NHS Strategic Playbook 2026

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

NHS England

Three Year Saving Opportunity

£14bn

£1.5bn saved for the NHS.

Delivered.

Liaison Group

Transforming the health economy

NHS

The National Agenda

Current Landscape

NHS leaders are being asked to deliver recovery, improve access, strengthen financial sustainability, and transform services within a constrained operating environment. Demand continues to rise, workforce pressures remain significant, and systems are expected to improve outcomes while working within tighter financial limits.

National priorities are clear. Restore performance, improve productivity, reduce variation, and build sustainable models of care. The challenge is no longer short term recovery alone. Systems are being asked to deliver long term transformation while maintaining operational performance today.

Across England, the opportunity sits in four key areas: improving access and flow, strengthening financial resilience, improving workforce productivity, and expanding personalised models of care.

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The Ask | Medium and Long-Term Plan

Restore access

- ✓ Deliver 92% RTT within 18 weeks by 2028 to 2029 and reduce diagnostic waits to less than 1% over 6 weeks
- ✓ End hospital outpatients as we know it by 2035

Deliver financial recovery

- ✓ Close financial gaps and achieve sustainable financial balance
- ✓ Invest up to £120m to develop more dedicated MH ED

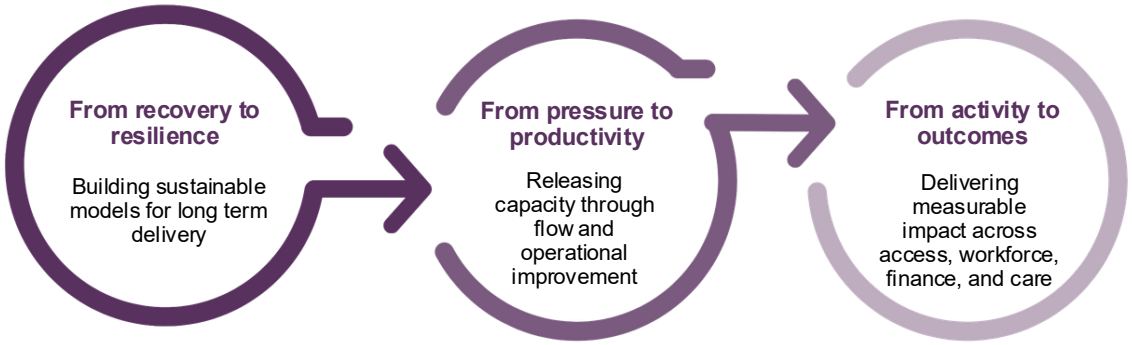
Improve workforce productivity

- ✓ Release capacity and improve utilisation across existing teams
- ✓ Reduce the sickness rate from its current 5.1% to 4.1%
- ✓ Deliver 2% annual productivity ambition

Expand personalised care

- ✓ Scale Personal Health Budgets and strengthen community-based models of care
- ✓ Ensure people with complex needs have an agreed care plan by 2027

The Shift Required



Our Four Pillar Approach to NHS transformation

£1.5bn saved for the NHS

over the last decade

How we can help…

Liaison Group is the only **proven, scalable delivery partner** that allows systems to fund 10 Year 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.

Liaison Group | NHS

Sustainable Financial Recovery

- Savings in non-pay spend of **£195m in 2025**
- Average recovery of **£376k** per NHS organisation with our VATplus Re-review service
- **£117m** saved via our VATflow service alone
- 35 years of financial recovery, working with **72%** of the NHS

Workforce Productivity and Demand Reduction

- Reduced variable pay by **15-20%**
- Increasing average bank fill rates to **53%**
- Reduced annual sickness rate by over **10%**
- Increased workforce productivity for 104 NHS organisations
- Reduced unnecessary outpatient visits by 92%

Continuing Healthcare Optimisation

- Average efficiencies of up to **30% per case load**
- Care packages rightsized through clinically led reviews - **9,000** case reviews to date
- Partnered with **a third of all ICBs and Health and Social Care Trusts** in the UK

Clinical Productivity

- Delivers up to **15% productivity improvement** in year one through Specialty Transformation.
- Discharging patients 5 days sooner with over **£5m costs saved** through discharge acceleration.
- Saves **20,000 bed days** in a year with a 55% increase in activity from our virtual wards.

