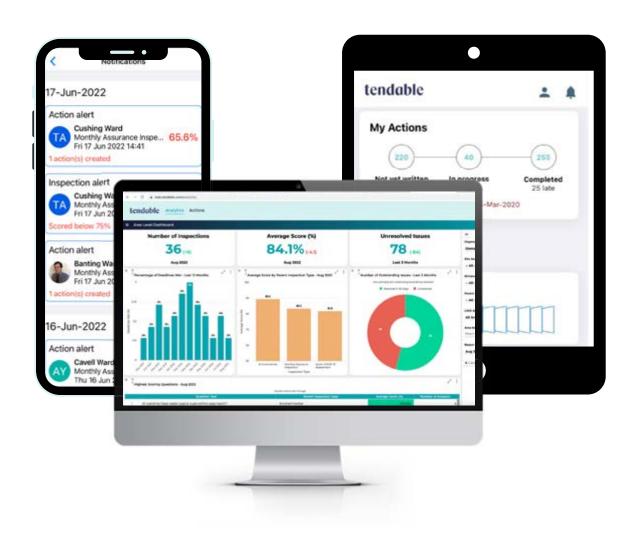# tendable

Buyer's Guide

August 2022

Document Classification: Public

Introduction

At Tendable, we provide a complete quality assurance and improvement solution, and we support our customers through the process of implementing and embedding their new quality system to ensure they get the most out of it. After supporting over ninety organisations through the years, you could say we have learnt a thing or two about what makes a good quality programme, and what you should consider as you start to pick the best fit for you. We understand that investing in a new technology for your quality audit programme is an important step so let us help!

Ultimately, we want you to have the best quality programme that you can get, to make sure your patients and service users are getting the highest possible quality of care. This guide will help you to think through each of the different elements you will need from any supplier you work with. Although we believe that Tendable is the best fit for you, we will let you decide.

Our aim with this guide is to objectively take you through the features that make a great quality solution, based on the experience and understanding we've built up over the many years that we have been leading in this industry. We will not only look at the technology itself but everything that should come with it: the support around the solution, the network you will get access to and the overall aims of the business.

If you want to gain true assurance on your quality, and you want to make an informed decision about the supplier you choose to work with, we hope that this guide will give you what you need.

With this guide you will:

- Understand the key elements to consider when selecting your quality software
- Have a quicker and easier research process
- Know the questions to ask in sales demos to make sure your needs will be met
- Be prepared to write an RFI/RFP
- Be one step closer to selecting your quality programme partner

The essential elements

Your quality solution should:

- Support your quality processes, not dictate them
- Make life easier for your frontline teams, managers, and leaders
- Show you where the risks are in your organisation
- Make it painless to manage your whole quality programme
- Standardise the approach to quality assurance across your organisation
- Promote transparency and best practice sharing
- Allow you to learn from other organisations

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Getting the inputs right

The first step towards having quality assurance is making sure your teams are inputting accurate, reliable data into your systems. Your audit programme needs to be well-designed, with the right questions being asked at the right frequency. It must be easy, intuitive, and engaging for your frontline teams who are capturing the data, otherwise you are likely to get less reliable results.

Designing your quality programme

Putting together a quality programme that draws from learnings across health and social care, and that is tailored to meet your organisation's specific quality needs.

	Feature	Why is this important?	Tendable		
1	Will the supplier provide you with an implementation specialist who can make sure you get assurance first?	Implementing a new technology solution for your quality programme is a fantastic opportunity to review and refresh your overall quality programme. This should always start from a position of assurance rather than simply reassurance.			
2	Will the solution provider facilitate workshops to build your audit programme?	Having a supplier with experience of running workshops and designing quality programmes to support this work will make sure the resulting audits and governance approach are the best fit for you.			
3	Can the solution provider share lessons learnt from similar organisations?	Learning what has worked well and what has not when other organisations have implemented a solution will prevent you from having to reinvent the wheel, and from making mistakes that may have already tripped up your peers.			
4	Will the system let you configure audits in terms of questions, answer options, guidance, and themes?	The solution should be fully configurable to make sure it is tailored to your organisation. The technology should support your processes, not define them.			

