

HEALTH AND WELLBEING BOARD



TO:	Health and Wellbeing Board
FROM:	Dominic Harrison, Director of Public Health
DATE:	11 March 2015

SUBJECT: NHS Five Year Forward View

1. PURPOSE

To inform the Board of the NHS Five Year Forward View.

2. RECOMMENDATIONS FOR THE HEALTH & WELLBEING BOARD

The Health and Wellbeing Board is asked to note the NHS Five Year Forward View.

3. BACKGROUND

In October 2014 NHS England published a Five Year Forward View, which sets out a clear direction for the NHS – showing why change is needed and what it will look like. Their Executive Summary states that some of what is needed can be brought about by the NHS itself but that other actions would require new partnerships with local communities, local authorities and employers.

4. RATIONALE

The Forward View identifies three 'gaps' that must be addressed:

- Health and wellbeing gap
- Care and quality gap
- Funding gap

NHS England is now embarking on work with other NHS national bodies and wider stakeholders to implement the commitments in the Forward View. Next steps include:

- Engagement with NHS staff and partners
- Refining outcomes and programmes of work
- Agreeing governance
- Designing a delivery programme

5. KEY ISSUES

The Chair and Vice Chair attended a joint meeting of the three Health and Wellbeing Boards on 17 February 2015 hosted by Healthier Lancashire. The aim of the meeting was to discuss a Lancashire system response to the Five Year Forward View.

Other discussion points included:

- informing attendees of the work of Healthier Lancashire to date
- listening to local intelligence from attendees about the healthcare system
- learning what issues are important to attendees
- asking attendees to help Healthier Lancashire shape the format of any public engagement events

Group discussions were also held to establish:

- what success stories attendees have to share from their H&W Board area
- what health and social care issues / challenges can a whole system approach help the people of Lancashire with?
- what should the Healthier Lancashire development priorities be?
- how can we achieve these priorities?

Following the meeting a report will be brought back to a future HWB meeting.

6. POLICY IMPLICATIONS

A response to the Purpose Document should influence the local priorities and plans for improving health and wellbeing.

7. FINANCIAL IMPLICATIONS

There are no direct financial implications of this report for Blackburn with Darwen Council or their partners.

8. LEGAL IMPLICATIONS

There are no direct legal implications of this report for Blackburn with Darwen Council or their partners.

9. RESOURCE IMPLICATIONS

There are no direct resource implications of this report for Blackburn with Darwen Council or their partners.

10. EQUALITY AND HEALTH IMPLICATIONS

Particular implications of this report for Lancashire were considered as part of the Healthier Lancashire Stakeholder event that took place on 17 February 2015 and was attended by several members of the Board including the Chair and Vice Chair.

11. CONSULTATIONS

A programme of consultation has been led by the NHS with sub-regional support from organisations including Healthier Lancashire and the Third Sector Lancashire.

VERSION:	1.0
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BACKGROUND PAPER:	NHS Five Year Forward Plan http://www.england.nhs.uk/ourwork/futurenhs/ Healthier Lancashire Programme – Purpose Document http://www.eastlancscg.nhs.uk/download/governing_body_papers/6.4%20%20Healthier%20Lancashire%20Programme%20Purpose%20Document.pdf

**FIVE YEAR
FORWARD VIEW**



The NHS have achieved a lot

- ✓ Currently ranked #1 healthcare system in the world
- ✓ More than 2/3 UK public believe the NHS “works well”
- ✓ Cancer survival is at its highest ever
- ✓ Operation waiting lists are down - many from 18 months to 18 weeks
- ✓ Early deaths from heart disease are down over 40%
- ✓ 160,000 more nurses, doctors and other clinicians
- ✓ Single Sex Wards implemented

We are delivering more care



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Compared with 2009 the NHS is delivering more care:

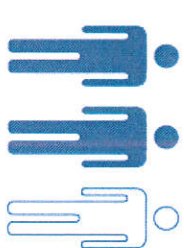
- ➔ 4,000 more people are being seen in A&E each day
- ➔ 3,000 more people are being admitted to hospital each day
- ➔ 22,000 more people have outpatient appointments each day
- ➔ 10,000 more tests are performed each day
- ➔ 17,000 more people are seeing a dentist each day
- ➔ 3,000 more people are having their eyes tested each day

But demand for care is rapidly growing



We are facing a rising burden of avoidable illness across England from unhealthy lifestyles:

- 1 in 5 adults still smoke
- 1/3 of people drink too much alcohol
- More than 6/10 men and 5/10 women are overweight or obese



