



NHS Transformation Unit Annual Report

2022/23





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Director's Overview

I am thrilled to introduce our 2022/23 Annual Report, which describes the NHS Transformation Unit's performance during an exciting and challenging year for whole of the NHS. Our successes are evident in our delivery across our strategic objectives and are underpinned by our frankly phenomenal People Survey results.

I am really proud of the team, and the flexibility and agility our people have demonstrated. We have worked together to achieve our objectives whilst actively investing in our health and wellbeing. We have grown in size, welcoming another cohort of Graduates alongside eight experienced consultants. As always, we have empowered, supported and celebrated our vibrant and diverse team, and we have continued to invest heavily in training and development activities. I am delighted that we have increased our corporate social responsibility activity, with many team members using their personal and professional skills to contribute to local causes.

The skill and expertise of our people shows through the quality and increasing diversity of our commissions. Alongside our core clinical service transformation and business case work, this year we have supported numerous 'Places'

in their formation and development, as well as delivering work to define new operating models at Integrated Care Board (ICB) level.

We are particularly proud of our work with cancer services nationally, and of the multi-professional leadership framework we developed in Lancashire and South Cumbria.

We have further built on our strong client relationships, working in partnership with ICBs, national bodies and providers. Repeat work is now 71% of our business, an indication of our high quality and reputation. It has been fantastic to be nationally recognised for our work – at events, as HSJ Partnership Award finalists, and even hitting headlines for our podcast involvement!

Excitingly, we have increased the diversity of our work in year, including delivering more engagements in mental health, leading evaluation projects, and expanding into the charity sector. We have strengthened our relationships with strategic partners who have expertise complementary to our own, enabling us to offer a more holistic service to our clients.

We have established our pivotal role within Midlands and Lancashire Commissioning Support Unit (MLCSU). We have delivered over £313,000 worth of work jointly with CSU colleagues this year, including partnering on digital innovation. Joint delivery allows us to bring in colleagues with complementary skills and backgrounds, enriching our approach and the quality of our work.

We have also actively sought to collaborate with other CSUs, sharing skills and reducing duplication – for example, recently sharing our renowned clinical redesign methodology.

As we look towards the year ahead, we will build on our successes – continuing to strengthen our transformational change offering, increasing our focus on innovation, and sustaining a happy, engaged and diverse team.

I hope you enjoy reading about some of our achievements from 2022/23.



Janet Budd

Director of NHS Transformation Unit



Our Year in Review

We started 2022/23 with four organisational objectives:



Objective 1: Nurture and support our vibrant, diverse and happy team >



Objective 2: Maintain/Improve the quality of delivery >



Objective 3: Win work (with new and existing clients) in priority areas >



Objective 4: Maintain a viable, well run business >

We are proud to have achieved all four of our 2022/23 objectives. The highlights of our year are set out in this annual report.



Objective 1: Nurture and support our vibrant, diverse and happy team

- We have grown our team, welcoming twelve new members including four Graduate Trainees.
- We furthered the development of the whole team through our comprehensive training and development offering.
- We have continued to embed Equality Diversity and Inclusion (EDI) approaches.
- We identified focus areas that will make positive changes to the Health and Wellbeing of our team.
- We have made significant progress in developing our approach to embed our commitment to Corporate Social Responsibility (CSR).

Growing our team

During the year we welcomed twelve new starters to the team. We improved our recruitment process by introducing innovative approaches, helping us to deliver a great experience for both the applicants and the TU. This includes sharing interview questions in advance which has received excellent feedback from our new recruits.



“ There are many opportunities to get involved in interesting and challenging projects in a nurturing environment. The TU really prides itself in valuing each member of staff by ensuring everyone is looked after with such an emphasis on health and wellbeing and a dedicated workstream on EDI. I’m really happy and proud to work for the TU! ”

Halima Laheri - Started August 2022





“ Joining the TU was a big step for me. After 12 years in providers, it was a new world but it’s one I am so glad I took. The TU truly embodies a supportive and flexible culture and a genuine willingness from everyone to help. Since I’ve been here, I’ve already been involved in a range of projects, giving me variety and depth in developing my skills. It’s great to be part of a tight knit bunch of likeminded individuals who all want to do good things for the NHS! ”

Sarah Rigg – Started September 2022



“ I felt immediately welcomed and supported to develop when I joined the TU, attending my first training within week one. There is a chance to work on a variety of projects, so there is always something new to learn or experience. I am so glad I made the move to the TU. ”

Simon Wickham – Started January 2023

TU Graduate programme

Our sixth cohort of graduates – Annie, Conor, Martha, and Megan – joined us in September 2022. We support our graduates to develop their skills and knowledge through formal training and on the job experience.



