# Andrew Hartshorn

Director



## AT A GLANCE

**38**
years' management & board experience

**32+**
years as consulting Director / Partner

**120+**
consultancy assignments

**techUK**
Former Main Board member and Chair, Health & Care Council

## SECTORS

- NHS England & Wales
- NHS Scotland & Northern Ireland
- Central government
- Policing
- Island & international
- Health technology

## QUALIFICATIONS

- Postgraduate Diploma in Management Studies (Distinction)
- Ashridge Executive Leadership Course

## CONTACT


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## *Commercial and digital transformation specialist – delivering best-value national procurements and business cases that improve outcomes*

A highly respected commercial and digital leader with 38 years' board-level experience and over 32 years as a consulting Director or Partner. Andrew has led some of the UK's biggest health technology procurements and national business cases. He is a Board Director at In-Form Solutions and former Main Board member of techUK.

## KEY EXPERIENCE

**Sourcing & Procurement.** Commercial adviser and lead negotiator on major national procurements – NHS Wales laboratory, imaging, GP and pharmacy systems and NHS 111, and PACS for England, Scotland and Northern Ireland.

**Business Investment Cases.** Team lead and author of national business cases – Welsh Integrated Care Record Viewer, Cardiology PACS, Point of Care Testing, Electronic Prescribing and Connecting Care; Jersey radiotherapy.

**Digital Transformation.** Wales Digital Integration Strategy, Emergency Care digital review and Digital Maturity Assessment; national e-health strategy advice to Singapore and Ontario.

**Business Design & Change.** Transition Director for NHS shared services agencies in Derbyshire and Staffordshire; region-wide QIPP programme for NHS East Midlands.

**Commercial & Contract Management.** Commercial strategies for research and innovation partnering, digital ophthalmology and the 2021 Scotland Census; NHS Wales 111 contract negotiations.

**Leadership & Innovation.** Main Board member of techUK and Chair of its Health and Care Council; Director of the NHS Informatics Leadership Development programme; Board Director at In-Form Solutions.

## CLIENTS INCLUDE

**Digital Health and Care Wales · NHS England · NHS Scotland · Northern Ireland DHSSPS · Government of Jersey · Care Quality Commission · Foreign and Commonwealth Office · Kent & Essex Police · Singapore Ministry of Health**



## ASSIGNMENTS & EXPERIENCE

### CURRENT ASSIGNMENTS

**Digital Health and Care Wales (DHCW), NHS Wales** 2006 – PRESENT

*Delivering a number of high-profile national business cases and procurements across Wales, including:*

- Team Lead: Wales Digital Integration Strategy (2026 – ongoing).
- Team Lead & Author: Welsh Integrated Care Record Viewer Business Case (2026).
- Team Lead & Author: Wales Cardiology PACS Business Case (2025 – 26).
- Team Lead & Author: Welsh Point of Care Testing Business Case (2025 – 26).
- Commercial Adviser / Lead Negotiator: Primary Care system transition (2024 – 25).
- Commercial Adviser: Research & Innovation Commercial Partnering Strategy (2024 – 25).
- Commercial Adviser: Digital Ophthalmology Commercial Strategy (2024).
- Team Lead & Author: Electronic Prescription Service Business Case (2024).
- Team Lead & Author: Connecting Care Business Case (2024).
- Strategic Oversight: PCMH Organisational Strategy (2023 – 24).
- Commercial Adviser: Digital Maternity Cymru procurement (2023 – 24).
- Team Lead & Author: Intellectual Property Policy Development (2023).
- Team Lead & Author: Welsh Emergency Care Digital Strategic Review (2023).
- Commercial Adviser / Lead Negotiator: NHS Wales Laboratory re-procurement (2022 – 23).
- Commercial Adviser / Lead Negotiator: Clinical Imaging (2022 – 23).
- Commercial Adviser: Community, Mental Health & Social Care strategic review (2022 – 23).
- Commercial Adviser / Lead Negotiator: NHS Wales Laboratory solution (2019 – 21).
- Commercial Adviser / Lead Negotiator: GP Clinical Systems (2011 – 13, 2017 – 19 and 2020 – 21).
- Commercial Adviser / Lead Negotiator: NHS Wales Hospital Pharmacy solution (2018 – 19).
- Strategic Adviser: NHS Wales Digital Maturity Assessment (2016 – 17).
- Commercial Adviser / Lead Negotiator: Community, Mental Health & Social Care solution (2013 – 15).
- Commercial Adviser / Lead Negotiator: Emergency Care Clinical solution (2013 – 14).
- Commercial Adviser / Lead Negotiator: PACS / Clinical Imaging (2010 – 12).
- Trainer / Facilitator: Commercial Negotiation Training (2010 – 11).
- Commercial Adviser / Lead Negotiator: Laboratory solution (2009 – 10).
- Commercial Adviser: various procurements (2006 – 07).

### PREVIOUS ASSIGNMENTS

**Aneurin Bevan University Health Board** WALES · 2017 – 2023

- Commercial Adviser: NHS Wales 111 contract negotiations (2021 – 23).
- Commercial Adviser / Lead Negotiator: NHS Wales 111 digital solution procurement (2017 – 19).

