JUST HAIL MARY / FOUNDATION GUIDE 01

From equipment to infrastructure.

Buying or leasing care equipment is a transaction. Making it dependable requires a complete service model.

FOUNDATION EDITION 0.1 / JULY 2026

MARK NICOLL - FOUNDER

Contents

A guide to the commercial and service lifecycle around care technology.

Read the canonical web edition and use the interactive operating model canvas.

01 / OPENING ARGUMENT

The equipment is not the service.

Manufacturers build capable care technology. People and care providers need dependable support in ordinary life.

A product may arrive with impressive capability and still leave the hardest questions unanswered. Is it right for the person and setting? Who assesses and prepares the environment? How is access financed? Who installs, trains and responds when performance changes? Where do incidents, maintenance, return and replacement decisions live?

Those questions are not secondary administration around the technology. Together they form thecommercial and operational systemthat determines whether the asset can become dependable infrastructure.

Care technology has two lives. The first is the visible product: sensing, alerting, supporting, lifting, moving or assisting. The second is the service around it: selection, contracting, installation, monitoring, maintenance, return and replacement. The first creates capability. The second makes it dependable.

> The equipment arrives once. The service model has to arrive every day.

This guide is about that second life. It is written for households and care providers that need technology without pretending purchase is the end of the decision, and for manufacturers and partners that need a clearer route into responsible care use.

The work starts before delivery and continues after go-live.

A product demonstration makes capability visible. It rarely makes lifecycle ownership visible.

The hidden work begins with theoperating requirement. A machine cannot be selected responsibly from a category label alone. "We need a robot" is not yet a brief. The decision must name the accepted outcome, the task, the site, operating hours, common variation, human roles, data boundaries, support window and consequence of interruption.

Once an asset is selected, the number of interfaces grows. The manufacturer may supply hardware and specialist support. A finance provider may carry part of the capital structure. The customer prepares the site and operating process. Internal technology teams handle access, connectivity and data. Operations decides what happens when the asset is unavailable. Procurement and legal translate expectations into agreements. Insurance and risk teams examine consequences. Somebody must preserve the shared record.

Each party can complete its own task while thedeployment still fails between them. A route is available but the access rule is not. A fault is known but nobody owns the customer update. A maintenance window exists but operations cannot release the asset. A software change is installed but acceptance evidence is not refreshed. These are interface failures, not necessarily machine failures.

Questions that begin after the product demonstration

1. Which operating condition would make this asset the wrong choice?
1. Who owns site preparation, commissioning and acceptance?
1. Which costs sit outside the asset or lease price?
1. Who responds during the operator's actual working hours?
1. What fallback keeps the operation running during downtime?
1. Where are incidents, maintenance and material changes recorded?
1. Who decides when to upgrade, redeploy, replace or exit?

The purpose of an infrastructure model is to make this work visible, named and repeatable. It does not remove specialist suppliers. It gives their responsibilities one coherent operating frame.

Care technology as managed infrastructure.

A model for giving households and care providers access to technology together with the finance, installation, support and lifecycle accountability required to depend on it.

The model begins where a one-off equipment transaction ends. It treats the product as an asset inside a continuing service, not as a self-contained object that becomes the customer's problem at delivery.

Three commercial forms can look similar while carrying very different responsibilities:

Model	Primary transfer	Lifecycle question
Equipment purchase	Ownership of an asset	Can the operator assemble and carry the surrounding model?
Equipment finance	A payment structure	Who coordinates deployment, support, change and replacement?
Infrastructure service	Access plus operating model	Are outcome, ownership and lifecycle visible through one service boundary?

Care Technology as a Service does not imply that every supplier or responsibility becomes one legal entity. It means the customer has one visible model for how the parts work together. Contracts may remain separate. Operational accountability cannot disappear between them.

> The product is not only access to equipment. It is access to a managed operating model.

Source. Finance. Deploy. Manage.

Four connected responsibilities turn care equipment from an isolated asset into a managed service.

