



WHITE PAPER

UNLOCKING GROWTH FOR COMPANIES IN HEALTHCARE

*Why Integration Is A
Commercial Imperative*

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Foreword

Who This is For — and Why It Matters Now

If you are involved in sales in your company, you know the scenario: The sales pitch is reaching its peak... the evidence is strong... the payback is quick... and the benefits are clear. You can see a successful delivery, targets met, and value realised. Yet somehow the deal doesn't happen. You may not realise it yet, but you will spend weeks chasing a response. No one will explain why it's not proceeding, and feedback will be hard to obtain.

If your business supports healthcare, this will feel familiar. Sales cycles are long and slow. Stakeholders are many, opinions are strong, and silent vetoes are common. You will recognise these frustrating situations.

In my previous life as a healthcare executive, I saw many promising innovations pitched to me, well evidenced, with clear benefits. Even as pitches unfolded, my internal dialogue would begin: "How will this fit into our existing workflows? How is it going to use existing data to enable an ergonomic process? How will it preserve a coherent record? Unless the supplier was leading with a clear interoperability strategy and feature set, the deal was dead.

This paper is written for companies providing products and services in healthcare. It draws on decades of experience and distils lessons for C suite leaders refining their strategy to unlock growth. Healthcare is now a complex team activity, shaped by relationships, roles, and systems.

This complexity becomes unavoidable when positioning solutions in the market. **Whether you are a commercial director navigating long sales cycles, a founder refining a go to market strategy, or a CIO delivering scalable and compliant systems, one challenge is consistently underestimated: integration.**



Mark England

Chief Executive Officer, Integrella



1. Integration is not just technical – it could be your hidden commercial lever

Core Insight:

Integration is often treated as only as a technical consideration during the sales process, to be worked out after the deal is done. But evidence suggests it is one of the most overlooked commercial levers – which could affect deal velocity, revenue recognition, and buyer confidence.

What the Data Says:

- 64% of private vendors must integrate with Epic, and yet integration remains the #1 sales blocker.
- Healthcare sales cycles average 12 to 14.7 months, and 68% of deals stall not due to cost, but due to stakeholder misalignment, much of which stems from unclear integration timelines.
- Integration readiness directly impacts ARR: Top-performing healthcare SaaS vendors take 5.5 years to reach \$10M ARR—nearly 3 years longer than non-healthcare peers.

What This Means for You:

If integration readiness is ambiguous or not immediately obvious, buyers may perceive risk - especially clinical and IT stakeholders. This could slow internal consensus and extends procurement. Unclear integration plans aren't just technical red flags; they're commercial liabilities.

Key Take-Away:

Rather than positioning integration as a bespoke post-sale task, consider adding it as a clear feature within your product or service that you know healthcare involves others and you're ready to integrate.

Make your technology interoperability and integration abilities a unique selling point of your product.

That could mean showing up to demos and tenders with pre-built connectors, defined SLAs, and integration case studies. Doing so signals predictability and reliability—key traits the NHS looks for in long-term digital partners.

2. Shifting Integration From Technical to Strategic

Core Insight:

Many technology vendors treat integration as a delivery problem. However, a winning strategy could be to reframe it as a commercial differentiator—embedding integration capability into the go-to-market strategy.

What the Data Says:

- Reframing integration as a go-to-market risk (not just a delivery issue) has been shown to accelerate sales cycles and improve close rates.
- 64% of vendors still report integration as the top sales blocker, and unclear integration plans add 2–6 months to sales timelines.

What This Means for You:

By showing integration readiness early, you reduce perceived buyer risk and create urgency. This approach resonates particularly well with NHS procurement stakeholders, who are highly risk-averse and pressed for time.



Key Take-Away:

Frame integration as a proactive enabler—not a reactive cost.

3. Proving the Cost of Integration Delay

Core Insight:

Technology buyers need to see hard data.

The more you can quantify the pain caused by unclear or late-stage integration, the more compelling your case becomes.

What the Data Says:

- Integration testing delays are a primary cause of 1–36+ month overruns in healthcare projects.
- Each day of billing delay can lead to 25% revenue loss if charges aren't entered within 72 hours.
- NHS procurement can take 6–24 months, often slowed by unclear integration specs during RFPs.

