Turning print data into actionable digital transformation insight

North West Anglia NHS Foundation Trust, Konica Minolta and Intuitive

AT A GLANCE

North West Anglia NHS Foundation Trust used detailed print intelligence to move beyond a short-term cost-reduction exercise and identify wider opportunities for digital transformation, process improvement and better use of staff time. Working with Konica Minolta and Intuitive, the Trust gained granular visibility of printing activity by individual and area, exposing previously hidden workflows and creating a practical evidence base for targeted change.

ABOUT: North West Anglia NHS Foundation Trust

North West Anglia NHS Foundation Trust is a statutory, not-for-profit, public benefit corporation that runs three acute hospital sites - Peterborough City, Hinchingbrooke and Stamford and Rutland Hospitals.
In addition, they deliver outpatient and radiology services at Doddington Hospital and radiology services at North Cambridgeshire Hospital in Wisbech and Peterborough City Care Centre.
The Trust serves a growing catchment of approximately 850,000 residents living in Cambridgeshire, Lincolnshire and the neighbouring counties of Leicestershire, Norfolk, and Bedfordshire.

THE CHALLENGE

The Trust was pursuing a broad transformation agenda aligned with the NHS 10 Year Plan and its recovery programme. Priorities included shifting more care into community settings, improving outpatient access, avoiding unnecessary admissions, supporting patients at home, strengthening organisational culture, developing improvement capability and exploring automation, AI and digital tools for the future workforce. Within this context, the volume and nature of printing represented both an immediate efficiency concern and a visible example of processes that had not yet fully moved into the digital environment.

The initial challenge was to reduce printing—particularly colour output—within a short turnaround period. However, the review quickly broadened beyond print spend to examine the staff time consumed by printing, copying, scanning and handling paper.

The strategic question became: what was being printed, why were staff printing it, and which activities could be redesigned through existing digital solutions, QR codes, more appropriate procurement or different working practices? The Trust also wanted to understand the impact of unmanaged desktop printers outside the main Konica Minolta fleet.

SOLUTION OVERVIEW

In the first phase, the Trust worked with Konica Minolta to change its internal print process and centralise access to colour printing, while protecting genuine clinical requirements. The next phase introduced detailed print, copy and scan analysis from Intuitive Business Intelligence. Rather than showing only total volumes or costs, the analysis provided visibility by named user and organisational area, helping the Trust link exceptionally high activity to the workflow behind it.

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SOLUTION OVERVIEW CONT.

The resulting dashboard gave transformation and digital teams a shared view of where activity was concentrated. It enabled them to identify high-volume users, applications and process patterns; investigate specific use cases; and consider whether printing could be removed, consolidated, handled through the managed fleet or replaced with digital routing, electronic referrals, document management, approval workflows or bedside technology.

HOW IS IT WORKING?

The initial colour-printing intervention is already visible in the data and has been highly effective. Colour output fell from a historic 20–30% of volume to approximately 5.6–5.8%, placing the Trust well below comparable NHS organisations and demonstrating stronger cost and device control. More importantly, the intelligence is helping the Trust move from broad assumptions to specific improvement opportunities. Teams can prioritise the highest-impact activities, investigate the operational reasons behind them and plan targeted interventions rather than applying blanket restrictions.

DATA ANALYSIS FINDINGS

- Some staff were printing documents and then scanning them back into a system, revealing avoidable manual work and established workarounds.
- In catering, one user produced approximately **484,000 copies in 292 days**, around 3% of all Trust output. This was apparently linked to patient meal ordering - a very paper-based and time consuming process that could potentially be replaced by tablet-based or bedside digital menus.
- In cardiology, one user recorded around **47,000 scans** alongside similarly high print volumes, associated with referrals, reports and discharge letters. The pattern indicates an opportunity for digital routing and electronic referrals. The analysis also suggested that this activity consumed the equivalent of an **entire working week in every nine-week period**.
- HR and records activity included employee documentation, records requests, archive retrieval and data subject access requests, all strong candidates for electronic document management and approval workflows.
- Electronic systems, including eTrack, were still generating heavy printed output. Where information is already digital, this creates an opportunity to review how operational teams use those systems.
- Outlook emails, generic documents and uncategorised reports created substantial “admin noise”: individually low-value print jobs that become significant in aggregate and may be addressed through governance rules and user education.
- Activity was concentrated enough to support a **“top ten” approach**, allowing the Trust to target the highest-impact users or processes first.
- The work also highlighted the need to locate and review desktop printers operating outside the managed Konica Minolta fleet.

KEY BENEFITS

1. **Lower print and consumables expenditure:** sustained control of colour printing and reduced reliance on costly, inefficient desktop devices.
2. **Released staff capacity:** time currently spent printing, distributing, retrieving and rescanning documents can be redirected towards higher-value patient and operational activity.
3. **Better employee experience:** removing repetitive paper-handling tasks can make roles more productive and satisfying.
4. **Faster digital adoption:** the evidence identifies where existing digital tools are underused and where targeted support or process redesign is needed.
5. **More efficient clinical and administrative workflows:** digital referrals, routing, approvals, records management and bedside services could remove duplicated handling and shorten process times.
6. **Smarter fleet utilisation:** consolidating activity onto an appropriate managed fleet can improve control, reliability and visibility.
7. **Focused improvement investment:** the Trust can work from the highest-volume opportunities down, concentrating resources where measurable impact is greatest.
8. **Environmental gains:** reducing unnecessary printing can lower paper, energy and consumables use.

WORKING WITH KONICA MINOLTA AND INTUITIVE

Working in partnership, Konica Minolta supported the initial process change and successful reduction in colour printing, while Intuitive transformed the underlying print, copy and scan data into detailed, actionable intelligence.
As Helen Tiplady, Digital Operations Manager commented:

"The Intuitive consultant provided a clear explanation of the process, and we were impressed with the accuracy and depth of the analysis and the ease of using the system. The insight exceeded the Trust's expectations, engaged colleagues working on digital outpatient systems and created a credible bridge between device data and wider transformation priorities."

NEXT STEPS

- The Trust will review the findings for quick wins, beginning with the highest-volume users and workflows. Konica Minolta will meet the relevant operational teams to understand each use case and recommend practical digitisation options, with catering and cardiology as strong early candidates.
- The parties will agree priorities and timescales, while the Trust secures direct dashboard access and receives a short user-training session.
- In parallel, further data cleansing will enable reliable departmental analysis, cost allocation and benchmarking. A further audit of unmanaged desktop printers is also being considered so that appropriate activity can be consolidated onto the managed fleet.

"We were blown away by just how good the detail was on the dashboards.

I don't think any of us fully expected it to be at that level of detail and accuracy."

Dale Travis,
Director of Transformation and Improvement,
North West Anglia NHS Foundation Trust