	Feature	Why is this important?	Tendable		
5	Does the system allow for the capture of a larger sample of data within one audit?	In some cases, capturing a larger sample size will give a more representative sample of what is going on in an area, for example reviewing three sets of notes, or observing five members of staff carrying out hand hygiene.			
6	Does the system feature the ability to have branching questions based on previous answers?	Some questions are only relevant under certain conditions, for example you may only need to audit some infection control practices if you have a patient under isolation. Branching logic means users only need to answer questions that are applicable to them at that time.			
7	Can questions be configured as non-scoring?	Non-scoring questions add extra detail to an inspection without impacting on the score that an inspection receives.			
8	Will the software let you tailor audits to meet the needs of specific clinical areas?	Comparability across your organisation is important, but some questions that apply in a paediatric ward would not be relevant in an Emergency Department. Suppressing questions where they are not relevant will save users from having to answer "N/A" repeatedly each time they inspect.			
9	Does the software allow you to define schedules for each audit?	Having a schedule set up in the system allows you to report against deadlines, showing you which areas are and are not completing the required inspections.			
10	Does the system let you update and change the areas/organisational structure as the organisation develops?	Organisations rarely stay exactly the same over the course of months or years. The system you choose should be able to adapt along with you, so that your quality data is always relevant.			
11	Does the system feature the ability to tag all questions to customised themes, such as CQC domains or strategic priorities?	Tagging questions to the priorities of your organisation or your regulator allows you to aggregate information without having to create a whole new audit. This will save time and energy across your teams.			

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• User-friendly data capture tools

Your solution for quality improvement should make the collection of data straightforward and valuable. It should not be a chore for your teams to use. Remember that your outputs are only useful if meaningful data is going in the front end.

	Feature	Why is this important?	Tendable		
12	Is it a paperless system?	Reducing paper across your organisation has a wide range of benefits, including being more environmentally friendly, more cost effective for your organisation and reducing infection risks in your clinical areas.			
13	Does the solution provider have dedicated User Experience Designers?	A good system is one that is designed with the end user in mind. It should have a focus on being easy and intuitive to use.			
14	Does the system allow you to remove questions that are not relevant for individual teams or departments?	The right questions should be applied to the right teams, and they should not have to answer questions that do not make sense for their care setting.			
15	Does the system allow you to attach guidance to every question?	Question guidance explains to your teams what good looks like, to make sure every audit is done to the same standard.			
16	Can system guidance take the form of photographs, PDFs, and web links?	Even better than text guidance, a photo or PDF can clearly explain the standard that teams should be auditing against. Sometimes linking directly to a policy online or on your intranet will also be valuable to allow users to review more detailed information if they are unsure.			
17	Can users get notifications to alert them when an inspection needs to be completed?	Users are much more likely to complete inspections if they know they need to be completed. Look for a system that makes it easy for this information to be shared.			

	Feature	Why is this important?	Tendable		
18	Can users add comments to explain their responses to questions?	Comments allow user to add more context to their answers.			
19	Can users use voice to text?	Making use of all the features of a device, such as voice to text, can make the data entry process quicker and easier for users.			
20	Can users take photographs in real time to add to audit data?	A picture speaks a thousand words. Sometimes it is the quickest and clearest way to explain what has gone wrong, and sometimes it is the best way to praise good practice.			
21	Does the system recognise and flag if photographs added contain patient or user faces?	With images comes the risk of including personal or patient identifiable information. Systems should flag if there is a risk of including something that should not be attached an audit.			
22	Does the system allow photographs to be cropped to remove personal identifiable data before submission?	Cropping images means that only the essential elements are included, and any personal or patient identifiable information that has been included can be removed before the image is saved to the inspection.			
23	Can action plans be created as the inspection is submitted?	Where issues have been identified, steps should be taken to address these or make an improvement. Capturing that information along with the inspection makes the whole process flow more smoothly.			
24	Are notifications sent to the relevant users about action plans?	Users should be informed when actions are raised that they will need to address.			
25	Are users able to close the loop and complete action plans on the software?	Having the full action planning cycle within one system will evidence to managers, leaders, and regulators that steps are taken to address issues as they are raised.			

