

# 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

# 1. 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*

### **ACTIONS**

#### **1.1 Extend patient choice - including how, and by whom, care is delivered**

- i. Amend the NHS operating framework to allow patients to choose any healthcare 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
- iii. Begin preparatory work to give every patient the right to register with the GP practice they want, without being restricted by where they live
- iv. Give patients the right to register with GP practice of their choice
- v. Begin preparations for a 24/7 urgent care service (new 111 access number)
- vi. Begin implementation of comprehensive urgent care services, joining together services 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

<b>Start</b>	<b>End</b>
Jun 2010	
Jul 2010	
Jul 2010	
2012	
Jul 2010	
Apr 2011	
Apr 2012	

#### **1.2 Put patients in charge of decisions about their care, giving control of health records**

- i. Outline "information revolution" proposals in White Paper
- ii. Publish information strategy
- iii. Consult on information needs and the best methods for structure, collection and distribution, encouraging more organisations to provide information to patients
- iv. Begin implementation of patient-held records

Jul 2010	
Sep 2010	
Sep 2010	Jan 2011
Apr 2011	

### **MILESTONES**

- A. Publication of more detailed information, in an open and standardised format, to help patients choose where to be treated
- B. Right to register with a GP practice without being restricted by where a patient lives
- C. 24/7 urgent care service in place

Jun 2010	
2012	
Apr 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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>2.1 Scrap process targets and introduce national health outcome measures to prioritise the health results that really matter, and promote best practice through greater transparency</b>		
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	
<b>2.2 Reform Payment by Results to provide incentives for health care services to deliver high quality care</b>		
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	
<b>MILESTONES</b>		
A. Consultation on outcomes measures framework published	Jul 2010	
B. 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*

### **ACTIONS**

#### **2.3 Improve support to hospices**

- |  | <b>Start</b> | <b>End</b>  |
|--|--------------|-------------|
| i. Review funding model for hospices               | Jul 2010     | Summer 2011 |
| ii. Funding model on preferred option(s) developed | Summer 2011  | Oct 2011    |
| iii. Decision on final option                      | Dec 2011     |             |

#### **2.4 Introduce a value-based pricing system to align treatments with outcomes**

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|--|----------|--|
| i. Publish proposals in White Paper to reform NICE and place it on a firmer statutory footing  | Jul 2010 |  |
| ii. Create a Cancer Drugs Fund to enable patients to access an increased range of cancer drugs to operate until full transition to new pricing process | Apr 2011 |  |
| iii. Begin work to develop new pricing process with drug companies   | Apr 2011 |  |
| iv. New pricing process operational  | Jan 2014 |  |

#### **2.5 Introduce new dentistry contract, with particular focus on oral health of children**

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|---|----------|--|
| i. Publish proposals for pilots to inform development of contract | Dec 2010 |  |
|---|----------|--|

### **MILESTONES**

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|---|----------|--|
| D. Cancer Drugs Fund established                | Apr 2011 |  |
| E. 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*

## **ACTIONS**

### **3.1 Improve the effectiveness of commissioning and resource allocation**

- i. Publish commissioning proposals in White Paper
- ii. Establish NHS Commissioning Board in shadow form
- iii. Complete abolition of Strategic Health Authorities
- iv. NHS Commissioning Board fully established
- v. NHS Commissioning Board makes allocations to GP consortia for 2013/14

<b>Start</b>	<b>End</b>
Jul 2010	
Apr 2011	
Apr 2013	
Apr 2012	
Autumn 2012	

### **3.2 Enhance commissioning to give GPs greater autonomy**

- i. Launch engagement on proposals for GP commissioning consortia
- ii. Begin to establish GP commissioning consortia in shadow form
- iii. Formally establish GP commissioning consortia
- iv. GP consortia take full responsibility for commissioning

Jul 2010	
Apr 2011	
Apr 2012	
Apr 2013	

## **MILESTONES**

- A. Announce principles to guide new financial allocation process
- B. NHS Commissioning Board operational in shadow form
- C. Full GP commissioning in place

