

Glossary of Services

May 2026

 **£1.5bn saved for the NHS.**
Delivered.



Sustainable Financial Recovery

| Product/Service | Description |
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| VATplus Re-review | Our VATplus service provides a light-touch secondary VAT re-review ahead of the annual HMRC deadline, for NHS organisations that use an alternative VAT provider. Our experts find additional VAT that would otherwise have been lost, as well as identifying and correcting any compliance issues. |
| VATflow | With our regular monthly VAT recovery and compliance service, we review all financial transactions and ensure VAT adjustments are made in the correct period for maximum recovery whilst remaining fully compliant with HMRC guidance. |
| AP Reviews | Our AP audit offers a risk-free, end-to-end service to identify and recover savings by interrogating AP-related transactional information. Irregularities can be present in many forms including duplicate payments, charges, and unallocated credit notes. Our recovery specialists liaise directly with suppliers to resolve each anomaly effectively and efficiently on your behalf. |
| CHC Invoice Validation Reviews | Our bespoke invoice validation reviews focus on interrogating Continuing Healthcare (CHC) expenditure for overpayments. Errors can occur in a number of areas including deceased patients, hospital admissions, care package reductions, and duplicated funding streams. We work with providers to recover these on behalf of ICBs. |
| Telecoms Reviews | A review of current telecoms spend across infrastructure covering; mobiles, sim cards, desk phones, conferencing, managed services, etc, to identify overlapping technology, new data bundles and frameworks available, and advice on new technologies to the market. |
| Private Patients | A retrospective review of private patient cases to identify missed income and areas of missed billing opportunities to insurance companies. Our experts will then manage the recovery of monies owed and the negotiation of new contracts with insurance companies. |
| Non-Pay Analysis & Savings Service (NPASS) | A comprehensive analysis and benchmarking review of your organisation's entire non-pay spend – over and above those typically covered by procurement or individual departments. We cleanse and conform your data, identify and validate opportunities for supplier rationalisation and volume purchasing, and deliver savings opportunities based on true current costs. |

Sustainable Financial Recovery

| Product/Service | Description |
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| Medicine Management | <p>Our Medicines Management service identifies cost-saving opportunities outlined by NHS England, focusing on reducing drug costs through alternative, lower-priced options and minimising the prescribing of over-the-counter medications. Additionally, we recover rebates from pharmaceutical companies when contractual demands are unmet and higher prices have been paid.</p> |
| Activity Reviews | <p>Our activity reviews identify and validate chargeable additional activities, allowing trusts to claim appropriate funding and improve financial performance.</p> |
| Water and Effluents Service | <p>Liaison have partnered with Arthian who have 25 years experience in working with NHS, Public and Private Sector Organisations to ensure that their water and effluents infrastructure, meterage and invoicing are correct for the usage and purpose of the estate.</p> <p>Using qualified engineers with technical expertise in water and waste, we will spend a day at the Trust sites checking drainage and meters to understand the Trust infrastructure, water usage and wastewater treatment and processes.</p> <p>Following the on-site visit, we will analyse current charges and invoicing versus usage and infrastructure to identify overcharging, potential allowances and rebates, and detail recommendations for changes to the estate/leakage repairs to reduce costs long term.</p> <p>If financially viable we will work in partnership with the Trust Estates Team to implement those physical recommendations on behalf of the Trust.</p> |
| Shadow IT & Spend Assessment Review | <p>Liaison are working in partnership with Userlane on a new savings review in IT. The shadow IT assessment is a focused, data-driven engagement that enables NHS organisations to uncover hidden software usage, reduce waste, and regain control of their SaaS and web-based application estate.</p> |

Workforce Productivity and Demand Reduction

| Product/Service | | Description |
|------------------|--------------------|---|
| TempRE | TempRE | An integrated flexible workforce management solution proven to improve temporary staffing controls, governance, and visibility across a full healthcare system. |
| | Agency Management | A single, app-enabled workforce platform that manages all agency direct engagement and standard placement supply, from roster and auto vacancy release, to supply chain, onboarding, timesheeting, and payment of workers and agencies. Can work alongside Tiered/Preferred Supply, Master and Neutral Vendor arrangements. |
| | Bank | A platform designed to promote and attract staff to join the trust/health board bank that manages all bank staff onboarding and payments, and releases additional bank shifts to all workers based on their clinical specialty/grade/band. Supports management of Waiting List Initiative and sessional payments. |
| | Collaborative Bank | Enables collaborative working and the sharing of workforce resources in a controlled manner. Workers can apply online and NHS providers are able to release additional shifts to other participating NHS providers who can decide whether to release additional capacity. |
| | National Bank | Connects recently retired and peri-retired clinicians with NHS providers looking to increase capacity and improve patient care. |
| Rota & Roster | | An integrated, and app-enabled, rota and roster solution designed and owned by the NHS, built to NHSEI specifications with advanced technology, and available for all staff groups. |
| People Planning | | A digital workforce planning tool which increases capacity of HR teams through rapidly extracting key people data and automating follow up with managers. Highlights flight risks, vacancies, wellbeing, and learning and development requirements on a continuous basis; providing a dynamic and actionable workforce plan. |
| People Analytics | | Intelligently combines workforce data from multiple systems to provide a complete view on one screen, delivering actionable and automated insights in plain English for any user. Provides a single version of workforce data, enabling collaboration from the executive team down to ward managers, with the ability to access and create bespoke dashboards, metrics and action plans, forecasts and measure performance. |