01	**Source**	Qualify the outcome, task, site, supplier and asset fit before commercial structure hardens around the wrong machine.
02	**Finance**	Structure access and term while making capital, utilisation, support and residual-value assumptions visible.
03	**Deploy**	Coordinate customer, site, supplier, commissioning, acceptance, support and fallback across the service boundary.
04	**Manage**	Preserve the operating record through maintenance, incidents, changes, upgrades, replacement, redeployment and exit.

The value is in the continuity between these stages. Asset selection shapes the finance structure. Finance assumptions depend on operating hours, service life and replacement. Deployment establishes the records and responsibilities management will need later. Lifecycle evidence should influence the next asset decision.

Just Hail Mary is building this commercial and service layer around care technology. The aim is one accountable model from first qualification through return or replacement, while preserving the specialist role of manufacturers, assessors, finance providers and support partners.

05 / SOURCE

Select for the operation, not the demonstration.

Vendor-agnostic selection starts with accepted work and operating conditions, not a manufacturer's catalogue.

A useful selection brief describes the outcome before the asset. It identifies what the operation will accept, where the task happens, when it must happen, which variations are ordinary and what consequence follows from delay or interruption.

Care technology assets are not interchangeable. A sensor, bed, hoist or mobile platform can differ in fit, runtime, charging, sensing, maintainability, support coverage, data behaviour, environmental limits and integration boundary. Those differences only become meaningful against a named care need and setting.

A selection brief should name

1. **Outcome:** the completed work the operation can accept and use.
1. **Task and site:** space, surfaces, objects, traffic, people, access and environmental variation.
1. **Operating window:** hours, demand pattern, charging opportunity and support requirement.
1. **Human roles:** preparation, supervision, recovery, maintenance and right to stop.
1. **Technical dependencies:** power, connectivity, integration, data and cybersecurity boundaries.
1. **Lifecycle:** service, spares, changes, upgrades, replacement, return and exit.

Vendor-agnostic does not mean universal compatibility or a promise that a suitable asset exists. It means the operating need remains the authority. The purpose is to compare available asset families and suppliers against the same bounded requirement, record the gaps honestly and reject a deployment where the fit is not credible.

> Start with the work the organisation must accept, then choose the machine that can enter that work.

Finance the useful lifecycle.

The lowest headline asset price is not necessarily the lowest cost of dependable operation.

Purchase, lease and managed-service structures distribute capital, technology, support and residual-value risk differently. Ownership can make sense where the asset, utilisation, service life and internal operating capability are well understood.Leasing infrastructurecan align cost with a defined term. A managed service can make deployment and lifecycle responsibilities more visible. None is automatically correct.

The finance decision should use the same operating assumptions as the deployment decision. A business case built from theoretical capacity will not survive if the site, support window, supervision burden or downtime pattern produces far fewer accepted outcomes.

Make the whole numerator visible

1. Asset purchase, lease or service charge.
1. Integration and site preparation.
1. Connectivity, software and data services.
1. Support, maintenance and spares.
1. Supervision, recovery and operational administration.
1. Downtime, contingency and fallback.
1. Insurance where applicable.
1. Upgrade, replacement, return and exit.

The strongest commercial structure does not hide uncertainty. It names the assumptions with the greatest power to break the case: utilisation, accepted-task rate, support response, service life, residual value, demand stability or dependence on specialist intervention.

Just Hail Mary does not use this framework to promise savings. It uses it to create a more honest comparison between ways of accessing and supporting care technology.

Deploy the service boundary.

A deployment can fail between individually competent parties. The interfaces need ownership before go-live.

The manufacturer supplies the machine. A finance provider structures access. The customer prepares the site. Internal technology teams manage systems and connectivity. Operations supplies people and fallback. Support handles faults. Each participant can fulfil a narrow obligation while the end-to-end service remains unowned.

Deployment should therefore produce more than an installed asset. It should establish a shared operating boundary with a named outcome, conditions, responsibilities, acceptance method, evidence access and escalation path.

