

NHS Strategic Playbook 2026

Delivering the NHS Medium and Long-Term Plan without additional cost

Clinical Productivity

Delivering 15% productivity gains in the highest demand specialties

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

Three Year Saving
Opportunity
£12b



 **Liaison**
Group
Transforming the
health economy

NHS

The National Agenda

Current Landscape

The NHS is operating in a space where demand continues to outstrip capacity. Over **5.7 million** patients are waiting for elective care, and only around **61% are treated within 18 weeks**. At the same time, diagnostic delays persist, with up to **1.8 million** patients waiting for tests, slowing flow across the whole pathway.

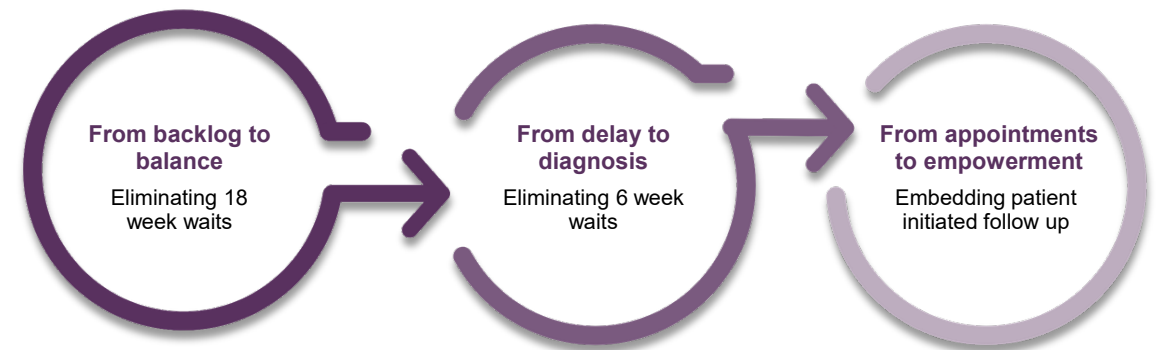
You are being asked to respond to immediate performance pressures while also delivering longer term transformation. The expectation is not just to recover standards, but to redesign pathways, improve productivity, and create sustainable models of care that improve access and patient experience.



The Ask | Medium and Long-Term Plan

- **Restore:** 92% of patients to start treatment within 18 weeks by 2028 to 2029.
- **Reduce:** Diagnostic waits so that no more than 1% wait over 6 weeks.
- **Reimagine:** Patient initiated follow up as the default for clinically appropriate pathways.
- **Accelerate:** Immediate progress on long waits and pathway flow.

The Shift Required



Unlock Clinical Productivity At Scale

How we can help

Three Year Saving Opportunity
£12b



Specialty transformation

Targeted, specialty led redesign that delivers up to

15% productivity improvement in year one.

Focused, high impact change where it counts most, not organisation wide disruption – inch wide, mile deep approach.

Patient initiated follow up (PIFU)

Shifting from routine follow ups to patient led care where clinically appropriate.

Every 1% adoption releases capacity for ~300,000 patients.

Scaled nationally, this has the potential to unlock over 7 million appointments and materially reduce waiting lists.

Discharge acceleration

Removing one of the biggest constraints on flow and system capacity.

Discharging patients 5 days sooner with over £5m costs saved.

Reducing delays, releasing beds, and improving end to end patient flow. Improving hospital led processes such as medicines, paperwork, and coordination.

Liaison Group is the only **proven, scalable delivery partner** that allows systems to fund Long-term/Medium Term Plan delivery, without additional cost.