Potential Saving Figures 2026

Please download a copy of the savings data that aligns to your conversation or prospect. Once downloaded, delete this slide and select the slides you want to include and add them to the desired playbook PowerPoint.

Savings opportunity data is available at national, regional, and ICS level. Trust level opportunities can also be viewed within each ICS pack by navigating to the table breakdown, where individual trust savings are displayed.

Click here to see all data

Need to request a bespoke data set? Please contact Mark Nolan or Soph Smith.

Liaison Group
Transforming the health economy

NHS

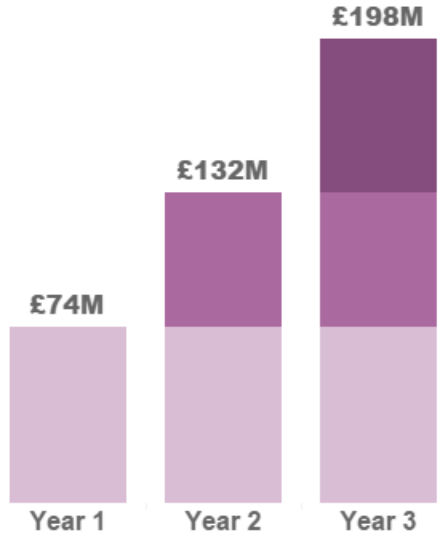
NHS England

Your Three Year Savings Opportunity Dashboard

£14B

Sustainable Financial Recovery

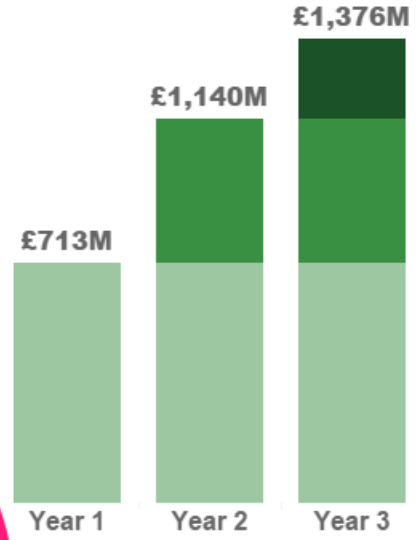
£198M



- Statements
- Duplicates
- VATplus Re-reviews
- CHC Financial Reviews
- Non-Pay Analysis & Savings Service
- VAT Planning and Consultancy
- Medicine Management
- Activity Reviews
- Staff Benefits

CHC Optimisation

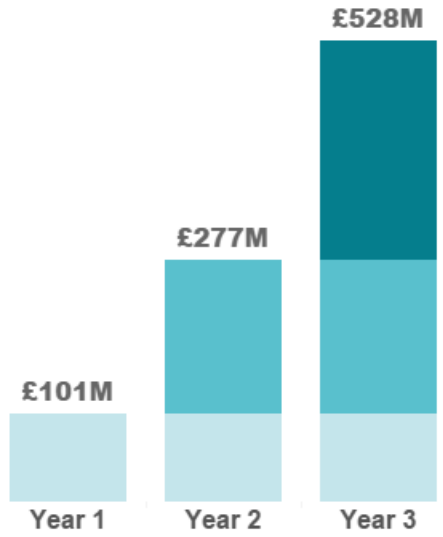
£1,376M



- CHC 3 and 12 month reviews
- Fast Track Reviews
- 121 Funding Assessments

Workforce Productivity and Efficiency

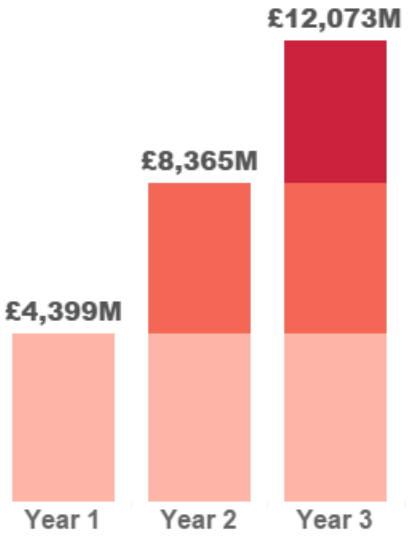
£528M



- Grip & Control of Temporary Spend
- Rota & Roster
- People Planning
- People Analytics
- Waiting List Initiative