“ Throughout my first six months at the TU, I have enjoyed gaining a range of project experience within secondary care and mental health trusts. I look forward to continuing to develop within a supportive team whilst challenging myself to expand my skills in project management. ”

Annie Messingham



“ Working on the TU graduate scheme has been incredible! I’ve had the opportunity to make a real difference in various areas within the NHS. The support and empowerment I’ve received from colleagues to get involved in different projects and internal work is amazing, and I’m looking forward to what the future holds! ”

Conor Millington



TU Graduate programme *continued*



“ Since joining the TU, I have worked on exciting and challenging projects with a wide range of NHS organisations. I have had continuous development opportunities and have enjoyed working with and learning from a supportive team whose passion for healthcare is evident. ”

Martha Holt



“ As a graduate at the TU, I have had many opportunities to gain experience on different projects and working with different colleagues. These opportunities have helped to grow my knowledge in the NHS and develop my confidence within the team. I look forward to continuing my development in this supportive and knowledgeable environment. ”

Megan Bailey

Developing and supporting our team

We were delighted to be able to promote eight staff during the year. We also furthered the development of the whole team through our comprehensive training and development offering.

Our team have undertaken a comprehensive range of training and development activities. This has included accessing internal TU Technique sessions, six whole team development days, and external training opportunities in business case writing, programme management, change management and a range of leadership skills.





Staff survey results 2022

Our organisation



100% of the team felt their colleagues are kind, understanding, and treat each other with respect.

89% of the team feel the organisation is committed to helping them balance their work and home life.

96% of the team feel trusted to do their job.

Personal development at the TU



96% of the team feel supported to develop their potential.

100% of the team feel there are opportunities to improve their knowledge and skills at the TU.

Health, wellbeing, and safety at work



93% of the team feel the organisation takes positive action on health and wellbeing.

89% of the team feel that the organisation respects individual differences.

Culture at the TU



96% of the team would recommend the TU as a place to work.

96% of the team feel they receive recognition for the good work they do.



Equality Diversity and Inclusion (EDI)

Over the past year, we have continued to embed EDI approaches and considerations across our organisation. This has included:

- developing a multifaith and awareness days calendar with supporting resources;
- introducing an annual TU Team Awards; and
- developing EDI connections and networks to enhance learning and potential business development opportunities.

Supporting team Health and Wellbeing

Supporting our team's Health and Wellbeing is key to the success of the TU. The TU core values of being 'people-focused' and 'empowering our people' underpin this. Our Health and Wellbeing Group supports our continual improvement ethos by identifying focus areas that will make positive changes. These are identified through staff experiences, staff surveys, informal feedback and innovative ideas raised by the wider team.

This year we have adopted our charity partner, Manchester Mind's "**Five Ways to Wellbeing**" approach which includes:

- **Give:** we have volunteered our professional skills to support local causes.
- **Be active:** to combat home-working inactivity we have:
 - shared local routes for walking meetings and healthy recipes;
 - promoted apps or other forms of support for increasing fitness; and
 - sourced volunteering opportunities to enable people to feel involved and part of a team.

- **Connect:** we have a flexible and hybrid approach to home/office working. Our twice weekly virtual team check-ins provide an opportunity for our team to get to know each other. We share business updates alongside our plans for the weekend and the ups and downs of life outside of work.
- **Keep learning:** this year we shared information about the menopause. This initiated thought-provoking discussions on the impact this can have on colleagues.
- **Take notice:** our Mental Health First Aiders refreshed their training. They continue to support our team in noticing and looking after their mental health.





Corporate Social Responsibility

Our vision for Corporate Social Responsibility (CSR) is ‘consideration of how we can make a positive impact on society beyond our daily work’. As most of our clients are organisations within the NHS, our work inherently carries a degree of positive societal impact. Beyond this, we believe that we can use our position, skills and energy to have an impact outside of typical ‘work’.

