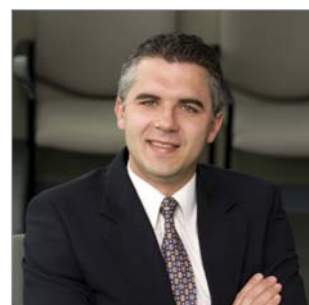
Operation and Finance
The UCA solution from Dell brings about operational efficiency, governance and financial benefits that include:
- Aligns spend on clinical archiving with the volume of clinical procedures undertaken, by introducing a cost model based on a one time pay-per-study.
- Improved information governance reduces the risk of penalties, fines or legal action arising from non compliance, by ensuring policy-based automation and enabling much more effective search/discovery of patient records.
- Improves patient flow by eliminating the delays in patient care caused by incomplete patient records

Taking a closer look

In order to provide you with as much information as possible about UCA, we have put together a range of resources and assets designed to give you the opportunity to take a closer look in the ways that suit you best.

The Dell Virtual Hospital
Explore the UCA solution and patient views for yourself, at dell.co.uk/virtualhospital

Dell UCA brochure
For a brief introduction to the UCA solution, download the UCA brochure from dell.co.uk/UCA

Discovery workshop
Spend half a day with a Dell Healthcare Solutions Architect and participate in an interactive session discussing your medical archiving and collaboration needs. Dell experts will share critical success factors, shared learning from other NHS deployments and indicative timelines and expectations. Please ask your Dell Account Manager for details.

"With Dell MCC, doctors and nurses can reach patient information much faster, helping to free them from routine administration and enabling them to see a greater number of patients."

Jürgen Flemming,
IT Manager,
Marienhospital Stuttgart

Mobile Clinical Computing

Helping align e-Health systems with clinical workflows to optimise clinical staff productivity and enhance information security for better patient care.

The clinical challenge

Today many NHS and private healthcare organisations are undertaking efficiency reviews in order to streamline processes that will eliminate backlog activities. These include information not being available for clinicians where and when they need it, and the knock-on effects of delays to patient treatment, overtime payments and slower discharge. In addition, as healthcare organisations look for ways of increasing staff productivity, the growth in e-Health has seen a rapid rise in the number and type of devices that need to supported and secured, specially with the danger of security breaches when data is stored on individual devices.

The Dell solution

Dell has developed the Mobile Clinical Computing (MCC) solution to address many of the challenges experienced by clinicians, operations and IM&T in deploying, operating and supporting e-Health systems intended to deliver efficiency savings. The Dell MCC solution is comprised of end-client devices powered by Intel processors, a connection broker and a choice of backend infrastructure, designed around the need of the individual user.

MCC enables access to information systems in new ways which provide streamlined access to applications coupled with the ability to seamlessly transfer active sessions from one device to another, all within a secure environment. This is achieved by running application sessions on central servers rather than on local PCs. The sessions are then presented to any MCC-enabled endpoint device as required.

The solution can help e-Health systems align with clinical workflows rather than be disrupted by them. Session mobility and persistence means clinicians, with single sign-on, roaming and follow-me printing, can take their session from device to device as they move through the hospital, and suspend the session in the meantime. It enables full mobility with all log-in complexity and password management issues resolved behind the scenes, saving clinicians valuable time by removing the need to log in and out of systems and search for devices with access to the right information.

