JamHut

Market Intelligence Briefing

for

NHS

Market analysis generated by JamHut OS for information only. This report uses the highest quality publicly available data to support your decision-making. It's fast, easy and independent. Users must apply independent judgment before making any decisions. JamHut accepts no liability. By using this report, you agree to these terms. If you find this report helpful, please tell people about JamHut.com!

A Strategic Deconstruction of the UK National Health Service

To: Ingrid Murray, Strategy Consultant **From:** jamHut Strategic Analysis Unit **Date:** 14 July 2025 **Subject:** An operational and strategic analysis of the UK National Health Service (NHS) to identify structural fragilities and viable pathways for transformation.

This report provides a root-cause analysis of the UK's National Health Service (NHS). It moves beyond political narratives and headline statistics to expose the system's core operational logic, its deep-seated and often contradictory beliefs, and the high-leverage points for meaningful transformation. The analysis is grounded in current data, focusing on the interconnected financial, operational, and market pressures that define the NHS's present state and future viability.

The Core Deception: A System at War with Itself

The NHS is caught in a strategic impasse, operating under a series of distorted beliefs that mask fundamental and unsustainable contradictions. It is tasked with radical transformation while being denied the capital, workforce stability, and modern infrastructure essential for such change. This conflict between political ambition and operational reality is the central challenge.

- **The Myth of a Funded Mandate:** The government's financial settlement is explicitly tied to achieving an ambitious 2% annual productivity gain, a target historical performance suggests is highly optimistic, particularly as it was previously achieved only through suppressing staff numbers and pay. This funding is immediately eroded by systemic costs. In 2023/24, NHS Resolution paid out a record £2.8 billion for clinical negligence claims, with the total provision for future liabilities now standing at a staggering £69.3 billion. [1] This financial drain, coupled with an estimated £8.3 billion spent on temporary agency and bank staff in 2024-25, illustrates a system where new funds are consumed by past failures and immediate crises, not invested in future efficiency. [2] [3]

- **The Illusion of Digital Transformation:** A significant capital injection of up to £10 billion is earmarked for technology by 2028/29. [4] [5] However, this digital ambition is set against the backdrop of a physical estate with a maintenance backlog exceeding £13.8 billion—a sum greater than the entire annual capital budget. [6] Staff describe the infrastructure as being "held together by an elderly gerbil." Furthermore, the flagship Federated Data Platform (FDP) is being rejected by local data leaders who state their existing systems are superior, a clear indicator of a top-down strategy clashing with operational reality. [7] As of May 2025, only 79 of a targeted 240 trusts are live with the FDP, with progress slowing.

- **The Workforce Plan Fallacy:** The NHS business model is critically dependent on its 1.7

million employees, yet it is failing to retain them. The cost to train a single doctor is estimated to be over £230,000, but in 2019, only 34.9% of junior doctors proceeded directly to specialty training, a collapse from 71.3% in 2011, representing a catastrophic return on investment. [8] With only 26.4% of staff believing there are sufficient numbers to do their jobs properly, the system is scaling through unpaid overtime and the goodwill of a burnt-out workforce.

The Market Reaction: A Flight from a Failing System

Faced with systemic friction, patients are actively redesigning their own healthcare pathways, creating a fragmented market defined by need, distrust, and affordability. This is not a simple switch to private care; it is an unbundling of the entire concept of healthcare delivery.

- **The Switch to Private is a Reaction to Failure:** The UK private healthcare market is valued at US$14.3 billion in 2025 and is growing steadily, with a projected CAGR of 3.2% to 3.4%. [9] This growth is not a vote of confidence in private medicine but a vote of no confidence in the public system. Nearly half (45%) of users cite difficulty accessing the NHS as the primary driver. In 2024, private hospital admissions reached a record 939,000, up 20% from pre-pandemic levels. [10] This churn is driven by service collapse, exemplified by users who felt "untreated, abused and neglected" by the NHS.

