

Department of Health Draft Structural Reform Plan

12 July 2010



Structural Reform Plans

Structural Reform Plans are the key tool of the Coalition Government for making departments accountable for the implementation of the reforms set out in the Coalition Agreement. They replace the old, top-down systems of targets and central micromanagement.

The reforms set out in each department's SRP are designed to turn government on its head, taking power away from Whitehall and putting it into the hands of people and communities. Once these reforms are in place, people themselves will have the power to improve our country and our public services, through the mechanisms of local democratic accountability, competition, choice, and social action.

The reform plans set out in this document are consistent with and form part of the Department's contribution to the Spending Review. All departmental spending is subject to the Spending Review.

We have adopted a cautious view of the timescales for delivering all legislative measures due to the unpredictability of pressures on Parliamentary time.



Departmental Priorities

1. A patient-led NHS

• Strengthen the patient's ability to exercise extended choice, to manage their care and to have their voice heard within the NHS

2. Shift resources to promote better healthcare outcomes

• Shift focus and resources towards better healthcare outcomes, including national healthcare outcome measures, patient-reported outcomes and patient experience measures

3. Revolutionise NHS accountability

• Create a long-term sustainable framework of institutions with greater autonomy for doctors and nurses, and greater accountability to patients and the public, focused on outcomes

4. Promote better public health

• Promote better public health for the nation by centring the Department's focus on public health, developing a clear strategy and partnering with the voluntary and private sectors

5. Reform social care

• Enable people needing care to be treated with dignity and respect; reform the system of social care to provide much more control to individuals and their carers, easing the cost burden that they and their families face



A patient-led NHS (1/2)

Strengthen the patient's ability to exercise extended choice, to manage their care and to have their voice heard within the NHS

	NS	<u>Start</u>	End
.1 Ex	tend patient choice - including how, and by whom, care is delivered		
i.	Amend the NHS operating framework to allow patients to choose any healthcare	Jun 2010	
	provider (from all sectors) to deliver care within the NHS, at NHS standards and within		
	the NHS tariff		
ii.	Publish proposals for extending choice in White Paper	Jul 2010	
iii.	Begin preparatory work to give every patient the right to register with the GP practice	Jul 2010	
	they want, without being restricted by where they live		
iv.	Give patients the right to register with GP practice of their choice	2012	
۷.	Begin preparations for a 24/7 urgent care service (new 111 access number)	Jul 2010	
vi.	Begin implementation of comprehensive urgent care services, joining together services	Apr 2011	
	such as the ambulance service, GP out-of-hours services, and NHS Direct		
vii	. 24/7 urgent care service operational in every area of England	Apr 2012	
2 Pu	t patients in charge of decisions about their care, giving control of health records		
i.	Outline "information revolution" proposals in White Paper	Jul 2010	
ii.	Publish information strategy	Sep 2010	
iii.	Consult on information needs and the best methods for structure, collection and	Sep 2010	Jan 2011
	distribution, encouraging more organisations to provide information to patients		
iv.	Begin implementation of patient-held records	Apr 2011	
ILES	<u>rones</u>		
A.	Publication of more detailed information, in an open and standardised format, to help	Jun_2010	
	patients choose where to be treated		
В.	Right to register with a GP practice without being restricted by where a patient lives	2012	
C.	24/7 urgent care service in place	Apr 2012	



A patient-led NHS (2/2)

Strengthen the patient's ability to exercise extended choice, to manage their care and to have their voice heard within the NHS

AC1	IONS	<u>Start</u>	End
1.3	Begin regular publication of detailed performance data, in an open and standardised	Jun 2010	
	format, on all healthcare providers		
1.4	Introduce personal health budgets for people with chronic/long-term conditions		
	i. Continue piloting of personal health budgets	Jun 2010	Oct 2012
	ii. Publish final evaluation report of pilot sites	Oct 2012	
	iii. Initiate national roll-out, informed by the results of the evaluation	Oct 2012	
1.5	Create HealthWatch, a new body to act as the voice for patients and the public		
	i. Publish proposals for HealthWatch in White Paper	Jul 2010	
	ii. Begin transformation of patient Local Involvement Networks into local HealthWatch	Apr 2011	
	iii. Launch HealthWatch nationally	Apr 2012	
1.6	Strengthen the role of the Care Quality Commission		
	i. Publish White Paper including proposals for the strengthening of the Care Quality	Jul 2010	
	Commission and include provisions in Health Bill		
	ii. Implement proposals set out in White Paper, so that the Commission will inspect on	Aug 2010	Apr 2012
	the basis of essential standards		
MII	ESTONES		
	D. HealthWatch launched	Apr 2012	
	E. Personal health budgets evaluation published	Oct 2012	