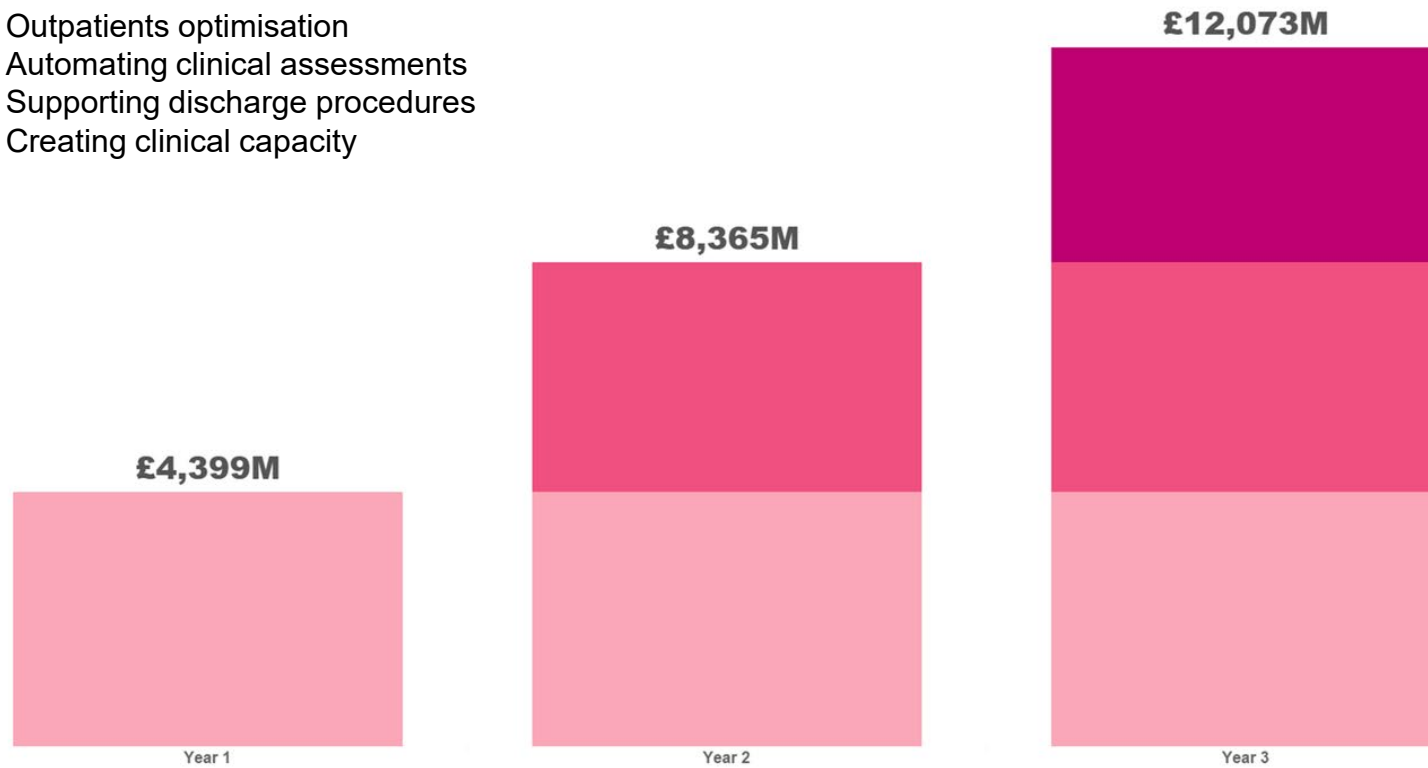
£1.5bn saved for the NHS. **400+** NHS experts with a shared passion to help create the best NHS for themselves and their loved ones. That's just one of the reasons we take the risk of offering our services on a savings-contingent arrangement.

National Three Year Saving Opportunity

Clinical Productivity



- Outpatients optimisation
- Automating clinical assessments
- Supporting discharge procedures
- Creating clinical capacity



Total Opportunity
£12b

National Three-Year Saving Opportunity

Clinical Productivity



NHS England

		East of England	London	Midlands	North East and Yorkshire	North West	South East	South West	Grand Total
Clinical Productivity	Discharge Delay	159,884K	278,769K	353,218K	356,703K	342,172K	362,747K	263,231K	2,116,724K
	Liaison Assist PIFU	347,721K	768,682K	612,507K	507,173K	486,249K	459,802K	310,062K	3,492,196K
	Specialty Transformation	575,224K	1,051,263K	1,233,209K	861,235K	1,039,564K	926,478K	777,065K	6,464,038K
Grand Total		1,082,829K	2,098,714K	2,198,933K	1,725,110K	1,867,985K	1,749,028K	1,350,358K	12,072,957K

Three Year Saving Opportunity
£12b

Outcomes Delivered Across the NHS



20–30% reduction in 52+ week waiters



15%+ productivity uplift across Orthopaedics, Ophthalmology, Dermatology and other high-demand specialties



22% outpatient improvement across 17 specialties




125,000+ unnecessary OPFUs avoided



95%+ theatre utilisation and 2.3 cases per list sustained




The Robert Jones and Agnes Hunt
Orthopaedic Hospital
NHS Foundation Trust


Imperial College Healthcare
NHS Trust


Norfolk and Norwich
University Hospitals
NHS Foundation Trust


The Robert Jones and Agnes Hunt
Orthopaedic Hospital
NHS Foundation Trust

Release over 7 million new outpatient appointments

with a National PIFU solution that manages long-term conditions differently



Our digital PIFU tool is transforming how the NHS manages outpatient demand, going beyond standard PIFU to support **enhanced, pathway-based management of long-term conditions**.