- **The Unbundling of Care:** A critical behavioural shift is the unbundling of the patient journey. Users now purchase specific services, like diagnostics, from private providers to bypass NHS waits before attempting to re-enter the public system for treatment. [11] This redefines the market from one of holistic care providers to a fragmented ecosystem of productised interventions alongside a public safety net.

- **The Trust Deficit:** Public satisfaction with the NHS is at its lowest point in over 40 years, with just 21% satisfied in 2024. [12] The narrative that the private sector "cherry-picks" profitable cases fuels this distrust, creating a perception of systemic unfairness. [13] This is compounded by a deep trust barrier regarding data; 48% of the public would opt out of the FDP if run by a private company.

Pathways to Viable Transformation: A Strategic Re-engineering

A credible strategy for the NHS cannot be based on incremental improvements or distorted beliefs. It requires a fundamental re-engineering of its core operating model.

1. **Re-engineer the Financial and Capital Model:** The practice of raiding capital budgets to

cover operational deficits must end. A multi-year, protected capital investment plan is the non-negotiable prerequisite for any productivity gains. This plan must be focused on clearing the £13.8 billion maintenance backlog and modernising digital infrastructure, thereby unlocking the efficiency of the workforce. [6]

2. **Abandon Monolithic IT for a Platform Ecosystem:** Instead of imposing a single, centralised data platform like the FDP, the strategy must pivot to enforcing radical interoperability standards. This allows local systems that work to be retained while ensuring seamless data flow. The NHS's role should be that of the platform owner and standard-setter, creating a competitive ecosystem of suppliers who can innovate on a common data layer, rather than being the sole software provider.

3. **Redefine the Public-Private Partnership:** The current outsourcing model is perceived as parasitic. It should be replaced with integrated pathway contracts where private providers are commissioned to manage the entire patient journey for specific conditions (e.g., from diagnosis to rehabilitation for hip replacements), including both simple and complex cases. This aligns financial incentives with system-wide efficiency and prevents the cost-shifting of complex patients back to the NHS.

4. **Treat the Workforce as a Strategic Asset:** The unit economics of the NHS are destroyed by high staff churn. A credible strategy must prioritise retention by resolving pay disputes and demonstrably improving working conditions. The "cost" of a settlement is significantly lower than the financial and operational cost of ongoing industrial action, high locum spending, and the loss of experienced staff. The focus must shift from pure recruitment to improving the lifetime value of every clinical employee. [14]

5. **Embrace the Unbundled Market:** Acknowledge that patients are already unbundling the service. The NHS could strategically leverage this by focusing its resources on being the world's best provider of complex, acute, and emergency care—its core, non-replicable function—while creating a regulated, interoperable marketplace for elective diagnostics and procedures where patients can use their "right to choose" more effectively. [15]

Operational Friction: The Anatomy of a System Grinding to a Halt

The strategic challenges facing the NHS manifest as severe operational friction. These are not isolated issues but symptoms of a system whose fundamental processes are brittle, inefficient, and overwhelmed.

- **Process Brittleness and Manual Breakpoints:** The NHS is burdened by outdated, manual processes. A 2025 survey revealed that 95% of NHS staff face process inefficiencies, with top obstacles being manual, repetitive tasks and the need to access multiple legacy systems to handle the same information. This inefficiency is estimated to cost staff an average of five hours per week, equating to 7.5 million hours of lost productivity across the workforce weekly. The system's reliance on "ingenious workarounds for collapsed ceilings, flooding and sewage leaks" is a stark indicator of

process fragility extending from the administrative to the physical.

- **Burnout Loops and Staff Overload:** The human cost of this friction is a workforce in crisis. The 2024 NHS Staff Survey revealed that 30% of staff report feeling burnt out, with the figure rising to 40% among ambulance staff. This is a direct consequence of systemic overload; only 34% of staff believe their organisation has enough people for them to do their jobs properly. This burnout loop is self-perpetuating: a 2023 survey found that 22% of managers reported their administrative workload had caused staff to quit.