We have made significant progress over the course of 2022/23 in developing our approach to embed a CSR commitment. Our CSR work is made up of three pillars:

- volunteer hours;
- charity partnerships and fundraising; and
- a commitment to delivering ‘social value’.



Corporate Social Responsibility – A Night at the Opera

Russell Watson Concert at The Bridgewater Hall – in aid of Teenage Cancer Trust (June 2022)

On a late Spring evening, Russell Watson performed some of his most iconic numbers for a huge crowd at the Teenage Cancer Trust’s inaugural event at Manchester’s Bridgewater Hall. The evening was a huge success, with over £34,000 raised to support and care for young people dealing with cancer.

We facilitated the organisation of the concert. A small team used their volunteer hours to work in partnership with the Teenage Cancer Trust – from offering project management support to bucket collection on the night. It was humbling to support such an important cause and brilliant to put our skills to wider use.

Besides being a fabulous event to be involved in, we are proud that Sophie Whitham from the TU won the ‘Corporate Volunteer’ award at the 2022 Teenage Cancer Trust Altogether

Unstoppable Partnerships awards for her work organising the concert.

You can learn more about the Teenage Cancer Trust’s amazing work [here](#).





Objective 2: Maintain/Improve the quality of delivery

During 2022/23:

- We have embedded innovative approaches to improving quality.
- We have refined our internal processes.
- We continue to invest in training our team to industry standards and beyond.
- The quality of our work is evident in the feedback we have received.



Embedding innovative quality improvement approaches

At the start of the year, we recognised that confidence in the quality of delivery was high, but we wanted to do even more. We were keen to encourage a culture of continuous improvement, to go further for our clients.

In April our 'Quality Huddles' started. At these monthly sessions, project teams present a brief update on their work and come with a topic of discussion for the Quality Huddle panel to support. The panel consists of four TU colleagues who range in role and experience and are not directly involved in the delivery of the project.

The Quality Huddle provides an opportunity for projects to:

- test and consider alternatives to their approach, drawing on the broader experience in our team;
- share challenges so that the panel can support with problem solving and suggest new areas for training and development; and
- highlight outstanding pieces of work to enable us to share learning and make connections across projects.

Learning from experience is key to improving the quality of delivery. In addition to the Quality Huddles, we refreshed and updated our 'Knowledge Repository'. This is a document library of key reference material we have produced since 2015. It provides a rich suite of resources that we draw upon when tailoring our approach for new pieces of work.



Refining our internal processes

We pride ourselves on delivering high quality work – **71% of our 2022/23 income came from existing clients, demonstrating the consistent quality of delivery.** We have recently refreshed and improved our processes for seeking client feedback, to help us learn both from our successes and from the times when things could have been better.

This year we have simplified our internal processes to minimise the administrative burden on our teams. We have set clear expectations of our team and enhanced routine reporting so that our main focus can remain on our client work.

Training and accreditation

We have used our investment in the training and development of our team this year to continue to improve the quality of the work we deliver. This has included supporting our team to access externally accredited courses include **Programme Management (Managing Successful Programmes), Project Management (PRINCE2), Business Cases (Better Business Cases) and the flagship NHS Leadership Academy Nye Bevan Programme.** Our internal training sessions, “**TU Techniques**” have been tailored to address development needs raised by our team and from client feedback.

Client feedback

Some examples of the wonderful client feedback we have received this year:

“ The TU team went over and above at every stage to support this work, identifying additional opportunities as the programme progressed. The team were experienced, committed and effective. ”

Director, Cheshire and Merseyside Cancer Alliance

“ The TU are very organised with a good approach to strategy. Colleagues have been able to bring together many aspects for regional transformation underpinned by positive engagement. The TU have been integral to this programme in coordinating and steering the activity and progress. ”

Ophthalmology Workstream Clinical Lead, Lancashire and South Cumbria



Client feedback *continued*

“ You complimented our team extremely well. Proactive, action driven and with demonstrable strong communication intent through all stages of the work. You shared with us clear project tools along the way to make sure we kept on track. I would have no hesitation recommending the TU to other people requiring project support and consultancy advice.

”
Community Mental Health Transformation Programme Manager, NHS Lancashire and South Cumbria Integrated Care Board



We were delighted to be shortlisted in the 2023 HSJ Partnerships Awards for Most Effective Contribution to Clinical Redesign for our Gynaecological Cancer Services Review, which we conducted in partnership with Cheshire and Merseyside Cancer Alliance (CMCA). The awards ceremony took place in March 2023 which we attended with CMCA's clinical and nursing leads.

