


The **NHS 10-Year Health Plan** marks a decisive shift in how healthcare will be delivered and financed across England. This plan represents alignment of **policy, technology and delivery infrastructure**, highlighting a clear opportunity for industry to co-develop scalable, measurable solutions that improve population health and patient outcomes.


The three shifts

From hospital to community




More treatment will be delivered in primary and community settings, closer to where people live. This includes a Neighbourhood Health Service which will convene healthcare professionals into patient-centred teams to reduce reliance on acute hospitals for routine care.

From analogue to digital



Electronic health data will be unified into a single patient record, the NHS App will integrate wearables for real-time insights, and the use of AI will be scaled up for diagnostics and admin. This shift will enable smarter use of real-world data for decisions and research.

From sickness to prevention



The NHS will move from treating disease after it progresses to identifying and mitigating health risks earlier via tools like genomics, risk scores, vaccines and screening. There is particular focus on tackling chronic conditions like type 2 diabetes, obesity and cardiovascular disease.

A new transparency of quality of care

**Modern Service Frameworks** will be reintroduced in 2026 to set standards for the use of effective and equitable interventions. These will include strategies to support adoption by clinicians and providers and promote partnerships to develop and share ideas across the system. Early priority areas include cardiovascular disease and mental health.

Powering transformation: The five big bets by 2035

- 1

**Health data will flow seamlessly** – the NHS is investing heavily into high quality, interoperable patient data
- 2


**AI will be every health professional’s trusted assistant** – AI will be embedded across NHS workflows, creating demand for advanced decision-support tools
- 3

**Your personalised health journey will begin at birth** – genomic sequencing will facilitate a shift towards personalisation of care, and newborns will undergo genome sequencing to identify potential health risks
- 4

**Wearables are your personal health custodians** – Continuous data from wearables will reshape disease management
- 5


**Robots will deliver care with unprecedented precision** – Robotics and automation will improve surgical precision, thus freeing up capacity to deliver more care

Key impact and opportunities for Life Sciences




**A joint MHRA-NICE pathway to accelerate access and approval timelines:**

- Streamlines safety, efficacy and cost-effectiveness assessments to reduce duplication and overall assessment time by 30%, potentially improving the prospects of the UK as an early launch market.
- Companies must now submit a cost-effectiveness analysis along with their regulatory dossier – this fully integrated process reflects broader regulatory and HTA convergence, such as the European JCA process.
- Builds on the direction established with the Innovation Licensing and Access Pathway (ILAP).




**Establishing a Single National Formulary (SNF) to improve speed of adoption:**

- A new ‘innovator passport’ will be introduced by 2026 to enable system-wide adoption of approved medicines without repeated reassessments.
- Aims to create consistency across the NHS and tackle duplication to facilitate faster uptake, however it could lead to certain products and brands gaining significant market shares within therapy areas.
- While local prescribers will retain clinical autonomy, the ABPI has raised concerns over the potential for unintended consequences, particularly where implementation may restrict patient and clinician choice.



**Decisive shift towards preventative approaches:**

- Increased demand for preventative therapies, and AI tools or predictive algorithms that identify high-risk groups earlier, particularly in cardiovascular-renal-metabolic conditions, cancer and respiratory illnesses.
- Pharma will need to target therapies to defined subgroups and continue demonstrating real-world value at scale, leveraging the increasingly interoperable and accessible NHS data.
- The UK may become an important market for early launch of drugs and technologies in the prevention space enabling data to be collected that can support roll-out in other markets.



**A new generation of public-private partnerships:**

- Collaborative working between the NHS and industry is now critical to driving transformation in the health system, driven by rising demand and budget pressures, and backed by bipartisan support.
- Life sciences companies must think strategically about how to partner with the NHS, and leverage multi-year contracts (e.g., Neighbourhood Health) to demonstrate long-term cost benefits.
- The opportunity lies in co-developing targeted solutions that the system cannot afford to deliver alone, and clearly articulating their benefits