# 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

Three Year Saving Opportunity
**£12b**

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

Liaison Group
Transforming the health economy

NHS

# The National Agenda

### Current Landscape

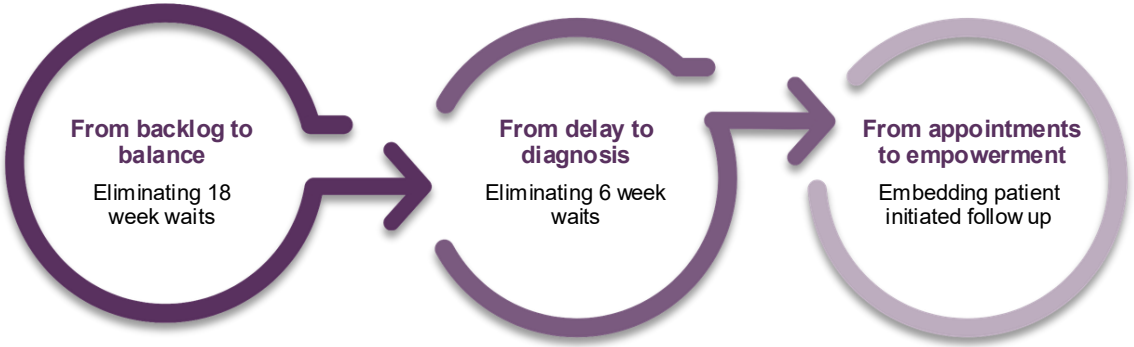
The NHS is operating in a space where demand continues to outstrip capacity. Over **5.7 million** patients are waiting for elective care, and only around **61% are treated within 18 weeks**. At the same time, diagnostic delays persist, with up to **1.8 million** patients waiting for tests, slowing flow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

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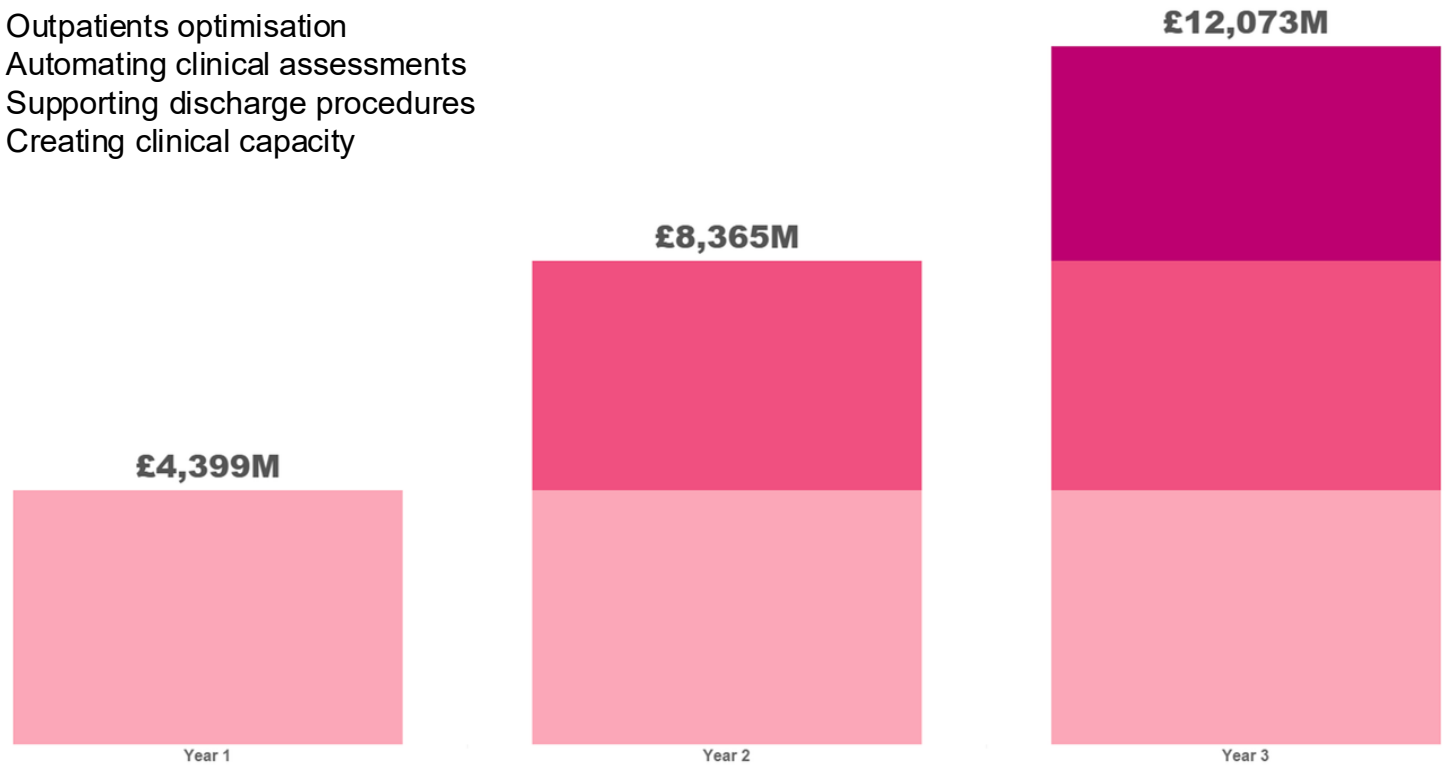
NHS