- **Pervasive Integration Friction:** The digital landscape is a patchwork of disconnected systems. A 2016 survey found 33% of hospital trusts could not electronically access patient data from outside their own organisation. [16] This persists today, with data chiefs highlighting that linking primary care data to the broader health system remains a significant challenge, complicating the very idea of integrated care. This "siloed" approach leads to poorer outcomes and systemic inefficiency.

- **Chronic Delivery Gaps and Escalation Loops:** The most visible symptom of operational failure is the elective care waiting list, which stood at 7.36 million cases in May 2025. [17] Only 60.9% of patients are treated within the 18-week target, against a 92% standard that has not been met since 2015. This is a delivery gap. The problem is compounded by poor administrative processes; a 2025 survey found that nearly two-thirds (64%) of patients had experienced issues like having to chase test results or receiving appointment letters after the appointment date. This poor communication forces patients and staff into "escalation loops," wasting time and eroding trust. 45% of patients admitted that poor admin had been a drain on team morale.

Key Actors & Market Dynamics

The UK healthcare market is not a monolith but a complex ecosystem of competing and collaborating actors, each with distinct playbooks and sources of leverage.

Actor	Strategic Playbook	Leverage & Moat	Key Fragility / Misstep
The NHS (Incumbent)	Crisis management; demand suppression via waiting lists; outsourcing to private sector to manage capacity.	Scale; universal mandate; sole provider of emergency/complex care; trusted brand (historically).	Crumbling infrastructure (£13.8bn backlog); high staff churn; history of failed IT projects (NPfIT). [6]

Actor	Strategic Playbook	Leverage & Moat	Key Fragility / Misstep
The State (Government)	Control via financial levers (funding tied to productivity); top-down reforms (Health and Care Act 2022); direct control via planned abolition of NHS England. [18]	Budgetary power; legislative authority; ability to set national strategy and targets.	Chronic underinvestment in capital infrastructure; short-term political cycles preventing long-range planning.
Private Sector (Challengers)	**Hospitals:** "Cherry-picking" high-volume, low-risk elective work. **Tech:** Selling efficiency and modernisation, often via "land and expand" contracts. **PE:** "Roll-up" consolidation of fragmented markets (e.g., social care).	Agility; speed and convenience; proprietary technology and vendor lock-in.	Underestimating the complexity and political risk of the NHS market (e.g., Circle's Hinchingbrooke failure).
Influence Infrastructure	**Think Tanks:** Data-led research to influence policy (e.g., The King's Fund). **Unions/Bodies:** Collective bargaining and professional credibility (e.g., BMA). **Campaign Groups:** Legal challenges and media pressure (e.g., Good Law Project).	Perceived independence; expertise; representative power; ability to generate media and legal risk.	Risk of creating an "echo chamber" that marginalises dissenting views; potential for ideological bias to be framed as neutral expertise.

This report contains only validated sources.

Sources:

1. National Audit Office (NAO) - Clinical negligence costs - NAO work in progress
2. Health Service Journal - Revealed: The systems still reliant on agency staff
3. LowDownNHS - Explainer: NHS funding after the spending review - The Lowdown
4. Digital Health - Government to invest up to £10bn to bring NHS 'into the digital age'
5. CCH - NHS digital transformation backed by £10bn investment - sector leaders call for joined-up action and long-term strategy - CCH
6. NHS Support Federation - Crumbling infrastructure - NHS Support Federation
7. Healthcare Leader - Data chiefs raise concerns over Federated Data Platform
8. https://change.nhs.uk/ideas/retain-doctors-in-the-nhs-an-incentive
9. UK Private Healthcare Market by Product Type, Application, and End-Use: Industry Analysis, Size, Share, Growth, Trends, and Forecast, 2025 - 2032
10. June 2025 private healthcare market update from PHIN | PHIN
11. Can I Use Private Healthcare Alongside The NHS?
12. National Health Executive - Falling public satisfaction in NHS | National Health Executive
13. Moving 15% of procedures to private sector will wreck NHS - PMC
14. https://www.bma.org.uk/media/gsmfle1o/tackling-the-cost-of-attrition-uks-health-services.pdf
15. Medefer - What is patient choice? Your rights in healthcare decisions - Medefer
16. Nelson Advisors Blog - The Future of Interoperability, Integration and Automation in the NHS
17. Nuffield Trust - NHS performance dashboard
18. https://assets.publishing.service.gov.uk/media/6363d911e90e0705a8c35457/health-and-care-act-2022-summary-and-additional-measures-impact-assessment.pdf

