

Improving health care: problems in transitional and developing country economies and possible UK lessons

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Seven Principles of Public Life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

50 Years of the NHS

- ▶ 1946 NHS Act
- ▶ 1948 NHS Formed
- ▶ 1962 Hospital Plan for England and Wales
- ▶ 1974 Major Structural Change
- ▶ 1984 Introduction of General Management
- ▶ 1989 Working for Patients (introduction of the internal market)
- ▶ 1997 The New NHS

A manifesto to 'save' the NHS

- ▶ Cut the numbers waiting for care
- ▶ Improve the quality of hospital services
- ▶ End waiting for cancer surgery
- ▶ Cut bureaucracy
- ▶ Initiate a new public health drive
- ▶ Raise spending on the NHS in real terms
- ▶ Abolish the internal market

The New NHS – November 1997

“The Government will ensure the NHS works locally with those who provide social care, housing, education and employment, just as the Government will work nationally across Whitehall to bring about lasting improvements in the public’s health.

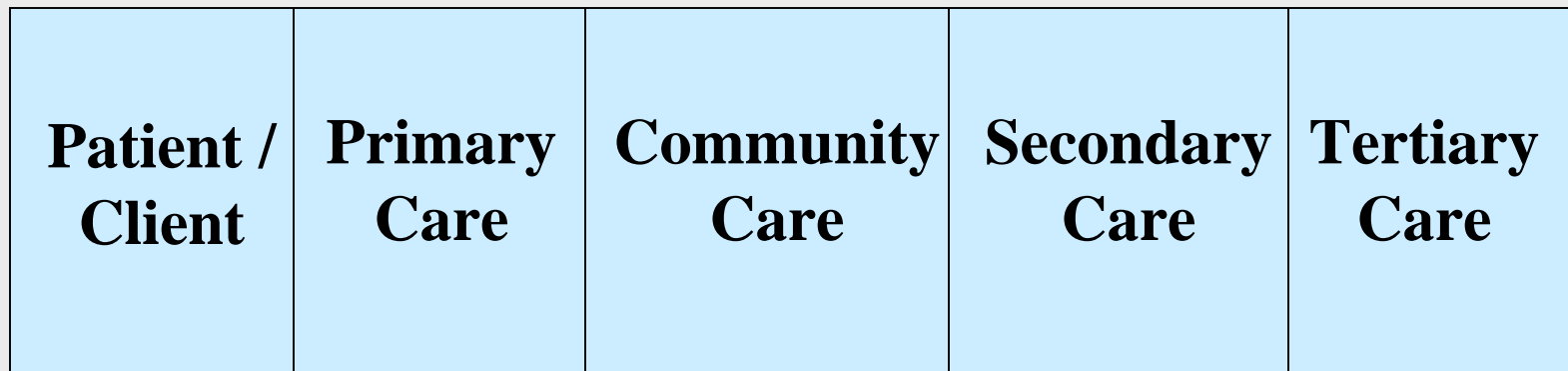
Individual patients will get access to an integrated system of care that is quick and reliable. Local doctors and nurses who best understand patients needs will shape local services”

Policy framework 1997 - 2002

- ▶ 1997 The New NHS: Modern, dependable
- ▶ 1998 A first class service : Quality in the NHS
- ▶ 1999 Improving Working Lives
- ▶ 1999 Saving Lives : Our Healthier Nation
- ▶ 2000 The NHS Plan
- ▶ 2001 Shifting the Balance of Power
- ▶ 2002 Securing our Future Health: Taking a long term view