2. Promote better health outcomes (1/2)

Shift focus and resources towards better health outcomes, including national health outcome measures, patient reported outcomes and patient experience measures

<u>\СТ</u>	ION	<u>S</u>	Start	End
<u>.1</u>	Scra	ap process targets and introduce national health outcome measures to prioritise		
	the	health results that really matter, and promote best practice through greater		
	tran	sparency		
	i.	Remove process targets with no clinical justification	Jun 2010	
	ii.	Instruct NICE to begin publication of quality standards	Jul 2010	
	iii.	Develop incentives to improve access to primary care in disadvantaged areas	Apr 2011	
	iv.	Fully implement new outcomes framework	Apr 2012	
:.2	Refe	orm Payment by Results to provide incentives for health care services to deliver		
	high	n quality care		
	i.	Publish revised Operating Framework and pay for performance plan	Jun 2010	
	ii.	Start to implement reformed Payment by Results in hospitals	Apr 2011	
	iii.	Extend Payment by Results to community services, mental health and end-of-life care	Apr 2012	
<u>AILE</u>	ESTO	DNES		
	Α.	Consultation on outcomes measures framework published	Jul 2010	
	В.	Pilot of reformed hospital Payment by Results begins	Apr 2011	
	C.	Outcomes framework published	Apr 2011	



2. Promote better health outcomes (2/2)

Shift focus and resources towards better health outcomes, including national health outcome measures, patient reported outcomes and patient experience measures

ACT		S	Start	End
		 rove support to hospices		
	i.	Review funding model for hospices	Jul 2010	Summer 2011
	ii.	Funding model on preferred option(s) developed	Summer 201	1 Oct 2011
	iii.	Decision on final option	Dec 2011	
2.4	Intr	oduce a value-based pricing system to align treatments with outcomes		
	i.	Publish proposals in White Paper to reform NICE and place it on a firmer statutory	Jul 2010	
		footing		
	ii.	Create a Cancer Drugs Fund to enable patients to access an increased range of	Apr 2011	
		cancer drugs to operate until full transition to new pricing process		
	iii.	Begin work to develop new pricing process with drug companies	Apr 2011	
	iv.	New pricing process operational	Jan 2014	
2.5	Intr	oduce new dentistry contract, with particular focus on oral health of children		
	i.	Publish proposals for pilots to inform development of contract	Dec 2010	
MIL	EST	<u>ONES</u>		
	D.	Cancer Drugs Fund established	Apr 2011	
	Ε.	NICE established on a firmer statutory basis	Apr 2012	
	F .	Transition to new pricing process complete	Jan 2014	



3. Revolutionise NHS accountability (1/3)

Create a long-term sustainable framework of institutions with greater autonomy for doctors and nurses, and greater accountability to patients and the public, focused on outcomes

<u>ACTI</u>	IONS	Start End
3.1	Improve the effectiveness of commissioning and resource allocation	
	i. Publish commissioning proposals in White Paper	Jul 2010
	ii. Establish NHS Commissioning Board in shadow form	Apr 2011
	iii. Complete abolition of Strategic Health Authorities	Apr 2013
	iv. NHS Commissioning Board fully established	Apr 2012
	v. NHS Commissioning Board makes allocations to GP consortia for 2013/14	Autumn 2012
3.2	Enhance commissioning to give GPs greater autonomy	
	i. Launch engagement on proposals for GP commissioning consortia	Jul 2010
	ii. Begin to establish GP commissioning consortia in shadow form	Apr 2011
	iii. Formally establish GP commissioning consortia	Apr 2012
	iv. GP consortia take full responsibility for commissioning	Apr 2013
NILE	<u>STONES</u>	
	A. Announce principles to guide new financial allocation process	Apr 2011
	B. NHS Commissioning Board operational in shadow form	Apr 2011
	C. Full GP commissioning in place	Apr 2013



3. Revolutionise NHS accountability (2/3)

Create a long-term sustainable framework of institutions with greater autonomy for doctors and nurses, and greater accountability to patients and the public, focused on outcomes