Clinical Productivity

£12,073M



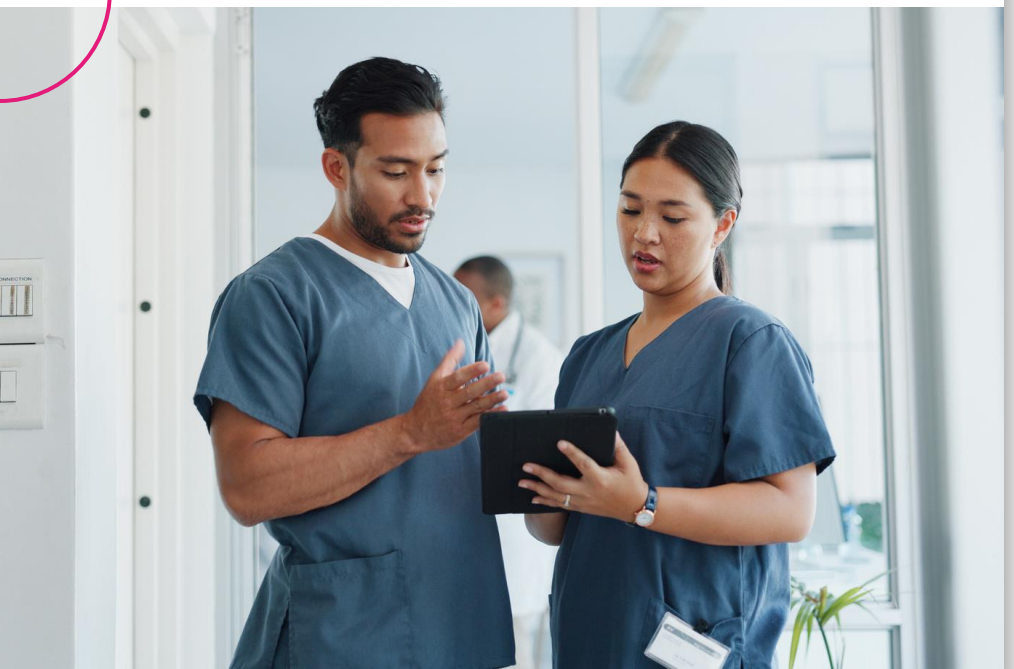
- Outpatients optimisation
- Automating clinical assessments
- Supporting discharge procedures
- Creating clinical capacity

Opportunity Breakdown

NHS England									
		East of England	London	Midlands	North East and Yorkshire	North West	South East	South West	Grand Total
Sustainable Financial Recovery	Duplicates	770K	1,430K	1,815K	1,430K	990K	1,155K	715K	8,305K
	Statements	828K	1,932K	2,415K	2,001K	1,518K	1,863K	966K	11,523K
	Non-Pay Analysis & Savings Service	5,775K	11,400K	14,325K	12,225K	9,750K	10,275K	7,125K	70,875K
	Staff Benefits	5,827K	10,059K	11,125K	9,691K	8,021K	7,586K	5,774K	58,084K
	VATplus Re-reviews	3,753K	8,639K	4,896K	4,815K	10,812K	4,202K	2,033K	39,150K
	CHC Financial Reviews	473K	630K	1,575K	473K	473K	473K	1,103K	5,198K
	ICB Duplicates	189K	252K	630K	189K	126K	189K	441K	2,016K
	ICB Statements	221K	294K	735K	221K	147K	221K	515K	2,352K
	Total	17,836K	34,636K	37,515K	31,044K	31,836K	25,963K	18,671K	197,502K
Workforce Productivity and Efficiency	Grip and Control	12,246K	22,244K	24,455K	14,200K	15,525K	18,249K	9,599K	116,518K
	People Analytics	697K	1,263K	1,562K	1,360K	1,272K	932K	743K	7,829K
	People Planning	21,023K	41,151K	39,443K	38,613K	30,607K	26,795K	21,421K	219,052K
	Rota & Roster	16,279K	35,747K	36,123K	26,985K	27,589K	23,535K	18,720K	184,979K
	Total	50,245K	100,406K	101,582K	81,158K	74,993K	69,512K	50,483K	528,379K
CHC Optimisation	121 Funding Assessments	19,792K	56,828K	16,234K	14,163K		14,916K	9,599K	131,533K
	CHC 3 and 12 month reviews	103,297K	78,505K	145,101K	126,485K		133,045K	84,945K	671,379K
	Fast Track Reviews	55,010K	54,122K	147,818K	90,369K	45,604K	121,660K	58,042K	572,625K
	Total	178,099K	189,455K	309,153K	231,018K	45,604K	269,622K	152,586K	1,375,537K
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
Total 3 Years Savings Opportunity		1,329M	2,423M	2,647M	2,068M	2,020M	2,114M	1,572M	14,174M

Unlock Clinical Productivity At Scale

Delivering 15% productivity gains in the highest demand specialties.



