

New Hospital Programme – Briefing note for suppliers (January 2026)

1. Programme Overview

The New Hospital Programme (NHP) represents the greatest single investment in NHS infrastructure in recent decades and will deliver brand new, state-of-the-art facilities to ensure world-class provision of healthcare for NHS patients and hospital staff across England. The rolling programme will create an enduring supply chain capability to deliver hospital infrastructure far into the future.

At the heart of the New Hospital Programme is a bold vision to transform the way healthcare infrastructure is delivered in the NHS.

The [Government's 10 Year Health Plan for England](#), launched on 3 July 2025, sets a clear direction for the NHS: care closer to home, a focus on prevention, and digital by default. The NHP is a core enabler of this vision – providing modern infrastructure built for integrated, community-first care. Our schemes support virtual wards, shared diagnostics and outpatient services beyond hospital walls. Digital capability is designed in from the start, with a focus on prevention and health equity throughout. Crucially, the Plan builds on the Government's recent [Industrial Strategy](#) and [Infrastructure Strategy](#), where the NHP features prominently. This confirms a longer-term commitment to healthcare investment – not as a one-off project, but as a national priority that will drive a positive social and economic legacy.

Furthermore, the Government's announcement on the [New Hospital Programme: Plan for Implementation](#) in January 2025 and the ongoing procurement of the 12-year, £37bn [Hospital 2.0 Alliance](#) provide certainty on the next steps for the programme, giving industry the confidence needed to prepare, invest and deliver work for NHP.

2. A New Approach: What's Different About the New Hospital Programme?

The Government's commitment to delivering NHP does not come without its challenges. It is responding to the challenge of delivering a high number of large complex infrastructure schemes in a short period of time and set against a backdrop of limited suppliers. This is compounded by the market's historic perception of the sector as risky, complex and less profitable than other opportunities in the recently published Infrastructure Pipeline which outlines £530bn of projects and programmes over the next ten years including £285bn funded solely by the public sector.

NHP is meeting this challenge by changing the way hospitals are designed and by working differently with industry.

The Hospital 2.0 design will drive better patient outcomes, systems thinking and standardisation across all hospitals. The ecosystem that will deliver hospitals is led by the New Hospital Programme as a capable owner, working with all parties and providing oversight, co-ordination, and consistency. The collaboration between all NHP partners; suppliers, Trusts and the NHP is built on enterprise

(Project 13) principles and encourages continuous improvement and adoption of best practice as each hospital is implemented. The programme will leverage the skills and capability of industry partners, wherever they sit in the ecosystem to safely deliver. Interfaces that were the traditional battlegrounds in commercial relationships become opportunities and to create value for all NHP partners. It moves away from transactional relationships and encourages best for programme outcomes from all NHP partners, rewarding enterprise performance through its commercial construct and allocating risk aligned with capability.

The programme is planned with faster governance by being coherent with government policy, having Hospital 2.0 principles and standard procurement frameworks to demonstrate value for money and build predictability into hospital construction and digital enablement.

3. Hospital 2.0 and Industrialisation overview

Hospital 2.0

Hospital 2.0 is a whole system approach using optimised and repeatable solutions for scheme development, design, construction and operation to efficiently and safely deliver transformational, sustainable healthcare environments for patients and staff.

It is a transformational hospital blueprint that uses systems thinking and engineering to unify clinical and digital standards to enable future models of care, drive operational excellence and empower staff to maximise the use of the facilities.

The core elements of Hospital 2.0 include:

- **An accelerated development approach**, creating a blueprint for fast-tracked project development.
- **A standardised design**, supporting robust and repeatable solutions that optimise clinical and engineering best practice.
- **An industrialisation process** that unlocks economies of scale by integrating policies, design principles and standard rule sets, allowing the market to proactively plan resourcing and innovation of manufacturing strategies.
- **Transformational clinical strategies** which optimise operational and digital standards, to enable future models of care to drive excellence and empowerment of staff to maximise the use of the facility.

The design is based on four core 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.

Hospital 2.0 includes features such as:

- 100% single-bed rooms, reducing Health Care Acquired Infections (HCAIs) risk
- Improved staff welfare facilities
- Optimised hospital layouts
- Standard products like bathroom pods, Mechanical, Electrical and Plumbing cassettes, cladding, plant rooms and patient bedrooms
- Digital capabilities transforming hospital operation and clinical pathways
- Future-ready facilities and estate management
- Sustainable and net zero buildings and maintenance

Industrialisation on NHP

Hospital 2.0 defines a “good hospital” and leverages industrialisation to balance choice with standardisation. Industrialisation focuses on removing variability where it doesn’t add value and is characterised by standardised processes, mechanised production and advanced technology providing efficient customer choice. Industrialisation can apply to products, processes and data and embodies Design for Manufacturing and Assembly, Modern Methods of Construction and Platform Engineering methodologies to enable Hospital 2.0 transformation.

