

Health and Social Care Northern Ireland

Partnership model to deliver improvement and maximise financial impact in current year

Acting as one system

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

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Our Four Pillar Approach to NHS transformation

£1.5bn saved for the NHS
over the last decade

Liaison Group is the only **proven, scalable delivery partner** that allows systems to fund The Health and Social Care 3 year plan and Elective Recovery Framework, 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.



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
- ✓ Financial recovery for 35 years, working with
- ✓ **72%** of the NHS

Workforce Control and Productivity Optimisation

- ✓ 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%**

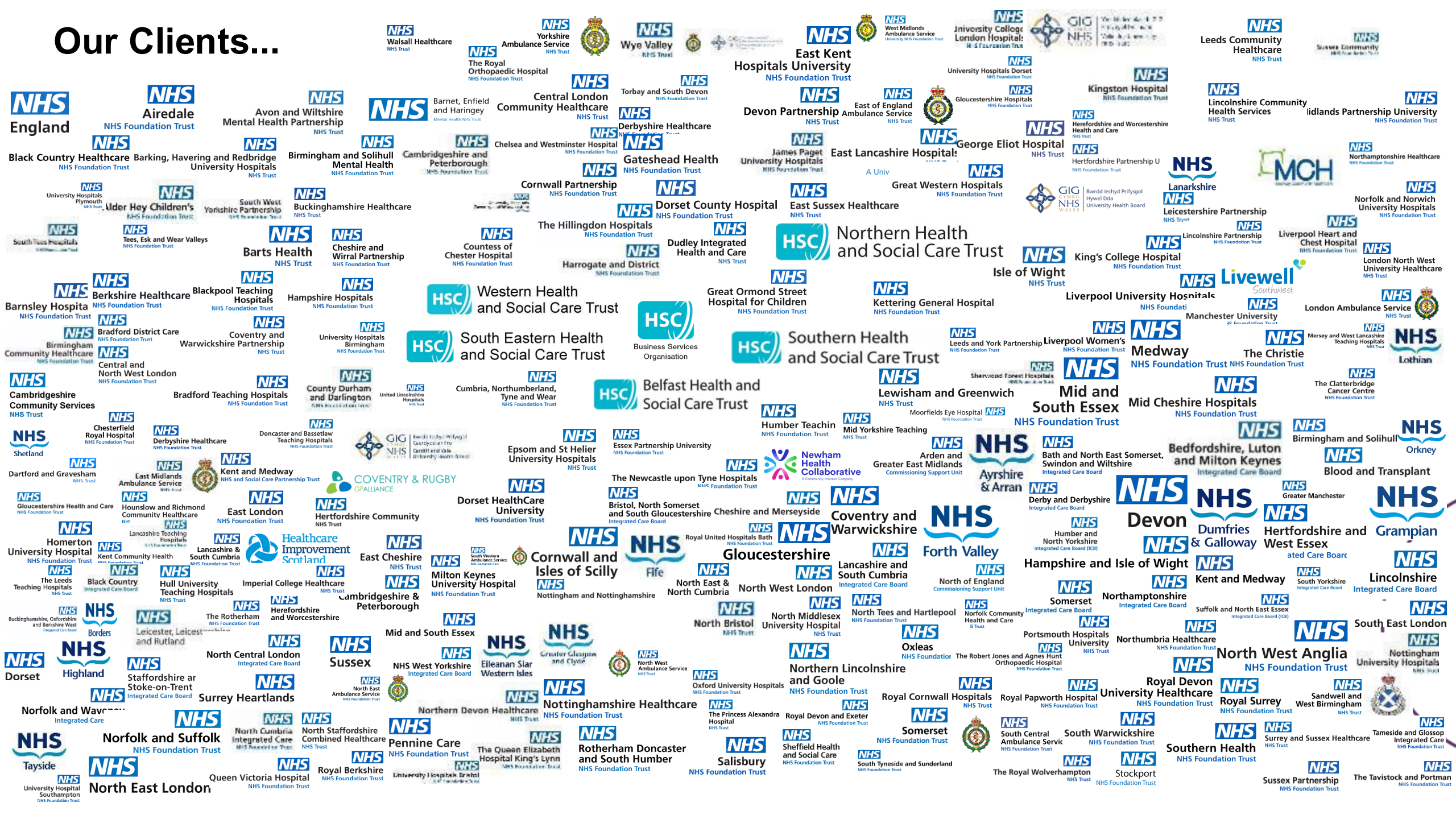
Specialised Commissioning Optimisation

- ✓ Triple-lock approach to quality; delivering evidence-based, framework-aligned, reviews at scale.
- ✓ Over **9,000 reviews** completed 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
- ✓ Discharging patients 5 days sooner with over **£5m** costs saved
- ✓ **43%** capacity increase
- ✓ Saves **20,000** bed days in a year

Our Clients...



Maximising Financial Impact this year

Financial Impact over one year £96m

These are realised across:

1. Resuming Specialised Commission Optimisation (£67m)
2. Workforce control and productivity optimisation (£28m)
3. Non-Pay reviews (£400k)



Sustainable Financial Recovery

- ✓ Non-Pay reviews
- ✓ Duplicates and Statements
- ✓ Staff benefits

Workforce Control and Productivity Optimisation

- ✓ Grip & Control of Temporary Staffing – medical locum agency
- ✓ Workforce Planning and Analytics
- ✓ National Bank (Resident Doctors, Consultants and Retirees)
- ✓ Premium spend (Overtime, Waiting Lists, Additional PA's)

Specialised Commissioning Optimisation

- ✓ RQIA confirmed we do NOT require registration
- ✓ Over £5m savings clinically verified by HST's
- ✓ Resume programme of work and continue to develop

