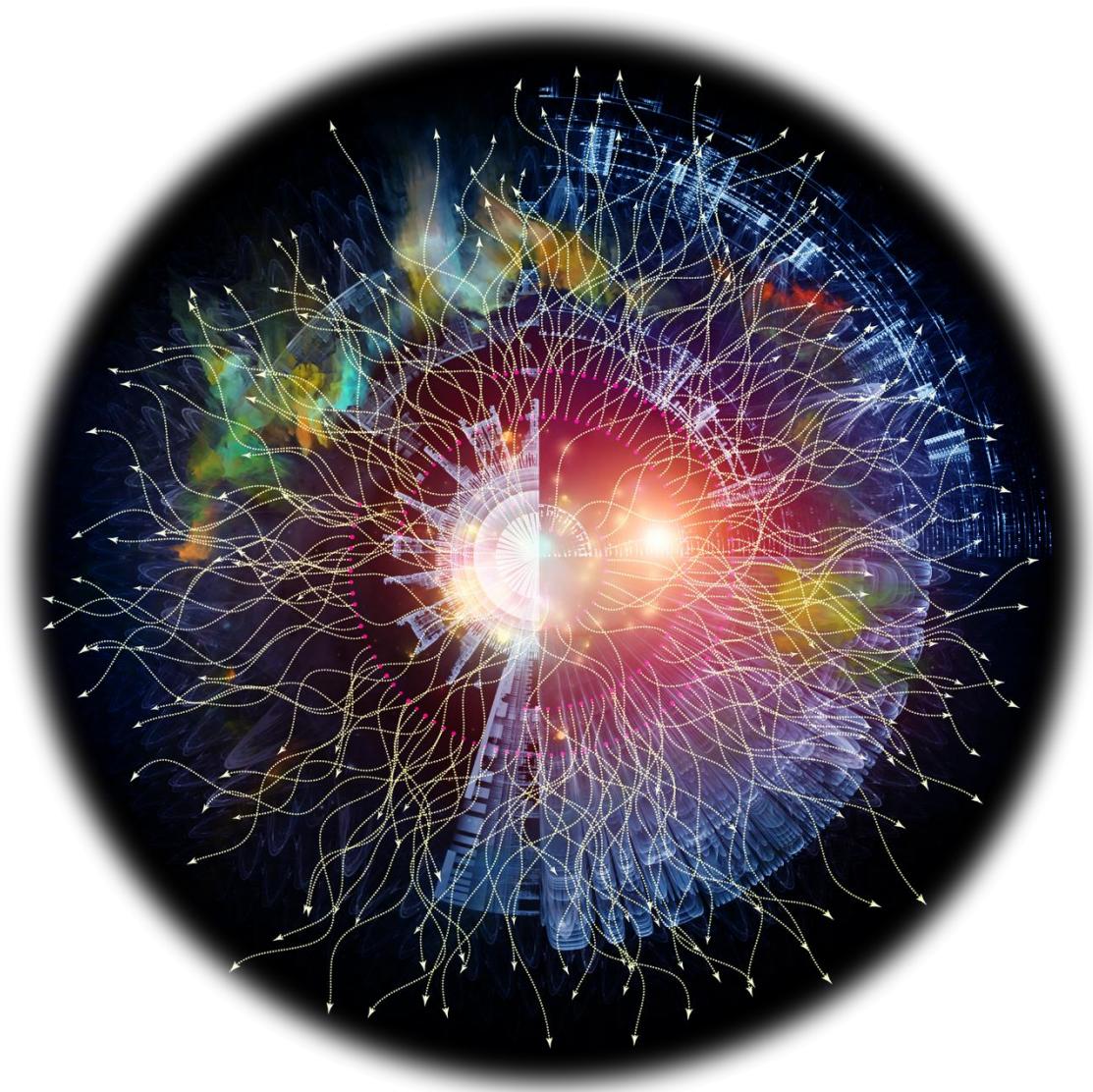




ATOM: Accelerated Theatres Optimisation Model

G-Cloud 15 Service Definition Document

January 2026

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1 Deloitte Overview

As a leader in professional services, Deloitte LLP is committed to making an impact to our clients, our people and for society. We have over 27,000 staff based across the UK providing audit, risk advisory, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. We work together to build trust, support inclusive growth, and build capability, enabled by our **breadth and depth of expertise across advisory, delivery, engineering and managed services.**

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government, Welsh Government and Crown Dependencies.