Hospital 2.0 industrialisation is mutually beneficial. It delivers Hospital 2.0 while reducing risk for industry partners, by having less bespoke content and more proven, repeatable, safe, clinically proven engineering together with a more stable pipeline that allows investment in capability and capacity. It accommodates development and innovation over the programme duration, codifying good practice.

There are various levels of industrialisation that can be applied to any hospital feature with increasing levels of predictability, agreement and standardisation from one of a kind bespoke solution to off the shelf commoditisation.

Industrialised features might include rooms, facades or Mechanical, Electrical and Plumbing. The approach also enables programme efficiencies including logistics.

The industrialisation ecosystem includes all NHP partners and will evolve generationally. Each candidate for industrialisation must demonstrate its value and can be led by the market, Trusts or NHP in a collaborative approach.

There are five industrialisation pillars:

1. **Stabilise Requirements, Data Structures and Interfaces** – drives clinical and product consistency, reduces risk and enables concurrent development.

2. **Stabilise Design Processes** – accelerates design development, reduces workload and allows the supply chain to unlock economies of repetition and scale with improved quality and ultimately health outcomes.
3. **Stabilise Delivery Processes and Operation** – reduces the burden on Trusts, reduces uncertainty in delivery, improves viability for industry partners and improves affordability of delivery.
4. **Stabilise Commercial Environment** – unlocks economies of repetition and improves quality through aggregation and visibility of demand for common parts together with consistent technical requirements across multiple schemes.
5. **Continuously Improve and Evolve** – develops and optimises through better coordination, data collection and interpretation and use of feedback and learning.

4. The Skills Needed to Support the Future Construction Workforce

Building the foundations for an enduring national capacity and capability is integral to our vision to transform the way healthcare infrastructure is delivered for the future of our NHS.

Inspiring and training the next generation of construction and digital workers, and meeting existing and future skills challenges, is vital. NHP schemes now being planned will potentially be staffed by people who are currently in school or college or transferring from other parts of the construction industry or sectors including digital, data and technology.

NHP offers a significant opportunity to the supply chain with a huge pipeline of work. Therefore, now is the optimal time for businesses to increase capacity and capability within their organisations by investing in their workforce.

NHP has identified the following key construction skills shortages and will immediately prioritise addressing the challenges faced in these areas and specific regions to meet programme demands.

1. Medical Gas Systems
2. HVAC Systems
3. Water Systems
4. Electrical
5. Construction Leaders

Our Skills Guide lists out a range of apprenticeships, T-levels and other industry accreditations that employers can start to support today to build capacity and capability within their workforce.

You can download the NHP Skills Guide here: [Skills Hub - New Hospital Programme](#)

5. Supplier Guidance

The scale of NHP will call upon the skills and expertise of companies of all sizes (including small and medium sized enterprises), across a broad range of sectors. For further information about the NHP programme and supply chain opportunities, we encourage interested suppliers to follow the three key steps outlined below:

1. View our supply chain resources:

We strongly recommend that businesses read our [Supplier Guide](#) to find out about the programme, Hospital 2.0, how we will build our supply chain, the skills we need to build our future construction workforce and how to stay informed.

We also recommend that companies listen to [The Infrastructure Podcast: Hospital 2.0](#) (December 2025) with Doug Baldock (NHP, Executive Technical Director) and Emily King (NHP, Industrialisation Lead). They describe the Hospital 2.0 system and our approach to industrialisation. For further information, watch our [NHP Market Briefing](#) (January 2025). This provides an overview from Karin Smyth MP, the Minister of State for Health (Secondary Care), Natalie Forrest, NHP Chief Programme Officer, and Morag Stuart, former NHP Chief Programme Officer, on what the NHP [Plan for Implementation](#) means for businesses and the critical role industry must play in the delivery of new hospitals.

In addition, information on the programme, recent news, our Skills Hub and presentations from events can be found at www.competefor.com/nhp. Please check back regularly for updates.

2. Register to access NHP contract opportunities:

Register on [Contracts Finder](#) to access contract opportunities with NHP and our Hospital 2.0 Alliance Partners.

Register and build/update your profile on [CompeteFor](#) to access Hospital 2.0 Alliance supply chain opportunities. This is a free online brokerage tool connecting buyers with suppliers.

3. Engage with us:

Businesses can sign up to receive ongoing updates on the programme, including the NHP Industry Bulletin, by filling in our [Supply Market Survey](#). You can also follow the New Hospital Programme on [LinkedIn](#).

For any questions, please contact the NHP Markets & Supply Chain Team at nhp.suppliers@nhs.net.