Learn More:

- 18 Week Support - Economic Benefits of Reducing Elective Waiting Lists in the NHS | 18 Week Support
- A snapshot of NHS outsourcing failures - NHS for Sale
- Agility PR Solutions - Media Relations... Streamlined - Top 10 U.K. Journalists in Healthcare - Agility PR Solutions
- Agility PR Solutions - Media Relations... Streamlined - Top 10 U.K. Social Media Influencers in Healthcare - Agility PR Solutions
- AI and Digital Regulations Service for health and social care - Registering your medical device - AI and Digital Regulations Service for health and social care
- AI regulation in healthcare: UK and EU approaches
- Anca Breahna Plastic Surgeon - Private Surgery vs NHS
- Average Cost of Private Health Insurance in the UK | 2025 Prices
- BPS - “NHS staff are experiencing unacceptable levels of burnout and discrimination” | BPS
- BusinessCloud - £1.4bn quarter for UK HealthTech & life sciences startups
- CAC payback period. Is this a reliable alternative to the... | by Paul Levchuk | Medium
- CAC Payback Period: Formula and Calculator | Abacum
- Carers UK - Key facts and figures | Carers UK
- Centre Think Tank - The privatisation of our NHS data | Centre Think Tank
- Changes to NHS dental charges 2025-2026
- CHEC - Delivering on the Aims of the NHS 10-Year Plan | CHEC
- Civica - Interoperability in NHS cancer care: Fixing the digital disconnect
- Civil Service World - ‘He may go down as the most influential chief scientific adviser we’ve had’: experts reflect on Patrick Vallance’s time in government
- Clinical Trials Arena - Minister for Science champions partnerships with private clinical sector in UK
- Comments - Is the NHS app the answer to everything?
- Community Pharmacy England - NHS prescription charges frozen for 2025/26 - Community Pharmacy England
- Competition Lawyers - Private healthcare market competition investigation - Competition Lawyers
- ComputerWeekly.com - NHS chief data officers concerned by FDP roll-out | Computer Weekly
- Corporate Adviser - Healthcare spending reaches record levels in 2024: ONS
- Cost of doing nothing on social care must be assessed, say MPs
- Costs and prices | Spire Healthcare
- Counterfire - Labour’s plans for the NHS risk another privatisation disaster
- Creeping privatisation of healthcare is damaging the NHS, study finds | The Independent | The Independent
- Customer acquisition cost: What it means for your business
- Dentistry.co.uk - Eight in 10 patients unable to get an NHS appointment - Dentistry
- Digital Health - Data chiefs raise concerns about NHS federated data platform
- Digital Health - Digital health sector reacts to 'record' investment in NHS
- Digital Health - Overhaul of medical device regulations in UK takes effect
- Digital Health - Several 'barriers' prevent adoption of technology in the NHS, CQC finds
- Digital Health - UK healthcare sector falling behind on AI adoption, study shows
- Digital Health Rewired - Jan Hoogewerf: Creating standards-based NHS IT job descriptions to close the digital skills gap