How MCC works

The diagram below provides a overview of the components that combine to deliver an end-to-end solution.
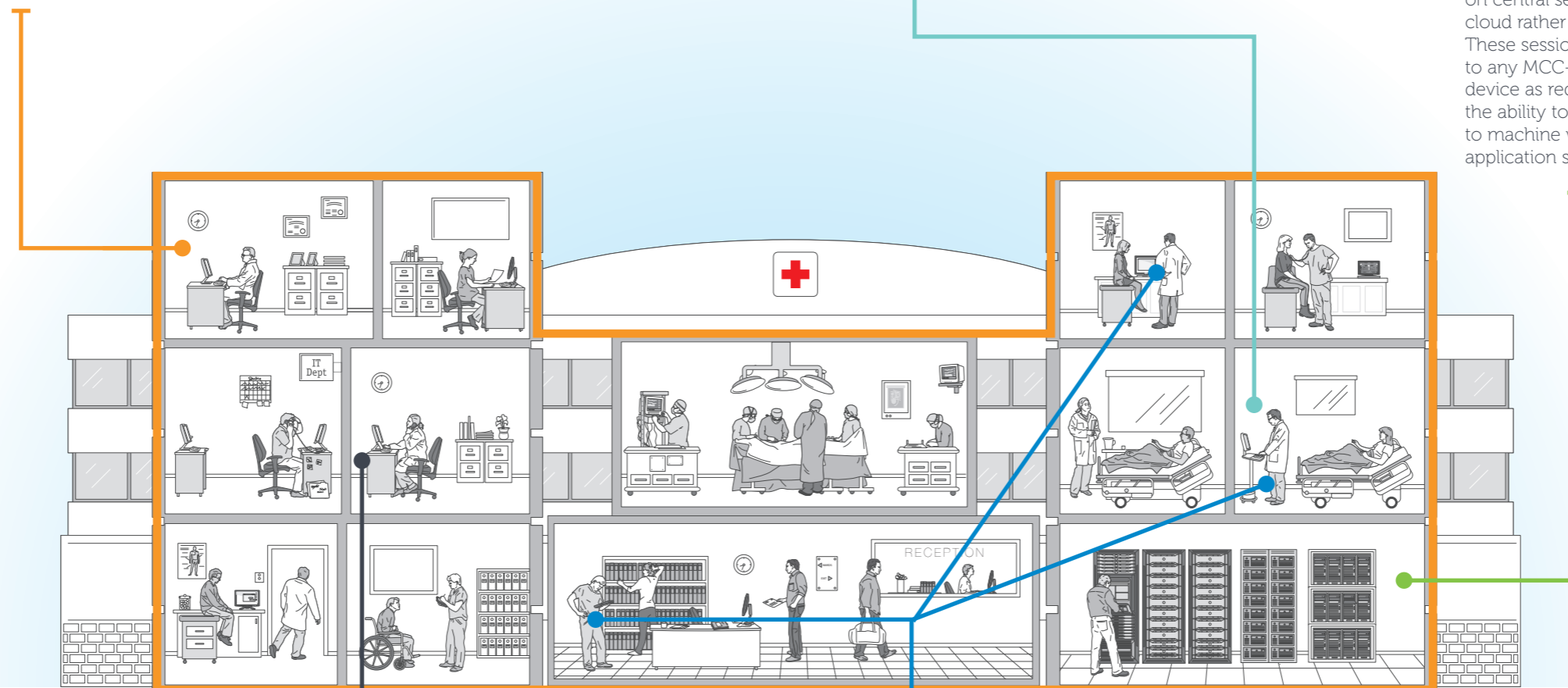
Fast authentication

Logging in or out of the MCC session (while preserving the application session) can be as simple as swiping an RFID card against a reader or using typed credentials. In this way a user can have instant access to their full application session at any MCC-enabled device location as needed for the delivery or management of care.

Simplified Application Provisioning

Dell MCC provides IM&T with the ability to centralise control of all end-user data and images, allowing clinicians to work from anywhere on any device, and access all their applications.

Session persistence on any device

Session persistence is achieved by running application sessions on central servers or in the Dell cloud rather than on local devices. These sessions are then presented to any MCC-enabled endpoint device as required, giving users the ability to roam from machine to machine while maintaining application states between moves.

RECEPTION

Single-sign-on

Single-sign-on avoids the need for multiple separate application logins at start-up. The enhanced authentication mechanism, coupled with avoidance of locally held information, provides improved information security, governance and compliance management.

Use any device

Once logged-in, users can move between locations and connect to any MCC-enabled device ranging from fixed desktop PCs, through mobile devices including WoWs, notebooks or tablet convertibles as appropriate for the caregiver or workflow.