Clinical Productivity

- ✓ Delivers up to **15%** productivity improvement in year one
- ✓ Discharging patients 5 days sooner with over £5m costs saved
- ✓ 43% capacity increase
- ✓ Saves 20,000 bed days in a year

Improving Specialised Commissioning Outcomes at Scale

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



For every **25 cases** we review, we could find up to...

For Health and Social Care
£2m

For Mental Health
£2m

Health and Social Care Trust	Annual savings clinically verified	Remaining Opportunity
		Estimated Savings
Western		£11.67m
Belfast	£0.54m	£9.55m
Southern	£0.87m	£17.80m
South Eastern	£1.39m	£12.83m
Northern	£2.50m	£15.89m



Audit Review. Delivered.

Clinical led review contract provides peace of mind for ICB. In working with the ICB, we found that their packages of care processes were being well adhered to, and for those requiring packages of care, their needs were being appropriately met, which is a great credit to the organisation and provides peace of mind to ICB leaders.



Packages of care reviewed audited



Provided **reassurance** to ICB



60 dedicated nurses brining a combined **947** years of nursing experience.

Achieve Grip & Control of Your Workforce

Controlling Premium pay (agency, bank and WLI) – optimising staff deployment and capacity

£28m saving opportunity in year in Medical Locum Agency costs

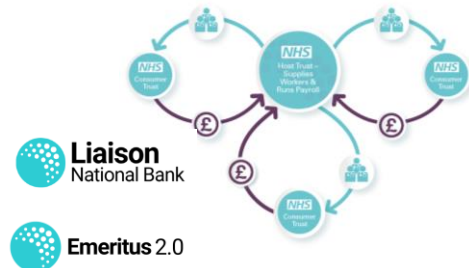
- **What we deliver:** Year 1: 16% cost reduction = £4.7m per Health & Social Care Trust
- **How we deliver:** Single HSC Flexible Staffing Workforce Management Solution
Bank, Agency, Overtime/WLI – **centralized oversight** – **Acting as One** to obtain real-time reporting and insights across all trusts.
- **Future-proofed workforce management** across HSCNI; improve finances, staff satisfaction, retention, and patient safety.
- **Collaborative Bank** enabled for a **Lead Employer model** – NIMDTA; increased retention.
- Convert anywhere between **25% and 75%** of agency fill to Bank fill

Workforce control and productivity Optimisation. Delivered.