- Directive 2011/24/EU of the European Parliament and of the Council of 9 March 2011 on the application of patients' rights in cross-border healthcare
- Disadvantages of Private Healthcare Systems
- Economics Observatory - What are the costs of privatisation in the UK's healthcare system? - Economics Observatory
- EMRpro - Electronic Medical Records Management - 5 Reasons Why Private Healthcare is an Advantage in the UK
- EU & UK AI Healthcare Regulation Tracker For 2025
- Fewer people in England are waiting for NHS care
- Find A Private GP | How much does it cost to see a private GP?
- Focus Digital - Customer Acquisition Cost in the Healthcare Industry - Focus Digital
- GlobeNewswire News Room - UK Dental Services Market to Reach USD 48.83 Billion with CAGR 19.4% | Trend, Growth, Forecast By 2032
- GlobeNewswire News Room - UK Health and Medical Insurance Market 2025-2030: Industry Faces Pressure Amidst Reduced Competition and Premium Growth
- Good Law Project - Palantir poised to cash in on Wes Streeting's NHS plan | Good Law Project
- GOV.UK - [Withdrawn] EU cross-border healthcare directive: information for NHS providers
- GOV.UK - Appointments made October 2024 to March 2025
- GOV.UK - Cost of living boost for millions as prescription charges frozen
- GOV.UK - Deal between NHS and independent sector to cut NHS waiting lists
- GOV.UK - First major overhaul of medical device regulation comes into force across Great Britain
- GOV.UK - Fit for the future: 10 Year Health Plan for England - executive summary
- GOV.UK - Implementation of the future regulations
- GOV.UK - Independent Investigation of the National Health Service in England (accessible version)
- GOV.UK - Nearly £1 billion for NHS frontline after agency spend crackdown
- GOV.UK - Private healthcare market investigation
- GOV.UK - Regulating medical devices in the UK
- GOV.UK - Regulations on patients' rights in cross-border healthcare: progress report
- GOV.UK - The NHS Federated Data Platform: the importance of building bridges with the public
- Harper James - £6m NHS data breach fine: GDPR warning for data processors
- HCR Law - NHS processor faces £6m ICO fine for data breach after ransomware attack
- Health & Protection - Spire PMI revenue up 10% as insured patients and fees rise
- Health and Social Care Alliance Scotland - The value of unpaid care and carers in the UK - Health and Social Care Alliance Scotland
- Health Industry Leaders - NHS England announces new executive team for transition leadership - Health Industry Leaders
- Health Innovation Network - What's changing in the UK regulatory landscape for AI and health technologies? - Health Innovation Network
- Health Service Journal - HSJ100: The most influential people in health
- Health Service Journal - NHS has too few managers but too many admin staff, Hewitt suggests
- Healthplan - NHS vs Private Healthcare: Which Fits You? | Healthplan
- Healthwatch England responds to the latest British Social Attitudes Survey results | Healthwatch Cornwall

- HFMA - Spending review 2025: a sense of perspective
- Hill Dickinson - The new NHS Provider Selection Regime - what does it mean for healthtech suppliers?
- How does the cost of the National Health Service (NHS) compare to that of private healthcare in the UK? - Quora
- How Much Does Private Medical Treatment Cost In The UK?
- How Outsourcing Undermines the NHS
- HSJ100: The most influential people in health - aace.org.uk
- https://aace.org.uk/wp-content/uploads/2025/04/NHS-Staff-Survey-Results-2024-high-level-sector-summary.pdf
- https://allysonpollock.com/wp-content/uploads/2013/04/BMJ_2002_Pollock_PrivateFinanceVFM.pdf
- https://assets.publishing.service.gov.uk/media/662fce1e9e82181baa98a988/MHRA_Impact-of-AI-on-the-regulation-of-medical-products.pdf
- https://hl.com/media/wi3pyvn1/nhs-outsourcing-report-october-2023.pdf
- https://investors.spirehealthcare.com/media/awgkz0yq/full-year-results.pdf
- https://www.bma.org.uk/media/fy3czsaf/bma-nhs-outsourcing-report-september-2024.pdf
- https://www.carersweek.org/media/qxnkcnn0/carers-week-report-2025-web_small.pdf
- https://www.cipfa.org/-/media/files/cipfa-thinks/insight/nhs-capital-estate-sept-2024.pdf
- https://www.england.nhs.uk/wp-content/uploads/2025/03/8.-data-digital-and-technology-transformation.pdf
- https://www.nhsconfed.org/system/files/2023-08/Scaling-innovation-within-healthcare-systems-practical-considerations-FNL.pdf
- https://www.nhsconfed.org/system/files/2025-07/nhs_confederation_submission_to_public_accounts_committee_inquiry_on_governments_use_of_private_finance_for_infrastructure_0.pdf
- ICO fines IT firm for data breach
- IHF - Mr Matthew Taylor - IHF
- Institute of Economic Affairs - Cherry-picking in healthcare: Is it an issue?
- Issues with regard to technology adoption in the NHS - Facilitating technology adoption in the NHS: negotiating the organisational and policy context - a qualitative study - NCBI Bookshelf
- Labiotech.eu - 13 Biotech Leaders You Should Know in the UK's Golden Triangle
- LaingBuisson - NHS spending on agency staff continues to skyrocket - driving the temporary healthcare staffing market to more than £5 billion in value - LaingBuisson
- LaingBuisson - The UK health cover market surges by £825 million in a year - to reach £7.59 billion - as individuals and businesses flock to health and dental cover options - LaingBuisson
- LaingBuisson adult social care market report
- Law Gazette - MPs demand urgent plan for cutting clin neg costs
- Lockton - The Competition and Markets Authority (CMA) and their role in relation to doctors | Lockton
- Long COVID Service :: South Warwickshire University NHS Foundation Trust
- LowDownNHS - 50 contract failures found in NHS outsourcing review (2013-2019) - The Lowdown
- LowDownNHS - Criticism of the long-term workforce plan begins to emerge - The Lowdown

