



# Transformation Partners

in Health and Care

---

**Commitment to Consulting  
Excellence**

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

2023/24

# 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 provide high-quality bespoke project delivery and advisory services to a wide range of organisations across health and social care.
- ✓ We mobilise project and programme management support quickly, delivering results flexibly at scale and at pace.
- ✓ We have an in-depth knowledge of the UK healthcare landscape and policy.
- ✓ We work shoulder-to-shoulder with London to improve and transform care across regional, local and place-based systems.

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

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

We work across integrated care systems, integrated care partnerships, clinical commissioning groups and local authorities, hospital trusts, mental and community health trusts, regional and national NHS organisations.

**By the NHS for the NHS.  
We share the same vision and values as our partners.**

# 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.

**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.

These values reflect those of the Royal Free Hospital London NHS Trust, which ensure that we are always welcoming, respectful, reassuring and communicative.

visibly  reassuring  
clearly  communicating  
actively  respectful  
positively  welcoming

## ➤ 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 heart 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. I have always valued the calibre of the individual and the can-do attitude. 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

- We adhere to values set out in the NHS constitution as well as the CIMC 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. Equality, diversity and inclusion are the golden threads that run through all our activities.
- We are used to working within regulatory frameworks. Ethics is one of these. We're also bound by government rules around procurement to ensure transparency and equal treatment

## We foster an ethical culture

- As well as our Trust values and those of the NHS, 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 (AAR) 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.

“Thank you for the incredible work you have done with CapitalMidwife and I feel so strongly that my recent award is credit to you all. You are the most amazing bunch of clever, thoughtful, talented people, and without your work CapitalMidwife just would not have succeeded. Thank you for what you have done for maternity in London.”

**Regional Chief Midwife for London**

## 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 AARs 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 include being open and transparent about costs.
- We aim to be trusted advisors, sharing our industry sector experience with clients. We want to share our knowledge more widely in and across the NHS, making sure that we maximise the benefits to patients.



## 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 while also embedding an internal programme of continuous improvement in order to add value.
- 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, as part of our appraisal cycle from clients and internal team members.

# Professional development

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

“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**

## **We undertake training and professional development planning**

- Our 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.
- 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 with the organisation.

## **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 areas like PRINCE, Agile, coaching and leadership.
- We've developed a strong programme of internal courses, including our Consulting Academy to enable staff to continuously develop as individuals.
- Mentoring and buddying schemes support staff to grow and to progress.

## **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.
- All consultants have protected time to learn and develop, as well as to access a full range of health, wellbeing and welfare schemes.
- Training is typically carried out as 70% on the job, 20% through coaching and mentoring and 10% through formal training.
- Career progression uses our competencies as the systematic basis for staff development providing increased clarity around performance expectations and establishing a clear link between the 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, understand importance and positive benefit of people from different backgrounds working for our company and clients**

- We have a strong focus on inclusion and we are committed to building a diverse workforce that reflects and understands the communities, patients, and partners we serve and the partners we work with.
- Our networks – which include an ethnic minority network, LGBTQ+ network and women's network – support active learning and ensure that all our colleagues are valued.

## **We recruit and retain people from a diverse talent pool, build cultures where difference is valued. Developing diverse leaders**

- We value gender equality and have a high ratio of women (60:40) in senior positions within our team.
- 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 also 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 D&I policies**

- We recognise our responsibility to help drive necessary changes, and we follow the NHS Workforce Race Equality Standard (WRES).
- We have piloted an anti-racism programme that helps people identify and deconstruct their unconscious racial biases. Learnings from the pilot are being shared across the industry.
- We work with clients to support their inclusion and diversity efforts, including an anti-racism framework for maternity services, which has been nominated for an RCM award.

# Sustainability

We are committed to driving sustainable development, deliver our strategic objectives whilst also making the best use of our resources.

“We have worked with Healthcare Consulting (now TPHC) over several years to provide supplementary capacity and capability to our data and analytical function. The flexibility they demonstrate and many excellent staff have been very beneficial. The arrangements we have had in place have allowed us to support a wider range of projects and customers than we would otherwise have been able to do and we would like to continue this arrangement into the future.”

**NHS England**

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

- The NHS is one of the largest contributors to the carbon footprint in the UK. It is up to us to take action.
- We follow the government social value model with all our procurement – ensuring that sustainability forms a core part of our decision making and is built into our projects.
- We're 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.
- Our environmental value and impact work is being embedded into our existing continuous quality improvement (CQI) framework.
- Our consultants are encourage to champion these principles through initiatives such as our Social Value and Sustainability group, which coordinates our sustainability work through engagement, induction, training and education with our team, partners, and the community as well as seeking out opportunities to raise awareness of opportunities for environmental protection and promoting active travel and public transport where required.

## Get in touch

If you have any questions please contact:

**Sue Hunter**

**Managing Director**

**Transformation Partners in Health and Care**

**[E: Susan.Hunter7@nhs.net](mailto:Susan.Hunter7@nhs.net)**