Case Study



Wayfinder National Digital Transformation Business Case

We supported NHSX (now integrated with NHS England's Transformation Directorate) to produce a HM Treasury Green Book compliant programme business case. The aim was to develop increased functionality within the NHS App and to onboard more Trusts to integrate with this increased functionality.

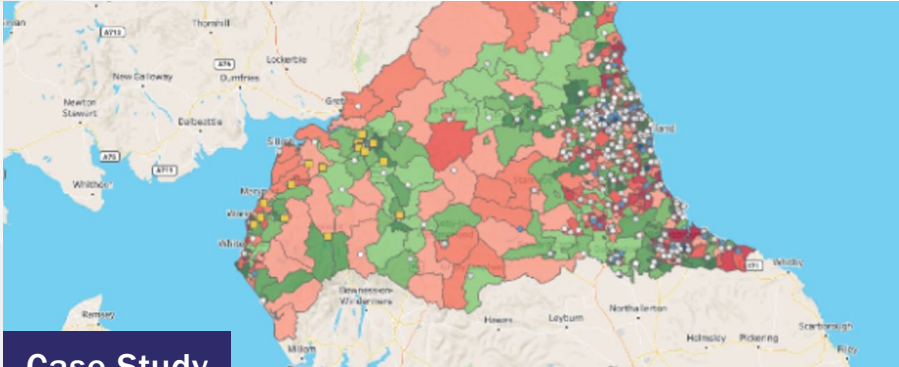
We worked with the programme team to produce the business case using the five-case model. This involved facilitating agreement of programme

spending objectives and critical success factors, putting in place a robust approach for options development, mapping and quantifying benefits in order to identify the preferred option, and authoring the full business case document.

NHS England reviewed the business case and approved an investment of £30.3m for implementation of the preferred option and the programme progressed to implementation. The integration layer has been developed and is awaiting roll out to all trusts.



Read our full case study [here](#).



Case Study



Geospatial Mapping Analysis in the North East

As part of the part of the [Regional Scaling Remote Monitoring programme](#), NHS England wanted to visualise remote monitoring sites across the North East of England to help inform decision making.

We used mapping software and publicly available datasets to visually present data on social disadvantage, disease prevalence, GP location and internet access on a map of the North East overlaid with the locations of existing remote monitoring sites. This allowed us to explore the relationship between site locations and other key factors.

Our maps provided insights into population health and health inequalities in the North East. The NHS England programme team used our data pack to inform their remote monitoring strategy.



Read our full case study [here](#).

Case Study



Clinical Transformation in Lancashire and South Cumbria

Throughout 2022/23, we continued to work with [Lancashire and South Cumbria Provider Collaborative](#) on seven of their priority Clinical workstreams.

Our work involved engaging with a wide range of stakeholders through interactive workshops, online surveys, and outreach engagement. We worked hard to deliver an inclusive approach to reach a range of patients, carers, seldom heard groups and diverse staff groups. We created robust governance and programme management templates to underpin our work.

We also developed a blueprint to showcase the different ways a clinical network could operate. This provided stakeholders with clarity on the potential of a clinical network.

The clinical workstreams continue to contribute to improved patients outcomes, better value decisions and improved trust across organisations and their leaders.

“ The TU are a trusted partner in delivering change across our system. Their extensive experience in clinical transformation, combined with their approach of fully embedding themselves within projects/ programmes, means they are able to build strong and lasting relationships between project teams. Effective and responsive; the TU are a real pleasure to work with. ”

Ed Parsons, L&SC PCB Programme Director



Objective 3: Win work (with new and existing clients) in priority areas

During 2022/23:

- We continued to deliver significant amounts of work in our priority service areas and core geographies.
- We increased the diversity of our work.