# Solution benefits by department

MCC offers a flexible approach to serve the specific tailored needs of the UK healthcare sector, delivering an enterprise-class solution that enhances patient care, is easy for IM&T to manage, is easy for clinicians and nurses to use and saves trusts money.

Clinicians

Delivers the benefit of having rapid and simplified access to the most complete and up-to-date patient information at the point of care.

- Increased personal productivity by cutting wasted time with logins, waiting for access to the right applications or device
- Improved patient safety by having all the relevant information at the point of care
- Enhanced quality and speed of care through information sharing, driving improved patient outcomes.
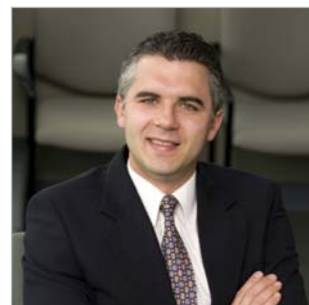
Operations

MCC contributes to streamlining clinical workflows through the avoidance of delays caused by missing information and subsequent interruptions (for example when a clinician has to leave a consultation to find the necessary information).

- Reduced length of patient stay and improved outcomes
- Enhanced compliance, with sessions no longer remaining open, patient data is kept secure at all times
- Improved staff productivity, with clinicians no longer waiting for devices to become available, or having to re-key logins
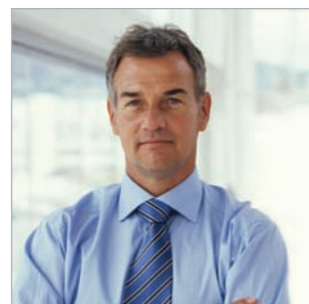
IM&T

MCC offers considerable advantages and operational cost savings for the IM&T professionals deploying, supporting and managing systems infrastructure including:

- Increased security and greater control of end-user data, which is stored securely in the data centre
- Reduced IM&T desktop support costs and password resets
- Simplified application and device management by reducing the time needed to deploy new images, patches and upgrades

Taking a closer look

In order to provide you with as much information as possible about MCC, we have put together a range of resources and assets designed to give you the opportunity to take a closer look in the ways that suit you best.

Dell MCC Case studies

View a brief video of customers sharing their views on the MCC Solution at dell.co.uk/MCC

- Mid Yorkshire NHS Hospital Trust
- MarienHospital

The Dell Virtual Hospital

Explore for yourself the solution and patient views of the MCC solution at dell.co.uk/virtualhospital

Dell MCC whitepaper

During the development of the MCC solution, Dell undertook a number of trials of the solution across Europe. This whitepaper details the proven clinical benefits and cost savings and can be downloaded at dell.co.uk/provenresults

Discovery workshop

Spend half a day with a Dell Healthcare Solutions Architect and participate in an interactive session discussing your needs for mobile computing, including discussion of the known critical success factors, shared learning from other NHS deployments and indicative timelines and expectations. Please ask your Dell Account Manager for details.

"The biggest benefit for clinical staff is having a single view of all the information they need pertaining to a patients care, in one place."

Zafar Chaudry,
former CIO,
Alder Hey and Liverpool
Women's hospitals.

Medical Record Digitisation

Eliminating patient journey disruptions due to missing or incomplete data, and improving data integrity and compliance.

The clinical challenge

Efficient healthcare is driven by making information available at the point of care, however almost every healthcare organisation is faced with the challenge of having to manage both digital and paper-based records and potentially an incomplete or inaccurate view of patient data. The problems associated with physical records include:
• Only one department can access records at one time, frequently delaying care.
• Paper records have no search functionality
• Paper medical records are vulnerable to damage and loss
• Physical storage is expensive and consumes space
• Clinicians often lack the holistic patient data view that enables them to make an accurate diagnosis and avoid costly test duplications

The Dell solution

The Dell Medical Records Digitisation solution (MRD) comprises storage hardware, software, scanning and comprehensive consultancy services. It offers hospitals a consistent, secure and centralised way of handling virtually all document types across multiple media formats, from paper-based records to digital dictation records, emergency calls and electronic documents. And because records are held centrally, authorised personnel are able to instantly access all relevant up-to-date records - eliminating patient delays.

