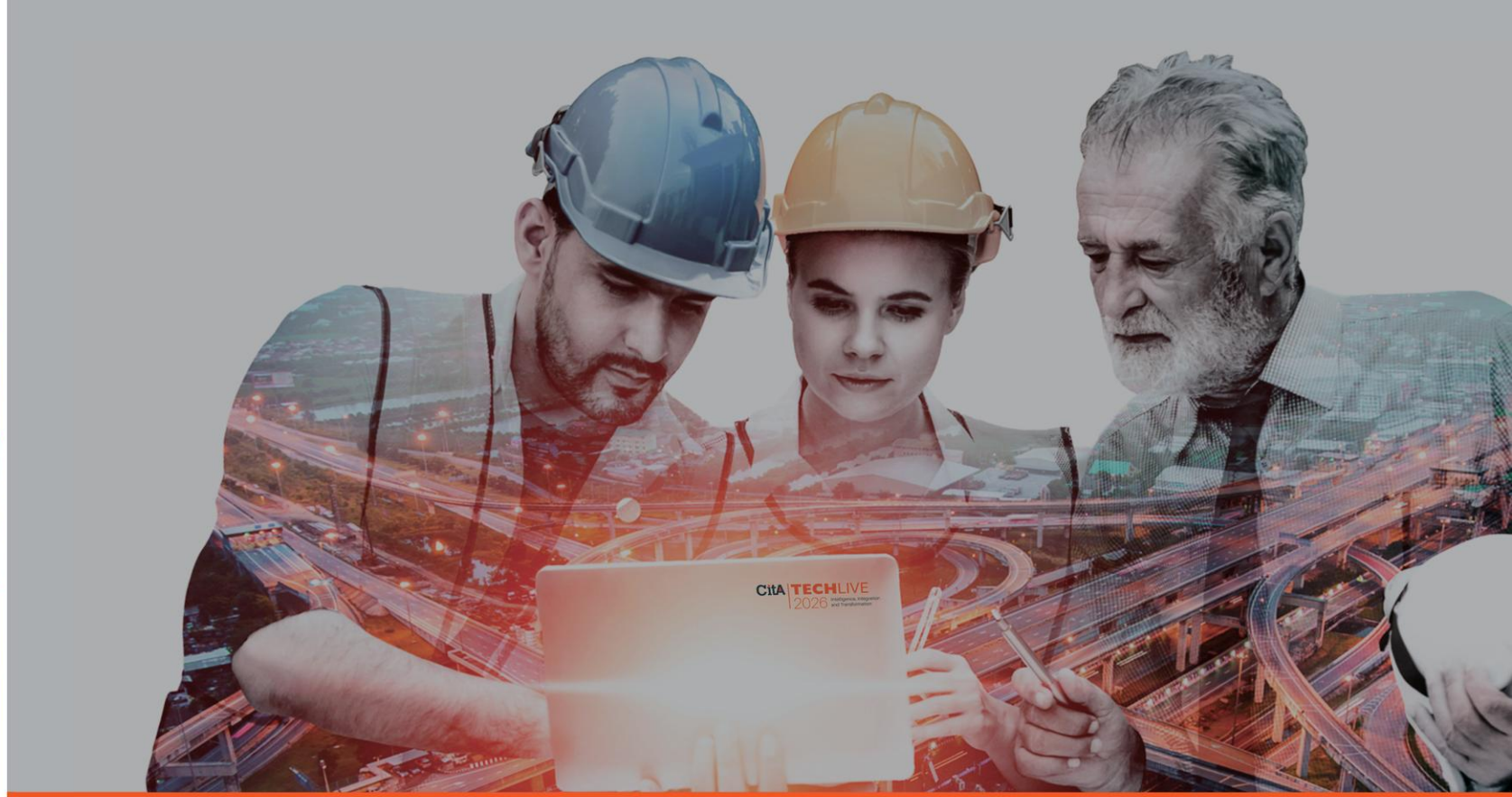
CitA | TECHLIVE 2026

Intelligence, Integration and Transformation



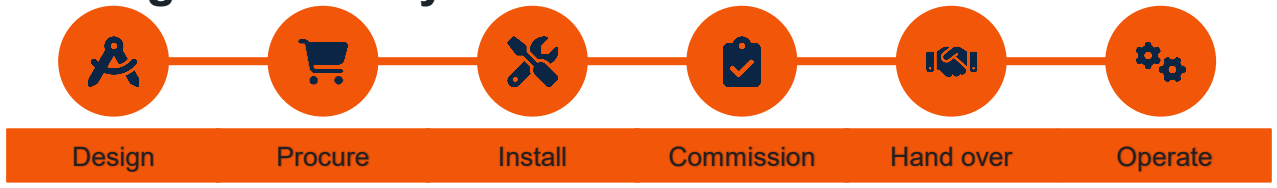
Dexcom Stadium, Galway,
12th November 2026



Shaping the Future of Construction

Nata Zaman

Intelligent Delivery





The New Hospital Programme

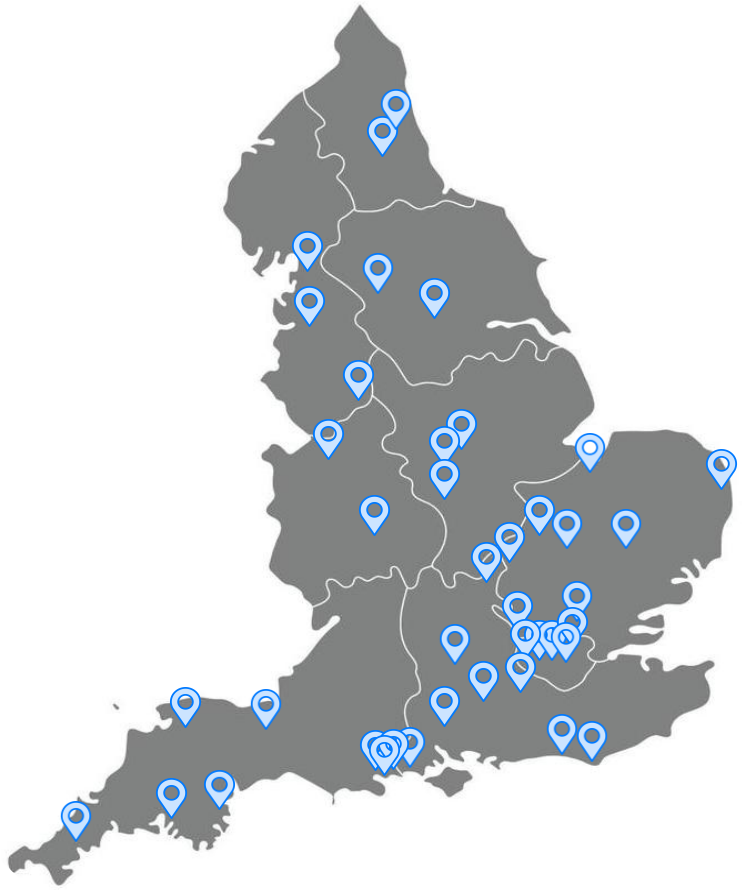
NHS New Hospital Programme

The NHP is currently one of the largest infrastructure programmes in the UK.

A series of next generation hospital builds in waves of delivery, including seven **RAAC hospitals** (Reinforced Autoclaved Aerated Concrete).

This is a **centralised programme** to deploy a **common set of design principles** incorporating **modern methods of construction** and digital strategy.

Development and application of a **common commercial and procurement strategy** to achieve economies of scale and mitigate supply constraints.





Our Schemes

NHS New Hospital Programme

The waves approach ensures there will always be a balanced portfolio of schemes at different development stages being delivered now and into the future.