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Capturing the data

Users should be able to capture data in a format that works for them, at a time that works for them.

	Feature	Why is this important?	Tendable		
26	Does the system allow access for an unlimited number of user accounts without incurring additional charges?	To maximise the reach and impact of your quality programme, you should have as many people from your organisation involved in data capture as possible. If your solution charges per user, you will not get the same broad engagement and your programme will be less impactful overall.			
27	Can users access and conduct audits via a mobile app?	For most audits, teams will need to be out and about finding the information. Being able to conduct the audit as you are finding that info makes the process quicker and more efficient for teams.			
28	Can a user conduct an inspection/audit without internet connectivity?	Internet connectivity is often patchy across health and social care organisations. The system you choose needs to let continue conducting their audits even when the signal drops out.			
29	Can users access and conduct audits on their browser?	Some audits will work better on a desktop, such as those where the inspector needs to review patient notes or needs to add a lot of commentary.			
30	Can users save an audit that is incomplete and come back to it on another device, including switching between mobile devices and web browser?	Frontline clinical staff will often be called away from their current task when they are midway through an inspection. Your auditing tool should allow teams to save what they are doing and return to complete the audit later. Being able to switch from mobile to desktop means that rough notes can be added initially, then they can be tidied up when the user is back at their desktop with a full keyboard.			

	Feature	Why is this important?	Tendable		
31	Does the system allow you to limit the time for which a draft inspection can be saved?	With the ability to save a draft inspection, there is a risk that the data submitted will no longer be valid by the time the inspection is completed. Drafts should only remain open for a fixed period, and it should be able to flex based on the complexity of the inspection: a daily check should expire more quickly than an annual accreditation audit.			
32	Does the system provide alerts for users when specific deadlines have been missed or questions have been scored negatively?	Managers in your organisation need to be aware of what is going on in your organisation. Alerts keep them up to speed with what has been done, what has been missed and where their issues sit so that they can act in a timely manner to address these.			

Total   32

Notes

Programme management

Technology is only one key aspect of the solution. Most IT projects fail due to the lack of implementation and on-going support. It is essential to have good management of your quality programme.

● Getting up and running

Defining the right content, engaging the right people, and embedding your new processes will set you up for success.

	Feature	Why is this important?	Tendable		
33	Will the supplier provide a dedicated customer success representative for your implementation?	The supplier you work with can provide valuable insight into how to implement your quality solution.			
34	Will the supplier provide materials to support the change management surrounding the implementation?	Good change management is essential for embedding any new technology or process, and you shouldn't have to reinvent the wheel.			
35	Will the supplier run training sessions specifically for your frontline teams and other key stakeholders in use of the system?	Dedicated training time will give your users more confidence in how the system works and will give them a safe space to ask any specific questions they may have.			
36	Does the supplier provide an online knowledge base that can be accessed by all users?	Sometimes the quickest and easiest way for users to get their questions answered is to look it up themselves, particularly when you will have teams working shifts through the night.			

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	Feature	Why is this important?	Tendable		
37	Does the supplier provide "how to" video guides that can be accessed by all users?	Giving users access to readily available training videos means they can get up and running themselves rather than waiting for a training session.			
38	Does the supplier run regular drop-in training sessions?	Not everyone will be able to attend your planned training sessions – annual leave, conflicting priorities and new joiners mean extra training sessions will be valuable for bringing additional users up to speed.			
39	Can the supplier introduce you to similar organisations using the software?	Speaking to an organisation who have been through the process before will let you take on board their lessons learnt and advice which can be incorporated into your own implementation.			
40	Can the supplier introduce you to counterparts running similar services in other organisations?	Specific services and functions within your organisation might have their own unique use cases. Linking up with another Cancer Centre, Maternity team or Radiology Department using the same software will clarify the intricacies of those areas.			