Outcome, site, people, fallback	
Managed service boundary	One operating view
Machine, integration, specialist support	

The deployment record should establish

1. The accepted outcome and deployment envelope.
1. Site, power, connectivity, access and integration dependencies.
1. Commissioning tests and operational acceptance.
1. Who may start, stop, reset, escalate and approve change.
1. Support windows, response paths, spares and fallback.
1. Incident, maintenance and performance evidence access.
1. Software and hardware change control.
1. Upgrade, replacement, redeployment and exit conditions.

> Contracts may remain separate. Operational accountability cannot disappear between them.

Manage the lifecycle, not only uptime.

An asset can remain physically present while becoming commercially or operationally obsolete.

Go-live is the beginning of the operating record. The organisation now needs to understand where the asset is, which contract and site it belongs to, its service state, maintenance history, incidents, changes, support obligations and replacement path.

Uptime remains important, but it is not the whole lifecycle. A machine may technically run while producing less accepted work, requiring more recovery, depending on unavailable expertise or approaching a support boundary. A contract may continue while the operation, demand or asset fit has changed. Management must connect the physical, commercial and operational record.

Lifecycle decisions need evidence

1 **Maintain:**performance and support remain credible inside the current requirement.

1 **Change:**a site, process, hardware or software change needs new acceptance and ownership.

1 **Upgrade:**a newer component or service can improve the operating case without losing continuity.

1 **Redeploy:**the asset may fit another task or site better than the current one.

1 **Replace:**supportability, performance, economics or risk no longer justify the current asset.

1 **Exit:**the organisation needs a controlled return, data, contractual and operational close.

A mature service does not treat replacement as failure. Replaceability is a feature of infrastructure. The machine should be able to change without losing the customer, contract, deployment, maintenance and evidence history around the service.

The commercial and service record behind financed care technology.

The software boundary follows the asset lifecycle. It does not operate the autonomy stack.

Robot and OEM systems	Control / telemetry / navigation / hardware safety
Octeryx OS Care	Identity / resident context / consent / policy / provenance / action evidence
Hail Mary OS	Customer / contract / asset / deployment / incident / maintenance / commercial record
Care teams and operator systems	Care authority / workflow / clinical systems / people / site

Hail Mary OS is being built to preserve thecommercial and operational recordrequired to manage purchased, leased and financed care technology consistently. Publicly described areas include customers, contracts, assets, deployments, invoices, payments, incidents, maintenance and commercial performance where supported by implementation.

The boundary is explicit. Hail Mary OS does not control medical devices, sensors, beds or robots, make clinical decisions, plan missions or replace manufacturer safety systems. Its job is the commercial and asset-lifecycle record around those products.

Octeryx OS Careis a separate Panamorphix sister venture in active R&D. It is being designed to preserve governed identity, continuity, consent, policy, provenance and evidence across people, systems, devices and robots. It is not a bundled or live JHM service, does not control equipment and does not make care decisions.

That separation matters. A customer should be able to replace equipment, a supplier or specialist control system without losing the commercial and operational history of the service. Likewise, a manufacturer should not have to become the customer's finance and lifecycle operating system in order to deliver a capable product.

> The asset may change. The operating record should survive it.

Count accepted outcomes, not theoretical capacity.

Machine hours only create value when they produce work the operation can accept and use.

Total lifecycle cost

Accepted useful outcomes

Headline capacity can be a poor denominator. Available hours are not the same as productive hours. Productive motion is not the same as completed work. Completed work is not useful if it misses the required quality, timing, safety or evidence threshold.

A stronger comparison uses accepted useful outcomes inside the real operating window. The numerator includes the whole lifecycle described in this guide. The denominator includes the demand and operating conditions the organisation can genuinely support.