Wave 0 (already commenced construction)

- Alumhurst Road Children's Mental Health Unit, Dorset
- CEDAR Programme
- Dorset County Hospital, Dorchester
- National Rehabilitation Centre (NRC)
- Oriel Eye Hospital
- Royal Bournemouth Hospital, Dorset
- St Ann's Hospital, Poole, Dorset



Wave 1 (construction start 2025-2030)

- Airedale General Hospital (RAAC)
- Brighton 3Ts Hospital
- Cambridge Cancer Research Hospital
- Derriford Emergency Care Hospital
- Frimley Park Hospital (RAAC)
- Hillingdon Hospital
- Hinchingbrooke Hospital (RAAC)
- James Paget Hospital (RAAC)
- Leighton Hospital (RAAC)
- Milton Keynes Hospital
- North Manchester General Hospital
- Poole Hospital, Dorset
- Shotley Bridge Community Hospital
- Queens Elizabeth Hospital, King's Lynn (RAAC)
- West Suffolk Hospital(RAAC)



Wave 2 (construction starts 2030-2035)

- Kettering General Hospital
- Leeds General Infirmary
- Leicester Royal Infirmary, Leicester General Hospital and Glenfield Hospital
- Musgrove Park Hospital, Taunton
- Princess Alexandra Hospital, Harlow
- Specialist Emergency Care Hospital, Sutton
- Torbay Hospital
- Watford General Hospital
- Whipps Cross University Hospital



Wave 3 (construction starts 2035-2039)

- Charing Cross and Hammersmith Hospital, London
- Eastbourne District General, Conquest and Bexhill Community Hospitals
- Hampshire Hospitals
- North Devon District Hospital, Barnstaple
- Queen's Medical Centre and Nottingham City Hospital
- Royal Berkshire Hospital, Reading
- Royal Lancaster Infirmary
- Royal Preston Hospital
- St Mary's Hospital, North-West London



Hospital 2.0

Our future hospital system advancing patient care in high quality healthcare environments

01

A standardised blueprint

A blueprint for designing, costing, and delivering hospitals for the New Hospital Programme.

02

The "operating system"

Driving this blueprint is a system of key principles, standards and guidelines. Data and information drives decision making and improvement through connected systems.

03

Expertise and consultation

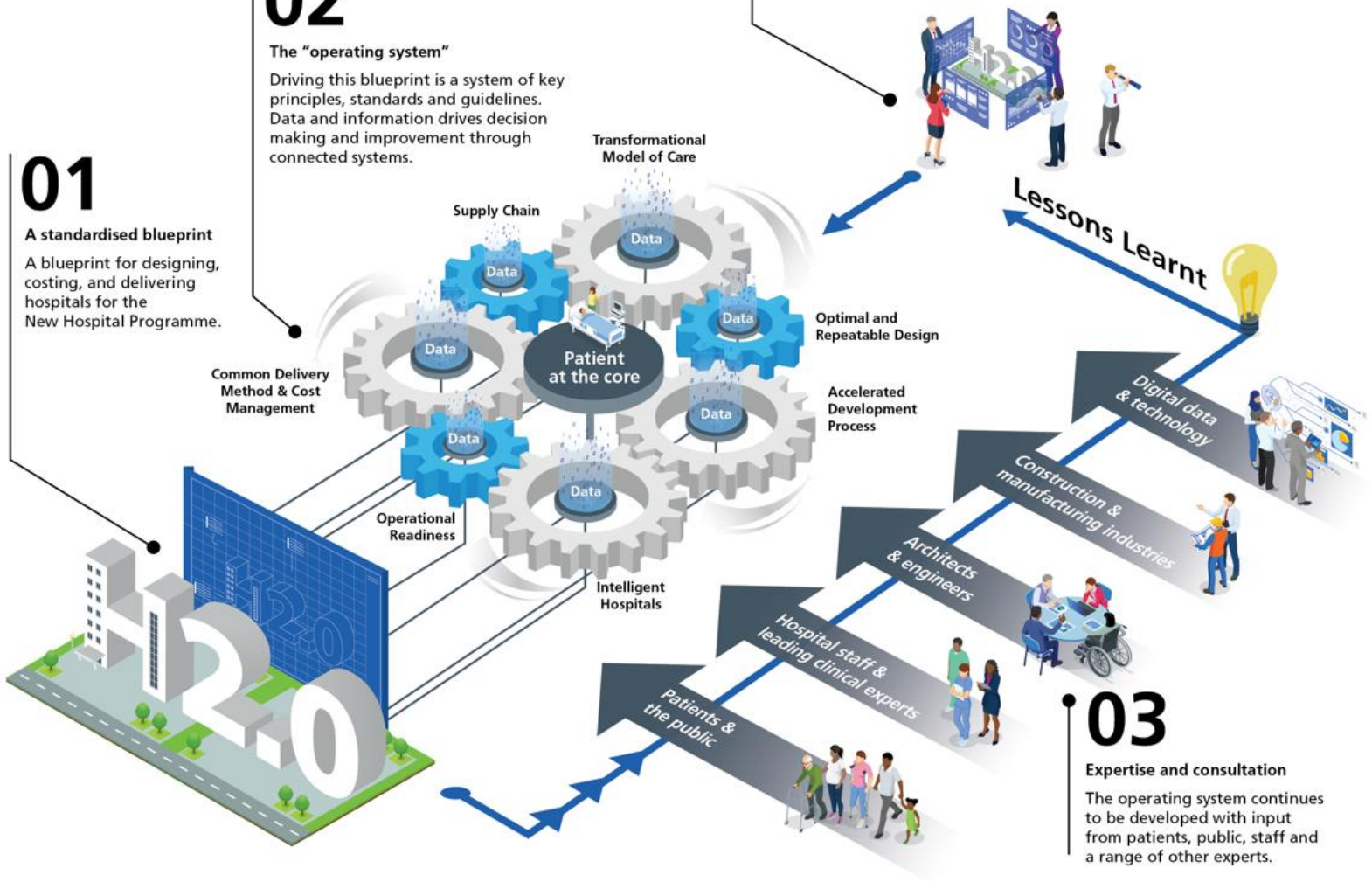
The operating system continues to be developed with input from patients, public, staff and a range of other experts.