What This Means for You:

Every week your product's integration is unclear is another week of revenue deferral and deal slippage. Without clear integration plans, procurement stalls and pilot phases stretch indefinitely.

Key Take-Away:

Bring data to your buyer, for example: "Our pre-built integration reduces average go-live time by 30–50%, cutting your implementation from 12 months to 6."



4. Regulatory Momentum: FHIR, NHS Standards, and Compliance Pressure

Core Insight:

The regulatory tide is pushing every tech vendor toward FHIR-based interoperability. For example in the UK, the NHS and global health bodies now expect integration as a compliance baseline.

What the Data Says:

- The **21st Century Cures Act**, **ONC HTI-1**, and **CMS** rules mandate FHIR interoperability from 2025 onwards.
- 90% of global health systems will adopt FHIR by 2025; in the UK, NHS trusts are rapidly standardising around these protocols.
- Vendors with pre-certified FHIR APIs or NHS-compliant connectors are fast-tracked in procurement.

What This Means for You:

Integration isn't optional—it's a regulatory requirement. Demonstrating FHIR-readiness and compliant integration reduces friction with NHS procurement, legal and clinical IT teams.



Ensure your sales collateral includes your compliance position—FHIR versioning, NHS integrations, sandbox testing results, and data security alignment.

5. Long Sales Cycles and Multi-Stakeholder Dynamics

Core Insight:

Health technology purchases involve many voices—clinical, operational, financial, and IT. The common point of alignment (or friction) is often integration.

What the Data Says:

- In the UK, the average NHS Healthtech deal includes 9+ decision-makers, with up to 15 in larger trusts.
- Integration questions are relevant to every stakeholder—from the CIO's concern over system compatibility to the CFO's focus on ROI timelines.

What This Means for You:

If you can't address everyone's integration concerns upfront, you risk delays and objections from different corners of the buying committee.



Key Take-Away:

Create integration messaging tailored for each persona. For the CIO: "We reduce IT overhead." For the Commercial Director: "We speed up ARR." For clinicians: "This tech will cause minimal disruption to workflow."

6. Productised Integration & Pre-Built Connectors

Core Insight:

Productised integration—featuring pre-built connectors and documented playbooks—is becoming the standard, not the exception.

What We Mean by “Productised Integration”

Productised integration refers to treating integration not as a bespoke, project-by-project task, but as a standardised, repeatable capability that’s built into your core offering. This typically includes pre-built connectors to common NHS systems (like Epic, Cerner, or PACS), clearly defined SLAs, documented workflows, and proven testing protocols. Rather than approaching each new customer integration from scratch, productised integration allows vendors to offer predictability, reduce delivery risk, and accelerate time-to-value—making integration a commercial asset, not a technical bottleneck.

What The Data Says:

- Vendors using pre-built connectors reduce deployment times by 50%, with higher customer satisfaction and faster NPS growth.
- Salesforce, Oracle Health and others now ship with NHS and Epic-ready connectors.

What This Means for You:

Custom integration can create a lot of uncertainty. Productised integration can help build trust and credibility. For example in the UK, NHS procurement teams are increasingly drawn to vendors with defined integration packages.

Key Take-Away:

When pitching to a potential new buyer, where possible, show examples and case studies of past successful integrations. List compatible systems, integration duration guarantees, and available SLAs.

7. Persona-Specific Messaging: Speaking Their Language

Core Insight:

The commercial relevance of integration differs for each decision-maker. You may have to educate some roles on the implications of your products' integration capabilities, and speak directly to the concerns of each role. Tailoring your message boosts relevance and shortens the sales cycle.

What The Data Says:

- ABM research shows persona-specific messaging can reduce sales cycles by 20–30%.
- Commercial buyers respond to speed and ROI. Technical buyers care about risk and scope. Procurement needs compliance clarity.
- Buyers who are part of a national health service such as the NHS are very sensitive to risk to patients, meeting compliance standards and reputational risks.

What This Means for You:

Technology buyers will want reassurance in their language, but a one-size-fits-all integration pitch won't land across all stakeholders.

Key Take-Away:

Founder/CEO:

"Faster integration = faster revenue recognition."

Sales Director:

"Deals stop stalling when you can prove NHS-readiness."

CIO:

"We reduce burden on internal IT with NHS-tested connectors."