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




Total Opportunity
**£12b**

# National Three-Year Saving Opportunity

## Clinical Productivity

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NHS

| NHS England | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | East of England | London | Midlands | North East and Yorkshire | North West | South East | South West | Grand Total |
| Clincial 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**

# Current Clients

NHS England
NHS Airedale NHS Foundation Trust
NHS Avon and Wiltshire Mental Health Partnership NHS Trust
NHS Barnet, Enfield and Haringey Mental Health NHS Trust
NHS Central London Community Healthcare NHS Trust
NHS University Hospitals Plymouth NHS Trust
NHS Alder Hey Children's NHS Foundation Trust
NHS Barking, Havering and Redbridge University Hospitals NHS Trust
NHS Black Country Healthcare NHS Foundation Trust
NHS Chelsea and Westminster Hospital NHS Foundation Trust
NHS South West Yorkshire Partnership NHS Foundation Trust
NHS Tees, Esk and Wear Valleys NHS Foundation Trust
NHS Barts Health
NHS Birmingham and Solihull Mental Health NHS Foundation Trust
NHS Buckinghamshire Healthc NHS Trust
NHS Cornwall Partnership
NHS Countess of Chester Hospital NHS Foundation Trust
NHS Dudley Integrated Health and Care NHS Trust
NHS Dorset County Hospital NHS Foundation Trust
NHS Devon Partnership NHS Trust
NHS Derbyshire Healthcare NHS Foundation Trust
NHS Torbay and South Devon NHS Foundation Trust
NHS Gloucestershire Hospitals NHS Foundation Trust
NHS Walsall Healthcare NHS Trust
NHS East Lancashire Hospitals NHS Trust A University Teaching Trust
NHS George Eliot Hospital NHS Trust
NHS Herefordshire and Worces Health and Care NHS Trust
NHS Great Western Hospitals NHS Foundation Trust
NHS Hertfordshire Partn NHS Foundation Trust
NHS East Sussex Healthcare NHS Trust
NHS Epsom and St Helier University Hospitals NHS Trust
NHS Great Ormond Street Hospital for Children NHS Foundation Trust
GIG CYMRU NHS WALES Bwrdd Iechyd Prifysgol Hywel Dda University Health Board
NHS Isle of Wight NHS Trust
NHS King's College Hospital NHS Foundation Trust
NHS Leicestershire Partnership NHS Trust
NHS Lincolnshire Partnership NHS Foundation Trust
NHS Lincolnshire Community Health Services NHS Trust
NHS Leeds Community Healthcare NHS Trust
NHS Kingston Hospital NHS Foundation Trust
NHS Sussex Partnership NHS Foundation Trust
NHS Wye Valley NHS Trust
NHS Lanarkshire
NHS West Midlands Ambulance Service University NHS Foundation Trust
NHS The Royal Orthopaedic Hospital NHS Foundation Trust
NHS East Kent Hospitals University NHS Foundation Trust
NHS University Hospitals Bristol and Weston NHS Foundation Trust
NHS East of England Ambulance Service NHS Trust
HSC Southern Health and Social Care Trust
NHS Barnsley Hospital NHS Foundation Trust
NHS Berkshire Healthcare NHS Foundation Trust
NHS Blackpool Teaching Hospitals NHS Foundation Trust
NHS Cambridgeshire and Peterborough NHS Foundation Trust
NHS Cheshire and Wirral Partnership NHS Foundation Trust
NHS Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust
NHS Essex Partnership University NHS Foundation Trust
NHS University Hospitals Dorset NHS Foundation Trust
NHS Harrogate and District NHS Foundation Trust
NHS Kettering General Hospital NHS Foundation Trust
NHS Liverpool Heart and Chest Hospital NHS Foundation Trust
NHS London North West University Healthcare NHS Trust
NHS Livewell Southwest
NHS Liverpool University Hospitals NHS Foundation Trust
NHS Manchester University NHS Foundation Trust
NHS London Ambulance Service NHS Trust
NHS Birmingham Community Healthcare NHS Foundation Trust
NHS Bradford District Care NHS Foundation Trust
GIG CYMRU NHS WALES
NHS Central and North West London NHS Foundation Trust
NHS Coventry and Warwickshire Partnership NHS Trust
NHS Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust
NHS Hampshire Hospitals NHS Foundation Trust
NHS University Hospitals Birmingham NHS Foundation Trust
NHS James Paget University Hospitals NHS Foundation Trust
NHS Leeds and York Partnership NHS Foundation Trust
NHS Liverpool Women's NHS Foundation Trust
NHS Medway NHS Foundation Trust
NHS The Christie NHS Foundation Trust
NHS Mersey and West Lancashire Teaching Hospitals NHS Trust
NHS Lothian
NHS Bradford Teaching Hospitals NHS Foundation Trust
NHS County Durham and Darlington NHS Foundation Trust
NHS United Lincolnshire Hospitals NHS Trust
NHS Gateshead Health NHS Foundation Trust
NHS The Hillingdon Hospitals NHS Foundation Trust
NHS Sherwood Forest Hospitals NHS Foundation Trust
NHS The Clatterbridge Cancer Centre NHS Foundation Trust
NHS Cambridgeshire Community Services NHS Trust
NHS Shetland
COVENTRY & RUGBY GPALLIANCE
NHS Dorset HealthCare University NHS Foundation Trust
Healthcare Improvement Scotland
NHS Lewisham and Greenwich NHS Trust
NHS Mid and South Essex NHS Foundation Trust
NHS Mid Cheshire Hospitals NHS Foundation Trust
NHS Midlands Partnership University NHS Foundation Trust
NHS Chesterfield Royal Hospital NHS Foundation Trust
NHS Derbyshire Healthcare NHS Foundation Trust
NHS East London NHS Foundation Trust
NHS East Cheshire NHS Trust
NHS Hertfordshire Community NHS Trust
