

9 July 2024

# STRATEGIC POLICY UPDATE

GOVERNOR FOCUS 2024



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Sir Julian Hartley, Chief Executive

**Political context**

**National picture**

**Frontline**

**NHS Providers activity**

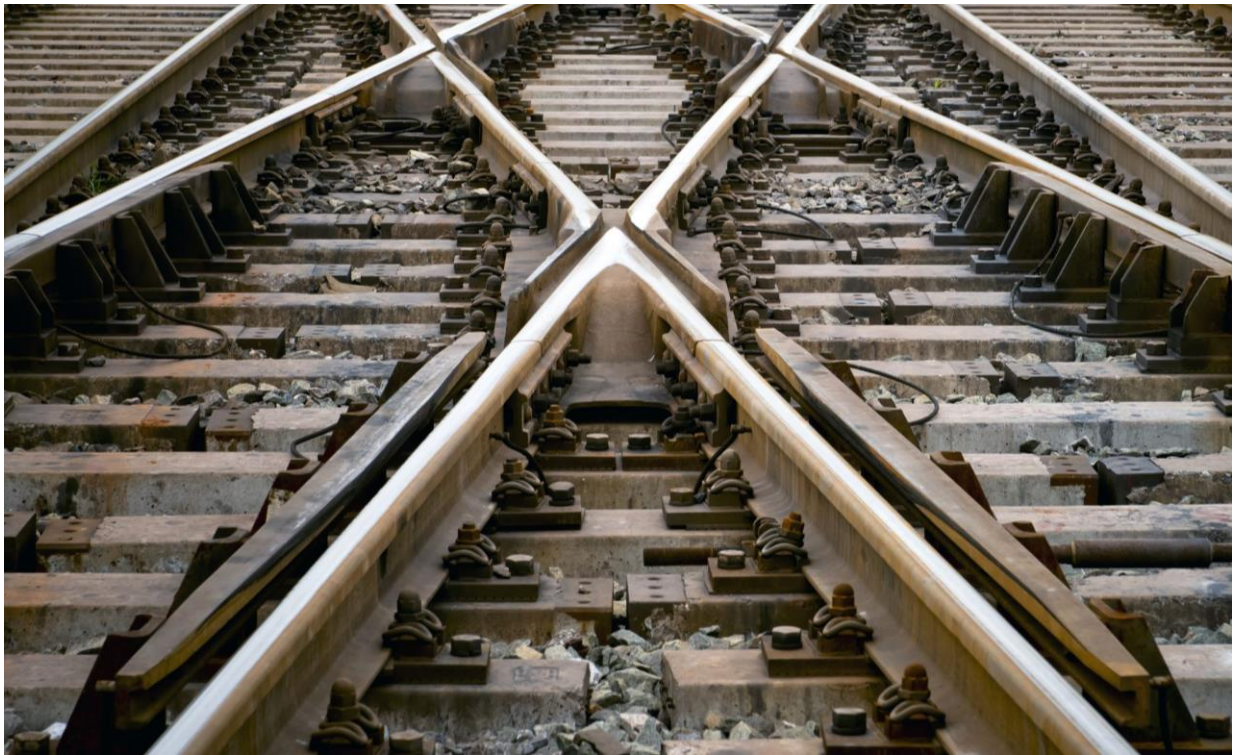
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# All change



# Labour's NHS pre-election pledges

- Return to NHS performance standards (eg waiting times)
- Reset industrial relations with NHS staff
- Parity of mental health and physical health
- Act on the recommendations of the infected blood scandal
- Address the workforce needs of the NHS, with attention paid to increasing retention and recruitment of NHS staff.
- Statutory protection for whistle-blowers
- Regulation/registration for NHS managers



## BUILD AN NHS FIT FOR THE FUTURE

- 🕒 **Cut NHS waiting times with 40,000 more appointments every week**
- 🕒 **Double the number of cancer scanners**
- 🕒 **A new Dentistry Rescue Plan**
- 🕒 **8,500 additional mental health staff**
- 🕒 **Return of the family doctor**



## Reaffirm commitment to the core values of the NHS to improve health and care for all and reduce inequalities

By focusing on prevention and early intervention, and integrating health and care within the work of every part of government...

we will ensure the sustainability of the NHS and secure a significant social and economic return on investment.



