



NHS Transformation Unit Digital Brochure



About the NHS Transformation Unit

The NHS Transformation Unit (TU) is a specialist internal NHS consultancy team, dedicated to transforming health and care.

Since 2015, we've partnered with clients across the NHS to deliver major change programmes that improve care and outcomes for people and communities. We empower change from within – we *are by the NHS, for the NHS*.

Originally established through governance arrangements in Greater Manchester, the TU initially supported NHS organisations across the region. Since 2015, we've expanded our reach, supporting health and care systems across England and Wales, including national-level programmes.

We are a team of experienced transformation professionals who make complex change simple. Our services are tailored to the unique needs of each client and programme, grounded in deep NHS knowledge and practical delivery expertise.



Our Enabling Ethos

At the heart of our work is an enabling ethos, a commitment to collaborative, values-driven transformation that delivers meaningful and lasting impact.

Our Commitments

Addressing health inequalities by considering population health needs through all our approaches

Adopting a collaborative co-design approach to change, working with stakeholders including patients and service users

Striving to improve the social and environmental impact and value of our work

Sharing our knowledge and skills with colleagues who work across the health and care sectors

Helping our clients to make, transparent, well-informed decisions in an open, accountable and responsible way

Creating innovative solutions including considering the potential for digital and technological innovation

Managing change well by balancing robust methodologies with political awareness, social impact and realism/pragmatism

Embedding continuous improvement and learning, underpinned by appropriate methodologies in quality and patient safety

Working across organisational boundaries to deliver the best possible solution for the populations we/our clients serve

Evaluating value for money to help decide how to make the most effective, fair and sustainable use of finite resources

Our Foundations

As a values driven, public sector team working within the NHS, we adhere to the Principles of Public Life, the NHS Constitution for England, and NHS Values. Our team values of People Focus, Empower, Drive and Integrity align to these.

Our Offers

We provide a set of services structured around four core and four specialist offers, enabling us to deliver flexible, high-impact transformation support. We help our partners create lasting change by building bespoke support packages, drawing upon the contents of our offers. Click on each box to find out more:



Clinical Redesign & Transformation

We work closely with patients, carers and health and care professionals to identify the best ways to improve clinical services and make the healthcare system more sustainable.



Business Case Development

We develop strong, well-constructed business cases which support robust and informed decision-making in the health and care sector, enabling meaningful change.



Project, Programme & Change Management

We use established tools and methodologies to deliver desired outcomes on time and to budget.



Strategy Development

We collaboratively develop strategies which enable organisations and systems to identify key priorities, allocate resources and maximise the positive impacts of their actions.



Workforce

Our strategic workforce planning approach helps provide the right workforce numbers and skills in the right place to deliver high-quality care to all.



Finance

We help strategically manage financial aspects of programmes to ensure investment decisions are driven by value for money.



Analytics & Modelling

We provide data-driven insights and forecasting to support good decision-making that benefits our communities.



New Operating Models & Governance

We help design and implement new target operating models and their associated governance to respond to changes in statutory responsibilities, and to enable networked and collaborative ways of working and at-scale delivery.

Clinical Redesign & Transformation

We work closely with patients, carers and healthcare professionals across the NHS to identify the best ways to improve services.

Our clinical redesign experts strive to:

- Transform services and clinical pathways to improve quality of care
- Pinpoint the issues and focus on ways to resolve them
- Inspire staff to change through adopting new strategies, pathways or ways of working.

Our redesign support ranges from single-specialty improvements to whole-system transformations across multiple specialties and settings. By integrating cutting-edge innovation and digital enablers, we help create sustainable, future-ready healthcare systems which enhance quality of care and improve patient experience.

We have developed a structured, phased approach to clinical transformation and strategy development with an impressive track record of success. Our improvements are guided by clinical and care standards, service interdependencies, and a strong commitment to data-driven decision-making.

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

We do this by:

- Scoping: framing the question and identifying the problem
- Diagnostics: quantifying the problem with data, patient feedback or gap analysis against standards or performance indicators to define the case for change
- Solutions: co-designing solutions via extensive engagement, options appraisal and development of new models of care
- Implementation: working with teams to create sustainable plans to deliver the agreed option
- Evaluation: continuous reflection and improvement to maximise successful delivery of all goals and realise identified benefits.

Case Studies



Implementation of an Endoscopy Transformation Programme



Development of an Endoscopy Strategy



Greater Manchester CDC Diagnostic Pathways

Business Cases

We offer a range of business case services tailored to the specific needs of our clients, including NHS and healthcare organisations, evidenced by our proven track record of success.

We deliver capital investment cases, service change cases, and have worked with a variety of organisations, including:

- NHS Trusts and NHS Foundation Trusts
- Integrated Care Systems and Boards
- Provider Collaboratives
- NHS England.

Our Better Business Cases Practitioners bring years of experience and expertise to the table, delivering consistently high standards of quality.

Our qualified accountants and finance experts deliver rigorous economic and financial analysis enabling a full appraisal of options and financial impact. Our commercial acumen and qualified financial input deliver robust, realistic, and affordable business cases.