With the Dell MRD solution, digital records can be instantly updated with real-time results - such as blood tests – ensuring that the record is complete and up to date. And because the records are digital, clinicians can instantly search for the critical, life-saving information they need, and by eliminating paper, all records - old or new - are accessible 24 hours a day, seven days a week.

And because it's not just about the technology, Dell consulting services, using qualified clinicians and nurses, can help to fit the technology into the clinical workflow and help caregivers to adjust to a paperless environment.

Dell MRD is available to all key stakeholders at any time, from anywhere, improving the patient journey and eliminating costly delays and duplicate processes.

How Medical Record Digitisation works

The diagram below provides a overview of the components that combine to deliver an end-to-end solution.

Digitise medical records

Digitisation of medical records enables hospitals to eliminate paper, and ensure all records—old or new—are accessible 24/7 in the hospital at the point of care.

Centralised records store

Hospitals now have a consistent, secure and centralised way of storing virtually all document types across media from paper-based records to dictation voice recordings, emergency calls and electronic documents. This enables the consolidation of unstructured content from multiple sources and creates a standards based, vendor neutral data repository.

Instant access to records

Because all paper records are held centrally in digital format, authorised personnel are able to access up-to-date records instantly, eliminating patient delays.
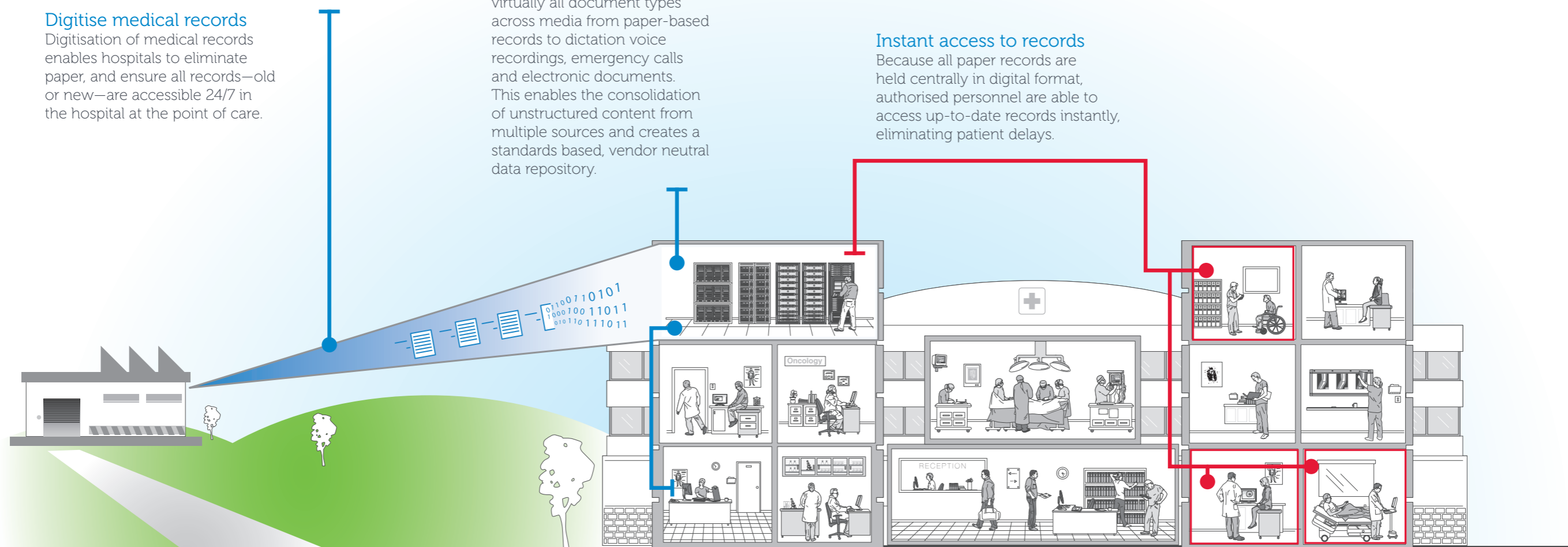
Solution benefits by department