## Build a new infrastructure programme for the NHS

By investing in eliminating the maintenance backlog and the systematic renewal of our facilities, technology and estates...

we will improve the quality and safety of patient care and deliver even greater value for money.



## Nurture a thriving health and care workforce

By delivering the NHS long term workforce plan, and redoubling efforts to improve the equality, diversity and inclusion experienced by our people...

we will create the capacity and capability to deliver the best possible patient care, now and in the future.



## Champion a culture of openness, improvement and innovation

By enabling a learning culture and investing in the skills for continuous improvement and evidence-based decision making...

we will improve the safety and quality of care, productivity and staff experience.



## Provide care in the right place at the right time

By meeting more patient needs in the community and creating a robust social care sector...

we will support the performance and sustainability of the whole health and care system.

## Five shared commitments

Together, we must...

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**2023/24:** Systems overspent against plan by over £1.4bn. 25 of 42 local health systems missed financial plans. Reasons include pay deals, inflation, and costs of strikes

**2024/25:** No growth in core NHS funding after inflation. Current planned spending is £3bn more than budget. Local systems will be penalised if they overspend

Trusts driving efficiency and productivity in face of demand increases. Concerning lack of realism - massive savings required

Short-term planning jars with long-term funding needs. Need to get to long-term sustainability ASAP

Low annual funding increases planned by Labour





## Achieving value for money – NHS productivity a priority

- **NHS productivity is at the top of everyone's agenda.** Trusts already working hard to do more with the same money but need support from government and national bodies to go further and faster
- **NHS Productivity Plan to be published over summer.** NHS England say hospital productivity is around 11% lower than before the pandemic
- **Whole-system approach to improving productivity.** NHS Providers working with NHS England on identifying productivity metrics for mental health and community trusts
- **Developing a report on NHS culture and patient safety**

NHS England's ask:  
cut costs and staff  
numbers – but  
maintain and  
improve quality  
of care...

Stream of reports on  
poor culture and care  
failings continues –  
while we know cost  
of quality of care, there  
are financial and human  
costs to cutbacks

Greater attention being  
paid to role  
of leadership in patient  
safety, and vast number  
of recommendations  
going into the system

But are quality and  
safety of care being  
considered in national  
policy and political  
direction?

# Regulation is changing

- New oversight and assessment framework will be launched in July
- Trusts will continue to be put into segments 1-4; NHSE will also consider trusts' "capability"
- Greater clarity in proposals welcome but worry that new framework is overly complex and bureaucratic
- New oversight metrics not yet defined



- **Changes aim to improve clarity, consistency and process; real test will be in implementation**
- **Do we risk losing sight of important longer-term aims of system working, at the expense of immediate short-term priorities – e.g. finances and performance?**

- April CQC launched new approach to assessing whether trusts are well led
- Joint guidance from CQC and NHSE – we supported its development
- Trusts generally supportive of changes and feel that new framework places greater focus on quality of care
- CQC and NHSE will share data and intelligence more consistently than in the past

# What we will cover



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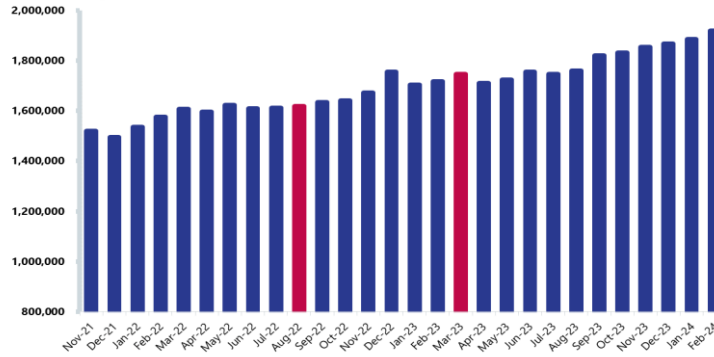
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# Activity rises as Labour pledge to recover standards

## Performance

- Community services waiting list expands to 1.07m
- Number in contact with mental health services still rising
- Ambulance response time targets continue to be missed with the busiest May for Cat1 calls ever
- 7.57 million people on elective care waiting list
- Met cancer 28-day Faster Diagnosis Standard in March but missed in April