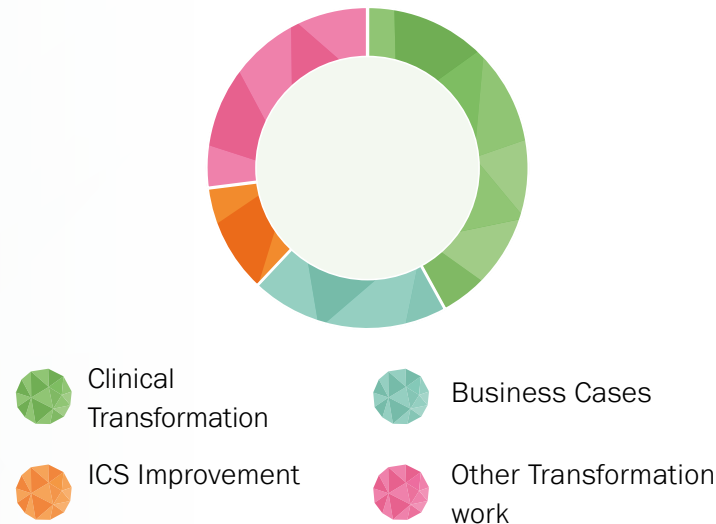


Priority service areas and geographies

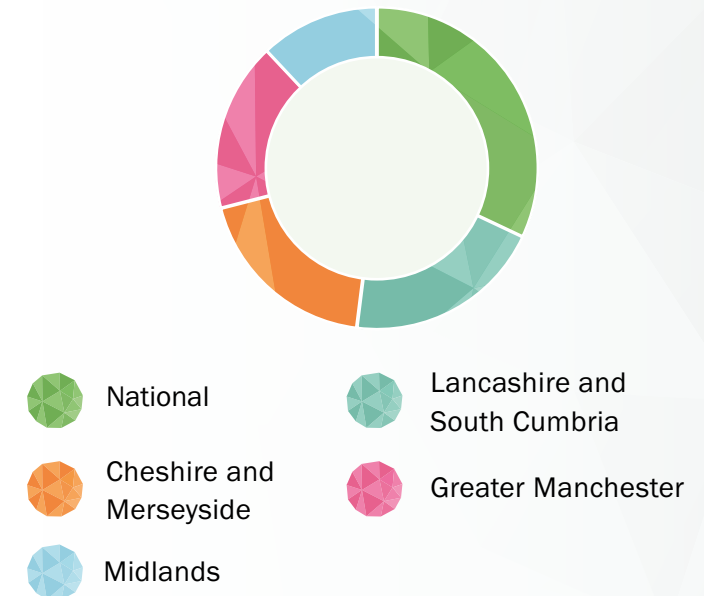
We continued to work extensively in our core services, namely clinical service redesign and business cases. We also delivered a significant amount of work to support Integrated Care Systems in their development.

We continued working extensively across our core geographies in the North West, Midlands and nationally.

Income by Project Type



Income by Geography





Diversity of work

We worked with several new clients in 2022/23, including:

Greater Manchester Mental Health NHS Foundation Trust – we facilitated the co-design of a new model of care for their specialist community mental health teams.

The Walton Centre NHS Foundation Trust – we conducted a review of the Trust's transformation programme comprising 80 projects, enabling the reprioritisation and refresh of the programme to support benefit realisation.

Claire House Children's Hospice – we reviewed change projects and project approaches across the organisation, enabling the leadership team to take informed action to develop their change management approach.

We also secured work from large existing clients on new programmes or with teams that we had not worked with previously, including:

NHS England Digital Diagnostics Capability Programme – we are developing a programme business case for investment in development of a National Imaging Registry intended to connect clinicians to diagnostic images and reports across England.

NHS England Learning Disabilities and Autism Team – we supported a thematic review of the nationally-led Safe and Wellbeing reviews and conducted a review of the Senior Intervenor pilot, both intended to improve mental health care for people with Learning Disabilities and/or Autism.

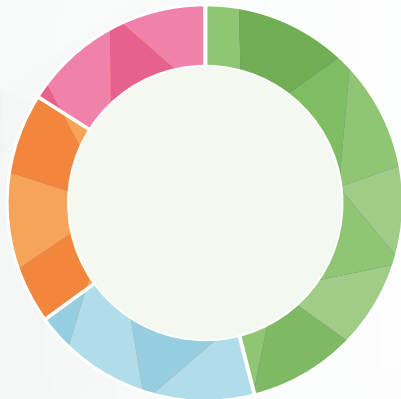
NHS England Cancer Programme – we are creating a self-assessment framework to support Cancer Alliances across England to develop and mature.

