

**East of England**  
**East Midlands**  
**London**  
**North East**  
**North West**  
**South East Coast**  
**South Central**  
**South West**  
**West Midlands**  
**Yorkshire & the  
Humber**

# High quality care for all

NHS Next Stage  
Review Final Report

# The stages to our journey

*Where we have been and where we are going*

1

## Building capacity in the system

- NHS Plan saw greatest investment in the history of the NHS
- More doctors, more nurses, better facilities

2

## Introducing the reforms

- Patient choice and payment by results
- Foundation trusts
- Stronger commissioning

3

## High quality care for all

- NHS Next Stage Review local clinical visions, national enabling report and NHS Constitution

# High quality care for all

## *NHS Next Stage Review Final Report*

- Help to stay healthy
- Empowering patients
- Most effective treatments for all
- Keeping patients as safe as possible

Quality at the heart of the NHS

- Raising standards
- Stronger involvement of clinicians in decision making at every level of the NHS
- Fostering a pioneering NHS

***High quality care for all***

High quality care for patients and the public

Freedom to focus on quality

- Empowering frontline staff to lead change that improves quality for patients
- Valuing the work of NHS staff

# The journey of the NHS Next Stage Review

*July 2007 – June 2008*

**Review  
launched**

*July*

- Prime Minister, Chancellor, Secretary of State request NHS review

**Interim  
report**

*October*

- Following many visits around the country, the Interim Report is published

**Leading  
local  
change**

*May*

- New pledges on change in the NHS ensuring focus on quality

**Clinical  
visions  
launched**

*May-June*

- The work of 2,000 frontline clinicians to improve quality for patients

**High  
quality  
care for all**

*Today*

- Report to enable local change to deliver high quality care for all

**Largest local engagement in the history  
of the NHS underpins the whole process**

# What we heard from you

## *Overview of findings of clinical pathway groups*

### Staying healthy

- Support people to take responsibility for their own health, through reaching out to disadvantaged groups

### Maternity & new born

- Women want greater choice over place of birth and a more personal experience, with care provided by a named midwife

### Children's

- Services needed to be more effectively designed around the needs of children and families, delivered in schools and children's centres too

### Acute care

- Saving lives by creating specialised centres for major trauma, heart attack and stroke care, supported by skilled ambulance services



# What we heard from you

## *Overview of findings of clinical pathway groups*

### Planned care

- More care should be provided closer to people's homes, with greater use of technology and outpatient care not always meaning a trip to hospital

### Mental health

- Extending services in the community, benefits to general wellbeing and to physical health arising from stronger mental health promotion

### Long-term conditions

- Need for true partnerships between people with long-term conditions and the professionals and volunteers caring for them

### End of life

- Necessity for greater dignity and respect and desire to have round the clock access to palliative services



# All advanced health systems face significant challenges



# High quality care for patients and the public

## *Overview of proposals*

### Context

- It is the **quality of care** that matters most to patients, public and staff
- Today, NHS is **high quality** many aspects
- Next stage is to go to being **high quality** in all aspects

### What we will do

- 1 **Help people to stay healthy.** Effective partnerships, more health promotion, better access to prevention services
- 2 **Empower patients.** More choice and control to patients to promote quality
- 3 **Provide the most effective treatments.** Fair access to the best treatments for all
- 4 **Keep patients as safe as possible.** Patients in environments that are safe and clean, avoiding harm

# Helping people to stay healthy

*High quality care for patients and the public*

## Context

- Challenges of 21<sup>st</sup> century are **'lifestyle diseases'**
- NHS has a **responsibility to promote good health** as well as tackling illness
- Real **focus on primary care** to improve health

## What we will do

- 1 **A new Coalition for Better Health.** With Government, private and third sector organisations
- 2 **'Reduce Your Risk' campaign.** Raise awareness of biggest killer – vascular diseases and how to reduce risk
- 3 **Support for people to stay healthy at work.** We will pilot integrated Fit for Work services
- 4 **Support family doctors to help individuals and their families stay healthy.** Changes to QOF and PBC to promote prevention