● Ongoing support

Once you have implemented your system, it needs to be monitored, nurtured, and continuously improved in order to keep it relevant and fit for purpose.

41	Does the solution provider have a support desk that you can communicate with via email?	For non-urgent enquiries, being able to contact the support desk over email gives you the information you need and provides an audit trail for the communication.			
42	Does the solution provider have a support desk that you can communicate with over the phone?	When questions are more urgent, speaking to someone can get you your answers more quickly.			

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Feature	Why is this important?	Tendable		
43 Does the solution provider have a support desk that allows you to submit and manage tickets online?	An online support system lets you see the progress of your tickets and add additional information as and when required.			
44 Does the support desk have acceptable opening hours?	Working with a supplier that is available in your business hours can help you resolve queries without delays.			
45 Is the support desk in-house?	An in-house support desk means the team dealing with your questions understand the ins and outs of your supplier's business and can help to get complex tickets resolved more quickly.			
46 Does the supplier have 24 hour on-call development resource?	In the unlikely case of a major issue with the software, having development resource on call at all times means things can be identified and addressed as quickly as possible.			
47 Will the supplier provide a named account manager?	Having a consistent account manager who understands your organisation and your history with the software helps to make sure you are getting as much value as possible from the system you are paying for.			
48 Will the account manager run regular account review meetings?	The supplier should arrange regular review sessions throughout your contract to make sure you are happy and getting the most out of the system.			

Total 16

Notes

Getting high-quality outputs

Ensuring you are information rich, instead of just data rich. Assurance and reassurance must be at the forefront of your conversations around audit. It is also imperative to start with the outputs you need when defining your audit programme. Audits are too often done and collated without the data being brought to life.

● Reporting

Reporting needs to be personally designed to ensure real world insights are provided in a live environment, and then presented in a manner appropriate to the audience.

	Feature	Why is this important?	Tendable		
49	Is real-time automated reporting available on the mobile app?	This lets users see the results immediately after they finish their inspection on the same device in their hand. It means results can be shared with colleagues straight away which allows for improvements to be made sooner.			
50	Is real-time automated reporting available on desktop?	Viewing reports on your desktop lets you carry out a more in-depth review of the information and having this in real time means you've always got the latest update on what's going on across your organisation.			
51	Does the solution provide live graphs and charts showing your organisation's performance?	Graphs and charts allow you to see trends immediately and flag up areas for concern. They will also show you where teams are doing well and making improvements so you can celebrate their successes.			

Feature	Why is this important?	Tendable		
52 Does the solution provide relevant dashboards based on the different levels of information required, from frontline and management to boards and regulators?	Different users will have different requirements from reporting. A flexible analytics system can meet all these different needs.			
53 Does the software allow you to easily identify where your issues lie across your quality programme?	This will act on the issues immediately allowing for a quicker resolution and will ultimately improve quality in your organisation.			
54 Does the software allow you to interrogate the actions being taken to address identified issues?	The software should allow you to monitor and evidence that actions are being taken where quality issues have been identified.			
55 Does the software allow you to export data in PDF and CSV format?	PDFs help you share results with colleagues, and CSV downloads let you analyse the data or aggregate it with other information. Even better if you can download straight to PowerPoint or Word to incorporate into your internal reporting.			
56 Does the system provide the ability to review results across the organisation based on themes (such as CQC domains or strategic priorities)?	Aggregating results based on tags like your organisation's strategic priorities lets you view how you are performing quickly and easily without additional data capture. It is also useful for CQC inspections to show the inspectors your results in relation to their domains.			