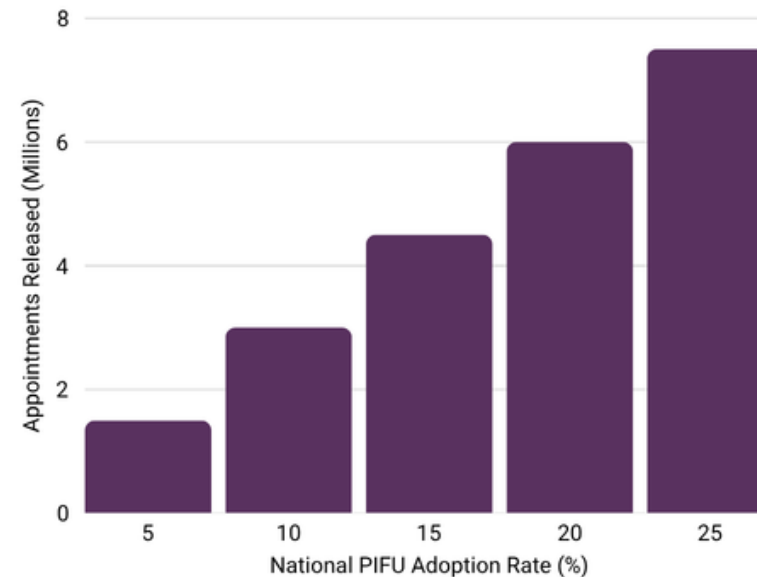
Sitting seamlessly alongside existing ESR/EPR systems, it provides demand and capacity insights they can't.

Every **1% increase** in PIFU adoption releases capacity for **300,000 additional patients**.

Rolled out nationally, it has the potential to:

- ✓ Free up capacity for over 7 million new appointments
- ✓ Clear the outpatient waiting list within 12 months
- ✓ Avoid more than £500 million in agency costs

Impact of using Liaison Assist to free up Outpatient Capacity



Outpatient Transformation. Delivered.

Address the waiting lists in outpatients using a digital tool at Norfolk and Norwich University Hospitals NHS FT.



Delivered Outcomes:

✓ Over **50,000** outpatient appointments saved, releasing valuable clinical capacity.

✓ Over **56,000** patients put onto PIFU pathways since go-live.

✓ **5%+** PIFU rate maintained.

✓ Only **7.8%** of those on a PIFU pathway have requested a follow-up appointment.

✓ **47** specialties and **186** active pathways with more being added every day.

✓ Average patient satisfaction score of **4.2 out of 5**.



Our Digital Health team have successfully integrated new digital platforms so that specialties can now send online assessment forms to patients to help monitor outpatients with longer-term follow-up needs. This helps free up clinician time for new appointments, procedures, and outpatients who need us the most.

Sam Higginson

Former CEO, Norfolk and Norwich University Hospitals
NHS FT

Agency Management Solution. Delivered.

Gaining Grip, Control & Compliance of staffing and spend.



Norfolk and Suffolk NHS Foundation Trust faced the challenge of achieving enhanced grip and control of their agency workforce and expenditure by the end of October 2025.

The Approach

Targeted training, hands-on guidance and TempRE controls to enforce compliant bookings, optimise processes and provide full financial visibility and tighter governance.

Delivered Outcomes

✓ **£408,000** in savings made since go-live.

✓ **99%** of medical agency workers onboarded to ADE.

✓ **95%** overall fill rate for shifts created to date.

✓ **255** support queries resolved and **16** ad hoc reporting requests completed.



I can confirm that Liaison have successfully supported NSFT with the transition to 100% Agency Direct Engagement (ADE) as to which we are delighted. The transition was implemented within the expected time scales and deadlines due to the high level of support received from the Liaison Client Services team to achieve our goal!