Furthermore:

- 70% of the NHS budget is now spent on long term conditions
- People's expectations are also changing



There are also new opportunities

New technologies and treatments

- Improving our ability to predict, diagnose and treat disease
- Keeping people alive longer
- But resulting in more people living with long term conditions

New ways to deliver care

- Dissolving traditional boundaries in how care is delivered
- Improving the coordination of care around patients
- Improving outcomes and quality

...but the **financial challenge** remains, with the gap in 2020/21 previously projected at £30bn by NHS England, Monitor and independent think-tanks

The future NHS



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The Forward View identifies three 'gaps' that must be addressed:

- 1 Health & wellbeing gap** **Radical upgrade in prevention**
 - Back national action on major health risks
 - Targeted prevention initiatives e.g. diabetes
 - Much greater patient control
 - Harnessing the 'renewable energy' of communities
- 2 Care & quality gap** **New models of care**
 - Neither 'one size fits all', nor 'thousand flowers'
 - A menu of care models for local areas to consider
 - Investment and flexibilities to support implementation of new care models
- 3 Funding gap** **Efficiency & investment**
 - Implementation of these care models and other actions could deliver significant efficiency gains
 - However, there remains an additional funding requirement for the next government
 - And the need for upfront, pump-priming investment

Getting serious about prevention

Focusing on prevention

- Incentivise healthier individual behaviours
- Strengthen powers for Local Authorities
- Targeted prevention programmes – starting with diabetes
- Additional support people to get and stay in employment
- Create healthier workplaces – starting with the NHS

Empowering patients

- Improve information: personal access to integrated records
- Invest in self-management
- Support patient choice
- Increase patient control including through Integrated Personal Commissioning (IPC)

Engaging communities

- Support England's 5.5m carers – particularly the vulnerable
- Supporting the development of new volunteering programmes
- Finding new ways to engage and commission the voluntary sector
- NHS reflecting local diversity as an employer

Developing new care models

- We need to take decisive steps to transition towards better care models
- There is wide consensus that new care models need to:
 - Manage systems (networks of care), not just organisations
 - Deliver more care out of hospital
 - Integrate services around the patient
 - Learn faster, from the best examples around the world
 - Evaluate success of new models to ensure value for money
- There are already examples of where the NHS is doing elements of this
- However, cases are too few and too isolated
- The answer is not ‘one size fits all’, nor is it ‘a thousand flowers bloom’
- We will work with local health economies to consider new options that provide a viable way forward for them and their communities

Developing new care models

- Multi-speciality Community Providers
- Primary and Acute Care Systems
- Urgent and Emergency Care Networks
- Specialised Care
- Viable smaller hospitals
- Modern maternity services
- Enhanced health in care homes

Delivering innovation and change

To deliver the scale and pace of change required we will also take steps to:

Align NHS leadership

For example, by moving towards a joint way of assessing and intervening in challenged health economies

Develop a modern workforce

Designing and commissioning new and more flexible roles to support the future NHS

Exploit the Information Revolution

To provide transparent data, develop services that care digitally delivered and use data to improve the NHS

Accelerate innovation

Developing new methods for innovating such as 'test bed' and 'new towns', as well as testing innovations through trials and evaluations

Efficiency and funding

- It has previously been calculated that the NHS faces a gap between expected demand and funding of ~£30bn by 2020/21.
- To address this gap we will need to take action on three fronts: demand, efficiency and funding. Less impact on any one of these will require compensating action on the other two.
- Delivery of the more active **demand and prevention** activities outlined in the Forward View would deliver in the short (e.g. prevention of alcohol harm) and medium term (e.g. action on diabetes).
- The long-run **efficiency** performance of the NHS has been ~0.8% annually. We have achieved nearer 2% more recently, although this has been based on some actions that are not indefinitely repeatable, e.g. pay restraint.
- However, with upfront investment and implementation of new care models we believe that we could achieve 2% rising to 3% over the next Parliament.
- Combined with an **increase in funding** equivalent to flat-real *per person* (e.g. adjusted for population growth and age)—about £8bn more—this would close the gap.

Next steps

NHS England is now embarking on work with other NHS national bodies and wider stakeholders to implement the commitments in the Forward View.

Immediate next steps include:

- Engagement with our staff and partners
- Refining outcomes and programmes of work
- Agreeing governance
- Designing a delivery programme

For more information, or questions please email: england.fiveyearview@nhs.net