



Transformation Partners

in Health and Care

**Commitment to Consulting
Excellence**

**Annual declaration to the
Management Consultancies
Association (MCA)**

2025/26

About Transformation Partners in Health and Care

Transformation Partners in Health and Care (TPHC) is a consultancy service, *by the NHS for the NHS*.

As part of the NHS family, we are passionate about improving healthcare and share the same vision and values as our partners:

- We work with health and care organisations, including NHS England, integrated care boards, NHS trusts, primary and community care providers, and with other public sector organisations, including local authorities and Sport England.
- We have a demonstrable track record of bespoke delivery and advisory services, providing genuine value to public sector organisations, aligned to their strategic priorities.
- We work shoulder-to-shoulder with our clients to improve and transform care across regional, local and place-based systems.
- We mobilise specialist teams consisting of highly trained generalist and technical consultants. We apply industry-leading methodologies to support complex change, delivering results flexibly at scale and at pace.
- We have an in-depth knowledge of the UK healthcare landscape and policy, aligning our work to productivity and patient safety.

Our people bring their extensive public, private and third sector experience to bear on the most complex problems faced by the NHS and its partners.

As committed public sector professionals, we understand our clients' needs and share their mission of improving patient outcomes, increasing access to safe and effective care, while demonstrating value for money.

We can support you in:

- Communications and engagement
- Data and analytics
- Digital innovation and productivity
- Learning and development
- Organisational development
- Project and programme management
- Service and pathway development
- Strategic advisory and strategy development
- Transformation, business change and improvement.

Our values

Our mission is to work with partners across the health and care system to deliver high-quality bespoke consultancy, programmes and projects from neighbourhoods to a national level, and maintain our outstanding track record in achieving positive and tangible results for populations.

“TPHC were highly proficient and professional in addressing project aims and objectives due to the strong knowledge base they hold as a team. They worked well with internal stakeholders and delivered to a challenging project deadline.”

**North West London Integrated Care
Board**

Our values are fundamental to achieving this mission – they are in everything we do and how we work.

- **Quality** We provide high-quality support, expertise and deliverables to our partners and clients
- **Collaboration** We stand shoulder to shoulder with our clients and partners, working together to deliver change and improvement.
- **Integrity** We are trusted advisors to our partners and clients, acting with honesty, openness and respect.
- **Learning** We give our staff the tools and opportunities to enhance their skills, share knowledge and continuously improve the quality of our work.

We also stand for the shared values of all NHS organisations as defined in the NHS Constitution. These values underpin all that we do:

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts.



Ethical behaviour

We put the needs of patients at the centre of everything we do. Delivering a positive impact on the communities we serve is at the heart of our corporate culture.

“I hope that we can continue to work in partnership together. Working with the team has always enabled us to achieve our deliverables collectively and in a partnership fashion.

The team really does stand shoulder to shoulder with us and for that I am grateful.”

NHS England

We are responsible and good citizens

- We are the NHS, working for the NHS. Our focus is on doing the right thing, not the easy thing. We know that when we waste resources, we waste opportunities for others. These principles guide how we recruit and induct staff and how we work with clients.
- We support our staff to maintain their personal and professional integrity, whilst putting the needs of patients at the heart of everything we do.

We conduct our business ethically

- As well as our values, we adhere to the Chartered Institute of Management Consultants code of ethics, meaning we serve our clients with integrity, competence, objectivity, independence and professionalism.
- As a public body, we aim to give our NHS clients only what they need, not on expanding past their means.
- We rigorously adhere to working within regulatory frameworks. We are also bound by government rules around procurement to ensure transparency and equal treatment.

We foster an ethical culture

- The Nolan principles form part of our code of conduct and inform our values and our corporate culture.
- We work with staff as part of our core training to recognise and address issues around influence, conflicts of interest and manipulation.
- We are committed to continuous quality improvement, conducting evaluations on our work in relation to real cost benefits. We encourage and foster reflection within our team, using tools like After Action Reviews to continuously learn and improve.