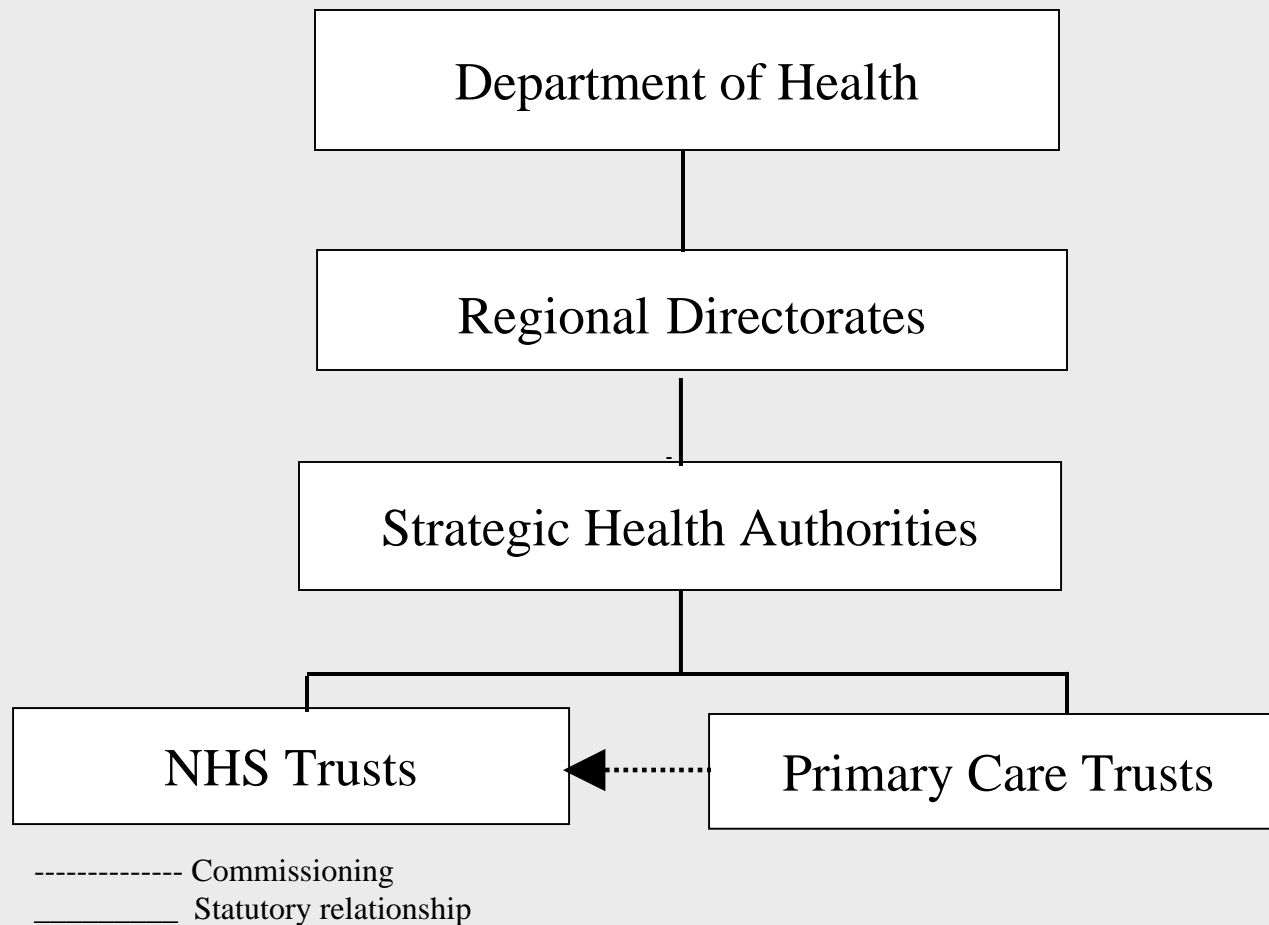
Changing Context of the NHS

Historical



Emerging

The NHS in England from April 2002



Policy context - Quality Assurance

Patient & public involvement

**National
Institute for Clinical Excellence
National service frameworks**



**Clear
standards
of service**

**Professional
self-regulation Clinical
governance Lifelong
learning**



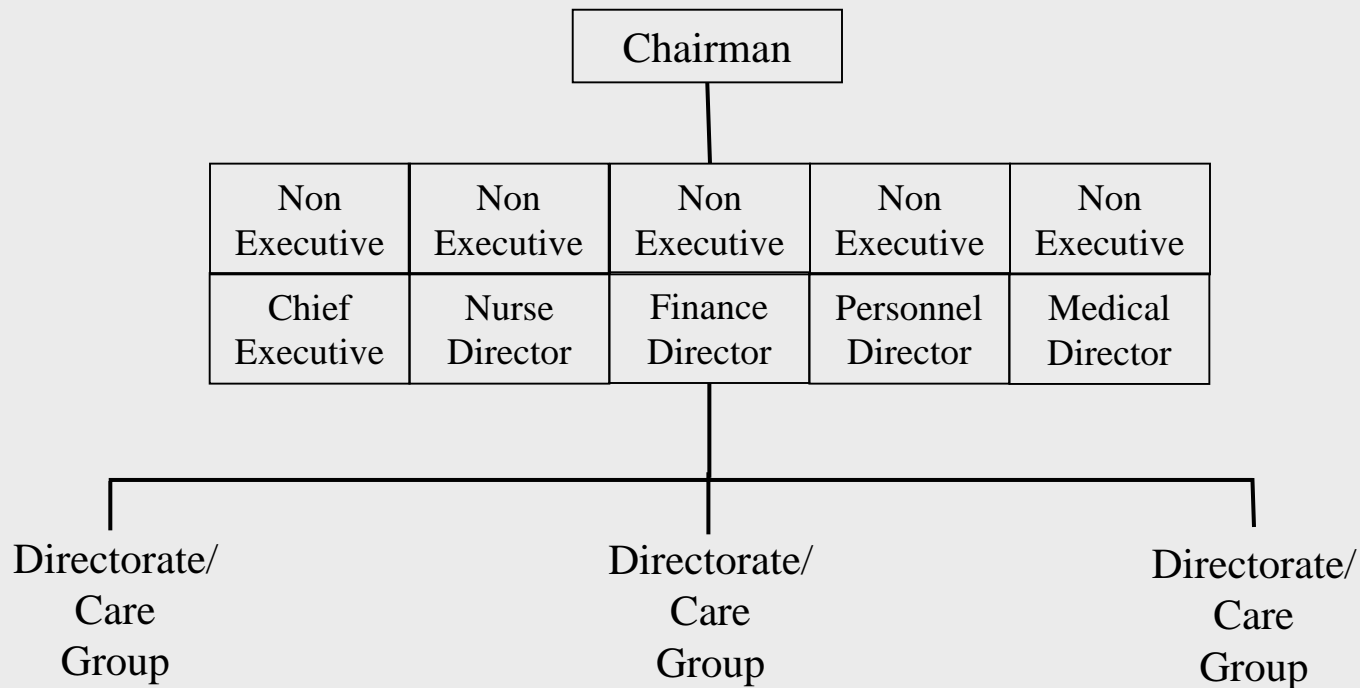
**Dependable
local
delivery**

**Commission for Health Improvement
National performance framework
National patient and user survey**



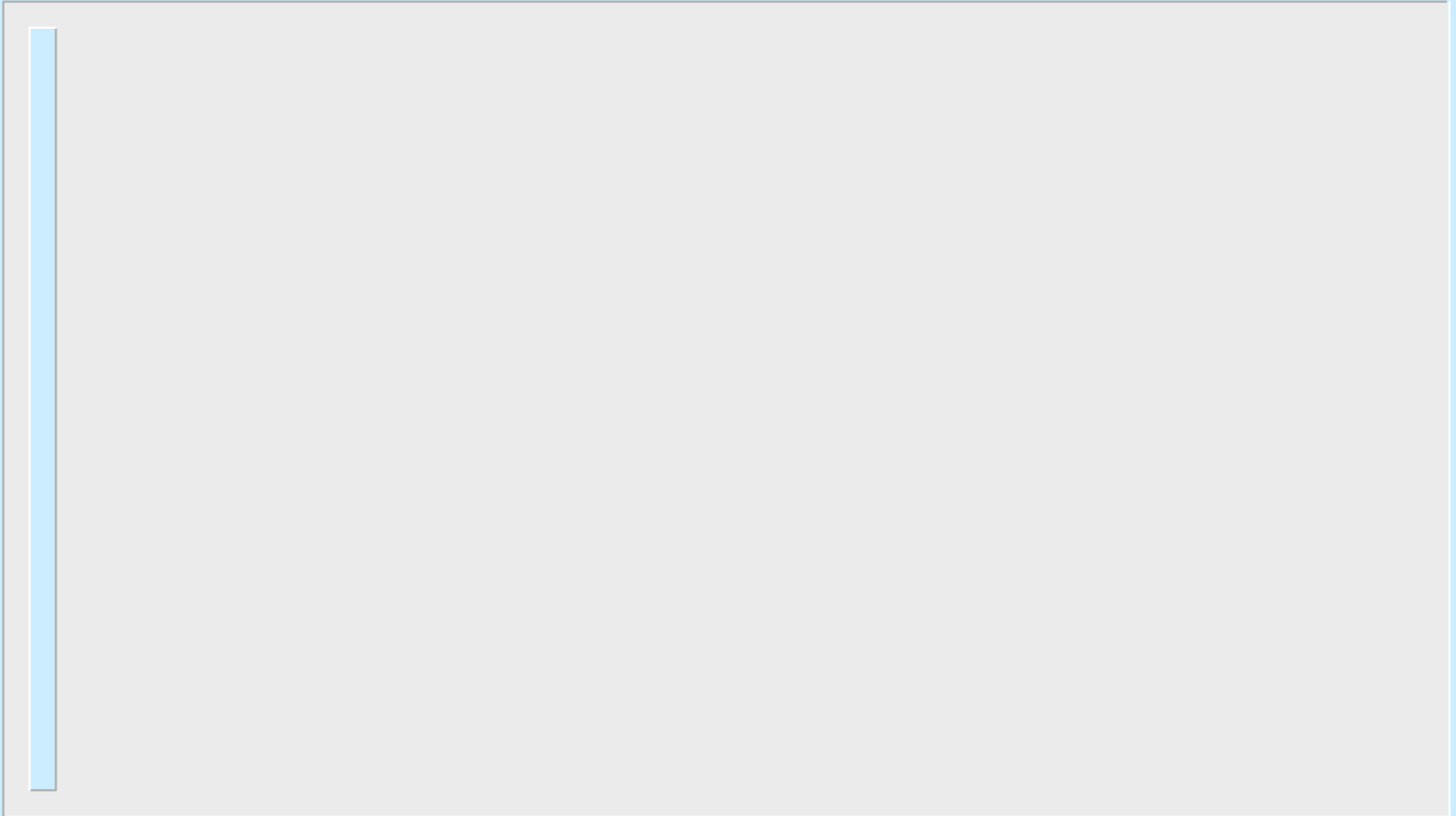
**Monitored
standards**

NHS Trust Governance Model (Illustrative)





Some further thoughts



Policy context - Funding

- ▶ Inherited spending plans met and exceeded
- ▶ Commitment to match European average spending on health
- ▶ Wanless report – health care spending to double by 2022
- ▶ Further funding injections conditional on increased productivity
