



Transformation Partners

in Health and Care

**Commitment to Consulting
Excellence**

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

2024/25

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 our clients 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 our clients' needs and share their mission of improving patient outcomes, increasing access to safe and effective care, and demonstrating value for money.

We work with integrated care boards, integrated care systems, integrated care partnerships, 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 our host, Royal Free London NHS Foundation Trust, set out below.

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. 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, while 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, rather than 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 such as 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.

“Our collaborative partnership with THPC 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

We provide excellence in consulting services which deliver outcomes that clients 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 highly trained consultants 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:



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 internal programmes 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.

“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 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.
- 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 PRINCE2, 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 our consultants' 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 access to a full range of health, wellbeing and welfare schemes.
- Training is typically delivered 70% through day to day work, 20% through coaching and mentoring and 10% through formal training.
- Career progression uses consultants' competencies as the systematic basis for staff development providing increased clarity around performance expectations and establishing a clear link between individuals' 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 many 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 work with.
- We provide a supportive space and ensure that 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 Flourish at the Free.
- **We recruit and retain people from a diverse talent pool. Our culture values difference, and the development of diverse leaders**
- We value gender equality and have a high ratio of women (60:40) in senior positions in 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 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 are rolling 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

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'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.
- 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.
- Our consultants are encouraged to champion these principles through:
 - our Social Value and Sustainability group, which coordinates our sustainability work
 - engagement, induction, training and education with our team, partners, and the community
 - seeking out opportunities for environmental protection and promotion of active travel and public transport, where required.



**Any questions please contact:
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