- ✓ Collaboration has saved **over £12m** in the North East Region across 9 providers with **internal fill rates of 75%**
- ✓ Worker Passporting **saves over 49 hours per month** for Operational teams
- ✓ *Eliminated unwarranted worker pay variations* – **£100k savings** identified across a **6-month period** at *North East London NHS Foundation Trust*.
- ✓ **£3.7m salary absence costs mitigated. Annual sickness rate reduced by over 10%**, supported and monitored by Workforce Planning and Analytics at Stockport NHS Foundation Trust.
- ✓ £500k savings at University Hospitals Coventry and Warwickshire NHS Trust by NHS At Work Rota and Roster.
- ✓ **Saving the NHS £118K per day through TempRE** and we average a total of 4,000 shifts filled per week.



TempRE®



NHS
NELFT

NHS
University Hospital
Coventry and Warwickshire
NHS Trust

NHS
Fife

NHS
Health Education North East

NHS
Stockport
NHS Foundation Trust

NHS
Wrightington,
Wigan and Leigh
NHS Foundation Trust

NHS
Sheffield Health
and Social Care
NHS Foundation Trust

Strategic shift – Chronic Condition management

Create additional capacity with existing resources on a national scale

- ✓ Reduce unnecessary follow up activity
- ✓ 3,316 hours saved for consultants
- ✓ £45.9m saving opportunity

£45.9m saving opportunity | Over 530,000 appointments unlocked

- ✓ Over **510,000** people in Northern Ireland are waiting for their first consultant led outpatient appointment. Liaison Assist can unlock more than **530,000** appointments, clearing the entire waiting list and creating capacity for a further **20,000** patients.

All Spec Follow Ups Attended	Extra PIFU %	Appointments Released (8% return)	Potential Cost Savings	Potential Cost Saving per 5% Increase	Time Saved based on 4 hour appointments per hour in PA's	Consultants	Consultants per 5% increase	Hours Released	First Appointment Differential
887,327k	65%	530,622k	£68.9m	£5.3m	3,316	106	6	176,874k	£45.9m

Additional capacity in highest Demand specialties . Delivered.

- ✓ 125,808 unnecessary appointments removed
- ✓ 40%+ increase in clinical capacity
- ✓ Only 8% patients require Follow up
- ✓ 305 active pathways across 65 Specialties
- ✓ Largest Specialties: Gastroenterology; Diabetes; Haematology, Oncology, Rheumatology, Physiotherapy
- ✓ Patient satisfaction score 4.2/5
- ✓ Substantial DNA reductions



Deliver Financial Sustainability in Practice

Recover funds to reinvest where they are needed most

£744k saving opportunity identified

	Duplicates	Statements	Total
Belfast	£55k	£69k	£124k
Northern	£55k	£69k	£124k
Northern Ireland Ambulance Service HSC	£55k	£69k	£124k
South Eastern	£55k	£69k	£124k
Southern	£55k	£69k	£124k
Western	£55k	£69k	£124k
Total	£330k	£414k	£744k

- ✓ £65m recovered in overpayments and overcharges to date
- ✓ Delivering an end to-end service, from identification to recovery
- ✓ Enabling a resource-light service with our self-sufficient reviews
- ✓ Protecting public funds with an additional layer of safeguarding; minimising financial leakages



NHS

Duplicates. Delivered.

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.



AP Reviews have identified **£65m+** overall



£1.6m total savings in Cheshire and Merseyside ICS.



£1.2m total savings in London trusts in the last 12 months.

Aligning the System - Strategic Planning Framework

Strategic Planning Framework

1. Long Term Success Measures

What are the key metrics (lag measures) that will determine the long-term success of the strategy?

