

HSJ Information

No One Understands the **NHS** Better



Know Your **NHS** Inside Out

Engage Your **NHS** Stakeholders

Master Your **NHS** Market Landscape

Create Your Case For **NHS** Change

Solve Your Complex **NHS** and Supplier Challenges

Trusted by the **NHS** and its Partners

WELCOME TO NHS CONFEDXPO 26

HSJ Information
No One Understands the NHS Better

HSJ Information has always had a big presence at Confed and this year, we'd be delighted to meet you at our stand and walk you through what we think will be the biggest challenges and opportunities for the health service in the future.

Come and speak to us if you need to:

Know The NHS Inside Out. Our Editorial team at HSJ is the biggest dedicated healthcare editorial team in the world. Our range of specialists cover all aspects of health leadership and our seasoned consultants with years of experience in both the NHS and Industry can help you address any NHS need.

Engage your NHS Customers. Whoever you need to engage, HSJ Information can help you with our high profile events and awards, marketing solutions, audience access and communications capabilities, well-networked consultancy and unmatched NHS people data.

Understand the NHS Market Landscape. Getting a grip on NHS variation and local difference is paramount, and our local intelligence, stakeholder mapping services, medicines use data and commercial optimisation expertise can help you properly plan your engagement and strategise for the year ahead.

Create a case for NHS change. The NHS needs transformation, for patients, staff, the taxpayer and the country at large. HSJ Information's vast trove of data and insight can help you build the case to systems, trusts, and clinicians to adopt best practice solutions, services and products.

Solve Complex NHS and Supplier Challenges. Our Health Service is a complex one and sometimes you need help to get an idea, a project or a solution off the ground. Our consultancy team can help you create genuine, sustainable improvements and patient outcomes – and powerful partnerships between the NHS and its suppliers in pharma, medtech, digital and many other sectors.

Come and speak to HSJ Information at Stand C30 – No one Understands the NHS better.



Andy Baker

CEO, HSJ Information



THE BIG THEMES 1: NEIGHBOURHOOD HEALTH: THE FUTURE OF THE NHS?

Government and NHS England have accelerated the neighbourhood health agenda with a formal framework and the first national targets covering GP access, elective outpatients and community services.

Following years of slow progress, new leadership under Dr Claire Fuller is expected to drive neighbourhood health through new structures, contracting models and tech-enabled care.

At ConfedExpo26, HSJ Information expects debate around what is working locally, what scale of change is realistic, and what the NHS and partners should do next.

How HSJ Information can help



For NHS Leaders

- Follow hsj.co.uk for the latest developments
- HSJ Best Practice shares practical examples of neighbourhood health in action
- Connect at the HSJ Summits



For Industry Partners

- Consultancy support for NHS stakeholder engagement
- Audience Access support for CRM and data integration
- RWD expertise to help build a case for change

THE BIG THEMES 2: FINANCE AND PRODUCTIVITY: A MARATHON, NOT A SPRINT

The NHS remains under intense financial pressure, with major provider deficits and constrained capital funding.

The average 2025-26 cost improvement plan stands at 5.7%, while some trusts are targeting savings above 9%. Systems also face a tougher productivity regime.

Nine trusts have entered the National Provider Improvement Programme (NPIP), while NHS England's £120m elective "activity sprint" aims to improve 18-week performance — though some warn this could come at the expense of complex cases and meaningful backlog reduction.

Across NHS finance, the sense is that the service is holding together, but under growing strain.

How HSJ Information can help



For NHS Leaders

- Follow hsj.co.uk for the latest finance and productivity reporting
- HSJi benchmarking helps compare trusts and systems financially
- Inspire change through HSJ's Awards programmes



For Industry Partners

- Consultancy support to navigate NHS finance priorities
- Commercial optimisation to target pressured systems
- RWD expertise to demonstrate savings opportunities

THE BIG THEMES 3: TECHNOLOGY AND INNOVATION: WAITING FOR THE GREAT LEAP FORWARD

The NHS is shifting from rapid digital foundation-building to optimising existing systems for productivity and transformation.