8. New Language & Framing: From Jargon to Commercial Strategy

Core Insight:

Language matters. Talking in technical acronyms (FHIR, HL7) isn't enough. Framing integration as a business enabler builds urgency and trust.

What This Means for You:

An example could be avoiding "we support HL7". Instead say, "We integrate with NHS systems in 6 weeks via pre-tested connectors and monitored SLAs."

What The Data Says:

- Some buyers care more about speed, predictability, and risk mitigation than technical specifics.
- Integration framed in commercial terms (ARR, cash flow, customer satisfaction) creates stronger engagement.

Key Take-Away:

In your RFP responses or pitches, use terms like "accelerated go-live", "shorter integration timelines", and "pre-tested NHS workflows" to differentiate.



9. Market Momentum: The Direction of Travel is Clear

Core Insight:

Interoperability is one of the fastest-growing segments in healthcare software.

What The Data Says:

- Health data interoperability market is growing at 22.65% CAGR, more than 2x the pace of general healthtech.
- Epic, Oracle, and other EHR giants are shaping the integration baseline—new entrants must follow suit or risk being sidelined.



What This Means for You:

If you haven't already embedded interoperability into your go-to-market, you may be perceived as behind the curve—especially by NHS buyers following national digital transformation frameworks.

Key Take-Away:

Emphasise that your product is already interoperable—not "on the roadmap." National health and other big buyers are prioritising vendors that remove integration risk entirely.

10. GTM Differentiation: Integration as Part of Your Sales Story

Core Insight:

The highest-performing health technology vendors are weaving integration directly into their go-to-market function.

What The Data Says:

- Sales teams that position integration as part of their GTM see faster cycles and better customer satisfaction.
- Strategic alignment between commercial and delivery teams reduces friction and accelerates onboarding.



What This Means for You:

Integration shouldn't only be an ops problem. It should be in your sales playbook. Done well, it becomes a true differentiator.

Key Take-Away:

Train your sales team to speak confidently about integration.

Include technical architecture slides in your commercial pitch. Back up claims with live case studies or sandbox results.

11. Implementation Delays: The Cost of Getting It Wrong

Core Insight:

Healthcare IT projects can fail or stall for predictable reasons—many of which trace back to integration.

What The Data Says:

- Common delays include unclear business cases, resource constraints, and lack of integration testing—all of which are preventable.
- Projects using productised integration report 40–50% fewer delays and better post-launch outcomes.



What This Means for You:

National health organisations and buyers value reliability. A poor integration experience—even after contract signature—can derail retention, referrals, and future sales.

Key Take-Away:

Provide an integration playbook in your proposal. Include project timelines, stakeholder onboarding plans, and proven testing protocols.

12. Financial Impact: Integration Delays Hurt Revenue & Reputation

Core Insight:

Every month your customer is not live is a month of deferred ARR, reduced cash flow, and lost case studies.

What The Data Says:

- 25% of revenue is lost when billing is delayed beyond 72 hours.
- Go-live delays of 6 months can defer \$2.5M in ARR on a single NHS contract.

What This Means for You:

Late-stage integration problems hurt your bottom line and slow your growth—particularly if your sales depend on strong NHS references.

Key Take-Away:

Make your integration performance part of your commercial ROI story. Fast integration = faster revenue = stronger reference pipeline.



Selling into a large healthcare organisation is complex and competitive. But the data is clear: integration is not a back-office issue—it could form an important part of a commercial strategy that directly impacts win rates, revenue timelines, and customer satisfaction.

For health technology companies operating, the ability to offer pre-tested, compliant, and rapid integration into healthcare systems may be the difference between scaling—and stalling.

At [Integrella](#), we help companies turn integration into a competitive asset. If you're looking to refine your go-to-market, accelerate adoption, and remove technical friction from your sales cycle, we'd be happy to talk.

Contact us for more information



About Integrella

Established in 2007, Integrella has worked with hundreds of organisations to unleash the power of their data. We also help companies build better software, to better serve customers, clients and patients. We work across sectors, with offices in the UK, Dubai and India. We have a long track record in the NHS and Healthtech having worked with 50+ NHS Trusts. Find out more about our work in [healthcare](#), NHS and [EPR projects](#).

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