2. Multi Year Programmes

A few programmes that will add capability into the organisation to support the strategy

4. Corporate Projects

A list of projects either drawn from the multi year programmes or which are required to deliver the in-year objectives

3. In Year Objectives

A few dials (lead measures) to move this year that will most impact the long-term success measures

Domain of Annual Plan

Conclusion

- **Complex cases/packages of care** – restart work as soon as possible - work together as **one system**.
- **Medical Agency Locums** – opportunity to **reduce costs nationally by 16%** (circa £28m) in year 1.
- **Creating additional Capacity in highest demand specialties for Chronic conditions** – the opportunity to create **40,000 additional outpatient appointments per month**.

Improve RTT performance with **a 15% productivity in year 1 across targeted specialties**.

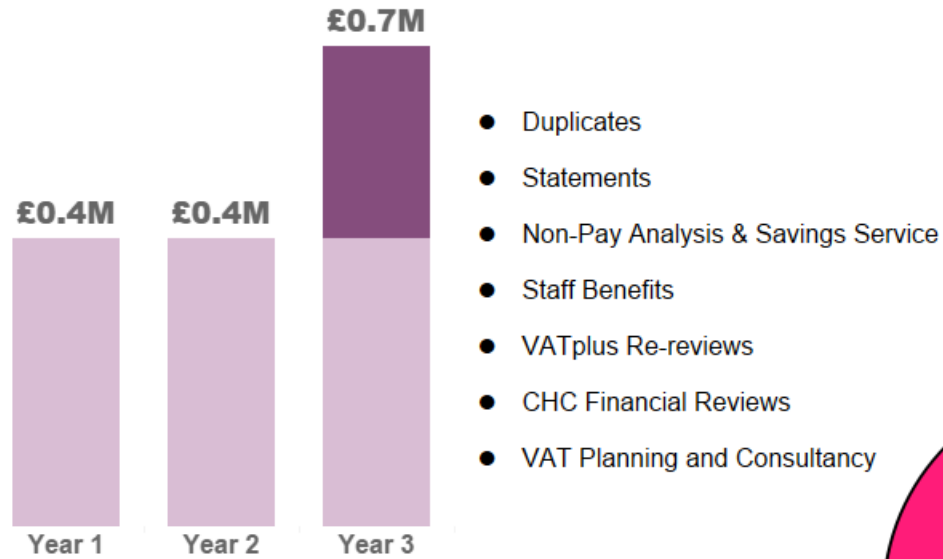
- **LOW RISK to Trusts** – Liaison Group deliver these programme of work at risk predominantly on defined shared benefit models where there is a clear identifiable route to cash savings.