The 10-Year Health Plan highlights AI, wearables and “digital by default” care as major priorities. NHS England is also pushing EPR optimisation, federated data platforms, NHS App expansion and greater system convergence.

AI in pathology and GP modernisation remain key areas of focus.

Digital transformation is now central to NHS strategy — but the landscape can be difficult to navigate.

How HSJ Information can help



For NHS Leaders

- Engage through the HSJ Digital Awards or HSJ Digital Transformation Summit
- Follow hsj.co.uk and The Download briefing for the latest tech developments



For Industry Partners

- Consultancy support for digital engagement and launch strategies
- HSJ Events and Awards connect suppliers with NHS tech leaders and decision-makers

THE BIG THEMES 4: POPULATION HEALTH AND PREVENTION: ANY PROGRESS YET?

The NHS continues shifting toward population health and preventative care, despite ongoing financial and organisational pressures.

Integrated Care Boards are increasingly focused on strategic commissioning, neighbourhood care and population health leadership. Meanwhile, the DHSC is taking a more permissive approach to data to support insight generation and prevention strategies.

Advice and Guidance schemes aim to reduce unnecessary referrals, while health equity is becoming a more explicit system priority.

At ConfedExpo26, HSJ Information will track progress on prevention, inequalities and local innovation.

How HSJ Information can help



For NHS Leaders

- HSJ Information has led coverage of population health and health inequalities
- Follow hsj.co.uk for the latest developments and case studies
- Connect at HSJ HealthSHIFT: Early Intervention



For Industry Partners

- Consultancy and RWD support for prevention and population health strategies
- Access population health data and visualisation tools to support change

THE BIG THEMES 5: HEALTH AND PROSPERITY: WHAT'S IT WORTH?

Government and the NHS increasingly see healthcare as a driver of economic growth, with a focus on keeping people in work and supporting the UK life sciences sector.

Health investment is expected to improve both outcomes and productivity. Areas including obesity, musculoskeletal health and mental health are all being linked to economic performance.

Health Innovation Networks are focusing on the relationship between regional prosperity and population health, while trusts are forming deeper partnerships with life sciences organisations.

ConfedExpo26 will be a key forum for exploring these opportunities.

How HSJ Information can help



For NHS Leaders

- HSJ Information helps connect NHS organisations and industry partners
- Support partnership development around innovation and adoption



For Industry Partners

- Consultancy expertise across pharma, medtech and NHS engagement
- SSD data to understand medicines impact and regional variation

THE BIG THEMES 6: WORKFORCE AND LEADERSHIP: CHURN AND TURNING?

The NHS is undergoing major workforce and structural change as systems respond to financial pressure and shifting organisational priorities.

ICBs are restructuring executive teams, with concerns about the loss of transformation expertise. At the same time, growth in non-clinical staffing has begun to reverse as trusts reduce deficits.

Industrial relations also remain difficult following the latest Agenda for Change pay award.

Workforce pressures, leadership churn and staffing challenges are likely to be major themes at ConfedExpo26.

How HSJ Information can help



For NHS Leaders

- Follow HSJi and hsj.co.uk for the latest appointments, staffing and pay developments
- Stay updated on evolving workforce structures and leadership changes
- Drive staff engagement through HSJ's Awards programmes



For Industry Partners

- Audience Access provides detailed, compliant stakeholder data
- Consultancy support to map complex and changing NHS structures

THE BIG THEMES 7: THE OPERATING MODEL: IS IT OPERATING?

The NHS operating model continues to evolve, with Integrated Care Boards moving toward strategic commissioning while NHS England regional teams take on greater oversight responsibilities.

ICBs are now focused on long-term planning, resource allocation, prevention and system coordination. Providers are expected to take on greater responsibility for integration and local delivery, including the development of Integrated Health Organisations.

Some responsibilities originally expected to transfer from ICBs — including safeguarding, CHC and SEND — remain in place because of legal and operational complexity.

The structure of the NHS continues to shift, and ConfedExpo26 will provide insight into where the model is heading next.