Client service and value

Our experience gives us a unique understanding of the needs of our partners and clients, along with the challenges they face, with an outstanding track record in achieving positive and tangible results for populations.

“Our collaborative partnership with TPHC has been remarkable, thanks to their expertise, seamless processes, and robust infrastructure. Their dedication to surpassing our needs has been evident, making them an invaluable part of our team and contributing significantly to our success.”

Chief Midwife for London NHS

“Transformation Partners helped us understand our situation, how to respond and, ultimately, how we can support the emerging needs of a changing sector.”

FutureNHS, NHS England

We provide excellence consulting services which deliver outcomes client seek and need

- Our staff work collaboratively with clients, responding to their needs with empathy and supporting their goals for improving services.
- Our team is continuously learning, reflecting on our experiences through After Action Reviews and action learning sets to understand where we can improve and how we can continue to offer our clients the highest possible levels of service.

We are transparent with clients and respond to their concerns

- Our consultants are trained to use our well established scoping and contracting model, which includes being open and transparent about costs.
- We aim to be trusted advisors, sharing our industry sector experience with clients. We share our knowledge widely in and across the NHS, making sure that we maximise the benefits to patients.
- Our ‘Trust Equation’ is core to our approach:

$$\begin{array}{c}
 \text{C} + \text{R} + \text{I} \\
 \text{Credibility} \quad \text{Reliability} \quad \text{Intimacy} \\
 \hline
 \text{T} = \frac{\quad}{\text{S}} \\
 \text{Trustworthiness} \quad \text{Self-Orientation}
 \end{array}$$

We strive to improve the value we can deliver to clients

- We’re committed to sustainable change, meeting the needs of our clients quickly and responsively and adding value by helping them embed an internal programme of continuous improvement.
- We have a strong partnership approach, offering an added value package for high value accounts and also offering free places on our core training programmes.
- We actively seek 360 degree feedback from clients and team members as part of our learning cycle, supporting the development of personal development plans and organisational impact summaries.

Professional development

Together we are stronger. Drawing on our shared resources, expertise and knowledge, we support our consultants to continually develop and flourish.

“TPHC skills, knowledge and expertise are being deployed flexibly across the programme, enabling us to respond to changing circumstances and priorities. Both the flexibility in how we use available resource, as well as the pace with which we have been able to mobilise support have been crucial in the programme being able to respond to urgent and shifting priorities.”

NHS England client

We undertake training and professional development planning

- Our competency framework, which directly maps to the CMI's Competency Framework, details the technical, attitudinal and leadership capabilities required by our consultants at each level.
- We have a dedicated training budget and review our training needs across the team every year. For example, last year we invested over £100k in accredited training.
- We offer a full programme of learning and development, offering a pathway into various specialisms.
- We have a formalised learning journey for new starters at TPHC to complete within their first year.

We promote strong core consulting capabilities and specialisms in our consultants

- We support staff to develop professionally as part of their personal development plans, offering opportunities to train in e.g. PRINCE2, MSP, Business Change, MoR, MoB, Agile, coaching and leadership.
- We offer specialist support to our analytical team, including the NHS Data Analyst Apprenticeship and in-house learning pathways in e.g. SQL and PowerBI.
- We have developed a strong programme of internal courses, including our Consulting Academy, to enable staff to continuously develop as individuals and consultants.
- All Senior Management Team colleagues and a significant number of our senior consultants are or will shortly be Chartered Management Consultants (MCMI ChMC)

We support employees' career progression, professional development and welfare

- We are focused on ensuring all colleagues are valued on both a personal and a professional level, enabling all to thrive and be their resilient best – in 2025/26 all staff will attend comprehensive line manager training linked to NHS expectations of line managers and the NHS People Promise.
- All consultants have protected time to learn and develop, as well as access to a full range of health, wellbeing and welfare schemes.
- Career progression uses consultants' competencies as the systematic basis for staff development, providing increased clarity around performance expectations and establishing a clear link between individual and organisational performance.