Your Three Year Savings Opportunity Dashboard

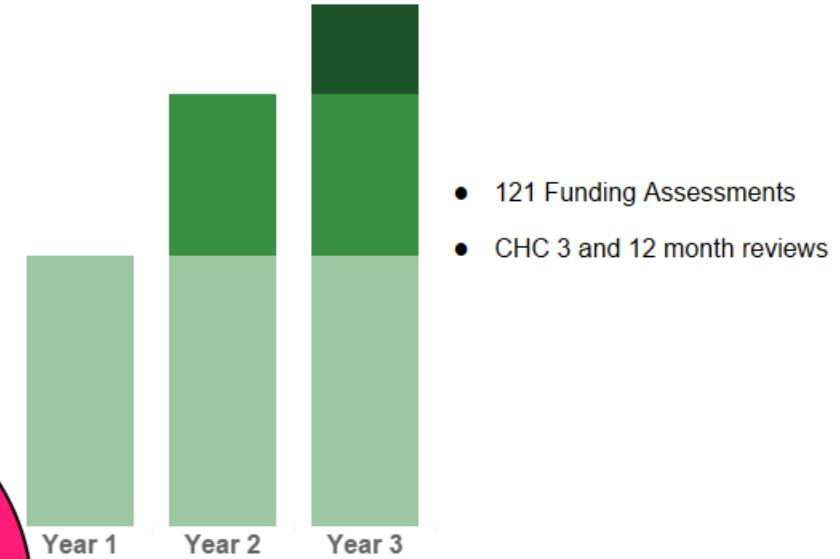
£744k

Sustainable Financial Recovery



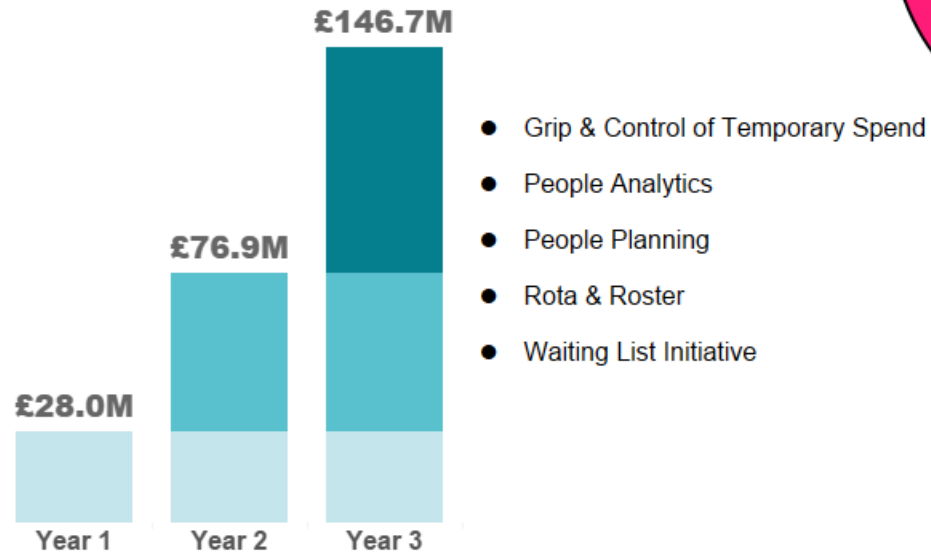
Specialised Commissioning

TBC



£147M

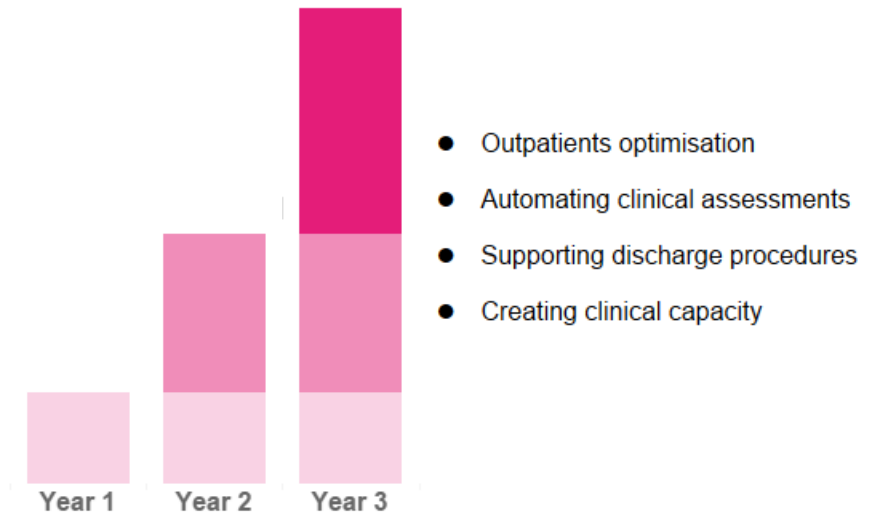
Workforce Productivity and Efficiency



£657m

Clinical Productivity

£509m



3-year savings breakdown by areas of saving for each HSC Trust

Category	Solution	Belfast HSC Trust	Northern HSC Trust	Northern Ireland Ambulance Service HSC Trust	South Eastern HSC Trust	Southern HSC Trust	Western HSC Trust	Grand Total
Sustainable Financial Recovery	Duplicates	£55,000	£55,000	£55,000	£55,000	£55,000	£55,000	£330,000
	Statements	£69,000	£69,000	£69,000	£69,000	£69,000	£69,000	£414,000
	Non-Pay Analysis & Savings Service	-	-	-	-	-	-	-
	Staff Benefits	-	-	-	-	-	-	-
	Total	£124,000	£124,000	£124,000	£124,000	£124,000	£124,000	£744,000
Workforce Productivity and Efficiency	Grip and Control	£4,404,000	£2,729,000		£1,689,000	£236,000	£2,158,000	£11,216,000
	People Analytics	£132,000	£79,000	£19,000	£70,000	£91,000	£82,000	£474,000
	People Planning	£44,499,000	£29,585,000		£20,015,000	£451,000	£32,035,000	£126,585,000
	Rota & Roster	£2,590,000	£1,427,000		£1,295,000	£1,585,000	£1,526,000	£8,424,000
	Total	£51,625,000	£33,820,000	£19,000	£23,069,000	£2,364,000	£35,801,000	£146,698,000
Clinical Productivity	Liaison Assist	£18,323,888	£5,202,516	-	£7,773,845	£7,246,923	£7,440,029	£45,987,201
	Discharge Delay	£30,777,226	£30,021,973	-	£14,336,746	£29,588,944	£30,021,973	£134,746,862
	Specialty Transformation	£111,805,666	£76,461,333	-	£ 82,210,666	£64,273,500.00	£76,461,333	£329,001,832
	Total	£160,906,780	£111,685,822	-	£22,110,591	£101,109,367	£113,923,335	£509,735,895
Total		£212,655,780	£145,629,822	£143,000	£45,303,591	£103,597,367	£149,848,335	£657,177,895

Outpatient Transformation. Delivered.

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



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

Outpatient Productivity. Delivered.

Productivity gain of 22% across largest specialties delivered



The Approach:

- **Developed a central model** to map clinics, resources, templates, and their relationship to the commissioned contract.
- **Engaged each specialty** to reset expectations in line with the commissioned contract, standardising by site, specialty, and sub-specialty.