How HSJ Information can help



For NHS Leaders

- Follow hsj.co.uk for the latest operating model news and analysis
- Convene at the HSJ Provider Summit



For Industry Partners

- Consultancy support to identify the right NHS stakeholders and engagement level
- Strategic advice to maximise launch and engagement ROI

THE BIG THEMES 8: QUALITY AND IMPROVEMENT: AS WELL AS EVERYTHING ELSE?

Quality improvement remains a major NHS priority despite growing operational and financial pressure.

The National Provider Improvement Programme (NPIP) will be a key driver of provider improvement over the coming year, targeting trusts with serious performance and capability concerns.

Meanwhile, targeted support continues through programmes such as GIRFT, while NHS England has revived improvement collaboratives for urgent care, elective recovery and primary care.

As providers balance performance, backlogs and financial recovery, sharing improvement ideas and best practice will be increasingly important.

How HSJ Information can help



For NHS Leaders

- HSJ Awards, Events and NHS Best Practice showcase improvement and innovation across the NHS
- Follow hsj.co.uk for the latest quality and improvement coverage



For Industry Partners

- Consultancy support aligned to provider improvement priorities
- Commercial optimisation to identify trusts most aligned to your offer



INTRODUCING ASK HSJ INTELLIGENCE THE AI ASSISTANT THAT UNDERSTANDS THE NHS BEST

Ask HSJ Intelligence is our AI assistant that is trained solely on HSJ's own journalism and analysis.

An AI is only as good as the information it has access to, and most mass-market AI tools gather information from across the internet that can include unverified sources, thus creating issues with accuracy or copyright.

Only Ask HSJi can access HSJ and HSJ Intelligence's exclusive analysis, which is gathered by a dedicated 20-strong expert research team, including all of HSJ's leading journalists, along with every published document related to the NHS.

Ask HSJ Intelligence supports you in a wide range of workflow scenarios; from validating strategic plans and segmenting your market, to writing bids and preparing for senior NHS stakeholder meetings.

Speak to us at **Stand C30** to see **Ask HSJi** in action, or visit hsjintelligence.co.uk to learn more.



PRODUCTS AND SERVICES

HSJ Pathfinder

NHS SYSTEM INTELLIGENCE STRATEGIC IMPACT



A strategic intelligence platform that enables life sciences organisations to objectively compare, prioritise and engage NHS health systems. Moving beyond anecdotal targeting to deploy resources with genuine confidence.

KNOW WHERE TO FOCUS. ACT WITH CONFIDENCE

Compare NHS systems across six configurable dimensions:



Performance & Burden



Adoption of Innovation



Industry Partnership



Key Stakeholders



System Maturity



Social Determinants of Health

Two powerful editions: one platform

HSJ PATHFINDER STRATEGIC

Enterprise NHS Intelligence

For commercial excellence, market access leadership and UK strategy teams.

- Compare and prioritise health systems objectively
- Evaluate partnership readiness
- Assess innovation adoption
- Understand system maturity
- Deploy resources with confidence

HSJ PATHFINDER THERAPY EDITION

Brand & Therapy-Area Targeting

For brand, sales leadership and therapy-area market access teams.

- Engage highest opportunity health systems
- Understand local burden and opportunity
- Objectively target systems ready for adoption
- Align field activity to opportunity
- Improve launch execution

Key use cases:



Resource Deployment



National Account Prioritisation



Launch Planning



Organisational Strategy



NHS Engagement Planning

Successor to Navigator- a tool co-developed with the ABPI

HSJ Pathfinder builds upon ABPI Navigator, a tool developed in collaboration with the ABPI and industry stakeholders. It leverages Navigator's methodology and content, addressing real-world challenges of NHS engagement and prioritisation - giving you confidence in its insights.

Get in touch today



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CONTACT DATA E-COMMERCE PLATFORM WHATEVER HAPPENED TO “BINLEY’S”?

For nearly 30 years, Binley's was the UK's leading brand of healthcare customer data. What many people don't know is that it still 'exists' today but under a different guise ... HSJ Information.