Our Cloud Capability

At Deloitte, we help our clients **Imagine, Deliver and Run** the businesses of the future through the power of **Cloud**. We have deep Cloud architecture, engineering, operational, commercial, and business transformation expertise delivered by a team of more than 26,000 Cloud Practitioners globally. We have delivered over 2,000 cloud implementations over the past 5 years and have 60+ cloud centres of excellence supporting the delivery of cloud services to our clients.

In the UK, we have a team of over 100 Cloud managed service specialists plus the following certifications across AWS, Microsoft Azure, Google Cloud and Oracle Cloud Infrastructure (OCI):



We help our clients with all aspects of their journey-to-cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to optimise your client investments, and to navigate your organisations cloud journey, providing specialist cloud architecture, engineering, and operational skills at all stages, with a large proportion of our team holding the clearances required to meet your specific security requirements.

Our AI Capability

Deloitte stands at the forefront of AI transformation and was recognised as a Leader in the 2025 IDC MarketScape for Artificial Intelligence (AI) services for the fourth consecutive time. Supported by a £3 billion investment in AI, Data, Automation, Cloud, and Cyber, we seamlessly integrate our deep AI expertise with our extensive cloud capabilities. Our UK team is part of 339K AI-fluent practitioners globally, and includes over 1,300 AI specialists and engineers, many of whom hold the necessary security clearances for public sector delivery.

Through the Deloitte AI Institute, our hub for cutting-edge research and innovation, and strategic alliances with leading hyperscalers, we empower public sector clients to optimise costs, streamline processes, and navigate their AI journey. We achieve this by leveraging our ReadyAI™ models, which provide end-to-end support for AI solution implementation, and our Trustworthy AI™ framework, ensuring responsible and ethical deployment.

Our alliances & ecosystems

To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft¹ and SAP. A selection of our partners and alliances are presented below:



What the analysts say

Don't just take our word for it. Deloitte is recognised by the analyst community as being **leaders in cloud transformation services**. This reflects the wealth of experience we have in delivering cloud services across the public sector and wider private sector combined with our out-of-the-box templates, tools and assets.

Gartner

Originating in 2021, Deloitte has been recognised as a Leader in this category for four years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019, the previous form of this category.

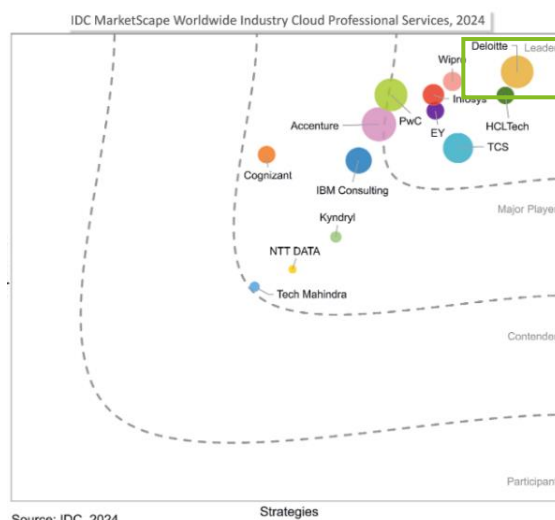


Gartner

Gartner: Magic Quadrant for Public Cloud IT Transformation Services. © Gartner inc. 2025

IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Industry Cloud Professional Services 2024** Vendor Assessment. We have also been recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.



IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment © IDC inc. 2024

Cloud Transformation

Transform Faster, Transform Smarter

Deloitte's Cloud Transformation can fast-forward your journey to the Cloud, unlocking innovation, efficiency, and growth.

[Find out more here](#)

¹ As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

2 Service Overview

Deloitte ATOM theatre optimisation solution provides hospitals with a toolkit and methodology to optimise theatre scheduling across elective care, including day case and trauma lists.

ATOM is a humanistic methodology accounting for current levels of performance to deliver practical improvements.

ATOM delivers an end-to-end theatres improvement solution that enables the identification of the scale, location and type of opportunities available to trusts in optimising their theatres utilisation.

Using Artificial Intelligence, ATOM reads surgeons' free text notes and translates them into classified procedures.

Procedures combined with complexity and comorbidities to generate highly accurate operating times that are used to configure optimal theatre schedules and timetables. The scheduling assistant then provides theatres staff with a recommended theatres schedule each day that is configured to minimise unnatural downtime, and to prevent costly late starts and early finishes.

While the use of the scheduling tool is relatively simple, embedding an alternative approach to scheduling and/or timetabling requires extensive clinical engagement to ensure clinical colleagues are at the forefront of measures to improve performance and embed that change.

The Key Features of ATOM include:

- Capability to match currencies of demand and capacity to improve scheduling
- Flexibility to meet current and future NHS challenges in terms of national pandemics
- AI based NLP algorithm that has processed 1.5 million procedures and takes into account
 - Complexity
 - Gender
 - Turnaround times
 - ASA
 - +/- TCI notes
 - Spelling

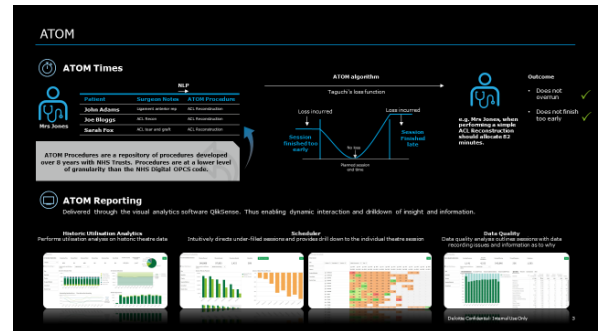


What you get:

- Highly accurate operating times that are used to configure optimal theatre schedules and timetables (ATOM Times).
- Clinical and operational engagement to support optimal booking of theatres and usage of the ATOM Times.
- The ATOM Dashboard. This is an interactive reporting product that outlines: theatre utilisation performance; forward looking schedules; forward looking under-utilisation and the performance of ATOM Times. The product is refreshed daily (subject to Trust infrastructure and ability to provide data feeds this frequently).

Ultimately, the Benefits of ATOM Methodology are:

- Accuracy – up to 200% more accurate than surgeon planning
- Operational and Performance Improvement – in excess of 11% ROI seen
- Capability to deliver a flexible approach that is beneficial for patients and workforce
- Sustainable model working beyond implementation
- Improved patient flow
- Dynamic theatre list capable of addressing short term needs whilst managing longer term RTT challenges



3 Detailed Service Description

Our approach to deployment of the ATOM dashboard consists of 9 core elements delivered by Deloitte in conjunction with the clients.

1. **Approach.** Before implementing ATOM, we will present the ATOM approach and outputs to verify that this delivers to the requirements of the Trust.
2. **Engagement Letter.** An engagement letter will be signed between Deloitte and the Trust that outlines the: output; Trust's and Deloitte's responsibility; level of aftercare; refresh frequency of the ATOM Dashboard; and course of action and responsibility with any technical failure of the ATOM Dashboard.
3. **Setup and Automation of the ATOM Dashboard.** An initial setup phase will be carried out to enable the ATOM product to be deployed with automatic refreshes of analysis. This will be carried out with the Trust's data team to automate the data feed into Deloitte's environment.
4. **ATOM Times and Theatre Optimisation.** We will work with operational, clinical and information staff within each client to support the implementation of the ATOM Times.
5. **Automation Testing of the ATOM Dashboard.** Testing the automation of the Trust's data feed.
6. **User Acceptance Testing of the ATOM Dashboard.** User acceptance testing from end users and the Trust sponsor.
7. **Training and Access of the ATOM Dashboard.** Change management support and training will be provided to the Trust on how to transition to the ATOM approach.
8. **Internal Review.** Deloitte's internal review process for managed service deployment will be performed prior to releasing to the Trust.
9. **Aftercare.** Helpdesk support for any access issues to the dashboard. In addition, dedicated contacts will be available for usage and insight type queries.