£12bn saving opportunity over the next three years

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.

Delivering Financial Sustainability in Practice

£198m saving opportunity over the next three years

Recover and reinvest missed savings

Recovering non-pay expenditure missed through scale…

£195m released for reinvestment across the NHS in 2025.

- ✓ Each year, our VAT services recover approximately £190m for NHS organisations, helping them reinvest vital funds back into patient care.
- ✓ Over 120 NHS Accounts Payable reviews completed each year, recovering £5m for the NHS and £65m in overpayments and overcharges to date.

Embed sustainable efficiency

Converting recovery into ongoing savings, including…

£117m delivered through continuous VAT recovery flows.

- ✓ We help to build confidence in efficiency forecasting and delivery across the year.
- ✓ We ensure pricing for private patients is competitive and aligned to market rates, factoring increased costs.

Support financial recovery together

We offer extensive CPD-accredited training and a world-class online training portal.

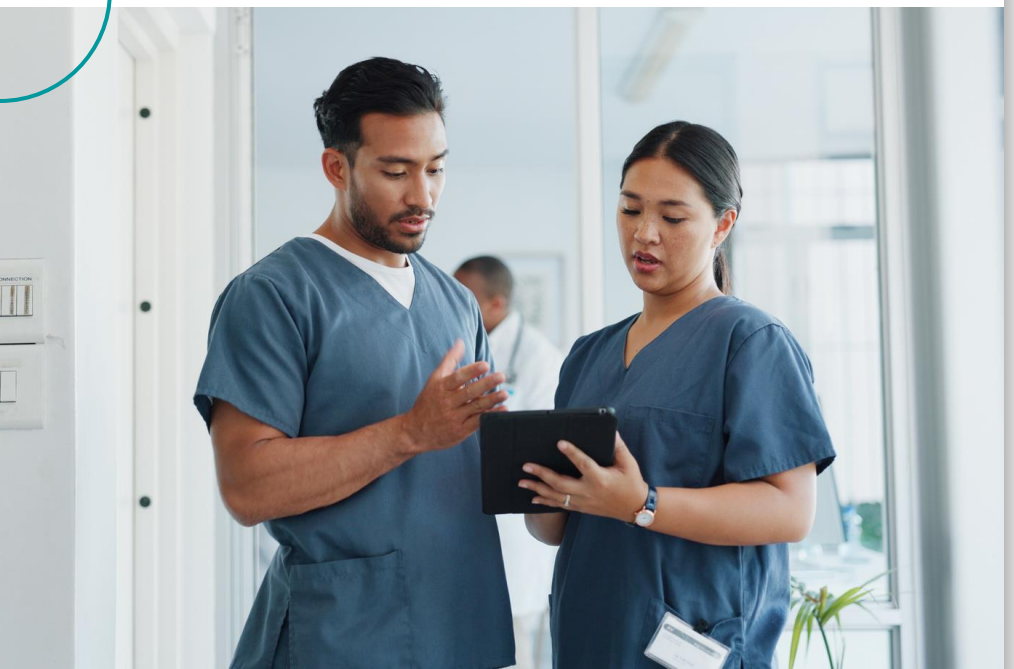
Supporting VAT, non-pay, and efficiency delivery.

- ✓ We run a full programme of conferences and webinars, giving you the updates you need to increase your VAT knowledge.

Our team of **20+ VAT Advisors** have over **400 years of combined NHS VAT experience.**

Achieving Grip & Control of Workforce

Unlocking Workforce Productivity and Hidden Capacity.



£528m saving opportunity over the next three years

Retaining staff and improving workforce experience

Reducing workload and friction through streamlined, digitised workforce processes.

Reducing sickness rates by 10% while strengthening workforce experience.

Improving staff experience using intuitive workforce platforms that simplify day-to-day activity.

Reducing reliance on agency spend by 15-20%

Using platforms such as TempRE to gain real-time control of workforce demand, deployment and spend;

Converting up to 25-75% of agency demand into bank fill.