The HSJ Information tagline **No-one Understands the NHS better** is still reflected in our databases nearly 40 years later. Today, Binley's excellence and experience powers HSJ Information's Audience Access & Communications offering. Behind the scenes you will still find the same level of investment, commitment to quality and unrivalled data granularity that supports thousands of NHS suppliers access, target and engage their UK health and social care audiences.

The future of HSJ Information's health & social care data

In response to client demand, we are launching a new e-commerce platform enabling clients to quickly licence and download curated healthcare datasets. Launch packages will include 11 ready-made options, available as full lists or email lists, with quarterly updates delivered directly through the platform. Clients will also be able to manage subscriptions and renewals online.

Featured Data Packages

Explore our most popular and cost-effective curated data packages for reliable NHS customer engagement

- 👉 Executives & C-Suite
- 👉 HR & Personnel
- 👉 Estates & Facilities Management
- 👉 Service Development & Transformation
- 👉 Technical & IT
- 👉 Risk & Compliance
- 👉 GP Practice Managers
- 👉 Strategic Commissioning Leads
- 👉 Finance & Procurement
- 👉 Marketing & Communications
- 👉 Education & Training
- 👉 Explore All Packages

The traditional datasets are still in existence and widely used, with over 500 roles and responsibilities supported. Our clinical datasets have developed considerably over recent years to support those suppliers targeting their NHS customers by specialty or therapy area and we now cover 212 specialties. Data is available to licence for self-managed sales and marketing activity; supplied via daily feeds into client's CRM systems; used for the dissemination of HCP communications managed by HSJ Information; or used in a whole host of data analytical, mapping and validation services. Whichever data service you choose, you can do it confidently and compliantly. We do all the data collection and validation work to keep up with NHS change, so you don't have to.

Whether you are looking to reach new audiences, validate existing contact data or refresh current records, HSJ Information can help.



Contact us to find the right approach for your priorities



90%

of the top NHS trusts subscribe to HSJ



TOP 30

Leading global pharma & medtech companies partner with us



15+

HSJ events including HSJ Awards, Summits, Congresses and Forums



MOST UP-TO-DATE

UK database of senior NHS decision-makers, budget holders and influencers



20K+

Subscribers rely on HSJ news

UPCOMING HSJ EVENTS



HSJ Information

No One Understands the NHS Better

SEPTEMBER



28 September 2026 | Telford

OCTOBER



13 October 2026 | London



15 October 2026 | Birmingham

NOVEMBER



19 November 2026 | London



26 November 2026 | London

FEBRUARY



4 February 2027 | London

MARCH



11 March 2027 | London



18 March 2027 | London

APRIL



22 April 2027

MAY

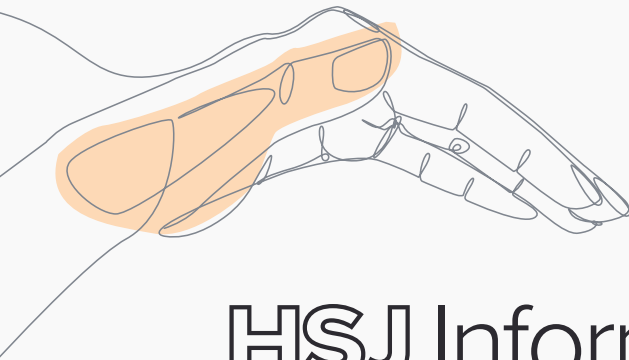


12 May 2027 | Birmingham

JULY



1 July 2027 | London



HSJ Information

No one understands the NHS better

HSJ Information has published a wealth of news, insight, analysis and recommendations about the NHS 10-Year Health Plan and the Life Science Plan. Visit [HSJ Information's Knowledge hub](#), follow [hsj.co.uk](#), or follow us on LinkedIn at [HSJ Information](#), and [HSJ](#) for everything you need to know. For events please visit [hsj.co.uk/events](#).

If you're interested in what HSJ Information can do for you, get **in touch with your client manager today**, or contact us at clientpartnership@hsjinformation.co.uk for more information, hsjsolutions@hsj.co.uk for HSJ events and marketing solutions and if you are thinking about subscribing to HSJ please visit <https://www.hsj.co.uk/why-subscribe>.



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