

# 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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>1.1 Extend patient choice - including how, and by whom, care is delivered</b>		
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	Jun 2010	
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 they want, without being restricted by where they live	Jul 2010	
iv. Give patients the right to register with GP practice of their choice	2012	
v. 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 such as the ambulance service, GP out-of-hours services, and NHS Direct	Apr 2011	
vii. 24/7 urgent care service operational in every area of England	Apr 2012	
<b>1.2 Put patients in charge of decisions about their care, giving control of health records</b>		
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 distribution, encouraging more organisations to provide information to patients	Sep 2010	Jan 2011
iv. Begin implementation of patient-held records	Apr 2011	
<b>MILESTONES</b>		
A. Publication of more detailed information, in an open and standardised format, to help patients choose where to be treated	Jun 2010	
B. 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	

# 1. 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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>1.3 Begin regular publication of detailed performance data, in an open and standardised format, on all healthcare providers</b>	Jun 2010	
<b>1.4 Introduce personal health budgets for people with chronic/long-term conditions</b>		
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	
<b>1.5 Create HealthWatch, a new body to act as the voice for patients and the public</b>		
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	
<b>1.6 Strengthen the role of the Care Quality Commission</b>		
i. Publish White Paper including proposals for the strengthening of the Care Quality Commission and include provisions in Health Bill	Jul 2010	
ii. Implement proposals set out in White Paper, so that the Commission will inspect on the basis of essential standards	Aug 2010	Apr 2012
<b>MILESTONES</b>		
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*

<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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>2.3 Improve support to hospices</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	
<b>2.4 Introduce a value-based pricing system to align treatments with outcomes</b>		
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	
<b>2.5 Introduce new dentistry contract, with particular focus on oral health of children</b>		
i. Publish proposals for pilots to inform development of contract	Dec 2010	
<b>MILESTONES</b>		
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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>3.1 Improve the effectiveness of commissioning and resource allocation</b>		
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	
<b>3.2 Enhance commissioning to give GPs greater autonomy</b>		
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	
<b>MILESTONES</b>		
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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>3.3 Reduce bureaucracy</b>		
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 commissioning are in place	From Apr 2013	
<b>3.4 Set providers free and reduce political interference</b>		
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	

<b>MILESTONES</b>		
D. Complete transition of all NHS trusts to Foundation Trust status		2013/14
E. PCTs abolished		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	

# 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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>4.1 Establish Public Health Service, including relevant health protection functions, and incorporate into DH the nutrition functions of Food Standards Agency</b>		
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	
<b>4.2 Give local communities greater control over public health budgets, with payment by the outcomes they achieve in improving the health of local residents</b>		
i. Publish proposals in White Paper	Dec 2010	
ii. Publish subsequent consultation document, including guidance on the most effective behaviour change techniques	Dec 2010	
iii. Ring-fence public health allocations and establish "health premium" rewarding local authorities for tackling health improvement challenges among disadvantaged communities, and targeting public health resources on those with poorest health	Apr 2012	
<b>4.3 Begin to implement Public Health Responsibility Deal recommendations</b>	Oct 2010	
<b>MILESTONES</b>		
A. White Paper on public health published	2010	
B. Ring-fenced public health budgets allocated in shadow form with new performance-based regime and "health premium" in place	Apr 2012	

# 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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>4.4 Improve the quality of occupational health services and promote healthy workplaces with a focus on small businesses</b>		
i. Begin improvement of standards for occupational health by working with business, NHS+, Faculty of Occupational Medicine and the NHS Review	Jun 2010	
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	
<b>4.5 Revise public health marketing strategy</b>	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 changes in business practices	Jul 2010	Dec 2010
<b>4.6 Ensure greater access to talking therapies to reduce long-term costs for the NHS</b>	Jun 2010	
<b>4.7 Work with Home Office to ensure that hospitals share non-confidential information with the police so they know where gun and knife crime is happening</b>	Jun 2010	Apr 2011
<b>4.8 Prioritise dementia research within the health research and development budget</b>	Jun 2011	
<b>MILESTONES</b>		
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*

## **ACTIONS**

### **4.9 Recruit 4,200 extra Sure Start health visitors, subject to the Spending Review**

	<b>Start</b>	<b>End</b>
i. Develop goals and scope of implementation programme	Jun 2010	Aug 2010
ii. Develop initiatives and incentives to drive return to practice	Aug 2010	Nov 2010
iii. Develop plans to increase health visitor training places	Aug 2010	Nov 2010
iv. Identify appropriate commissioning structure to deliver specified number of visits	Aug 2010	Nov 2010
v. Develop new curriculum reflecting enlarged scope of health visitor role	Aug 2010	Nov 2010
vi. Communicate our priorities for enlarged scope of health visitor role to the Nursing and Midwifery Council	Jan 2011	
vii. Begin implementation, subject to the Spending Review	Jan 2011	

## **MILESTONES**

A. Return to practice offer in place	Feb 2011
B. Extra health visitors studying under revised curriculum	Sep 2011
C. 4,200 extra Sure Start health visitors in place	2015

# 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*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>5.1 Reform funding of the social care system</b>		
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	Jul 2010	Jul 2011
ii. Publish vision for social care reform setting out ambitions for greater independence and choice for users of social care	Nov 2010	
iii. Publish White Paper on social care	Oct 2011	
iv. Introduce legislation	Nov 2011	
<b>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</b>		
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 health budgets and personal budgets for social care can be joined together	Jul 2010	Oct 2012
iii. Evaluate results from pilots and develop proposals for national implementation	Oct 2012	
<b>MILESTONES</b>		
A. Establish a commission on funding long-term care	Jul 2010	
B. Publish strategy for social care reform (including personalisation, prevention and re-ablement)	Nov 2010	
C. 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*

<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	