Prioritising internal and collaborative staff banks to fill shifts with known clinicians.

Improving workforce productivity

Improving deployment through real-time visibility of demand and capacity via digitised workforce platforms.

Reducing wasted time by streamlining coordination, booking and workforce processes.

Growing Specialist workforce capacity

Enabling rapid deployment of experienced clinicians while scaling workforce capacity in priority areas.

Expanding access to hard-to-fill roles via national and collaborative banks.

Improving CHC outcomes at scale

Your trusted partner to deliver excellence in care and better patient outcomes.

Triple-lock approach to **quality**; delivering **evidence-based**, **framework-aligned**, all-age continuing care reviews at **scale**.

- Address high-cost Mental Health (MH) and Learning Disability (LD) placements.
- Support delivery of the Coming Home Agenda.
- Align with the Coming Home Action Plan (2026).
- Bring people with learning disabilities and complex needs back from out-of-area placements.
- Reduce long hospital stays by supporting people to return closer to home.

We are incredibly proud to have **60 dedicated nurses** on our team – bringing with them a combined 947 years of nursing experience.

947 years of expertise. Of compassion. Of making a difference.

Our Current Clients

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

A Proven NHS Delivery Partner…

NHS
Norfolk and Norwich University Hospitals
NHS Foundation Trust

Outpatient Transformation. Delivered.

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

- Over **125,000 outpatient appointments** saved.
- 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.

NHS
Staffordshire and Stoke-on-Trent
Integrated Care Board

VAT Savings. Delivered.

VATplus savings for London Trusts. Our service provides a light-touch secondary VAT re-review ahead of the annual HMRC July deadline, for NHS organisations that use an alternative VAT provider.

- **£2m** total savings in the region in the last 12 months.
- Each year, our VAT services recover approximately **£190m** for the NHS.
- **There's no risk** – our solutions use shared benefits model.

NHS

Collaborative Staff Bank. Delivered.

Growing a medical collaborative bank for Doctors in Training.

- **£11.5m** saved since 2019, with an average annual saving of **£2.3m.**
- Over **2,148 active DiTs** registered on the bank.
- **32,000 shifts** covering **137,619** hours booked in one year.

NHS
University Hospital Southampton
NHS Foundation Trust

CIP Savings and Efficiencies. Delivered.

The introduction of Liaison Assist has significantly improved UHS's ability to identify and act on cost-saving opportunities.

- Savings of **£63.6m** in FY 23/24 and **£78.1m** in 24/25 **- a 25% uplift YoY.**
- **Ease of reporting** in line with **NHSE guidance.**
- Reputation as a **Digital Healthcare pioneer** solidified.

NHS
Staffordshire and Stoke-on-Trent
Integrated Care Board

Invoice Validation. Delivered.

Recovering non-pay spend to support financial sustainability at system level for Staffordshire and Stoke-on-Trent ICB

- **£1.74m recovered** and refunded to the ICB.
- **£484k identified in a single review.**
- **£642k recovered** through duplicate and statement reviews alone.

NHS
Hull University Teaching Hospitals
NHS Trust

Grip and Control. Delivered.

Implementing TempRE Bank enabled the Trust to centralise booking management, improve visibility and control, and achieve significant cost efficiencies.

- **£5.3m** in ADE savings achieved since go live.
- ADE spend reduction of **5.5%.** Overall shift fill rate of **87%.**
- **22,000** ADE and **7,500** Bank timesheets processed, equating to more than **640,000** hours.

Outcomes Delivered Across the NHS

- Total savings of over **£11.5m.** Average annual saving of **£2.3m vs** agency use in the last 3 years.
- **£78.1m** of savings delivered via the trusts Cost Improvement Programme in FY 24/25.
- **91 minutes** saved per user, per shift. **13,400** fewer non-emergency bleeps per year with our clinical productivity task management tool.
- Saved **£5m** in costs and discharging patients sooner. Reduced readmission and A&E attendance with a **55% increase** in activity.
- Saving the NHS **£118k** per day through TempRE Staff Bank**.** We average a total of **4,000** shifts filled per week.