With strong analytical skills, we unlock options and assess cost-benefit scenarios to deliver informed recommendations.

We work with customers to identify the most appropriate business case format aligned to the decisions they need to make and the relevant assurance and approval routes that need to be followed.

We can develop business cases to support:

- Capital Investment: We develop business cases in line with HM Treasury's Green Book guidance, using the Five Case Model.
- Delivering Service Change: We guide organisations through NHS England's service change process, from early proposals to pre-consultation and post-consultation decision-making.
- Transactions: We support providers with collaboration options like mergers or acquisitions and ensure business cases meet NHS transaction rules.

Case Studies



**Development of a Short Form
Business Case for the
Transformation of Endoscopy**



**Pathology Network Full
Business Case Support**



**eBCMS Business Case – NHSE
Transformation Directorate**



Project, Programme & Change Management

We work across the NHS and wider healthcare sector to deliver complex service improvements through effective project, programme and change management.

Our PRINCE2® and MSP® trained practitioners use a range of methods to manage change confidently, whether introducing new technology, clinical pathways or workforce structures. We ensure transitions are smooth, well-managed and embedded at every level.

Across our team we have deep and extensive experience of complex change management, prioritising thoughtful and tailored stakeholder engagement to help make change stick. As a learning organisation, we continually strengthen capability, within our team and with clients, through our delivery activities that drive successful outcomes and ongoing improvement in line with our enabling ethos.

As well as delivering specific project and programme management support to our clients, we also embed these same ways of working into every client project that we deliver, scaled and adapted according to the size and complexity of the project.

We adopt the same ethos for every project that we deliver for our clients.

Our standard approach to managing our projects includes:

- Providing accredited resource with the right skills to effectively set up, manage and assure programmes and projects.
- Following a standardised mobilisation process, mobilising programmes and projects quickly and effectively.
- Monitoring and quality assurance processes to keep programmes and projects on track for delivery against milestones and meet our clients' requirements.
- Following a standardised close-out process to confirm that all deliverables have been handed over to the client, and that feedback on the work has been received and acted upon.

Case Studies



Programme Management to Implement the Active Hospitals Approach



Support for Manchester CDC Programme



Implementation of an Endoscopy Transformation Programme



Strategy Development

We work alongside clients in the NHS and healthcare sector to collaboratively identify and document their strategic priorities.

The success of our offer is built on:

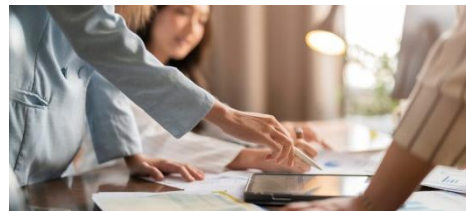
- **Diverse Team Experience:** Our team brings rich expertise from across NHS providers, local authorities, commissioning, Voluntary Community Faith and Social Enterprise (VCFSE) organisations, and the private sector, covering clinical, operational, engagement, finance, and workforce strategy.
- **Strategic Insight:** We offer the skills, capacity, and fresh perspective needed to help leaders think strategically, even when under operational pressure.
- **Proven Methodology:** Our approach is tried and tested, backed by successful delivery and positive client feedback.
- **Collaborative Ethos:** As an NHS organisation, we understand the wider system. We work pragmatically with clients and stakeholders to deliver impactful, actionable outputs.
- **High-Quality Documentation:** We produce visually engaging and analytically robust outputs, tailored to local styles and stakeholder needs.

We follow a staged approach to strategy development, informed by insights and guided by stakeholders throughout.

We do this in the following phases:

- **Discovery:** we begin with a discovery phase to bring together insight drawn from stakeholder engagement, document review of policy and best practice, and analysis of key data. During this phase, we review the relevant literature and policy, engage stakeholders through interviews and workshops, and analyse data to identify key challenges and opportunities.
- **Develop and Refine:** based on these insights, we move into the develop and refine phase to define and test emerging priorities with stakeholders.
- **Drafting:** finally, we enter the drafting phase to shape the strategy, working closely with the SRO or steering group to guide progress and secure decisions.

Case Studies



Supporting NHSE's Life Sciences and Innovation Team



Development of an Endoscopy Strategy



Five Year Workforce Strategy and Education and Training Plan



Workforce

We work in partnership with clients across the NHS and healthcare sector to develop data-driven, fit for purpose and achievable workforce plans.

We support our clients to:

- Take a strategic workforce planning approach to design the workforce around the population health needs and support reducing health inequalities.
- Model the implications of new models of care from an existing and future workforce perspective.
- Provide workforce transformation expertise including programme management, organisational design and workforce planning.

We can provide a bespoke team to meet your skills requirements, with a specialist team of workforce, analysts, clinical redesign, engagement and transformation consultants to draw upon. We work in partnership to achieve a value for money solution.

Alongside our strategic workforce planning expertise, we also have experience developing workforce strategies and programme managing workforce transformation initiatives including shared service development.

Our strategic workforce planning approach is made up of 8 key steps.

