

About the NHS Transformation Unit

Empowering change from within



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Transformation Unit

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About the NHS Transformation Unit



The [NHS Transformation Unit](#) (TU) specialises in the transformation of health and care.

We work in partnership with health and care clients to improve outcomes for people and communities. We empower change from within.

Our tailored services fit around partners' needs to simplify complex change projects.

Our [skilled professionals](#) are passionate about achieving better health outcomes through innovation. We want health and care services to be safer, more equitable and sustainable for the populations they serve.

We are proud to be part of the NHS and are hosted by [NHS Midlands and Lancashire Commissioning Support Unit](#).



[@TU_NHS](#)



www.linkedin.com/company/transformationunit



Our values



We are people focused

We have those who access and deliver health and care at the heart of all we do. We recognise, acknowledge and celebrate all contributions.



We are driven

We respectfully challenge convention, ourselves and each other to excel. We have the strength, willingness and determination to make things happen.



We act with integrity

We act professionally with compassion, respect, responsibility and honesty. We do what is right and fair, not what is easy. We are accountable for all of our actions.



We empower our people

We actively support, develop and care for all our people. We value our health and wellbeing and ensure it is our priority.

Transformation cycle

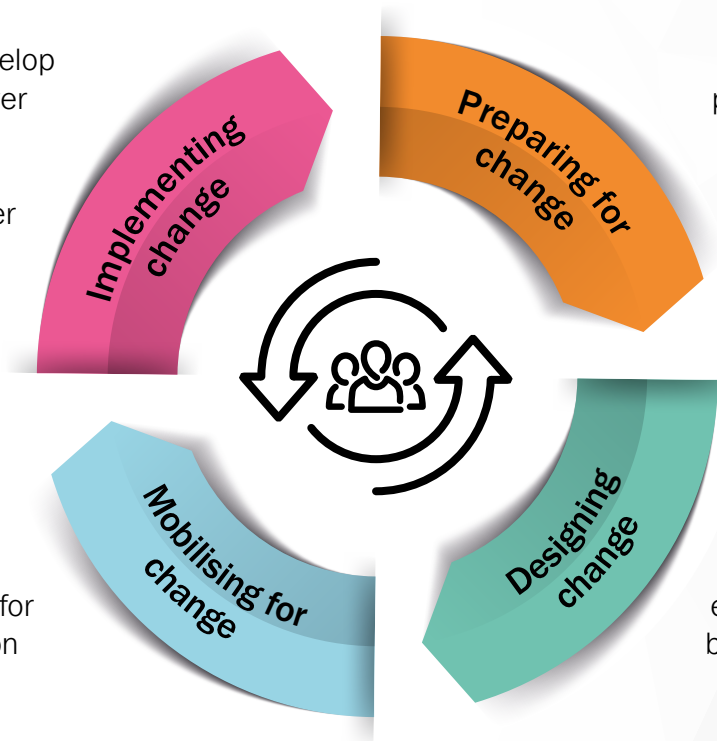
The TU's change management experts support partners throughout the transformation cycle. We prepare, design, mobilise and implement complex system reforms and service redesign.

Deliver

We partner with you to develop your workforce and empower people to act so that you can embed the new target operating model and deliver planned benefits.

We support you to create the optimal programme design, establish robust governance arrangements and agree a credible case for change driven by population health needs.