The Dell MRD solution delivers advantages to Clinical, Operational, Financial and IM&T departments:

Clinicians

In order for carers to improve the patient experience and deliver safe, effective healthcare it is essential to provide them with all patient data at the point of care. The benefits for Clinicians include:

- Once digitised, historical patient records can be retrieved and accessed in a consolidated view of all patient records - reducing the risk of harmful errors
- The ability for multiple departments to access and work on a single patient's records simultaneously – avoiding treatment delays
- Easy search facility accelerates clinical decision-making and ensures that clinicians are referring to the latest information
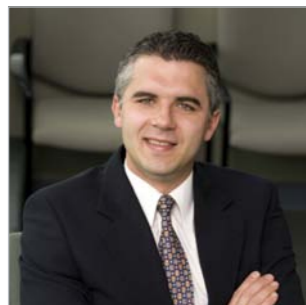
Operations & Finance

From A&E and maternity records to vaccinations, the retention period for clinical information can vary between seven years to more than 30 years. Having to store so many paper documents can be incredibly challenging and costly. The Dell MRD solution overcomes these challenges and offers multiple benefits at an operational and financial level including:

- No physical storage - digitising puts electronic records in the data centre, making them less costly to store and readily accessible
- Improved data integrity and ensured compliance with government data retention requirements
- Enhanced patient experience, with records available to all key stakeholders at any time, from anywhere.
- Elimination of costly delays and unnecessary duplicate procedures
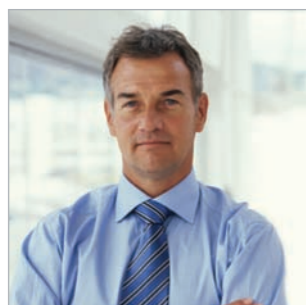
IM&T

With data continuing to grow exponentially and healthcare compliance and regulation on the increase, IM&T need a solution that will enable them to simplify the storage, protection and retrieval of medical records. The Dell MRD solution is a critical component, offering:

- Flexibility to take a complete solution or individual pieces to fit around existing infrastructure
- A single platform from which to securely store all records and backups with stringent access controls
- Future-ready to scale to other departments and record formats as required

Taking a closer look

In order to provide you with as much information as possible about MRD, we have put together these resources for you to take a closer look.

Virtual Hospital

Explore for yourself the solution and patient views of the MRD solution at dell.co.uk/virtualhospital

Discovery workshop

Spend half a day with a Dell Healthcare Solutions Architect and participate in an interactive session discussing the relevance of the MRD solution to your organisation, including discussion of the known critical success factors, shared learnings from other NHS deployments and indicative timelines and expectations. Please ask your Dell Account Manager for details.

"The use of mobile end-devices in connection with a digital patient record represents the future in the area of patient care and information capture."

Andre Bless,
Head of Quality Management,
SRH Kurpfalzkrankenhaus Heidelberg

Mobile Point of Care solutions

Enabling new, more efficient operational working practices across all staff groups.

The clinical challenge

Stimulated by consumer innovation, a demand for bring-your-own-device and the arrival of Microsoft Windows 8, healthcare organisations are taking a fresh look at mobility to improve productivity and drive operational efficiency savings through remote working and the delivery of information at the point of care. For those organisations embracing mobility, the challenges that arise include identifying the best device for each setting, ensuring secure and compliant delivery of applications and data, optimising the applications for each device and keeping device management efficient and cost effective.

The Dell solution

Device selection and management
Critical to a successful mobility strategy is matching the appropriate device to the type of work undertaken, based on setting and usage type - be it data entry, simple reporting or reviewing. When combined with virtual desktop technology, as in MCC, the solution delivers secure anywhere, anytime connectivity.

From a Mobile Device Management (MDM) perspective Dell gives customers a choice of either an on-site solution using the Dell KACE K3000 Mobile Management Application or a SaaS model based on the Dell Wyse Cloud Client Manager. Both approaches enable IM&T administrators to manage all devices in the health ecosystem from desktops and servers to smartphones and tablets, from a single console.