Diversity and inclusion

We are an integral part of London's health and care system, designed to tackle health inequalities and secure the health and care improvements needed for London's unique global city population.

"I just wanted to feedback from our system that we have had comments that this children's data is some of the best they've seen. Great work."

Integrated Care Board executive lead on the use of data to identify issues and prioritise decision making

We respect and embrace diversity and inclusion, and benefit from people from different backgrounds working for our company and clients

- We have a strong focus on inclusion and we have built a diverse workforce that reflects and understands the communities, patients, and partners we serve and work with.
- We provide supportive space and ensure all our colleagues are valued through our staff networks: LGBTQ+ and Friends Staff Network, Ability at the Free Staff Network, Women's Network, BAME Network, and wider staff/allies' support group for neurodiverse staff.

We recruit and retain people from a diverse talent pool. Our culture values difference and the development of diverse leaders

- We value gender equality - over 60% of the senior leaders within our team are women.
- Our recruitment interviews include questions on diversity and inclusion as standard, and we are committed to providing diverse interview panels to address unconscious bias in our recruitment. All of our consultants take part in diversity and inclusion training.
- TPHC is participating in the #10000 black interns programme, providing paid internships to young black students and helping to train them in consulting skills.

We support industry efforts to improve progress, monitor diversity, encourage collection of data and assess effectiveness of Diversity and Inclusion policies

- We recognise our responsibility to help drive necessary changes, and we follow the NHS Workforce Data Standards for both race and disability (WRES and WDES).
- We have set up a staff-led inclusion Steering Group to monitor our data and encourage organisational change. One area we are working to improve is our race fluency and anti-racist practice; we have rolled out anti-racism training across all our staff to continue this journey.
- We work with clients to support their inclusion and diversity efforts, including developing an anti-racism framework for maternity services, recognised by a Royal College of Midwives award.

Sustainability

We are committed to driving sustainable development and delivering our strategic objectives while also making the best use of our resources.

“Thank you to everyone who has worked so hard on this comprehensive report. This will continue to be a significant lever in helping change the culture at national and local level for using physical activity within NHS Talking Therapies services. The level of detail and insight this report offers is so valuable in helping us achieve change.”

National Partnerships Lead, Health and Inactivity, Sport England

“Thank you for everything you have done to support publication of the net zero report... you have provided excellent leadership to the analytical team...and organisation, framework, planning and oversight that were fundamental to our delivery.”

Greener NHS programme, NHS England

We operate in an increasingly sustainable way, and strive to ensure sustainability is considered by our clients in our work

- The NHS contributes around 4-5% of UK carbon emissions. We are playing our part in reaching net zero.
- We are committed to the Greener NHS Programme, which aims to reach net zero carbon emissions targets by 2040, and regularly report at a Trust-wide level.
- All our procurement follows the government social value model – ensuring that sustainability forms a core part of our decision making and is built into our projects.
- Our environmental value and impact work is being embedded into our existing continuous quality improvement (CQI) framework.
- We are members of the MCA Sustainability working group making us part of conversations around environmental issues in the wider management consultancy landscape.
- In early-2025, we completed a ground-breaking project for an ICB client, assessing the environmental sustainability of a series of IT projects and investments.

We have developed a comprehensive work plan to help us reach NHS net zero targets

- We have our own baseline of carbon emissions to support our on-going carbon reduction plan
- We have a Green Office approach which encourages green practice.
- Our Social Value and Sustainability group holds regular staff environmental engagement events and action such as litter picks, roof top gardening and a schedule of environmental talks
- Our consultants are encouraged to champion these principles through:
 - engagement, induction, training and education with our team, partners, and the community;
 - seeking out opportunities for environmental protection and promoting active travel and public transport, where required.



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Any questions please contact:

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