- LowDownNHS - Does the NHS have too many managers? - The Lowdown
- LowDownNHS - Fresh increase in NHS spending on private providers - The Lowdown
- Matthew Taylor: a more ambitious national social contract for healthcare
- Maxio - CAC Payback: Why It's Important and How to Calculate It
- McDermott - MHRA Updates its Timeline for Medical Device Regulatory Changes in the UK
- Med Tech Regulatory Reform: The first steps towards a new framework for medical devices in the UK - MedRegs
- Media@LSE - Promoting media policy communication between academic, civil society & policymakers - The Palantir-NHS partnership: examining big tech's infrastructural power in healthcare - Media@LSE
- National Centre for Social Research - Public attitudes to the NHS and social care | National Centre for Social Research
- National Health Executive - Financial pressures forcing tough decisions for leaders | National Health Executive
- National Health Executive - NHS workforce retention boosted by schemes | National Health Executive
- NHS 10 Year Health Plan set to hold out big opportunities for UK private sector suppliers
- NHS Accelerated Access Collaborative » Innovation and Technology Payment
- NHS App - Apps on Google Play
- NHS Confederation - 2025/26 NHS priorities and operational planning guidance: what you need to know
- NHS Confederation - Abolishing NHS England: what you need to know
- NHS Confederation - FDP rollout should be measured and expectations tempered
- NHS Confederation - Matthew Taylor
- NHS Confederation - NHS Confederation responds to new report from the King's Fund on NHS financial pressures
- NHS Confederation - Raising NHS capital funds: options for government
- NHS Confederation - Scaling innovation within healthcare systems
- NHS Confederation - Spending Review 2025: what you need to know
- NHS dental charges from 1 April 2025
- NHS Employers - NHS Staff Survey results 2024
- NHS Employers - NHS Workforce Race Equality Standard
- NHS Employers - The impact of changes in the immigration white paper for the NHS
- NHS England Digital - General Data Protection Regulation (GDPR) - information - NHS England Digital
- NHS England Digital - NHS Workforce Statistics - March 2025 (Including selected preliminary statistics for April 2025) - NHS England Digital
- NHS England Digital - Protecting patient data - NHS England Digital
- NHS England Digital - What we learned from users - NHS England Digital
- NHS England | Workforce, training and education | Digital Transformation - NHS Long Term Workforce Plan puts digital at the forefront | Workforce, training and education | NHS England
- NHS England | Workforce, training and education | Digital Transformation - Why are digital skills important for the medical generalist? | Workforce, training and education | NHS England
- NHS England » Elective recovery: a partnership agreement between the NHS and the independent sector