Mobile security
Dell security services and solutions enable trusts of all sizes to protect their IM&T assets and patient data, comply with regulations and reduce security costs while increasing mobility. Whether users are working in the hospital or remotely, using 3G, 4G or WiFi hotspots, or you've implemented BYOD, Dell technology allows you to outsource your resource-intensive security operations to certified security and compliance experts, allowing you and your staff to focus on patient care.

Application convergence
To maximise productivity, Dell ensure that applications are intelligently optimised for the devices that are being used. Furthermore, the Dell Wyse PocketCloud family of products enable mobile users to access applications and files, with the ability to search, view, organise, and share files across all their devices.

Optimum device type

Data Entry	Desktop
	CoW
	Ultrabook
Capture / Reporting	Duo
	Tablet
Viewing data	Smart phone

How Mobile Point of Care works

The diagram below illustrates how Dell is using mobility to enable new, more efficient operational working practices across all staff groups.

On-premise cloud with application convergence

This approach enables ubiquitous, convenient on-demand access to the appropriate applications and data, which can be rapidly provisioned with minimal management effort to any approved device in any location. Mobile Application Delivery is simplified by combining:

- Mobile Data Management (MDM)
- VPN access
- Virtual Desktop Integration (VDI)
- Firewall

Office 365

On-premise cloud

PAS, EPR, Email

N3 network

Optiplex

Latitude 10

CoW

Dell XPS Ultrabook

Dell XPS Duo

Device selection by setting

Having determined the type of work undertaken at each stage of the clinical workflow, devices are selected based on setting and usage type - be it data entry, simple reporting or reviewing.

Optimised for all client devices

Delivered via the hospital LAN, the Dell Mobile Application Delivery solution optimises the relevant applications for each device, ensuring maximum productivity and the best possible user experience.

Remote working

With Dell SonicWALL Secure Remote Access (SRA) solutions secure access via the N3 network to mission-critical resources can be gained from home offices, labs, clinics, GP surgeries or virtually any other endpoint.

Community care

Using Dell SonicWALL Wireless Networking Solutions, mobile carers can connect securely to the N3 network using patient data entry tablets, inventory scanners, guest WiFi hotspots or physician PDAs, integrating universal 802.11n/b/g and 3G wireless with an enterprise-class firewall/VPN gateway.

Solution benefits by department

Mobile Point of Care solutions enable new, more efficient operational working practices across all staff groups to enhance clinical productivity and health information security.

Clinical

By making it easy for clinicians and nurses to access relevant clinical data and patient records on almost any device independent of location, the solution:

- Promotes the sharing of data across departments and sites, enhancing the ability to collaborate with remote experts for improved understanding of medical conditions and increasingly personalised patient care.
- Enables a community of care with the ability to share patient data between clinicians, patients and carers
- Accelerates clinical decision-making by ensuring relevant information is available at the point of care
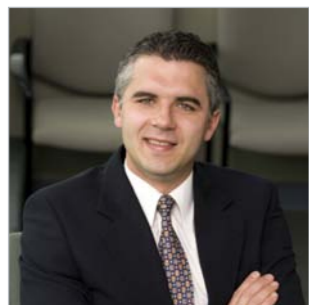
Operations

The solution provides operational flexibility, enabling healthcare organisations to evolve and meet their changing needs by:

- Accelerating the roll-out of work from home initiatives, driving down unnecessary overhead and facility costs.
- Enabling community workers to send patient appointment notes while on their rounds, cutting out the time-consuming and costly requirement to return to base.
- Improving patient flow by ensuring the right information is made available to the right person in the right place at the right time.
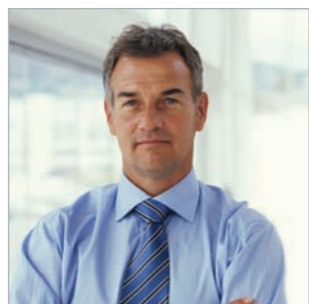
IM&T

By incorporating the capabilities of cloud computing into a mobile framework, organisations are able to:

- Enhance their existing IM&T environment to support continued mobile adoption
- Improve mobile data security by removing the need to store information locally or on a transportable device
- Improve IM&T process and policy adherence
- Get more done, faster, and for less – by adopting a solution that maximises manageability and reduces operating costs

Taking a closer look

In order to provide you with as much information as possible about Healthcare Mobility, we have put together these resources for you to take a closer look.

