The current policy context in the NHS

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The NHS faces significant challenges after a sustained period of austerity

Percentage of respondents selecting each option when asked to identify the three most significant pressures facing the NHS
Local partnerships are seen as the way to tackle these challenges but they are not mature.
What system leaders wanted from the NHS Long-term plan

• Make support for effective local leadership and relationships a priority

• Focus attention on the key enablers of local improvements to health and care

• Shift the focus of regulation to improvement support

• Support local systems to strengthen ownership in their communities of the long-term plan vision
The vision set out in the NHS Long-term Plan

- A New Service Model for 21st Century
- More NHS action on prevention and health inequalities
- Further progress on care quality and outcomes
- NHS staff will get the backing they need
- Digitally enabled care will go mainstream across the NHS
- Investment used to maximum effect
All areas to be integrated care systems by 2021

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<th>Level</th>
<th>Pop. Size</th>
<th>Purpose</th>
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| Neighbourhood | ~50k     | • Strengthen primary care  
                   • Network practices and other out of hospital services  
                   • Proactive & integrated models for defined population |
| Place      | ~250-500k | • Typically borough/council level  
                   • Integrate hospital, council & primary care teams/services  
                   • Develop new provider models for ‘anticipatory’ care |
| System     | 1+m       | • System strategy & planning  
                   • Develop accountability arrangements across system  
                   • Implement strategic change and transformation at scale  
                   • Manage performance and £ |
What system leaders like about the plan:

- Clarity about future direction: integrated working and creation of ICSs
- Permissive (…so far!) and comprehensive in its approach
- Builds on and aligns with local plans and activities
- Right vision: investment in community services and primary care
- Focus on enablers such as workforce and digital
- Emphasis on prevention and patients taking more responsibility for their health
But there are also questions:

- Very health focused and national policy on social care is missing
- How permissive will the implementation guidance be?
- What are the priorities?
- Lack of detail on workforce and digital implementation
- Not a lot on place which is a key building block in many systems
- How to re-shape commissioning in the new architecture?
- Neighbourhoods are more than primary care networks (PCNs)
- Does the money stack up?
What else is coming….

1) Workforce Implementation Plan
2) National Implementation Framework
3) Clinical Review of Standards
4) Comprehensive spending review
   - social care, capital, training/CPD, public health
5) Legislative change?
   - Removal of CMA role and NHSI’s competition duties
   - Put NHS outside of public contracts regs and replacing with best value test
   - Greater local flexibility in price-setting
   - Ability to create integrated care trusts
   - Permitting joint committees
   - Shared responsibility for the NHS and promoting triple aim
A look forward on workforce issues

1) Building the workforce needed to support the investment in primary and community services
2) Continuing OD challenge of making a reality of integration both across organisations and professions
3) Finding local solutions to the workforce challenges
4) Redefining the relationship with NHSE/I and not going ‘back to the future’