Workforce Productivity and Demand Reduction

| Product/Service | Description |
|----------------------|---|
| Wellbeing | A range of solutions to support employee emotional and financial wellbeing, including EAP, salary sacrifice options, daily pay, financial wellbeing advice, and flexible working. |
| Benefits | Offers a wide range of employee benefits including home technology, EAP, family holidays, car leasing, cycle to work, and discount vouchers, at no cost to the organisation. |
| Daily & Weekly Pay | Weekly payroll and pensions administration service with comprehensive helpdesk and service support, managing the frequent onboarding and offboarding of temporary workers to ensure accurate and timely payments. Also delivers agency disbursement services. |
| Liaison Link | A single sign-on app entry point to the Workforce Platform, where workers manage all aspects of their working day such as logging availability, applying for shifts, completing timesheets, reviewing payslips, and managing patient tasks, depending on the modules the Trust subscribes to. |
| Variable Pay Reviews | A forensic review of variable pay expenditure, where our experts analyse additional duty hours, additional clinical capacity, insourcing, bank, agency, overtime, and waiting list initiative spend by understanding trust policy compliance, highlighting risks and savings opportunities |

CHC Optimisation

| Product/Service | Description |
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| CHC 3 and 12 Month Reviews | Review of individuals 3 months after they have received eligibility, then again every 12 months to make sure the package of care sufficiently meets the ongoing health need. |
| MDT and DST | An evidence-based approach to review care and support needs to consider eligibility for NHS continuing healthcare ensuring the individual/family member is informed of the decision-making process. |
| Complex/High Cost Packages/Inter-Agency Disputes | Health funded packages of Care requiring an enhanced evidence-based review of the package of care. |
| Joint Funding Reviews | Where an individual has been determined as not having a Primary Health Need, but some needs might be legitimately met through health funding. The ICB and LA agree to jointly fund a care package. |
| Retrospective Reviews | A person pursuing a CHC consideration for an individual who is still in care, or previously received care, but who has not been assessed for CHC eligibility. |
| 121 Funding Assessments | Where an individual has been determined as not having a Primary Health Need, but some needs might be legitimately met through health funding. The ICB and LA agree to jointly fund a care package. |
| Transformation and Consultancy support | Transformation support offers a range of skills and experience to an ICS to support improved practice, reduce costs, identify variation and unnecessary expenditure. This includes, but is not limited to, revised commissioning responses to market management, market development, best practice, and revised policy and protocols. Applied to multiple areas/issues. |

CHC Optimisation

| Product/Service | Description |
|-----------------|---|
| D2A | A review of an individual three months after receiving eligibility, then again every 12 months to make sure the care package sufficiently meets the ongoing health need. |
| s117 | We review the care package, care plan, delivery of the care and current needs of the individual. We will assure application of regulations (MH Act(2004)) including responsible commissioner and specialist accommodation. Changes to care, where appropriate, will be clinically led and Liaison can provide support to ICBs and Local Authorities through to the delivery of agreed change. |

Clinical Productivity

| Product/Service | Description |
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| Specialty Transformation | <p>Our Specialty Transformation service supports NHS organisations to deliver a 15% productivity improvement in year one by focusing on specific specialties or teams rather than trying to change the whole organisation at once - an “inch wide, mile deep” approach.</p> <p>Liaison provides a combination of structured models, combined with strategic expertise through our strategic advisers and functional expertise to help teams to diagnose opportunities for improvement, develop an aligned purpose, vision and operating model, and provide the support to help teams and their partners deliver the change.</p> <p>This enables NHS organisations to deliver up to seven times the productivity currently required.</p> |
| Liaison Assist | <p>Liaison Assist is a clinician’s tool, that provides the ability to link clinical tasks between those systems orchestrating the activity more effectively. It is a digital platform where health and care staff can log, share and coordinate their daily care tasks in real-time, solving communication issues that arise with verbal and paper-based processes.</p> <p>Current use cases include:</p> <ul style="list-style-type: none">• Enabling outpatient transformation• Aiding case management of electives• Digital Cost Improvement Programme management• Automating and coordinating clinical assessments• Supporting Portering• Digitising Hospital at Night• Helping community teams |