Apr 2011	
Apr 2011	
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**

### **3.3 Reduce bureaucracy**

- i. Publish review of Arm's Length Bodies
- ii. Legislate to abolish unnecessary Arm's Length Bodies
- iii. Incorporate health protection functions into the Public Health Service
- iv. Abolition of Primary Care Trusts once NHS Commissioning Board and GP commissioning are in place

<b>Start</b>	<b>End</b>
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Summer 2010	
Oct 2010	Nov 2011
Apr 2012	
From Apr 2013	

### **3.4 Set providers free and reduce political interference**

- i. Publish proposals in White Paper to reform Foundation Trust governance
- ii. Establish "turn-around team" for NHS Trust transition to Foundation Trust status
- iii. Complete transition to Foundation Trust status

Jul 2010	
Sep 2010	
2013/14	

## **MILESTONES**

- D. Complete transition of all NHS trusts to Foundation Trust status
- E. PCTs abolished

2013/14	
From Apr 2013	

## 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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>3.5 Strengthen local democratic legitimacy by creating a greater role for local government in health and well-being</b>		
i. Publish proposals in White Paper for consultation	Jul 2010	
ii. Begin implementation of proposals	Apr 2011	
iii. Full implementation of proposals	Apr 2013	
<b>3.6 Increase local say over reconfigurations</b>		
i. Local authorities have the right to challenge health organisations over the closure of local services, and refer cases for national arbitration	Jun 2010	
ii. Stop the centrally-dictated closure of A&E and maternity wards, so that people have better access to local services	Jun 2010	
<b>3.7 Develop Monitor into an economic regulator that will oversee regulation to ensure access, choice, competition and price-setting for health and social care</b>		
i. Publish proposals for developing Monitor into an economic regulator	Jul 2010	
ii. Include provisions in Health Bill for Monitor to become an economic regulator	Nov 2010	
iii. Launch Monitor as an economic regulator	Apr 2012	
iv. Monitor regulates all providers	2013/14	

<b>MILESTONES</b>		
F. Set criteria for local decisions in major service changes	Jul 2010	
G. Monitor fully operational as an economic regulator	2013/14	







# 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*

## **ACTIONS**

### **5.1 Reform funding of the social care system**

- i. Establish a commission on the funding of long-term care to consider a range of ideas, including both (a) a voluntary insurance scheme to protect the assets of those who go into residential care, and (b) a partnership scheme
- ii. Publish vision for social care reform setting out ambitions for greater independence and choice for users of social care
- iii. Publish White Paper on social care
- iv. Introduce legislation

<b>Start</b>	<b>End</b>
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Jul 2010	Jul 2011
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Nov 2010	
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Oct 2011	
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Nov 2011	
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### **5.2 Extend 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
- ii. Set up additional personal health budget pilot sites, and investigate how personal health budgets and personal budgets for social care can be joined together
- iii. Evaluate results from pilots and develop proposals for national implementation

Apr 2011	
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Jul 2010	Oct 2012
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Oct 2012	
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## **MILESTONES**

- A. Establish a commission on funding long-term care
- B. Publish strategy for social care reform (including personalisation, prevention and re-ablement)
- C. White Paper on sustainable funding and legislative framework for social care

Jul 2010	
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Nov 2010	
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Oct 2011	
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# 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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>5.3 Improve access to respite care by using direct payments to carers and better community-based provision</b>		
i. Publish a re-focused carers' strategy	Apr 2011	
<b>5.4 Remove barriers between health and social care funding to incentivise preventative action</b>		
i. Introduce new post-discharge tariff requiring NHS and social care joint working to manage 30-day hospital discharge and reduce re-admissions, including provision of re-ablement services	Apr 2011	
ii. Begin evaluation of dementia strategy's progress	Oct 2010	
<b>5.5 Support the work of local authorities and provider organisations to deliver gains in efficiency and effectiveness through best practice</b>		
i. Work with the sector to disseminate best practice in terms of efficiency and effectiveness	Jan 2011	
ii. Create the necessary support tools to achieve best practice at a local level	Jan 2011	Dec 2011
<b>MILESTONES</b>		
A. Re-focused carers' strategy published	Apr 2011	