NHS

NHS
University Hospital Southampton
NHS Foundation Trust

NHS
Somerset
NHS Foundation Trust

NHS
London North West University Healthcare
NHS Trust

NHS

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

Outcomes Delivered Across the NHS

- **£18m** additional VAT recovered in 2025 through VATplus re-reviews.
- **£117m** total VAT savings using our monthly VATflow review service.
- **£78.1m** of savings delivered via the Trust's Cost Improvement Programme in FY 24/25.
- **£1.8m savings** recovered for the ICB by reviewing Continuing Healthcare supplier invoices.
- **£1.6m** AP savings across the Cheshire and Merseyside ICS.

NHS

NHS

NHS
University Hospital Southampton
NHS Foundation Trust

NHS
Staffordshire and Stoke-on-Trent
Integrated Care Board

NHS

Release over 7 million new outpatient appointments

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

Liaison Group
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.**

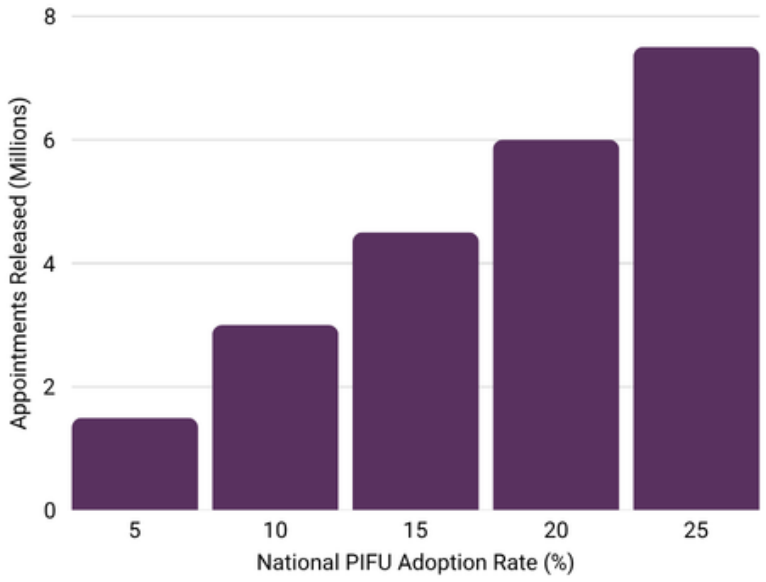
Sitting seamlessly alongside existing ESR/EPR systems, it provides demand and capacity insights they can't.

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

Liaison Group
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

North East Collaborative Bank. Delivered.

Reducing agency reliance and improving workforce utilisation at scale for the North East Lead Employer Trust

Liaison Group
Transforming the health economy

NHS
Health Education England

In 2017, Liaison Workforce was tasked with developing and implementing a collaborative bank across North East England and North Cumbria for Doctors in Training (DiT), to bring extra rigour and transparency in the area of compliance.

The bank was required to reduce the overall expenditure associated with medical temporary workforce, benefitting from workforce intelligence detailing hours worked by DiT, and being able to passport workers across the region to facilitate true collaboration.

Delivered Outcomes

- Total savings of over **£11.5m.** Average annual saving of **£2.3m vs** agency use in the last 3 years.
- More than **2,148 active DiTs** registered on the bank, covering 80 specialities (including 9 difficult).
- **76% increase** in internal bank utilisation
- **32,000** shifts covering **137,619** hours were booked in one year.

"The Flexishift collaborative bank has fundamentally changed how we manage and support our resident doctor workforce across the North East and North Cumbria.

Safe passporting across 9 Trusts, consistent compliance processes and clear workforce visibility have contributed to a more flexible, transparent and well-run system, enabling us to respond confidently to the NHS England 10 Point Plan for Improving Resident Doctors' Working Lives.

Linsey Richards, Head of HR, NE LET"

Grip and Control. Delivered.

Transforming temporary staffing spend with TempRE Bank.