NHS Kent and Medway NHS and Social Care Partnership Trust
NHS Humber Teaching NHS Foundation Trust
NHS Mid Yorkshire Teaching NHS Trust
Moorfields Eye Hospital NHS NHS Foundation Trust
NHS University College London Hospitals NHS Foundation Trust
NHS Dartford and Gravesham NHS Trust
NHS East Midlands Ambulance Service NHS Trust
NHS South Western Ambulance Service NHS Foundation Trust
NHS Imperial College Healthcare NHS Trust
NHS Lancashire & South Cumbria NHS Foundation Trust
NHS The Newcastle upon Tyne Hospitals NHS Foundation Trust
Newham Health Collaborative A Community Interest Company
NHS Arden and Greater East Midlands Commissioning Support Unit
NHS Ayrshire & Arran
NHS Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board
NHS Bedfordshire, Luton and Milton Keynes Integrated Care Board
NHS Birmingham and Solihull
NHS Orkney
NHS Blood and Transplant
NHS Gloucestershire Health and Care NHS Foundation Trust
NHS Hounslow and Richmond Community Health NHS Trust
NHS Hull University Teaching Hospitals NHS Trust
NHS Milton Keynes University Hospital NHS Foundation Trust
NHS Bristol, North Somerset and South Gloucestershire Integrated Care Board
NHS Cheshire and Merseyside
NHS Coventry and Warwickshire
NHS Forth Valley
NHS Derby and Derbyshire Integrated Care Board
NHS Devon
NHS Dumfries & Galloway
NHS Greater Manchester
NHS Hertfordshire and West Essex ated Care Board
NHS Grampian
NHS Homerton University Hospital NHS Foundation Trust
NHS Kent Community Health NHS Foundation Trust
NHS Lancashire Teaching Hospitals NHS Foundation Trust
NHS Black Country Integrated Care Board
NHS Cambridgeshire & Peterborough
NHS Cornwall and Isles of Scilly
NHS Fife
NHS Royal United Hospitals Bath NHS Foundation Trust
NHS Gloucestershire
NHS Lancashire and South Cumbria Integrated Care Board
NHS Humber and North Yorkshire Integrated Care Board (ICB)
NHS Hampshire and Isle of Wight
NHS Kent and Medway
NHS South Yorkshire Integrated Care Board
NHS Lincolnshire Integrated Care Board
NHS The Leeds Teaching Hospitals NHS Trust
NHS Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
NHS Borders
NHS Herefordshire and Worcestershire
NHS Greater Glasgow and Clyde
NHS Nottingham and Nottinghamshire
NHS North East & North Cumbria
NHS North West London
NHS Lancashire and South Cumbria Integrated Care Board
NHS North of England Commissioning Support Unit
NHS Somerset Integrated Care Board
NHS Northamptonshire Integrated Care Board
NHS Suffolk and North East Essex Integrated Care Board (ICB)
NHS Dorset
NHS Highland
NHS Leicester, Leicestersh and Rutland
NHS The Rotherham NHS Foundation Trust
NHS Mid and South Essex
NHS Eileanan Siar Western Isles
NHS Norfolk and Norwich University Hospitals NHS Foundation Trust
NHS North Bristol NHS Trust
NHS North Middlesex University Hospital NHS Trust
NHS North Tees and Hartlepool NHS Foundation Trust
NHS Norfolk Community Health and Care NHS Trust
NHS Portsmouth Hospitals University NHS Trust
NHS Northumbria Healthcare NHS Foundation Trust
NHS North West Anglia NHS Foundation Trust
NHS South East London
NHS Nottingham University Hospitals NHS Trust
NHS North Central London Integrated Care Board
NHS Sussex
NHS NHS West Yorkshire Integrated Care Board
NHS North East Ambulance Service NHS Foundation Trust
NHS North West Ambulance Service NHS Trust
NHS Northamptonshire Healthcare NHS Foundation Trust
NHS Oxford University Hospitals NHS Foundation Trust
NHS Northern Lincolnshire and Goole NHS Foundation Trust
NHS Oxleas NHS Foundation
NHS The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust
NHS Royal Devon University Healthcare NHS Foundation Trust
NHS Royal Surrey NHS Foundation Trust
NHS Sandwell and West Birmingham NHS Trust
NHS Norfolk and Waveney Integrated Care Board
NHS Staffordshire ar Stoke-on-Trent Integrated Care Board
NHS Surrey Heartlands
NHS Northern Devon Healthcare NHS Trust
NHS Nottinghamshire Healthcare NHS Foundation Trust
NHS The Princess Alexandra Hospital NHS Trust
NHS Royal Devon and Exeter NHS Foundation Trust
NHS Royal Cornwall Hospitals NHS Trust
NHS Royal Papworth Hospital NHS Foundation Trust
NHS Tayside
NHS Norfolk and Suffolk NHS Foundation Trust
NHS North Cumbria Integrated Care NHS Foundation Trust
NHS North Staffordshire Combined Healthcare NHS Trust
NHS Pennine Care NHS Foundation Trust
NHS The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
NHS Rotherham Doncaster and South Humber NHS Foundation Trust
NHS Salisbury NHS Foundation Trust
NHS Sheffield Health and Social Care NHS Foundation Trust
NHS South Tyneside and Sunderland NHS Foundation Trust
NHS Somerset NHS Foundation Trust
NHS South Central Ambulance Servic NHS Foundation Trust
NHS South Warwickshire NHS Foundation Trust
NHS Southern Health NHS Foundation
NHS Surrey and Sussex Healthcare NHS Trust
NHS Tameside and Glossop Integrated Care NHS Foundation Trust
NHS University Hospital Southampton NHS Foundation Trust
NHS North East London
NHS Queen Victoria Hospital NHS Foundation Trust
NHS Royal Berkshire NHS Foundation Trust
NHS The Royal Wolverhampton NHS Trust
NHS Stockport NHS Foundation Trust
NHS Yorkshire Ambulance Service NHS Trust
NHS The Tavistock and Portman NHS Foundation Trust