04

Innovative and shared learnings

Data will be collected and used to drive continuous improvement and generate a learning eco-system.

Hospital 2.0 learns and evolves and improves every time it is deployed and implemented.



NHS

New Hospital Programme

The Four Key Principles

Transformational patient care

Driving transformation to provide an excellent, safe and digitally enabled experience for patients, visitors and staff.

Hospitals for now and for the future

Hospitals that are adaptable and resilient to change, that transform national standards and leave a sustainable legacy.

Optimised healthcare structure

The right estate, the right layout, enabling people to be in the right place, supported by intelligent digital systems.

Built efficiently; operated and maintained to last

Using innovation and technology to leverage scale and drive efficiency and value for money and ensure maximum durability for the future.



NHS New Hospital Programme

Why England created a national hospital programme

The same delivery challenges recur across hospital projects

THE RECURRING CHALLENGE

Repeated effort
Each scheme recreates similar briefs, rooms and assurance work.

Complex interdependencies
Services, building, equipment and digital must all work at opening.

Constrained capacity
Specialist skills, manufacturing and supply chains are finite.

Learning that does not travel
Lessons from one hospital rarely reach the next one.

THE NHP RESPONSE

A pipeline of schemes
New hospitals, rebuilds, major new buildings and refurbishment, organised in waves; seven RAAC hospitals prioritised.

A common delivery system
Hospital 2.0 combines clinical, physical and digital requirements with repeatable design and modern methods of construction.

A coordinated market approach
Common commercial and procurement routes that build capacity and support repeatable delivery.

A common delivery system — with local clinical and site decisions retained.



NHS New Hospital Programme

Cradle to cradle: hospitals in use teach the next

A circular programme — completed hospitals keep informing design, delivery and future projects



MAKING THE LOOP WORK

1. **Capture**
   Patients, staff and operators record what works and what needs to change.
2. **Assess**
   Compare evidence across schemes; separate local issues from repeatable ones.
3. **Update**
   Revise the room, interface, specification or process — with a named owner.
4. **Apply and test**
   Deploy on later projects and check that the change actually helped.

Handover is not the end of delivery — it is the start of the next design cycle.



The Hospital 2.0 Alliance

NHS New Hospital Programme

Our Alliance Vision is: One joined-up, high performing team delivering safe, standardised hospitals at pace, creating better environments for patients and staff.