A shared finance and operations worksheet

1 What does the existing process cost under the same demand, quality and risk assumptions?

1 Which outcomes must be completed, and what makes one acceptable?

1 How many operating hours are genuinely available after charging, maintenance and site constraints?

1 What supervision, recovery and fallback work remains human?

1 Which support response is required by the consequence of interruption?

1 How do upgrade, replacement and exit affect the term?

1 Which single assumption has the greatest power to invalidate the case?

This method does not guarantee a positive case. That is the point. It makes a weak case easier to stop and a strong case easier to explain.

Scale is repeatable lifecycle management.

Adding equipment is not the same as building dependable care infrastructure.

A first asset can survive on expert attention, informal communication and the memory of the people who assembled the service. A multi-site portfolio cannot. Scale requires common records, installation patterns, acceptance, support ownership, maintenance, evidence and replacement decisions across equipment and care settings.

01	**Single asset**	Expert-supported learning in a named task and site.
02	**Repeatable deployment**	Common preparation, acceptance, recovery and support pattern.
03	**Managed portfolio**	Shared asset, contract, maintenance, incident and evidence records.
04	**Cross-site operation**	Local variation managed through configuration and named ownership.
05	**Business-critical infrastructure**	Continuity, security, audit and lifecycle controls match the consequence of failure.

The scaling question is not simply how many units can be financed. It is which decisions, diagnostics and recovery actions still depend on the original sales, engineering or site team. Any dependency that cannot travel with the service will become a constraint as the fleet grows.

Deployment operating model canvas.

Use this before a purchase, lease, pilot or service discussion to expose the first unowned responsibility.

PRINTABLE DEPLOYMENT OPERATING MODEL CANVAS

Record the status, owner and evidence for each area. The first unowned responsibility is the critical operating gap.

AREA	DECISION PROMPT	STATUS / OWNER / EVIDENCE
Outcome	What accepted result must the asset produce?	
Task and site	Where, when and under which variation must it work?	
Asset	Which care product and supplier fit the requirement?	
Finance	Who carries capital, term and residual-value risk?	
Deployment	Who owns preparation, commissioning and acceptance?	
Support	Who responds, when, with which spares and fallback?	
Operating record	Where do contracts, asset state, incidents and changes live?	
Lifecycle	Who decides upgrade, replacement, redeployment and exit?	

Critical-gap question: Which unowned responsibility could stop useful care even if the equipment performs correctly?

This canvas is an operating-model prompt. It is not a safety assessment, procurement recommendation, performance guarantee or certification.

Be precise about what exists today.

A clear category argument does not require an inflated traction or product claim.

Publicly described

- Source, finance, deploy and manage as the intended service model.
- Vendor-agnostic asset selection.
- Deployment and support coordination.
- Asset-lifecycle records.
- Hail Mary OS as the commercial and operational record layer.

Not currently claimed

- Named live customer portfolios or deployment volume.
- Quantified savings, utilisation or performance outcomes.
- Certified safety status or regulatory approval.
- Named financing partners.
- Universal asset compatibility.
- Robot control, route planning or autonomy orchestration.

The practical next step is a bounded care requirement: define the person, outcome, setting, likely duration, product category, finance question, support need and lifecycle owner. That is enough to begin a serious conversation without pretending the final product is already known.

As evidence grows, public claims can grow with it. Until then, the proof boundary protects operators, partners and the credibility of the category.

Read the canonical Just Hail Mary proof boundary.

Company at a glance

Company at a glance

Category	Care technology access and lifecycle management
Core role	Source, sell, lease, finance and support care technology
Software	Hail Mary OS, the commercial and operational record layer
Boundary	Commercial and asset lifecycle, not robot control
Canonical site	justhailmary.com
Edition	Care Foundation Edition 0.2 / August 2026

Mark Nicoll - Founder. This guide is educational material, not a safety assessment, engineering specification, procurement recommendation, legal opinion, insurance assessment or financial recommendation.

JUST HAIL MARY

From equipment to infrastructure.

Just Hail Mary is building the commercial and service layer for buying, leasing and financing care technology as managed infrastructure rather than as an isolated purchase.

justhailmary.com

MARK NICOLL - FOUNDER