# 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**

NHS
The Robert Jones and Agnes Hunt Orthopaedic Hospital
NHS Foundation Trust

NHS
Imperial College Healthcare
NHS Trust

NHS
Norfolk and Norwich University Hospitals
NHS Foundation Trust

NHS
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

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Transforming the health economy

NHS

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.**

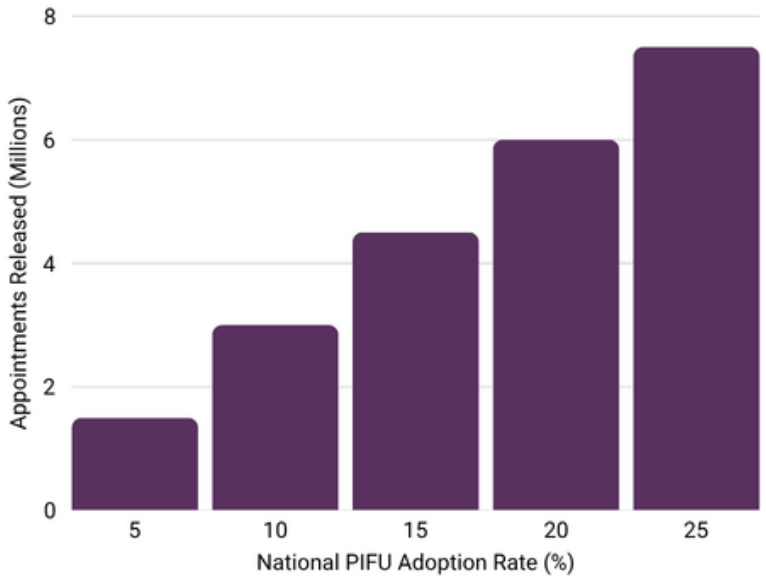
Sitting seamlessly alongside existing ESR/EPR systems, it provides demand and capacity insights they can't.