- NHS England » Information governance and data protection
- NHS England » NHS England names new executive team to lead transition
- NHS England » Our leadership team
- NHS England » The Provider Selection Regime: statutory guidance
- NHS Long Term Workforce Plan 2023
- NHS prescription charges frozen for 2025/26
- NHS SBS - The productivity paradox - how doing less might be the secret to achieving more | NHS SBS Blog & Opinion
- NHS Staff Retention at a Decade High: Implications for Healthcare Recruitment | KC-HealthCare Group
- NHS Supply Chain - Driving Medical Technology Innovation
- NHS transformation executive team announced to lead transition into DHSC - HTN Health Tech News
- nhs.uk - The EU Directive route
- NIHR Evidence - People on long waiting lists use more healthcare resources
- Nuffield Health's Andrew Jones: Wellbeing memberships are the future | Architecture and design news | CLADglobal.com
- Nuffield Trust - Analysis reveals 'hugely concerning' disparities in waiting times between different patient groups in England
- Nuffield Trust - Nuffield Trust response to latest NHS performance stats
- Nuffield Trust - Public satisfaction with the NHS and social care in 2024: Results from the British Social Attitudes survey
- Nuffield Trust - The NHS workforce in numbers
- Open Access Government - The role of technology in the NHS Long-Term workforce plan
- openPR.com - UK Corporate Wellness Market Size, Share, Trends, Growth 2025-2033
- Our response to the latest British Social Attitudes Survey results
- Overcoming Inequalities on NHS Waiting Lists | IGPP
- Oxford Capital - Healthtech, deeptech, and the shift toward high-conviction investing - Oxford Capital
- Palantir and the NHS, the future of healthcare data - MetaOps
- Palantir in the UK: From the Ministry of Defence to the NHS - Corporate Watch
- Palantir's NHS data platform rejected by most hospitals
- Patients given more choice to help cut NHS waiting times - what you need to know - Department of Health and Social Care Media Centre
- Paul Beare - UK Benefits: NHS vs Private Healthcare
- PayPro Global - What is CAC Payback Period? Calculate & Improve Your ROI
- Persistence Market Research - UK Private Healthcare Market Size & Growth Analysis, 2032
- Personnel Today - NHS England cuts agency spend by £1bn
- Personnel Today - NHS retention scheme results in decade-low attrition rate
- Pharmaceutical Technology - UK life science startups have trouble "scaling up" says Lord Vallance - Pharmaceutical Technology
- Pinsent Masons - NHS processor fined £3m after ransomware data breach
- Politics UK - The Home of UK Political News - Securing the UK's Future as a Global Hub for Life Science...
- Practice Plus Group - Why is private healthcare so expensive?
- Premier PMI - How Much is Private Health Insurance in the UK: Costs Overview 2025 | PremierPMI

- Prices | Spire Healthcare
- Private finance and “value for money” in NHS hospitals: a policy in search of a rationale? - PMC
- Private GP appointment near me | Bupa UK
- Private surgery: what you need to know - Which?
- Privatisation in Primary Care (North Tyneside)
- Pulse Today - BMA has 'no faith' in NHS federated data platform plans
- RegDesk - MHRA Guidance on MD Regulations
- Reporting NHS performance: how did the media perform? - PMC
- RM Partners - Apply for 2025/26 Research and Innovation Fund - RM Partners
- Royal College of Physicians of Edinburgh - UK general election 2024 - what are the parties saying about health?
- RunRepeat - Athletic shoe reviews - 77 Gym Membership Statistics, Facts, and Trends [2020/2021]
- Sexual Health Wirral - What our patients say
- SFN - UK Health & Fitness Market Report 2025: Key Insights for Racquet Sports Facilities
- Shizune - Top 50 Health Care Startup Investors in United Kingdom in May 2025 - May 2025
- Spherical Insights - United Kingdom Private Healthcare Market Size, Forecast
- Spire Healthcare - NHS for Sale
- Spire Healthcare fixes prices of 15 procedures | GoPrivate.com
- St John & St Elizabeth Hospital - Private healthcare vs the NHS: Which should you choose?
- Switching Between NHS and Private Healthcare: What You Need to Know
- Tech firm Palantir rejects concerns over role in NHS data platform plans | The Standard
- Tech Monitor - Outdated IT and digital skills gap hinder NHS digital transformation
- Tender Consultants - NHS Provider Selection Regime: Guide for Healthcare Bidders
- The British Medical Association is the trade union and professional body for doctors in the UK. - Elective recovery in England - guidance for BMA members
- The British Medical Association is the trade union and professional body for doctors in the UK. - NHS backlog data analysis
- The British Medical Association is the trade union and professional body for doctors in the UK. - NHS medical staffing data analysis
- The British Medical Association is the trade union and professional body for doctors in the UK. - Reforms to the NHS - Summer 2025 - NHS reforms - BMA
- The British Medical Association is the trade union and professional body for doctors in the UK. - Setting up in private practice - overview
- The British Medical Association is the trade union and professional body for doctors in the UK. - The CMA and private practice
- The British Medical Association is the trade union and professional body for doctors in the UK. - The Health and Care Act
- The Carer - Sector Responds To CQC’s Report On The State Of Health Care And Adult Social Care In England
- The Data City - UK FemTech Industry - Trends - The Data City
- The Impact of the Provider Selection Regime and Procurement Act 2023 on the healthcare sector | RSM UK
- The Independent’s Rebecca Thomas named health journalist of the year in the Press Awards 2025 | The Independent