**Government of Jersey** 2021 – 2022

- Team Lead & Author: Business Case for the reprovision of radiotherapy services in Jersey (2021 – 22).

**Fieldfisher, on behalf of the Foreign and Commonwealth Office** 2017

- Procurement / Evaluation Lead and Moderator: Cross-Whitehall Prosperity Fund Framework Agreement procurement (2017).

**Health and Care Transformation Programme – Kingdom of Saudi Arabia** INTERNATIONAL · 2017

- Strategic advice on creating a Dynamic Purchasing System framework for management consultants for the “Vision 2030” programme (2017).

**Kent Police and Essex Police** SOUTH EAST ENGLAND · 2015 – 2017

- Procurement / Commercial Adviser: Mobile Policing Applications procurement (2015 – 17).

**Care Quality Commission** ENGLAND · 2015 – 2016

- Team Lead & Author: IM&T Strategic Review (2015 – 16).



**National Records of Scotland** SCOTLAND · 2015 – 2016

- Commercial Adviser: 2021 Census Commercial Strategy (2015 – 16).

**NHS Derbyshire** DERBYSHIRE · 2008 – 2016

- Strategy Adviser: Local Digital Roadmap for all organisations within the STP footprint (2016).
- Director: Derbyshire Integrated Care Fund submission (2014).
- Transition Director: reorganisation of an NHS Shared Services Agency (2008 – 09).

**NHS Scotland** SCOTLAND · 2004 – 2014

- Commercial Adviser: Clinical Digital Services procurement design and market assessment (2014).
- Commercial Adviser / Lead Negotiator: PACS / Clinical Imaging procurement (2004 – 06).
- Team Lead & Author: PACS national business case (2005).

**NHS England / Department of Health** ENGLAND · 2006 – 2014

- Strategic Programme Assurance: NHS Safer Staffing Programme (2014).
- Director: NHS Informatics Leadership Development programme (2009 – 10).
- Director: ISIP Service Improvement Demonstrator national programme (2006 – 07).

**Ofqual** EAST MIDLANDS · 2013 – 2014

- Assurance Director: ICT strategy and roadmap development (2013 – 14).

**NHS Improvement** ENGLAND · 2013

- Team Lead & Author: IM&T Commercial / Procurement Strategy (2013).

**Staffordshire Healthcare Organisations** WEST MIDLANDS · 2012 – 2013

- Transition Director: development of an NHS Shared Services Agency (2012 – 13).

**Kettering General Hospital NHS Trust** EAST MIDLANDS · 2011

- Team Lead: EPR business case external scrutiny (2011).

**United Lincolnshire Hospitals NHS Trust** EAST MIDLANDS · 2011

- Assurance Director: PAS procurement and business case external scrutiny (2011).

**NHS East Midlands SHA** EAST MIDLANDS · 2009 – 2011

- Strategic Adviser / Team Lead: region-wide QIPP (Quality, Innovation, Productivity & Prevention) programme (2010 – 11).
- Strategic Adviser / Team Lead: Quality Observatory Strategy (2009 – 10).

**British Computer Society** ENGLAND · 2010 – 2011

- Team Director & Author: policy and research development, “Information Confidence” (2010 – 11).

**NHS Lincolnshire** EAST MIDLANDS · 2009 – 2010

- Director: Value Assurance Office development (2009 – 10).
- Director: strategic review of missed national targets (2009).

**Ministry of Health, Singapore** INTERNATIONAL · 2009

- Adviser: Singapore national e-Health Programme Strategy (2009).

**Province of Ontario, Canada** INTERNATIONAL · 2009

- Adviser: Ontario’s e-Health Programme Strategy (2009).

**NHS Connecting for Health** ENGLAND · 2002 – 2009

- Lead Director: NHS IM&T Benefits Programme (2006 – 09).
- Commercial Adviser / Lead Negotiator: England PACS / Clinical Imaging procurement (2003 – 05).
- Author: SNOMED CT Business Plan and Implementation Strategy (2003 – 04).
- Author: SNOMED CT National Business Case (2002 – 03).

**McKesson plc** UK / EUROPE · 2007 – 2008

- Strategy Adviser / Team Lead: product development strategy and programmes (2007 – 08).



**Department of Health and Personal Social Services** NORTHERN IRELAND · 2005 – 2009

- Commercial Adviser / Lead Negotiator: PACS / Clinical Imaging procurement (2005 – 09).

**DEFRA** ENGLAND · 2005 – 2006

- Trainer / Facilitator: Business Case Evaluation and Benefits Realisation (2005 – 06).

**Barts and the London NHS Trust** LONDON · 2003

- Team Director & Author: pan-London laboratory services solution FBC (2003).

**NHS London** LONDON · 2002 – 2003

- Team Director & Author: NHS Spine impact analysis (2003).
- Consultant: NHS LifeHouse Business Case and Gateway Review planning (2002 – 03).

*Additionally, around 55 other substantive IM&T consultancy assignments between 1993 and 2002.*