Lancashire and South Cumbria ICB Clinical Directorate – we developed a clinical and care professional leadership framework in response to national guidance. This framework seeks to ensure clinical and care professionals are part of decision-making and can provide guidance, support and leadership at 'Neighbourhood', 'Place' and 'System' levels.



Most of our clients are Integrated Care Systems, acute providers or national/regional NHS teams.

Number of Projects by Client Type



ICS Clients



Acute Providers



National/Regional NHS Teams



Other

Case Study



Community Diagnostic Centres Programme in Manchester and Trafford

We supported [Manchester University NHS Foundation Trust](#) to review the existing Community Diagnostic Services programme structure and resource, applying the Managing Successful Programmes (MSP®) methodology.

We developed a Short Form Business Case which secured £14.9m in capital funding to develop a Community Diagnostic Hub at Withington Community Hospital and our support enabled the client to gain approval for revenue funding of more than £12m for Year 3 of the programme.

Our [analytics](#) team developed geospatial maps to support travel analysis, dashboards to provide assurance on the proposed location of a new site, and visualisations to show health inequalities across Manchester and Trafford.

Our work helped to deliver over 95,000 extra diagnostic tests in 2022/23, overperforming against the activity plan by more than 25%. More patients had their symptoms checked and received a life-saving diagnosis in a shorter timeframe.



Read our full case study [here](#).

“ We approached the Transformation Unit for assistance, and they took on the work with enthusiasm and vigour. The TU team totally committed to the programme and embedded themselves in our structures, successfully delivering an outstanding programme of work. ”

Tim Keeler - Chief Executive, Clinical and Scientific Services, Manchester University NHS Foundation Trust



Case Study



Pilot of Active Hospitals Approach over four sites

We worked with the [Office for Health Improvement and Disparities](#) to develop the Active Hospitals (phase two) programme and establish an Active Hospital approach in four pilot sites. The programme aims to change the physical activity culture within hospitals to encourage patients to move more.

We helped create models of care which aimed to increase patient physical activity and to improve patient experience, care and outcomes. We delivered robust governance and assurance for over 40 programme meetings and ran an extensive communication and engagement activity programme to promote and recruit Trusts to the Community of Practice. We also developed an interactive map to highlight Active Hospitals work across the country.

We successfully delivered a national two-year pilot across all four pilot sites which embedded physical activity into 16 clinical and staff wellbeing pathways. We also established a Community of Practice with membership from 24 Acute Trusts and developed a sustainability plan for the programme.



Read our full case study [here](#).

Case Study



Developing a system wide Clinical and Care Professional Leadership Framework

In 2021, NHS England and Improvement published [guidance](#) to support Integrated Care Systems (ICSs) to transition to system working.

We worked with [Lancashire and South Cumbria ICB](#) to develop a Clinical and Care Professional Leadership (CCPL) framework.

We set up a multi-professional steering group to oversee the work and draw upon the wider expertise of the ICB team. We engaged with clinical and care professionals across the ICS including planning and delivering two ICS-wide workshops. Based on what we heard, we developed a suite of leadership roles and designed leadership forums for both ICB and Places, to enable Clinical and Care Professional Leaders to effectively influence decision making.

We developed a comprehensive multi-professional leadership framework for Lancashire and South Cumbria which adheres to national guidance and is tailored to the requirements of the system and its places. Our commission with the client has been extended to support the implementation of the Leadership Framework.



Objective 4: Maintain a viable, well run business

During 2022/23:

- We delivered strongly against our financial plan.
- We refreshed our marketing strategy.
- We extended our successful shared office space arrangements in Sale.
- We invested in high quality remote working solutions.
- We are thriving within Midlands and Lancashire CSU (MLCSU).



Financial performance

We delivered income of **£3.66m** across **77 projects** for **26 clients**, **exceeding our income target for 2022/23**. We won **52 new projects in 2022/23**. We continued to regularly review our business development performance. This enabled us to understand where our work comes from, how we win work and what services our clients need.

Our approach to high-quality delivery and building deep, trusted relationships with our clients continues to generate satisfaction. **71% of our work was sourced from existing clients in 2022/23**: a true testament to the hard work of our team, supported by our partnership-style of working.

We also closely monitored our pay and non pay costs during the year, meaning that overall we were able to deliver a full-year contribution to the MLCSU position in line with our plan.