Liaison Group
Transforming the health economy

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

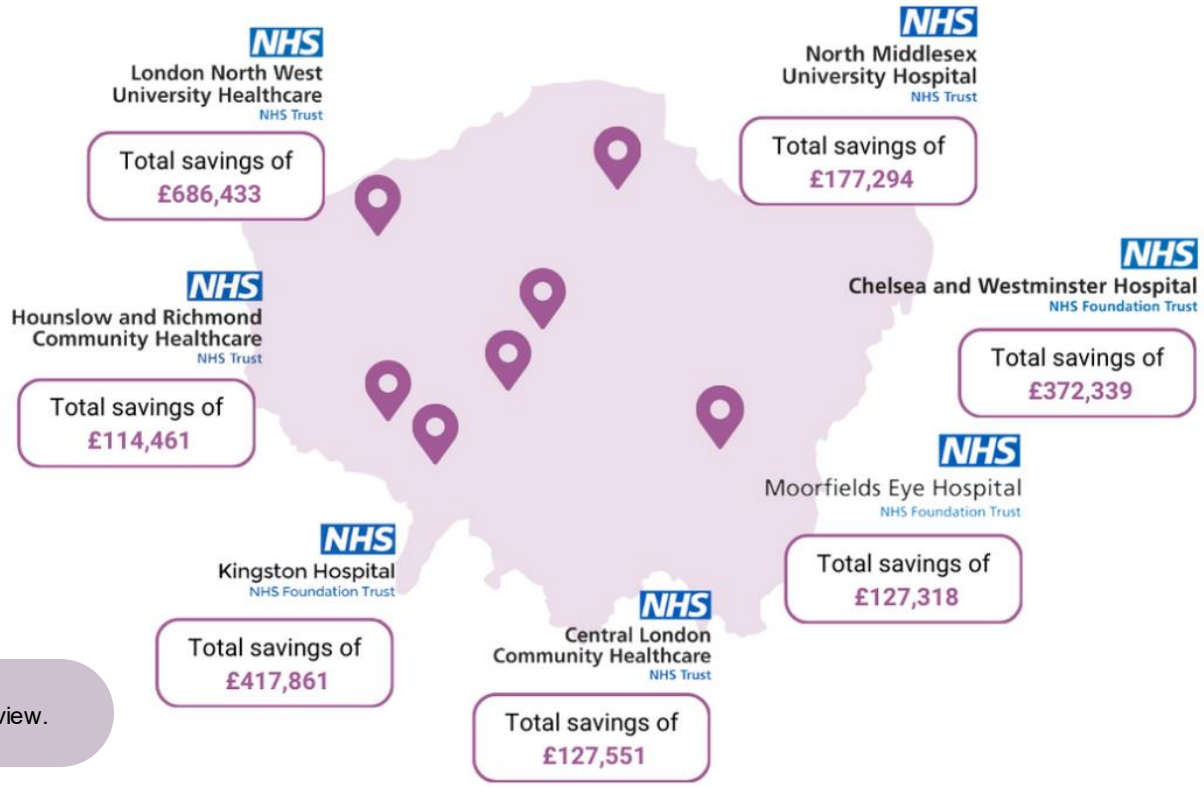
VATplus savings for London Trusts. Delivered.

Liaison Group
Transforming the health economy

NHS

Our services:

- Liaison Financial's VAT services are designed to ensure maximum VAT recovery and compliance. Our team delivers the VATflow service (regular service) to over 130 NHS clients, and the VATplus service (an annual re-review assurance service) to another 45+ NHS organisations that use an alternative VAT provider.
- Each year, our VAT services recover approximately £190m for NHS organisations, helping them reinvest vital funds back into patient care.



£2m total savings in the London region for 2024/25 VATplus review.

CIP Savings and Efficiencies. Delivered.

Improving the Trust's Cost Improvement Programme (CIP) with Liaison Assist.

Liaison Group
Transforming the health economy

NHS
University Hospital Southampton
NHS Foundation Trust

The Approach:

- UHS partnered with Liaison Group to implement Liaison Assist; our digital task management tool that streamlines the management of CIP data and enables the CIP team to track, manage, and report on scheme data in real-time through a single platform.
- By automating processes, simplifying data input, and improving task management, the solution enhances visibility for finance managers, enabling faster and more informed decision-making. The platform also connects remote teams, fostering collaboration and efficiency.

Delivered Outcomes:

- Savings of **£63.6m** in FY 23/24 and **£78.1m** in 24/25 **- a 25% uplift year-on-year.**
- **Data reports are clearer** and **save precious** time in identifying trends
- **Ease of reporting** in line with **NHSE guidance**
- Reputation as a **Digital Healthcare pioneer** solidified

"We have implemented Liaison Assist to help us make quicker, data-driven decisions. We want to improve the visibility of data across our team and make it easier to plan, manage and report on schemes. We're looking forward to being able to access all scheme data on one platform, in real-time, allowing us to collaborate and deliver our sustainable programmes."

Dan Jeffery,Cost Improvement Programme Lead, UHS