Chloe Rose
Medical HR Specialist/Manager

Agency Management Implementation. Delivered.

Savings, streamlining and visibility achieved with Agency Management Solution implementation



Sussex Community NHS Foundation Trust was looking at how it could make its processes for managing agency staff more efficient and reduce costs. To address this, the Trust, in collaboration with Liaison Workforce, explored how Liaison's TempRE solution could support more efficient management of agency bookings and the associated costs.

Delivered Outcomes

✓ Potential savings of **£690,370** through direct engagement in the first 12 months.

✓ An additional **£297,890** potential savings identified for the first 12 months.

✓ **100%** of hours booked for Medical & Dental workers at or under the NHSE rate commission caps.

✓ **Improved visibility** and control over temporary staffing expenditures.



TempRE has also provided us with greater insight into vacancy requests and rates, giving us a clearer and more accurate overview of the status of all open positions. The reporting is detailed and customisable, meaning we can see what we need, when we need it. The new-found visibility allows us to respond to requests faster and more precisely, enabling us to focus on higher-value, strategic initiatives that drive long-term success and for us to get a full picture on trust spend.

Cameron Robertson,
Operations Manager, Workforce Deployment

Interoperable Rostering. Delivered.

Implementing an interoperable Rostering solution at University Hospitals Coventry and Warwickshire (UHCW).



UHCW had found that their previous supplier couldn't provide true interoperability, which was slowing the process of e-rostering across the organisation.

They sought a solution which was not only fully integrated, but an easy-to-use solution to ensure engagement with its workforce.

Delivered Outcomes

✓ **95%** of the medics and clinicians access NHS At Work via the app.

✓ Implemented in **5 weeks**.

✓ Savings of **£500,000** achieved to date across 3 departments.

✓ **20%** reduction in medical agency pay spend.



Within 5 weeks Liaison's implementation team were able to guide us through the process and successfully go live with E-Rostering which is unprecedented in the marketplace. The support they provided, and their implementation and data migration methodology made it easy and were key to ensuring this success.

Nicholas Chappells
Head of Medical Workforce

Grip and Control. Delivered.

Transforming temporary staffing spend with TempRE Bank.



Hull University Teaching Hospitals, the largest employer in East Yorkshire, faced rising demand, funding pressures, and longstanding recruitment challenges that drove high agency spending.

Implementing TempRE Bank enabled the Trust to centralise booking management, improve visibility and control, and achieve significant cost efficiencies through streamlined processes, comprehensive training, and stronger compliance.

Delivered Outcomes

✓ **£5.3m** in ADE savings achieved since go live.

✓ ADE spend reduction of **5.5%** between 2022/23 and 2023/24.

✓ Overall shift fill rate of **87%** in 2023.

✓ **22,000** ADE and **7,500** Bank timesheets processed, equating to more than **640,000** hours.

“ ”

We are delighted by the savings achieved. Liaison Workforce has been able to provide us with complete transparency, control, visibility and real-time data which enables us to make decisions quickly. We have also been able to build our medical bank which continues to grow month on month.

Simon Nearney

Director of OD & Workforce

VATflow Service Success. Delivered.

Historic and ongoing savings achieved at a large London Acute Trust



NHS bodies are expected to complete Partial Exemption (PEX) and Business Activities (BA) adjustments as a requirement from HMRC. Working with their previous advisors, this exercise was only being completed by a large London Acute Trust on a simplified and estimated basis with no approved methodology. This ultimately meant that the Trust were over declaring PEX and were missing out on potential BA savings.

The Solution

- By working closely with the Trust to obtain all necessary data and information, Liaison Financial developed an understanding of the **Trust's past and current activities**.
- **A financially beneficial and tailored methodology** for the way in which the Trust conduct their BA and PEX reviews for which we gained **HMRC's approval**, ensured **compliance with current legislation**.
- **Historic savings delivered** in relation to overpaid PEX and previously missed BA, ensuring that **ongoing savings could be achieved** through use of the approved method going forward in future years.

Delivered Outcomes

- ✓ **£2.3m** savings identified and delivered for the Trust in relation to prior years.
- ✓ Additional savings of **£1.6m** over the period of Liaison being incumbent advisors to the Trust.
- ✓ **£3.9m** in total savings to date
- ✓ **HMRC approved** methodology to ensure compliance, with savings continuing to be achieved.