Outcomes:

- Reliable delivery of healthcare infrastructure.
- Enduring healthcare infrastructure delivery capacity and capability.
- A new benchmark for health, safety and wellbeing in new hospitals delivery
- Continuously setting new benchmarks for healthcare infrastructure delivery.
- Delivery that builds pride and a trusted reputation.
- Delivered with positive social, economic and environmental legacy.
- Economic sustainability for all Alliance members.



Alliance culture & behaviours

NHS
New Hospital Programme

Operating Principles

- Trust and transparency
- One team, shared purpose
- Safe to speak and learn
- Constructive challenge
- Learning across boundaries
- Focus on outcomes, quality and safety

Supply chain partners
Bring expertise, ideas and commitment

One Alliance team
Working with trust, openness and respect

Better programme outcomes
For patients, schemes and communities

What good looks like:

Early warnings | Transparent communication | Joint problem-solving |
Best-in-class practices constructive challenge | Shared learning | Continuous improvement

We learn together, improve continuously and raise the standard from scheme to scheme



NHS New Hospital Programme

The Golden Thread: one connected record, design to FM

Every handoff must preserve what was designed, procured, installed, located and maintained

What was designed?	*What was procured?*	*What was installed — and where?*	*Does it work as intended?*	*What does the operator receive?*	*How is it maintained?*
1	2	3	4	5	6
Design & specification	**Procurement**	**Installation**	**Commissioning**	**Handover**	**Facilities management**
Room and requirement reference; space linked to a GLN	Product identified by GTIN; approved change record	Unit by GIAI or GTIN + serial; location by GLN	Test and commissioning evidence linked to the unit	Verified asset dataset imported to CAFM / CMMS	Maintenance, moves and replacement logged to the unit

Persistent, interoperable identifiers keep the thread trustworthy across every handoff.



NHS New Hospital Programme

Our digital ambition

We are creating a standardised digital environment across all Hospital 2.0 schemes, with common requirements, data standards and interoperable systems embedded from the earliest design stages.

A consistent digital marketplace

Common requirements set at programme level mean you can align early, validate once, and deploy across multiple hospital schemes.

A platform to innovate and scale

Test new technologies through coordinated pilots and scale what works across a repeatable Hospital 2.0 design.

Data-driven, future ready hospitals

Structured data and digital twins create new opportunities for industry involvement to improve performance and support smarter healthcare delivery.



Definition of Industrialised Construction

NHS New Hospital Programme

"Industrialised Construction approaches are centred around **standard systems** and **processes** that can be **repeatedly** deployed across **many projects** through **stable relationships**."

An Introduction to: Industrialised Construction, CLC, 28.03.24

"Industrialisation **removes** unwanted variability and waste to **improve** performance and productivity with higher levels of **certainty**."

Industrialisation definition, NHP 2024



Industrialisation Strategic Response

NHS New Hospital Programme

STRATEGY AND LEADERSHIP

DEMAND	DEVELOP	DEPLOY
Development and publishing the **NHP Demand Portal** to provide pipeline visibility to contractors and the supply chain	**Product Industrialisation** (current and new), **in collaboration** with H2A contractors and the supply chain, including product development, prototyping, test deployments and benefits tracking	**Deployment of products** into Schemes, providing **coaching and guidance** through the Industrialisation Guardian function and Rulebook. We will also **assure adoption** to preserve programmatic benefits

INDUSTRIALISATION PLATFORM

A digital ecosystem of tools to communicate industrialisation requirements to Trusts, engage the supply chain to onboard their manufactured solutions and provide tools to embed products into design



Next Steps for Industrialisation

NHS New Hospital Programme

NHP Led, Industry Driven

1. NHP to provide ‘rules of engagement’
2. Product development and standardisation to be led by designers, contractors and suppliers; the experts!
3. Collaboration and Continuous Improvement embedded



NHS New Hospital Programme

Standardise the interfaces. Verify the delivery. Keep the knowledge.

Go raibh maith agaibh

Thank you



Nata Zaman
Deputy Director of Equipping
New Hospital Programme, NHS England

Happy to share more — questions and discussion