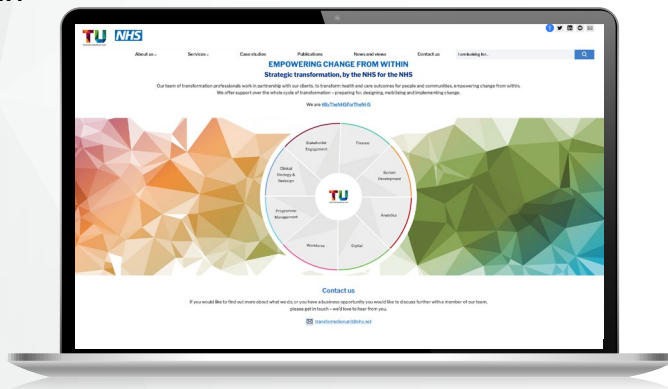
Marketing strategy

We kept our new website up to date since its launch in March 2022 to reflect our evolving service offers, our growing bank of case studies, and our other publications including ‘News and Views’ articles.

We developed and implemented a social media and web marketing strategy to create a vibrant online presence that provides insight into:

- the work that we do;
- the impact we create for our clients and the people they serve;
- how we work with clients;
- what it is like to work at the TU; and
- our values and culture.

We built monitoring of our marketing performance into our organisational performance dashboard to ensure we can sustain and grow our social media activity. We increased the frequency with which we posted on Twitter and LinkedIn this year and grew our followers across both platforms with our **LinkedIn following increasing by 24% over the year.**



Office arrangements

During the COVID19 pandemic we moved to Sale where we occupy a small office space on a shared basis with the Advancing Quality Alliance (aqua). This interim arrangement was due to end in 2022/23. We consulted with our staff and worked extensively with the whole team to develop an options appraisal of available office solutions. This identified the Sale office as the best value for the TU and the NHS. In January 2023 NHS England approved our business case, and we have now secured our current office space until September 2025

Within this agreement we have dedicated hot-desks, a small meeting room space, and access to several bookable meeting spaces and a shared kitchen/break out area. We have set up a joint accommodation working group with aqua to help us work well in the shared space, and we held several joint fund-raising bake-off events and food bank drives throughout the year which directly supported our chosen charities.



Remote working

Remote working is here to stay. For both cost and environmental reasons, many of our clients prefer for us to work remotely rather than travel to client sites. We have found that remote working can be highly effective, but only if the proper technology and enablers are in place. As such we have **invested in high quality video conferencing equipment** including webcams, tablets and headsets for the team for use at home, at each workstation in the office, and in our dedicated meeting room.

We further have invested in IT and office consumables such as data dongles, monitors and office chairs to support effective home and remote working. In quarter four we began the process of rolling out new laptops across the team to those who need them. We have also further developed our agile and flexible working arrangements, including setting a clear remote working policy which allows team members to book appropriate office space when they need to work away from the Sale office.

We recently installed a new WiFi connection in our office. This connection enables our staff to more easily access MLCSU systems, and allows us to obtain enhanced remote support from the MLCSU IT helpdesk when required.

Thriving within MLCSU

Since joining the CSU in April 2021 we have formed a range of mutually beneficial partnerships with CSU colleagues and teams which we have continued to develop this year.

We have expanded our collaborative work with colleagues across both the MLCSU Partnerships team and other MLCSU business units. We worked with the Partnerships team to support development of several important bids and tenders. This included frameworks such as SBS Consultancy Advisory Services which provide important routes for our clients to contract our services.

Around 7% of our 2022/23 income came from projects that we delivered in partnership with other MLCSU business units including the NHS Strategy Unit, the Improvement Unit, People Services, and the Digital Transformation team.

Our team have further developed and deepened relationships with colleagues in HR, finance, and other CSU consulting teams. We also helped MLCSU colleagues to plan for the roll out of a new professional services solution across the organisation. We have recently been supporting MLCSU colleagues in planning the transfer of another team into the organisation, building on our team's successful onboarding experience in 2021.



2022/23 in Numbers



We worked on **77** projects

for **26** clients



43% of the team accessed funded external training opportunities



71% of our projects were repeat business



499 volunteer hours worked by our team



12 “TU techniques” training sessions



8 internal promotions

12 new team members



£3.66m Income