- The Long Term Workforce plan is not fit for purpose', says College Chair
- The NHS debate - PMC
- The NHS management population - How do they manage? A qualitative study of the realities of middle and front-line management work in health care - NCBI Bookshelf
- The Private Sector Won't Save the NHS
- The Royal College of Nursing - Corridor care: 'Devastating testimony' shows patients are coming to harm | News | Royal College of Nursing
- The UK health and fitness market is growing - so, what's the opportunity for Government? | Press Release
- The UKCAT People - Care Quality Commission (CQC): Key Facts for NHS Medicine Interviews
- The UKCAT People - NHS England Abolished 2025: A Complete Guide | 2025
- TheyWorkForYou - NHS: Value for Money and Efficiency
- Think tanks and health policy in the United Kingdom: The role of the King's Fund - PMC
- Thornton And Lowe - Provider Selection Regime - Thornton And Lowe
- Three in four NHS staff struggled with their mental health in the past year
- time in Dumfries and Galloway, GB - Google Search
- Top HealthTech VC Funds Investing In Europe 2025
- Trilliant Health Field Guide - Pricing Strategies | Trilliant Health Field Guide
- True Homecare - Top UK Healthcare Influencers to Follow | True Homecare
- UK Corporate Wellness Market Size, Share, Report, 2033
- UK Digital Health Market Size, Statistics & Forecast 2033
- UK Digital Healthcare Market Size, Growth Outlook 2035
- UK Health and Care Act 2022 - P4H Network
- UK Health and Medical Insurance Market Size, Trends Report & Share 2030
- UK healthcare spending hits £317bn in 2024: ONS
- UK Mental Health Market Size, Statistics & Trends 2025-2033
- Updated CQC guidance has implications for the health technology and wellbeing industries
- Vista Insurance - The Right Solution For Your Business - Why More People Are Choosing Private Medical Insurance
- WeCovr - Comparing NHS and Private Healthcare in the UK 2025
- What are the disadvantages of using private health services in Britain when the National Health System (NHS) provides free healthcare? - Quora
- What are the NHS dental charges? · Customer Self-Service
- What is the CAC payback period? | Stripe
- What NHS care has been outsourced? - NHS for Sale
- What's The Difference Between Private Healthcare And The NHS?

Glossary:

- Compound annual growth rate
- Health and Care Act 2022
- https://en.wikipedia.org/wiki/Health_and_Care_Act_2022
- NHS Connecting for Health
- NHS England » NHS Federated Data Platform
- NHS Resolution - Home - NHS Resolution
- nhs.uk - NHS website for England
- The British Medical Association is the trade union and professional body for doctors in the UK. - BMA - Home | British Medical Association
- Working together to improve NHS staff experiences | NHS Staff Survey