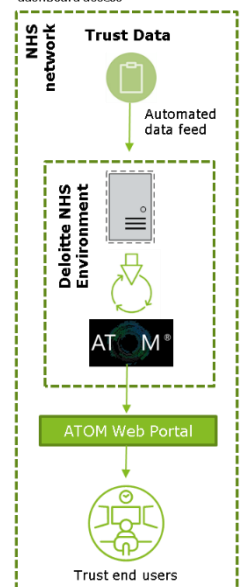
The ATOM Dashboard will be hosted on the Deloitte Azure environment. Prior to implementation we will work with you to agree the data handling arrangements and obtain sign off from the Trust's Caldicott Guardian. In addition, we will provide the detail of our environment for the Trust to review and approve for appropriateness, this will include the current level of penetration testing performed.

Assumptions

To deliver this, we make the following assumptions:

- The Trust has the capability to provide theatre data in an automated manner to our environment in the required format and timeframe. The provision of the required data in the necessary format is a responsibility of the Trust.
- Refresh frequency will be determined with the Trust at the onset of the engagement.
- The Trust has an Information Governance lead, or equivalent, that can approve data handling and transfer protocols.
- The Trust will make available the required personnel to support setup and ongoing maintenance, and a senior Trust sponsor will be appointed to support the removal of any blockages, should we experience any.
- The Trust has the requisite personnel to perform acceptance testing of the solution and approve the solution's performance for usage.
- Whilst we will agree data cleansing and data quality measurement approaches that can be automated with you, the completeness and accuracy of the information delivered is dependent on the completeness and accuracy of the data delivered by the Trust. We will not audit or otherwise test or verify the information given to us in the course of the Services.
- The Trust will review the quality and consistency of any work products prepared by us and report any issues or matters of concern to your nominated point of contact as they arise.
- Ongoing support will be as defined and limited as per the contract.

Figure 1. ATOM theatre management dashboard access



- You acknowledge that you are responsible for establishing and maintaining an effective internal control system that reduces the likelihood that errors or irregularities will occur and remain undetected; however, it does not eliminate that possibility. Nothing in our work guarantees that errors or irregularities will not occur, nor is it designed to detect any such errors or irregularities should they occur.
- We will not carry out a specific review of your systems and internal controls and accordingly it is not part of our responsibilities to provide comments on their effectiveness or the ability of the systems and internal controls to support the business and its expected growth in the future.
- The scope of our Services and our responsibilities will not involve us in performing the work necessary for the purpose of providing, neither shall we provide, any assurance on the reliability, proper compilation or clerical accuracy of any information presented.
- No personal or unpseudonymised patient level data will be captured during the process unless agreed. All data used will be pseudonymised data.

Using ATOM to provide a continuous improvement approach.