## Number in contact with mental health or learning disabilities services



Note: the axis does not start at 0 to show a clearer picture of how performance has changed over time  
Performance from August 2022 to March 2023 are national level estimates calculated through imputation

BBC

Labour promises to hit 18-week NHS waiting target within five years

HSJ Health Service Journal

Labour commits to hit four-hour target in first term

## National policy

- Challenging targets in planning guidance
- Year 2 urgent & emergency care recovery plan published
- NHSE working on national outpatients strategy
- Elective recovery plan refresh – new government likely to steer this
- Providers are working collaboratively to tackle elective waits, through mutual aid and shared elective capacity (e.g. elective hubs)

## Industrial action

- Junior doctors were on strike between 27 June - 2 July
- Consultants accepted new offer in April followed by specialty and specialist doctors in June
- Crucial that remaining dispute is resolved as a priority
- Need progress on implementation of non-pay elements of deals, and a focus on rebuilding relationships

## Pay awards

- We gave evidence to the three bodies reviewing NHS pay
- Disappointing that new financial year has again started without staff and trusts knowing 2024/25 pay award. A particular concern for unions
- Announcement of awards is often just before summer recess, but there is a strong chance the election will delay this further

## Long Term Workforce Plan (LTWP) – ambitions v. reality

- Workforce Plan is due an 'update' in summer 2025
- Crucial that the new government commits to its delivery and additional funding
- The plan's ambitions for staff numbers/skills mix doesn't fit with this year's calls for staffing cuts to manage constrained finances

## Context

- Equality, diversity and inclusion (EDI) improvement plan published in June 2023 with **six actions** for NHS organisations
- NHS Providers recently supported a collaborative meeting to assess **progress and barriers** against the plan's actions so far

## Successes

- **Staff wellbeing interventions** embedded across organisations
- **Strengthening EDI training and awareness** as part of corporate induction
- **Support for internationally recruited staff**, across recruitment, pastoral and induction processes

## Challenges and barriers

- Concerns about **capacity and resource within organisations and EDI teams**
- More clarity needed on **EDI plan alignment with other EDI reporting requirements**
- **It has been a challenging political environment** re the value and importance of this work

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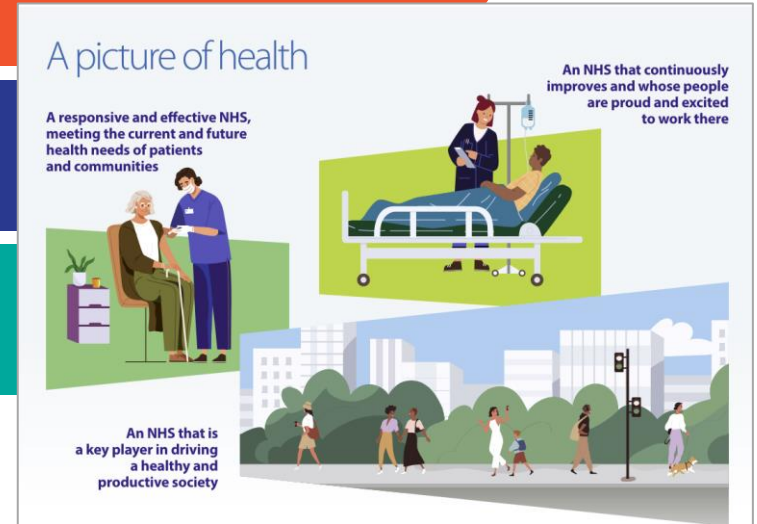
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Setting out key messages and priorities for the new government

Children and young people's services report

Sharing good practice on collaboratives and elective hubs

Survey findings on regulation and finances





## **NHS front and centre for new government**

NHS is high priority for the public and for Labour, expect quick action on waiting times

## **Labour needs to set long-term direction**

Key opportunity to move on from short-termism – expect greater energy and discipline from a new government, but there will be a learning curve

## **We have set out a positive vision for the future of the service**

Our five shared commitments focus on setting the NHS up for success to serve the next generation

# Thank you

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