- ▶ Funding alone not the answer

Policy context - Improving access

- ▶ A history of waiting
- ▶ Waiting lists and waiting times
- ▶ Access standards for Primary Care and Secondary Care
- ▶ NHS Direct – gateway to the NHS and Social Care
- ▶ Improving access and encouraging independence

Policy context - Developing primary care

- ▶ New organisational frameworks : PCG > PCT > Care Trust
- ▶ Devolved responsibilities
- ▶ NHS Plan standards
- ▶ Personal Medical Services (PMS)
- ▶ Primary Care Teams
- ▶ Other Primary care contractors

Policy context - Patient and public involvement

- ▶ Patients Charter - rights and responsibilities
- ▶ Governance and local accountability
- ▶ National Patients' survey
- ▶ Patients fora and local opportunities
- ▶ Commission for Patient and Public Involvement in Health
- ▶ Extending patient choice/the 'expert' patient

Policy context - Integration

- ▶ Breaking down the 'Berlin Walls'
- ▶ Statutory duty of partnership
- ▶ The Health Act 1999
- ▶ New organisational frameworks
- ▶ Partnership and 'the third way'
- ▶ Primary and Secondary care integration
- ▶ Patient and client led incentives

Policy context - Workforce

- ▶ Chequered workforce planning history
- ▶ Putting HR on the management agenda
- ▶ Securing a quality workforce
- ▶ Improving Working Lives
- ▶ Pay
- ▶ Changing skills and competence
- ▶ Labour relations

Policy context – Public/Private Sector partnerships

- ▶ Defining the Private Sector
- ▶ *A new Concordat*
- ▶ Extending the PFI initiative
- ▶ Improving primary care premises – LIFT
- ▶ Franchising
- ▶ Diagnostic and Treatment Centres
- ▶ ‘A service with a common ethos’

Policy context – Health Inequalities

- ▶ A widening health gap
- ▶ New goals for improving health
- ▶ Area based initiatives : HAZ, Sure Start
- ▶ The wider public health agenda
- ▶ New governance arrangements for PCTs
- ▶ A high enough priority?