# Empowering patients

*More choice and control over their health and care*

## Context

- Patients want **more control** rather than being passive recipients of services
- Patients want services that are **personal** to their needs
- Giving more control for health services should encourage **more responsibility for health**

## What we will do

- 1 **Extend choice of GP.** Fairer rewards for practices taking on new patients, electronic registration
- 2 **New right to choice.** Draft NHS Constitution contains new right to choose treatment and providers with quality information
- 3 **Personalised care plans for people with long-term conditions.** Service organised around people
- 4 **Pilot personal health budgets.** Learn from social care to give greater control to individuals & families
- 5 **Guaranteeing access to NICE approved drugs.** NICE appraisals will be speeded up

# Quality: Define, measure, publish, reward...

## *High quality care throughout the NHS*

- |          |   |   |
|----------|---|---|
| <b>1</b> | <b>Bring clarity to quality</b>                 | <ul style="list-style-type: none"><li>• Expanding NICE so it selects the best available, or fills the gaps, and runs a new NHS Evidence service</li></ul>                       |
| <b>2</b> | <b>Measure quality</b>                          | <ul style="list-style-type: none"><li>• Quality Metrics across service line (Patient experience and patient related outcomes)</li><li>• Clinical dashboards for teams</li></ul> |
| <b>3</b> | <b>Publish quality performance</b>              | <ul style="list-style-type: none"><li>• All providers of NHS services will publish 'Quality Accounts' from April 2010</li><li>• Comparative information on NHS choice</li></ul> |
| <b>4</b> | <b>Recognise and reward quality improvement</b> | <ul style="list-style-type: none"><li>• New Commissioning for Quality and Innovation scheme</li><li>• Multi-year tariff projections, tariff for mental health</li></ul>         |

# Improve, regulate, and innovate

## *High quality care throughout the NHS*

5

### **Raise standards**

- Stronger clinical engagement in commissioning
- Medical Director and Clinical Advisory Group at every SHA
- Quality Observatory in every region
- National Quality Board

6

### **Safeguard quality**

- Strong role for regulation by the Care Quality Commission
- Regulation extended to primary care for first time

7

### **Stay ahead**

- Best Practice Tariffs programme from 2010/11
- SHAs to promote innovation, new fund, & prizes
- Health Innovation & Education Clusters
- Academic Health Science Centres

# Freedom to focus on quality

## *New accountability and empowering staff*

### Unlocking talents

- Healthcare is delivered by a team
- Everyone needs to pull in the same direction
- Clinicians should be practitioners, partners and leaders in the NHS
- This will enable us to unlock talents of all NHS staff
- This is the new professionalism

### Empowering staff

- If clinicians need to be empowered to improve the quality of care for patients
- This means they should set the direction for the services they deliver, make decisions on resources and on people
- Practice-based commissioning will be strengthened to empower primary care clinicians

# Freedom to focus on quality

## *Unlocking talents and greater freedom to the frontline*

### **Greater freedom to the frontline**

- Commitment for all NHS organisations to become foundation trusts
- More freedoms for community services
- Right to request new professional-led model such as social enterprise will retain pension rights
- More autonomy for high performing PCTs

### **New accountability**

- With greater freedom must come new and enhanced accountability
- Achieved through openness on quality performance
- New accountability is for whole patient pathway
- Applies to care in all settings
- Commissioners accountable for health outcomes of populations

# Leadership for quality

## *Making change happen*

### NHS Leadership Model

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**Embed in training.** Leadership will be included in undergraduate curricula for nurses and doctors

**New standards.** Accredited health leadership standards for both clinicians and managers

**NHS Leadership Council.** Support all leadership, with strong focus on top 250 in the NHS

**Support Boards.** New development programme for trust boards to be commissioned

# First NHS Constitution

*Secured today for future generations*

## Why a constitution

- Secure the NHS for the next generation
- Empower all patients and the public
- Value and empower NHS staff
- Create a shared understanding of purpose, values and principles
- Strengthen accountability through national standards for patients and local freedom to deliver

## What it says

- Key principles stated
- Rights for patients articulated
- Pledges to staff and patients
- Decision-making explained
- Every organisation will have legal duty to take account of the Constitution
- Requirement for Secretary of State for Health to renew every 10 years