ACTIONS	Start	End
3.3 Reduce bureaucracy		
i. Publish review of Arm's Length Bodies	Summer 2010	
ii. Legislate to abolish unnecessary Arm's Length Bodies	Oct 2010	Nov 2011
iii. Incorporate health protection functions into the Public Health Service	Apr 2012	
iv. Abolition of Primary Care Trusts once NHS Commissioning Board and GP	From Apr 201	3
commissioning are in place		
3.4 Set providers free and reduce political interference		
i. Publish proposals in White Paper to reform Foundation Trust governance	Jul 2010	
ii. Establish "turn-around team" for NHS Trust transition to Foundation Trust status	Sep 2010	
iii. Complete transition to Foundation Trust status	2013/14	
MILESTONES		
D. Complete transition of all NHS trusts to Foundation Trust status	2013/14	
E. PCTs abolished	From Apr 201	3



3. Revolutionise NHS accountability (3/3)

Create a long-term sustainable framework of institutions with greater autonomy for doctors and nurses, and greater accountability to patients and the public, focused on outcomes

ACTIO	ONS	Start End
	Strengthen local democratic legitimacy by creating a greater role for local	
ç	overnment in health and well-being	
i	. Publish proposals in White Paper for consultation	Jul 2010
i	i. Begin implementation of proposals	Apr 2011
i	ii. Full implementation of proposals	Apr 2013
3.6 I	ncrease local say over reconfigurations	
i	. Local authorities have the right to challenge health organisations over the closure of	Jun 2010
	local services, and refer cases for national arbitration	
i	i. Stop the centrally-dictated closure of A&E and maternity wards, so that people have	Jun 2010
	better access to local services	
3.7 C	Develop Monitor into an economic regulator that will oversee regulation to ensure	
а	ccess, choice, competition and price-setting for health and social care	
i	. Publish proposals for developing Monitor into an economic regulator	Jul 2010
i	i. Include provisions in Health Bill for Monitor to become an economic regulator	Nov 2010
i	ii. Launch Monitor as an economic regulator	Apr 2012
i	v. Monitor regulates all providers	2013/14
	STONES	
	 Set criteria for local decisions in major service changes 	Jul 2010
	G. Monitor fully operational as an economic regulator	2013/14



4. Promote public health(1/3)

Promote better public health for the nation by centring the Department's focus on public health, developing a clear strategy and partnering with the voluntary and private sectors

<u>AC</u>		S	Start End	
4.1	Est	ablish Public Health Service, including relevant health protection functions, and		
	inco	orporate into DH the nutrition functions of Food Standards Agency		
	i.	Incorporate FSA nutrition functions into DH	Oct 2010	
	ii.	Publish White Paper on public health	2010	
	iii.	Begin implementation of Public Health Service	Apr 2011	
	iv.	Public Health Service fully established	Apr 2012	
4.2	Giv	e local communities greater control over public health budgets, with payment by		
	the	outcomes they achieve in improving the health of local residents		
	i.	Publish proposals in White Paper	Dec 2010	
	ii.	Publish subsequent consultation document, including guidance on the most effective	Dec 2010	
		behaviour change techniques		
	iii.	Ring-fence public health allocations and establish "health premium" rewarding local	Apr 2012	
		authorities for tackling health improvement challenges among disadvantaged		
		communities, and targeting public health resources on those with poorest health		
4.3	Beg	in to implement Public Health Responsibility Deal recommendations	Oct 2010	
мп	FST	ONES		
	<u> </u>	White Paper on public health published	2010	
	<u>В.</u>	Ring-fenced public health budgets allocated in shadow form with new performance-	Apr 2012	
	D.	based regime and "health premium" in place		



4. Promote public health(2/3)

Promote better public health for the nation by centring the Department's focus on public health, developing a clear strategy and partnering with the voluntary and private sectors