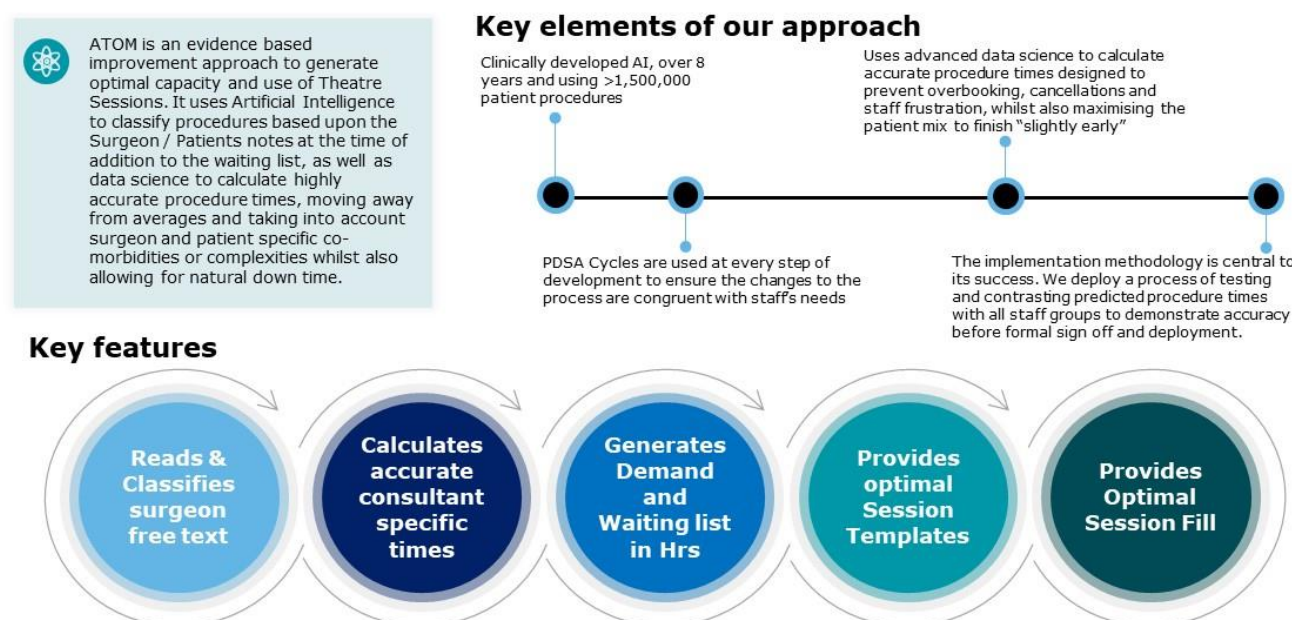


Figure – ATOM Approach to continuous improvement

Testimonials

ATOM predicted for us that an increase of around 10% of session utilisation could be achieved, although some members of the team were sceptical – this is what we got, and now the whole organisation is wanting to use the method in their clinical service.

It took 6 weeks from starting and has been stable ever since. Against the income, the fees ATOM charged were tremendous value and we achieved a return in just one week of the benefits coming through. On top of this we have improved our planning for on day admission therefore, reduced delays and ultimately finishing as predicted; staff morale has improved across the multidisciplinary team.

The other key element for Sheffield was to have a model that was effective in terms of translating Theatre efficiency into real benefits. The methodology has allowed us to add support into the team to increase surgical time and ensure each list is profitable against the service line thus reducing the number of lists per annum required against contracted activity.

While we were working with ATOM on the Urology pilot, Jim identified that there was an issue with the Pre-op assessment process and the allocation of pre-op slots for Urology. Jim provided us with some method to

calculate slots required in order to be able to ensure adequate flow into the booking teams' office for appropriate allocation. We have also been working on capturing the demand onto the waiting list in terms of minutes to allocate, and then working with ATOM to be able to understand the capacity required for ongoing delivery of our demand and maintenance of the 18 week position.

Throughout our dealings with Jim, we have found him to be flexible as well as professional and he has the confidence and respect of our consultant body as an expert in his field. He has been able to incorporate any issues or aims we have that come to light during the project without wanting to extend the scope or the fees etc. In terms of external support, we have found it very beneficial."

Jacky Rawlins, Group General Manager, Sheffield Teaching Hospitals NHS Foundation Trust

4 Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

- Your organisation name
- The name of this service
- Your name and contact details
- A brief description of your business situation
- Your preferred timescales for starting the work.



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