1. Define and mobilise the plan
2. Build a workforce profile using stakeholder input and data
3. Create a population profile and review strategic context
4. Understand future service design and workforce impact
5. Map future skills and co-design workforce models
6. Conduct gap analysis and options appraisal
7. Produce the strategic workforce plan
8. Implement through programme management and workforce expertise

Early discussions help us understand priorities, resources and budget so we can deliver a tailored service, whether a single step, full approach or training to upskill your team.

Case Studies



Development of a workforce plan for Speech and Language Therapy services



Producing a workforce development report for North-West Abdominal Aortic Aneurysm screening programmes



Workforce Plan for MSK Transformation Programme



Finance

We support transformation programmes across the NHS and healthcare sector to strategically manage financial implications so that investment decisions are driven by value for money.

We understand the challenges faced by healthcare organisations. Now, more than ever, it is essential to:

- Make robust and informed cost-saving decisions.
- Deliver improvements and efficiencies.
- Collaborate with partners.

We work with health and care organisations to understand the benefits and risks of their transformational change programmes, so that stakeholders recognise the value for money impact and to better enable decision-making.

The scale of our support ranges from individual organisation to place or system and up to national scale.

Our experienced team works in partnership with our customers in an open and transparent way, enabling effective communication of financial and economic analyses to a range of stakeholders.

Our approach focuses on:

- Rich stakeholder involvement so that financial decisions are collectively owned.
- Using established industry-standard tools that allow for a seamless handover of outputs to client teams.
- Supporting a range of programmes that have included justifying a range of digital investments, understanding the financial impact of new models of care and understanding the benefits of new target operating models.

Case Studies



**Pathology Network
Programme Management and
Full Business Case Support**



**eBCMS Business Case – NHSE
Transformation Directorate**



**Production of the Wayfinder
Business Case**



Analytics and Modelling

High quality analysis helps the NHS and wider healthcare sector understand challenges and model solutions, predicting the impact of transformational change on services and patients. We adopt an open-source approach, ensuring transparency and collaboration in how insights and tools are developed and shared.

Our offer includes:

- Analysis to identify challenges facing services, such as drivers of demand and future population needs.
- Assessing health inequalities and supporting decision-makers to take targeted action.
- Modelling future demand and translating this into capacity and workforce requirements.
- Predicting the likely impact of re-designing patient pathways on outcomes.
- Building solutions to monitor and analyse transformation progress, identifying what works and what needs attention.

We deliver this work through our team of highly skilled analysts with experience across care settings. Using secure access to key national datasets, we provide robust insights into health and care delivery across the country.

We work in partnership with our clients so that we can fully understand their goals. Together, we agree modelling and analytic approaches, datasets we will work from, key assumptions, and the format of outputs.

This approach enables us to deliver projects including:

- Creating interactive analysis and dashboards using Shiny, Quarto, Tableau and Power BI
- Modelling patient pathways using Discrete Event Simulation (DES) methodologies to understand the expected behaviour of a pathway and the more unlikely scenarios
- Creating engaging data visualisations for our clients, for example Geospatial analysis with interactive maps, visualising patient flow using Theographs and Sankey diagrams, and exploring relationships and interactions between services with network graphs.

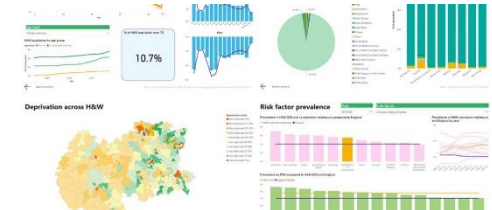
Case Studies



Estates Rational Analytics Support



West Midlands Cancer Alliance – Lung Health Checks Modelling



Developing a Dashboard for a Stroke Quality Outcomes Framework



New Operating Models and Governance

Delivering services collaboratively across the NHS and healthcare sector is a key strategic priority for improving the efficiency, sustainability and quality of care.

Collaborative arrangements vary in structure, but all seek to bring together multiple organisations to work at scale in order to benefit their local populations. Collaborative arrangements include provider collaboratives, clinical and operational delivery networks and even shared services for corporate functions such as human resources or estates management. Many Integrated Care Boards are also required to scale their operations and adapt how various statutory duties are to be delivered.

We have many years of experience in working with provider collaboratives and a range of networks – including pathology networks and cancer alliances – and so we understand the key ingredients for successful collaboration. Enabling effective collaboration requires careful design, agreement and implementation of new operating models that are co-developed with stakeholders, focused on benefits realisation, and have robust governance processes in place.

We can support you throughout the process of developing and implementing a new target operating model.

From early planning to agreeing the case for change, designing the Target Operating Model, securing resources, planning implementation and delivering the required change.

We have a tried and tested approach to designing new operating models that:

- Is rich in engagement involving the full range of stakeholders.
- Prioritises function before form.
- Focuses on how value is delivered for beneficiaries.
- Considers delivery options through the lenses of statutory responsibilities, benefits, risk, capability and dependencies, therefore optimising the likelihood of success of any change or development required.

Case Studies



Co-production of a new ICB Operating Model for Surrey Heartlands



Co-production of a self-assessment framework for Cancer Alliances



People Services Collaboration Project Initiation Document



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 available 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 listed on the TOPs framework, providing 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](#) via transformationunit@nhs.net.