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• Integrating data sources

No one system provides information on all the different elements of a safely run service, from incident reporting & workforce management to quality assurance programmes; nor is it likely that one provider will have expertise across all these domains. Therefore, it is imperative that providers allow easy access to your data to enable you to triangulate within your own data warehouse, for example harms data, complaints & compliments, workforce statistics.

	Feature	Why is this important?	Tendable		
57	Does the supplier provide an open API (Application Programme Interface)?	An open API allows you to feed the data directly into your data warehouse. This means your business intelligence team can triangulate the data with other organisational data sources (such as patient incidents, workforce statistics or patient complaints) to further improve the assurance you're getting.			
58	Is the open API free of charge?	It is worth checking whether the supplier will charge you for access to the API, either as a flat rate or a charge each time the data is drawn.			
59	Is the data bi-directional?	Can data be drawn out of the system as well as being inputted into it?			
60	Does the supplier provide guidance and assistance to organisations in setting up the API connection?	Advice and guidance will help your tech team to set up the API link quickly and easily.			

Total   12

Notes

More than just the tech

As we briefly mentioned above, history is littered with failed IT projects, and this is usually because they weren't properly implemented. There are three elements to any roll out: technology, process, and people. You need to know and understand whether your supplier can support you, not only with the technology, but that they can guide you through the process and the people too.

● Process

Processes need to be set up to embed the system, and to encourage and support your teams to engage with the software.

	Feature	Why is this important?	Tendable		
61	Will the supplier provide you with a plan for the implementation that takes you through all the steps required to get your system set up?	Getting advice on the steps required to implement the system will save you time and stop you from reinventing the wheel.			
62	Will the supplier advise you on how to monitor the success of your implementation?	Understanding where to look for low usage and engagement will help you to set your project off on the right foot and keep it progressing smoothly.			
63	Will the supplier work with you to agree key project milestones for the implementation up front?	Helping you to have confidence that you are on track and flagging early if things are starting to run off course.			
64	Will the supplier provide a template Standard Operating Procedure to help define your quality programme governance?	You should have a clear plan on how results are going to be reviewed, when and by whom. Having a clear escalation route for issues flagged up within the process is also valuable.			

People

Your teams need to understand why changes are taking place, the impact it is going to have on them, and what they will be required to do. Think about your staff – will they engage if they have new systems and processes thrown at them without being brought along on the change journey?

	Feature	Why is this important?	Tendable		
65	Will the supplier provide you with a change management plan to support the implementation?	This will help you think through the stakeholders involved, how and when you need to engage with them.			
66	Will you get regular check ins with the supplier's implementation team as you are getting set up?	You should have the opportunity to raise any thoughts and queries.			
67	Will the supplier work with you to review the implementation of the system to ensure it is embedded?	The team should keep working with you to make sure the system is implemented across your teams and the job is fully done.			

Community

When you procure a new software, you should be joining a network of similar organisations. Having access to this group will allow you to learn from the wealth of experience that the community has to offer.

	Feature	Why is this important?	Tendable		
68	Is the software currently in use in organisations similar to yours?	When procuring a new software, understanding its application in organisations just like yours will help to give you confidence that it can meet your needs too.			
69	Does the supplier have a wide customer footprint?	Provides you with confidence that the software has been successful in a variety of organisations and across seas.			
70	Does the supplier host regular events to facilitate introductions to other organisations using the software?	Meeting other organisations using the software allows you to learn from their experience and provides you with confidence that if they did it, then you can do it too.			
71	Will you have access to forums with other users of the software?	Gaining access to forums allows you to build relationships with other organisations who have the same mission as you and share any thoughts and lessons learnt.			
72	Does the supplier have examples of system usage across all elements of the health and social care economy?	As more and more organisations form part of integrated care systems, tools which will work across all elements of the system will give you continuity in how data is captured and reviewed, to ensure patients get the highest possible quality of care, wherever they receive it.			

Infrastructure and governance

Learning about the business itself, its setup, and its experience in the sector.