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

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Transforming the health economy

NHS
Norfolk and Norwich University Hospitals
NHS Foundation Trust

## Delivered Outcomes:

- Over **125,000** outpatient appointments saved, releasing valuable clinical capacity
- Over **135,000** patients put onto PIFU pathways since go-live
- Only **7.4%** of those on a PIFU pathway have requested a follow-up appointment
- **65** specialties and **305** 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**
CEO, Norfolk and Norwich University Hospitals NHS FT

# **Agency Management Solution.** Delivered.

Gaining Grip, Control & Compliance of staffing and spend.

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NHS
Norfolk and Suffolk
NHS Foundation Trust

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

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NHS
Sussex Community
NHS Foundation Trust

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).

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NHS
University Hospitals Coventry and Warwickshire
NHS Trust

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.

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NHS
Hull University Teaching Hospitals
NHS Trust

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 when they switched to Liaison VAT*flow*.

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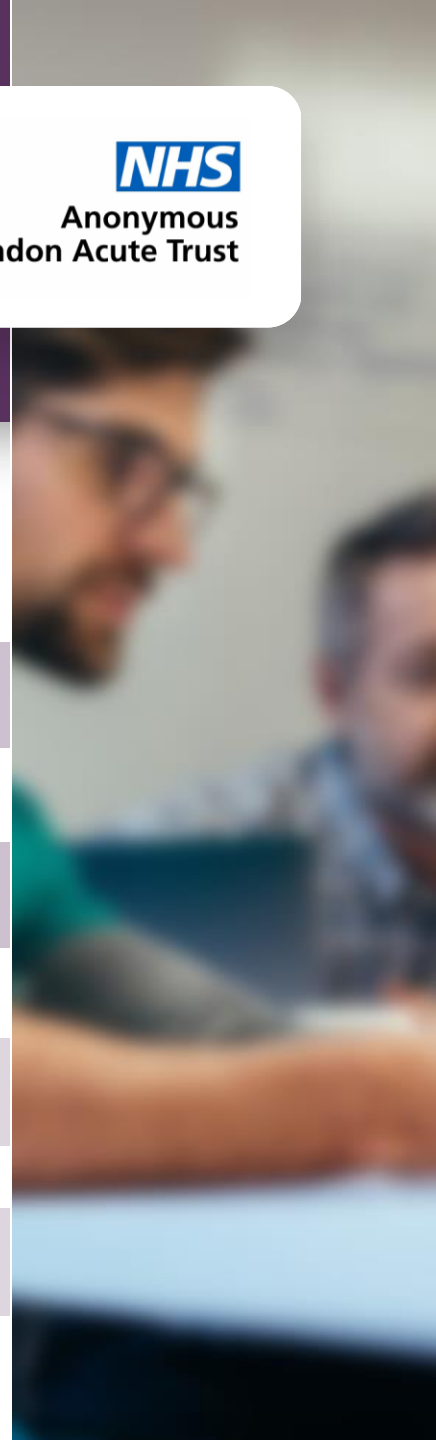
NHS
Anonymous London Acute Trust

NHS bodies are expected to complete Partial Exemption (PEX) and Business Activities (BA) adjustments as a requirement from HMRC.

The Trusts previous VAT advisors, had only completed the exercise on a simplified and estimated basis with no HMRC 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, we developed a thorough understanding of the **Trust's past and current activities.**
- **Liaison created a tailored methodology** and gained **HMRC's approval**, ensured **compliance with current legislation.**
- **Historic savings delivered** in relation to overpaid PEX and previously missed BA, and **ongoing savings achieved for future years** through use of the approved methodology.

**Delivered Outcomes**

- **£2.3m additional** savings identified and delivered for the Trust in relation to prior years.
- **£3.9m** total savings achieved through the BA/PEX methodology review.
- **HMRC approved** methodology to ensure compliance,
- **Continuous savings** achieved for future years.