<u>AC</u>	<u>FIONS</u>	Start	End
4.4	Improve the quality of occupational health services and promote healthy workplaces		
	with a focus on small businesses		
	i. Begin improvement of standards for occupational health by working with business,	Jun 2010	
	NHS+, Faculty of Occupational Medicine and the NHS Review		
	ii. Work with business to implement the Responsibility Deal on health and employment	Jun 2010	
	iii. Introduce accreditation system for the new occupational health standard	Early 2011	
4.5	Revise public health marketing strategy	Early 2011	
	i. Ensure all activity demonstrates a clear return on investment	Jul 2010	Dec 2010
	ii. Include new requirements for private sector participants to demonstrate significant	Jul 2010	Dec 2010
	changes in business practices		
4.6	Ensure greater access to talking therapies to reduce long-term costs for the NHS	Jun 2010	
4.7	Work with Home Office to ensure that hospitals share non-confidential information	Jun 2010	Apr 2011
	with the police so they know where gun and knife crime is happening		
4.8	Prioritise dementia research within the health research and development budget	Jun 2011	
_			
MIL	ESTONES		
	C. Revised public health marketing strategy published	Early 2011	



4. Promote public health(3/3)

Promote better public health for the nation by centring the Department's focus on public health, developing a clear strategy and partnering with the voluntary and private sectors

 ii. Develop initiatives and incentives to drive return to practice iii. Develop plans to increase health visitor training places iv. Identify appropriate commissioning structure to deliver specified number of visits v. Develop new curriculum reflecting enlarged scope of health visitor role vi. Communicate our priorities for enlarged scope of health visitor role to the Nursing and Midwifery Council 	ug 2010 Nov ug 2010 Nov ug 2010 Nov	y 2010 v 2010 v 2010 v 2010 v 2010
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vi. Communicate our priorities for enlarged scope of health visitor role to the Nursing and Ja Midwifery Council	an 2011	v 2010
Midwifery Council		
	an 2011	
vii. Begin implementation, subject to the Spending Review Ja	an 2011	
LESTONES		
A. Return to practice offer in place Fe	eb 2011	
B. Extra health visitors studying under revised curriculum Se	ep 2011	
	015	



5. Reform social care (1/2)

Enable people needing care to be treated with dignity and respect; reform the system of social care to provide much more control to individuals and their carers, easing the cost burden that they and their families face

AC	ACTIONS			End
5.1	Ref	orm funding of the social care system		
	_i	Establish a commission on the funding of long-term care to consider a range of ideas,	Jul 2010	Jul 2011
		including both (a) a voluntary insurance scheme to protect the assets of those who go		
		into residential care, and (b) a partnership scheme		
	_ <u>ii.</u>	Publish vision for social care reform setting out ambitions for greater independence	Nov 2010	
		and choice for users of social care		
	_ iii	Publish White Paper on social care	Oct 2011	
	iv.	Introduce legislation	Nov 2011	
5.2	Exte	end the greater roll-out of health and social care personal budgets to give people		
	and	their carers more control and purchasing power		
	_i.	Agree new milestone for roll-out of social care personal budgets with ADASS/LGA	Apr 2011	
	_ii	Set up additional personal health budget pilot sites, and investigate how personal	Jul 2010	Oct 2012
		health budgets and personal budgets for social care can be joined together		
	_iii.	Evaluate results from pilots and develop proposals for national implementation	Oct 2012	
MIL	EST	<u>DNES</u>		
	Α.	Establish a commission on funding long-term care	Jul 2010	
	В.	Publish strategy for social care reform (including personalisation, prevention and re-	Nov 2010	
		ablement)		
	С.	White Paper on sustainable funding and legislative framework for social care	Oct 2011	



5. Reform social care (2/2)

Enable people needing care to be treated with dignity and respect; reform the system of social care to provide much more control to individuals and their carers, easing the cost burden that they and their families face

AC	TION	S	Start	End
5.3	Imp	rove access to respite care by using direct payments to carers and better		
	con	nmunity-based provision		
	i.	Publish a re-focused carers' strategy	Apr 2011	
5.4	Rer	nove barriers between health and social care funding to incentivise preventative		
	acti	on		
	i.	Introduce new post-discharge tariff requiring NHS and social care joint working to	Apr 2011	
		manage 30-day hospital discharge and reduce re-admissions, including provision of re-		
		ablement services		
	ii.	Begin evaluation of dementia strategy's progress	Oct 2010	
5.5	Sup	pport the work of local authorities and provider organisations to deliver gains in		
	effi	ciency and effectiveness through best practice		
	i.	Work with the sector to disseminate best practice in terms of efficiency and	Jan 2011	
		effectiveness		
	ii.	Create the necessary support tools to achieve best practice at a local level	Jan 2011	Dec 2011
<u>MIL</u>	EST	<u>ONES</u>		
	Α.	Re-focused carers' strategy published	Apr 2011	