	Feature	Why is this important?	Tendable		
73	Does the supplier have strong financial backing?	If you invest in a multi-year contract, you need to be confident that the supplier will be able to continue to support their side.			
74	Does the supplier reinvest their profits into research and development for quality improvement?	Organisations that reinvest in their product will keep improving the software throughout the course of your contract.			
75	Does the supplier have a dedicated product management team?	Great technology comes from product managers who are focused on their product, to keep making it better for the people who use it every day.			
76	Does the supplier have an in-house development team?	Having an in-house development team focused on the software you use, means that bugs and new features are continuously being worked on by developers who completely understand the software.			
77	Does the supplier have dedicated iOS developers?	If the solution includes an iOS app for Apple devices the supplier should have dedicated developers for this platform.			
78	Does the supplier have dedicated Android developers?	If the solution includes an Android app the supplier should have dedicated developers for this platform.			
79	Does the supplier have dedicated web developers?	If the solution includes a web portal, the supplier should have dedicated developers for this platform.			

	Feature	Why is this important?	Tendable		
80	Does the supplier have dedicated backend developers?	The back end is the engine of the software. The supplier should have dedicated developers to make sure the data is structured correctly.			
81	Is the organisation solely focused on health and social care?	You should work with a company whose mission and values align with yours, and whose attention isn't divided between different sectors.			
82	Does the supplier have a board with health and social care backgrounds?	The Board of the organisation should understand the needs and requirements of the sector, to make sure they keep the organisation moving in the right direction.			

• Information security

The security of your information is one of the most important elements to consider when looking at procuring a new system.

83	Is the supplier registered with the Information Commissioner's Office (ICO)?	The role of the ICO is to uphold information rights, making sure businesses comply with the Data Protection Act (DPA) and UK General Data Protection Regulation (GDPR). Organisations processing personal information should be registered with the ICO to support data protection and ensure they are adhering to the rules.			
84	Is the supplier compliant with UK GDPR?	The UK GDPR outlines the seven principles of data protection that organisations must follow to ensure personal data is processed securely in a way that upholds the rights of individuals. The supplier you work with will be processing the personal data of your employees, meaning you have an obligation to make sure this processing is compliant with data protection regulations.			

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	Feature	Why is this important?	Tendable		
85	Is the supplier Cyber Essentials Plus certified?	Cyber Essentials is a scheme backed by the UK government that outlines protections businesses can put in place to avoid cyber-attacks and keep their information secure. Cyber Essentials is the self-assessment format of this certification, whereas Cyber Essentials Plus requires the business to go through a hands-on technical verification before the certification is awarded.			
86	Is the supplier ISO27001 certified?	ISO27001 is an internationally recognised standard for Information Security. To gain certification, a business must have a full Information Security Management System in place and will need to evidence that the policies and procedures are being followed and continuously improved year-on-year.			
87	Does the supplier have a dedicated team ensuring the information security of the system and organisation?	The security of your quality data, and of your employees' personal information should be a top priority for the supplier you work with. Having a dedicated team focused on this will make sure any security risks are identified and mitigated prior to becoming issues.			
88	Does the supplier run a regular programme of penetration testing on their application and make improvements based on the results of those tests?	Penetration testing involves simulating a cyber-attack on a business's systems. This will identify any potential weaknesses so that the company can address them before a malicious actor exploits them. The supplier you work with should run these on a regular basis as they continue to develop the system and introduce new features.			
89	Does the supplier adhere to NHS cloud-first guidelines?	One of the NHS's architecture principles is that "digital services should move to the public cloud unless there is a clear reason not to do so".			
90	Is system data encrypted at rest?	Your quality data should be encrypted on the device where it is captured, and in the server where it is stored.			