- **Collaborated with Chiefs of Service/Clinical Leads** to agree on standardised timings, clinic frequencies, academic templates, throughput, and resident doctor attendance.
- **Built monitoring tools** to track effectiveness and reliability.
- **Secured leadership sign-off** and removed or repurposed unnecessary clinics.

Delivered Outcomes:



An **average productivity gain of 22%** across the largest **17 specialties** at the Trust.



A **capacity model**, aligned to the commissioner contract using standardised, specialty agreed timings and factoring in the number of Consultants, Academics and Resident doctors expected at each clinic.



A **longer-term strategic direction** for Outpatients at the Trust.



The work was diligent and analytical in looking at the outpatient department, both in terms of Consultant productivity and relationships to new: follow up ratios and DNAs. However, it is important to emphasise that this work was carried out under the umbrella of a long-term strategy which they devised in order that the work that they have done will be ongoing over time so that the Trust can continue to benefit from the work that they have done.

The team that worked with us was extremely hard working and I have no hesitation in recommending them to you in carrying out similar work.

Mr DK Edmonds
FRCOG, FRANZCOG Clinical Programme Group Director - Women and Children's Directorate



Orthopaedics productivity

The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust needed support in addressing major operational and financial issues. The Trust was the West Midlands' worst performer on the 18-week standard, running a 10% deficit on its £60m budget, and facing a potential merger with Shrewsbury and Telford.



The Approach:

- **Diagnosed constraints** through controlled experimentation to identify process bottlenecks.
- **Rolled out improvements** systematically across subspecialty teams using core performance measures.
- **Validated outcomes** with reviews at 12 months and two years, confirming sustained gains.
- **Delivered impact** by reducing waiting times, improving financial performance, and avoiding merger.
- **Embedded resilience** through robust systems for ongoing performance management and continuous improvement.