Organise



Collaborate

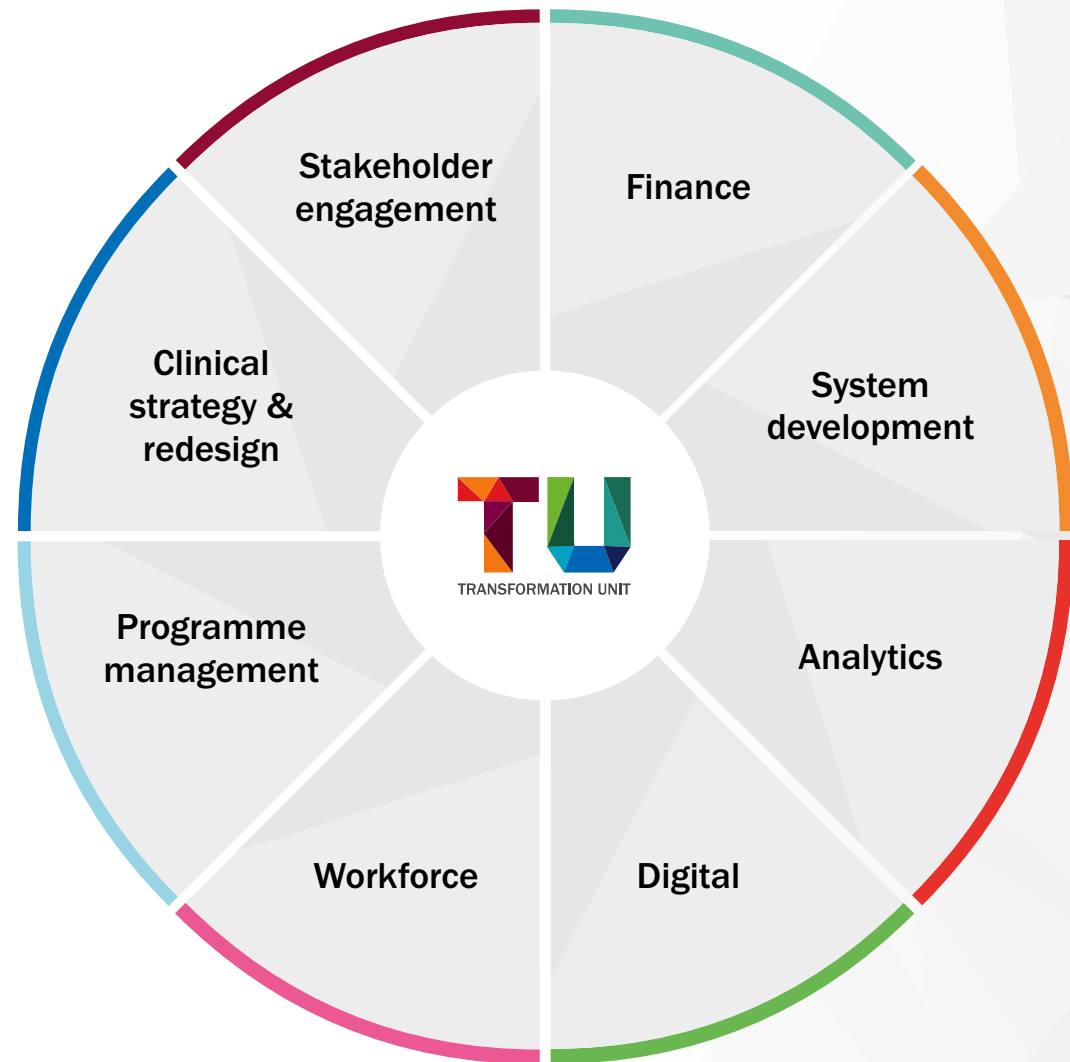
We work with you to build purpose and vision, develop trusting relationships and build commitment, readiness, evidence and agreement to change.

We review best practice to inform the development of your clinical strategy and design of new care models. We are experts in developing robust business cases and creating workforce solutions.

Innovate

Our areas of expertise

We help our partners create lasting change by building bespoke support packages, drawing upon the following areas of expertise. Click on a segment to find out more:



Our areas of expertise

Finance

System
development

Analytics

Digital

Workforce

Programme
management

Clinical strategy
and redesign

Stakeholder
engagement

Our health and care systems need financial sustainability in order to achieve their objectives, and need to be driven by value for money when making investment decisions about transformation programmes.

Large transformational programmes need dedicated financial leadership. This often involves support to develop business cases. It also involves working with the programme director and system finance leaders to strategically manage the financial aspects of the programme.

Our team is widely accredited with Better Business Case training to support all manner of business cases.



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We can support our clients to:

- establish common financial frameworks across organisational boundaries
- quantify costs and benefits (including cash-releasing, cost-avoidance, qualitative and societal benefits)
- produce HM Treasury compliant business cases including economic and financial analysis
- use benchmarking data, evidenced case studies and local intelligence to understand the financial opportunities for projects and schemes
- broker system conversations regarding funding for transformation and changes in funding flows.

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Integrated care systems provide an opportunity to build sustainable health and care services so patients experience high-quality, joined-up care.

Partner organisations must work collaboratively to resolve workforce, clinical and financial challenges, adapting different ways of working to deliver change across place and system.

We have experience of working at system, place and provider level to address these challenges.



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We can support systems and partners to:

- co-produce key documents (including system-wide strategies and plans) informed by relevant guidance/regulation, local insight and wide-scale stakeholder engagement
- co-design new operating models, embedding subsidiarity as a principle, and clarifying how organisations will work in the new system
- develop and mature collaborative working arrangements, enabling agreement of service transformation priorities and delivery of service transformation programmes
- mature place-based working to ensure statutory duties are effectively discharged
- support leaders to adapt to new roles, responsibilities and accountabilities.

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Good transformation and clinical redesign uses data-driven insight to underpin decision-making. Data interpretation should be accessible, easy to understand and clearly communicated.

Strategic business intelligence enables systems and organisations to get under the surface of their data to analyse variation, look for root causes, understand underlying health inequalities and explore relationships between different data sets.

Demand and capacity modelling helps systems and providers to understand capacity, translate population health needs into demand forecasts and then model the impact of their change programmes on other services, facilities and finance.



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We can support our clients to:

- use geospatial data to understand the best location for delivery of services
- understand the impact of deprivation, demography and digital inclusion on service design
- analyse the impact of redesign projects on capacity within the service and provider as well as on the wider system
- model the impact of hospital discharges on community provision
- model elective recovery based on various redesign scenarios
- explore population needs and the impact on future demand.