	Feature	Why is this important?	Tendable		
91	Is system data encrypted in transit?	As well as being encrypted at rest, your data must be encrypted in transit so that it cannot be accessed by external parties.			
92	Will your data be stored within the European Economic Area (EEA)?	Data protection regulations throughout the EEA all follow the same high standards of GDPR. Data should be stored within the EEA to ensure the servers adhere to these regulations.			
93	Does the supplier have provisions in place to ensure no data is transferred outside the EEA?	Data transferring outside the EEA at any time risks losing the protection of GDPR. The supplier you work with should ensure that they and any sub-processors they may employ will not transfer data outside this area.			
94	Does the solution provide regular software updates including patch management?	Regular security updates make sure that the system is not vulnerable to any newly identified security risks.			
95	Is all inspection data held on the devices encrypted when inspections are being carried out?	Your organisation's quality data should not be put at risk if the device used for data capture is lost or stolen.			
96	Does the software offer audit logs and trails?	Audit logs allow you to track things like login attempts and inspection completion and can be reviewed in the case of information security concerns.			

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Access control

Managing who has access to your system is key, both for encouraging wide use across all your teams, and for ensuring the confidentiality, integrity, and availability of your quality data.

	Feature	Why is this important?	Tendable		
97	Do all users have individual accounts on the system?	Individual user accounts ensure the security of the system by linking access to one specific person. For your quality programme, having named users on the account allows you to see who has completed any given inspections, meaning you can understand any variability in scoring by individual or role, and you know where to bring any questions about the findings.			
98	Can access levels be configured on a user-by-user basis?	Different users within your organisation might need different levels of access based on their role or individual area of expertise.			
99	Does the solution allow Azure Active Directory (AD) integration for Identity and Access Management?	Linking the system with your organisation's overall access management system via Azure AD gives you better control over your identity and access management. It also benefits the users, as they do not need to remember an extra set of login credentials.			
100	Do users define their own passwords, with the option to reset their password at any time?	Users should be able to define their own passwords and should also be able to update these at any time if they think there is a risk that the details have been compromised.			

	Feature	Why is this important?	Tendable		
101	Does the system enforce password complexity?	The more complex a password is, the harder it would be for a hacker to crack. The more requirements that are enforced (for example setting a minimum length, requiring both upper and lowercase letters, or requiring numbers and other characters) the higher the number of potential combinations for a password.			
102	Does the system automatically log users out after a period of inactivity?	Logging users out after a period of inactivity ensures that unauthorised access to the system cannot be gained. For shared devices, it also prevents users from completing an inspection when logged in as someone else.			

Total 42

Notes

Summary

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Programme management	Total	16		
Getting high-quality outputs	Total	12		
More than just the tech	Total	42		

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Conclusion

Hopefully, this guide has given you a great deal of insight of everything you need to consider when selecting your new technology solution for your quality audit programme.

To summarise, it starts with having the right inputs, as high-quality inputs will get you those high-quality outputs. Look for a solution who will work with you to design a quality programme built from experience and tailored to your organisation's specific needs.

The tools that your teams use to capture data should be easy-to-use and user-friendly to make their jobs easier whilst keeping them engaged. The solution should have features that let you capture rich data and help your teams know what they need to do and when they need to do it.

Managing your quality program is key. You should look for a supplier who will help you get set up and share lessons learnt by organisations, just like yours. The software provider should work with you on an ongoing basis to make sure you're making the most of the tool and any new features that get released during your contract.

To look for a software solution whose outputs give you assurance on your quality, let you know where your issues are, and give you visibility of what is being done to address those issues. You should have complete ownership of your data and should be able to take it into your own data warehouse to triangulate with your other data sources for complete quality assurance.

As well as the technology, think about the process and people, think about the changes that you need to make to engage and embed the new solution. The supplier you work with should support you in taking your teams on that journey to quality. They should be able to link you with peers across health and social to share learnings around quality improvement. And finally, the software should have a key focus on maintaining the security of your information; from their internal policies and procedures through to how you can manage access to your quality data.

If you have any questions about this document or would like to find out more, please email **partnerships@tendable.com** or visit **www.tendable.com**

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