Delivered Outcomes:



The Trust not only avoided the proposed merger but went on to be awarded **Foundation Trust status**. Theatre productivity improvements **delivered the entire £6m financial gap closure**, with outpatients contributing **an additional £1m**.



At operational level:

- ✓ Session utilisation increased from **78% to over 95%**
- ✓ Cases per list improved **from 1.8 to 2.3**
- ✓ Control measures ensured that longer procedures weren't delayed, with the longest waiting times **reduced by approx. two months**



The systems you have put in place clearly had a significant impact on the productivity of theatres and I believe your patience and support have enabled the organisational staff in theatres to sustain and develop the process following your departure.

I would also like to congratulate you on your diplomacy and constructive way in which you approached the consultant staff. Without this there may have been resistance to the changes, they have in fact engaged in the process very productively.

Professor Iain McCall
Medical Director



Virtual Wards – Delivering Care closer to home

Discharge patients earlier, avoid re-admissions – increase capacity by 40%



The Approach:

- **Partnership with the Trust:** Worked collaboratively to deploy our task management platform.
- **Liaison Assist Implementation:** Digitises all tasks required to discharge patients, reducing delays and improving patient flow.
- **Monitoring & Target Tracking:** Provides real-time visibility of task status and highlights when timescale targets are not met.
- **Rapid Reassignment:** Enables quick reassignment of tasks to ensure timely completion.

Delivered Outcomes:



Saved £14 million in costs and discharging patients sooner.



Coordinated **over 66,000 tasks over 3 years**, supporting earlier discharge for **over 5,000 patients every year**.



Discharging patients **7 days sooner** from hospital into the virtual ward.



Saved over **20,000 excess bed days**.
Reduced readmission and A&E attendance with **a 55% increase in activity**.



Liaison Assist has helped us to manage our caseload safely and efficiently and support more patients to recover in their own home. This helps to free up beds for patients who need to receive treatment in hospital.”

Devaneson Robert

Service Manager of STARRS



CIP Savings and Efficiencies. Delivered.

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



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



Outcomes Delivered Across the NHS



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.



Delivered - Client Testimonials



We've been successful in securing regional collaboration, not only in terms of addressing and harmonizing pay rates, but also in improving patient safety side. With some 50% of the doctors rotating around the region, we're now using a workforce that is aware of how we operate within the region and the systems at the individual hospital trust sites.

The collaborative bank ensures that we have doctors and dentists working at the level, specialty and competence that they have been trained to do within the NHS."

Linsey Richards – Head of Human Resources, Lead Employer Trust, Health Education England North East



Health Education North East



Working with Liaison has revolutionised the way we manage and book agency staff. The TempRE technology and dedicated support have transformed our processes, bringing us transparency, control and efficiency.

The system has empowered us to make informed choices, ensuring full compliance is in place, and manage our temporary workforce in-house, supporting us with our agency reduction plan and giving us great control over our staffing needs.

Gillian Mead – Temporary Staffing Booking and Transformation Manager



NHS Foundation Trust



It has been fantastic to work with Liaison, they bring expertise and a can do attitude which we have really benefited from. I would not hesitate to recommend.

David Miller – Director of Workforce

We chose Liaison because of the expertise with agencies as well as the extensive support during our scoping phase without pressure. As far as the experience, it's been incredible: the implementation team we've had has been so hands on and always available, and has been huge in supporting training sessions of over 100 different staff that will be using TempRE.

We were able to develop a plan that ensured we quickly experienced savings which supported challenging financial position the Board is currently facing. We'd highly recommend to other Health Boards!

Catherine Anderson – Senior Project Manager



A Proven NHS Delivery Partner...



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.



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.



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.

A Proven NHS Delivery Partner - continued...



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.