Discovery workshop

Spend half a day with a Dell Healthcare Solutions Architect to brainstorm and blueprint your organisation's unique needs and requirements and see how they can be mapped with Dell Mobile Point of Care and security solutions. You'll also learn from other trusts which have seen real efficiency results and cost savings. Please ask your Dell Account Manager for details.
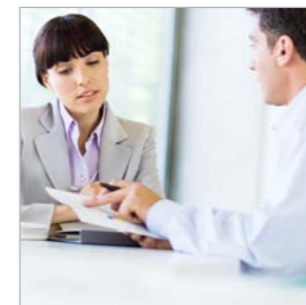
Healthcare Mobility demo

Visit the Executive Briefing Centre in Bracknell and see first-hand a demonstration of the Healthcare Mobility solution in action. To schedule a visit please speak to your Dell Account Manager.

With over 200 dedicated NHS solution deployment specialists, Dell is the core infrastructure provider to almost half of all NHS Trusts.

Dell Healthcare Services

Healthcare organisations worldwide work with Dell to implement new healthcare and clinical systems which advance care quality and patient safety goals. Ranked by Gartner as the No. 1 provider of IM&T services in worldwide healthcare, Dell provides desktop, enterprise and cloud services in addition to professional and consulting services for clinical systems implementation. Dell consultants include strategic and operational leaders as well as technologists and consultants from front-line healthcare roles, such as physicians, nurses and other allied health professionals. With such rich clinical expertise, our consultants ensure measurable results in areas such as:
- Application implementation and optimisation
- Improving throughput, efficiencies, and care delivery
- Clinician and physician adoption
- Improved patient satisfaction

Our UK experience - achieving success for your organisation
Dell consultants have managed the delivery of projects across all healthcare settings and the resulting insight has led our UK professional services team to the successful completion of over 100 healthcare projects since 2009. Healthcare has been subject to significant change during that time and we have provided strategic clarity as part of the Transforming Community Services programme, ensuring that large-scale implementations remain unified despite increased complexity. Our professional services team delivers sustained success for customers by combining experience with proven healthcare-specific delivery methodologies.

Dell ADOPTS Transformation Methodology:
Our own ADOPTS methodology was developed by Dell clinicians and technical healthcare experts to address diverse clinical transformation situations and help providers improve healthcare for consumers and clinicians. The integrated ADOPTS framework is a standardised, flexible, and repeatable framework for all engagements:
- Transformation is a process, not a project, requiring ongoing involvement and time investment by stakeholders. It supports quality, safety and efficiency and must align with continuous improvement across the organisation.
- ADOPTS ensures that technology remains the enabler of change. Based on LEAN and Six Sigma principles, Dell transformation consultants utilise ADOPTS across all Dell technology solutions. By combining the right people, processes, and technology, we can help your organisation achieve a successful, value-driven approach to enable the effective use of technology and manage organisational change.

Dell PM3 Project, Programme and Porfolio Management Methodology
The Dell Project, Programme and Portfolio management methodology (PM3) is our guideline throughout the project lifecycle and is aligned with the PMI Project Management Body of Knowledge (PMBOK). PM3 ensures delivery across technology initiatives and our experienced PM3 consultants simplify healthcare technology projects, delivering clear business benefits:
- Provides leadership, visibility and governance that all help to increase expertise, consistency and synergy in project management practices, addressing the people, process and tool aspects of project delivery.
- Enables continuous monitoring of projects through quantitative, early warning indicators that project managers and the Project Management Office can use to proactively identify and minimise negative impacts.

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