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Digital tools and processes are transforming the way care is delivered and accessed.

To fully realise the benefits, it is vital that health and care systems develop digital transformation strategies that allow them to make the right investment decisions, embed digital enablers right across their operating model and can manage the change process to digitally transform care pathways.

We have worked with health and care organisations to design and deliver bespoke programmes of support to meet the specific requirements of their digital ambitions as well as deliver against national guidance and policy.



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We can support our clients with:

- Development of digital transformation strategy, aligned to clinical transformation strategy through stakeholder engagement
- Production of HM Treasury compliant business cases to enable investment in digital programmes
- Design and implementation of care pathways that make best use of digital solutions
- Co-design of digital and data operating models.

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The health and care workforce is in short supply and transformation programmes at system, place or provider level will need to:

- implement new ways of working that utilise the full range of skills and experience to deliver the best possible patient care
- take an integrated approach to workforce, finance and service planning focusing on prevention and care closer to home for the future population
- establish a 'one workforce' approach across health and care systems which is agile, has shared principles and ambitions for people and has a compassionate and inclusive culture.



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We can support our clients to:

- take a population and place-based workforce planning approach to design the workforce around the population health needs
- model the implications of new models of care from an existing and future workforce perspective
- engage staff to co-design future workforce models and to determine the new skills and roles required
- provide workforce transformation expertise including programme management, organisational design and workforce planning.

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Successful delivery of transformation is underpinned by effective project and programme management to ensure projects can be delivered on time, on budget and, most importantly, with the desired outcomes.

Our approach to programme and project management is based upon recognised methodologies such as Managing Successful Programmes (MSP) and PRINCE2.



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Built into our approach are:

- provision of accredited resource with the right skills to effectively manage projects and programmes
- a standardised mobilisation process ensuring that programmes and projects mobilise quickly and effectively
- monitoring and quality assurance processes to ensure programmes and projects remain on track
- standardised close-out process to confirm that all deliverables have been handed over to the client to an agreed standard.

We can support transformation programmes with:

- programme reviews to ensure programme and project purpose, structure, governance and resource remains aligned to programme objectives and desired benefits
- establishment of programme management office capability
- programme design
- programme directorship
- programme and project management support.

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We work closely with patients, carers and health and care professionals to identify the best ways to improve services.

Our clinical redesign experts strive to:

- transform services and clinical pathways to achieve improved quality of care
- pinpoint the issues and then start to resolve them
- ensure that staff are inspired to change through adopting new strategy, pathways or ways of working.

We have developed a robust, phased approach to clinical transformation and strategy development with an impressive track record of success. Clinical and care standards, and service co-dependencies inform the improvement process.



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We can support the redesign of services across all settings, for immediate or long term outcomes, and across large and small areas by:

- **Mapping:** framing the question and identifying the problem
- **Diagnostics:** quantifying the problem with data, patient feedback or gap analysis of standards / KPIs to define the case for change
- **Solutions:** co-designing solutions via robust engagement, options appraisal and development of new models of care
- **Implementation:** working with teams to create sustainable plans to deliver the agreed option
- **Evaluation:** continual reflection to ensure the successful delivery of all goals and realise identified benefits.

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Stakeholder engagement is integral to all transformation programmes. We understand that to deliver lasting change, it is best practice to identify, engage, understand, and manage stakeholders throughout.

How stakeholders are engaged pre, during and post implementation needs to be proportionate and meaningful. How a group of clinical staff are engaged might be very different to how the public are engaged around a change in service. Our communications and engagement experts can support you to achieve meaningful stakeholder engagement that will help to deliver the right solutions.



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We can support our clients with:

- interactive workshops, online surveys, and outreach engagement to a range of communities, groups, clinicians and wider workforce
- tailored engagement with rarely heard and diverse groups and diverse staff groups
- preparing equality impact assessments
- ensuring engagement activities are accessible to all
- focused workshops to test and challenge the recommendations and implementation plans
- compliance with the public sector duty to consult.

How we work with you

We design all our projects in a bespoke way. We spend time with our clients to understand their aims, the milestones they need to achieve, the challenges they face, the environment they are working in and the funding they have to deliver transformation.

Alongside our skills, knowledge and experience we have tried-and-tested methodologies which we share with clients in a way that supports sustainable knowledge and embeds lasting change.

We are committed to maximising the impact and social value of the work we deliver.

For examples of work we have delivered for other clients please visit the [Case Studies](#) page of the [NHS Transformation Unit website](#).

We are part of the NHS and are hosted by [NHS Midlands and Lancashire Commissioning Support Unit](#). We are also present on a number of public sector procurement frameworks. This provides a convenient and commercially compliant route for public-sector organisations to procure our support.

If you would like to discuss how NHS Transformation Unit could support you, please get in touch email: transformationunit@nhs.net.