Five year health check - unresolved tensions

- ▶ Central versus local control
- ▶ Health and health care
- ▶ Radicalism and conservatism
- ▶ The 'new' and 'old' orders

Shifting the Balance of Power

- ‘The main roles of PCTs will be as now:
- ▶ Improving the health of the community
 - ▶ Securing the provision of high quality services
 - ▶ Integrating health and social care generally’

NHS Trusts

- 290 NHS Trusts in England
- ‘Providing’ organisations
- Established following rigorous testing
- Hospitals, community services, Ambulance services
- £10 million - £110 million (in size)
- Single Board model

Accountability Framework

Six Key Functions

- Effective financial stewardship
- High standards of corporate governance
- Appoint, appraise and remunerate senior executives
- Set the strategic direction
- Monitor performance against objectivity
- Develop local partnerships

NHS Trusts - Planning and Performance Management

- Health Improvement Programme
- 3 Year Strategy
- Service Agreement
- Business Plan
- Annual Accounts
- Annual Report

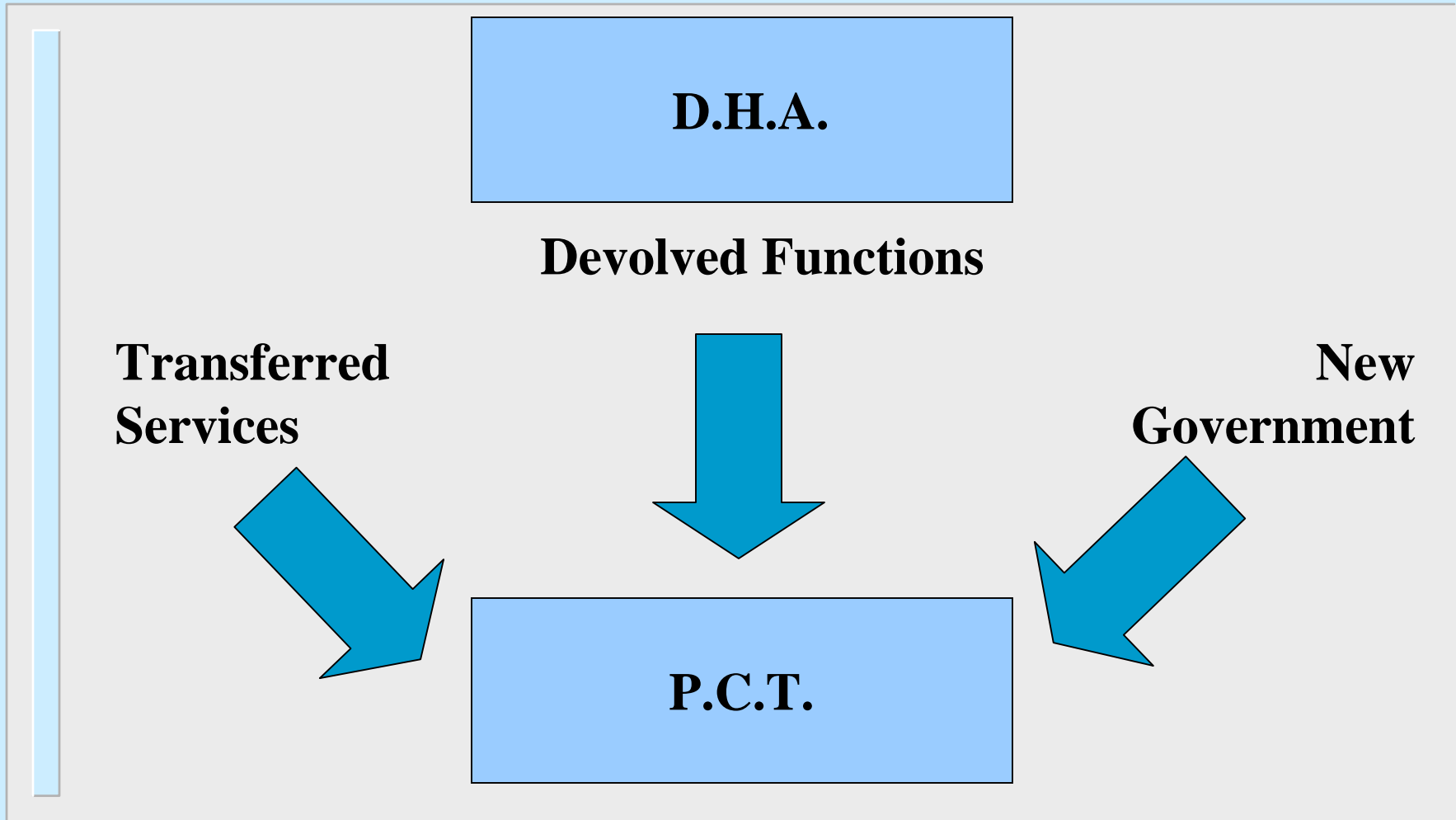
NHS Foundation Trusts

- ▶ Public Benefit Corporations
- ▶ Social Ownership
- ▶ Free from Government control
- ▶ Standards based approval
- ▶ New governance arrangements

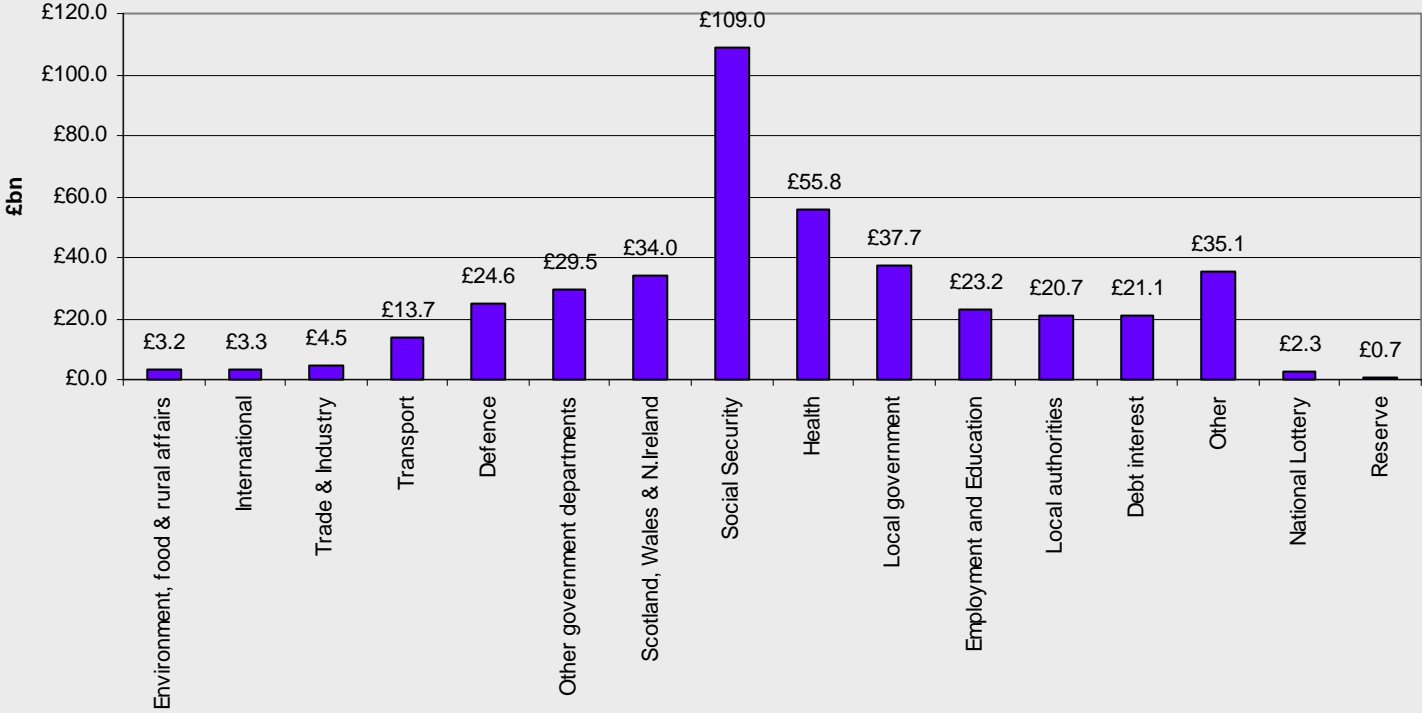
Diagnostic and Treatment Centres

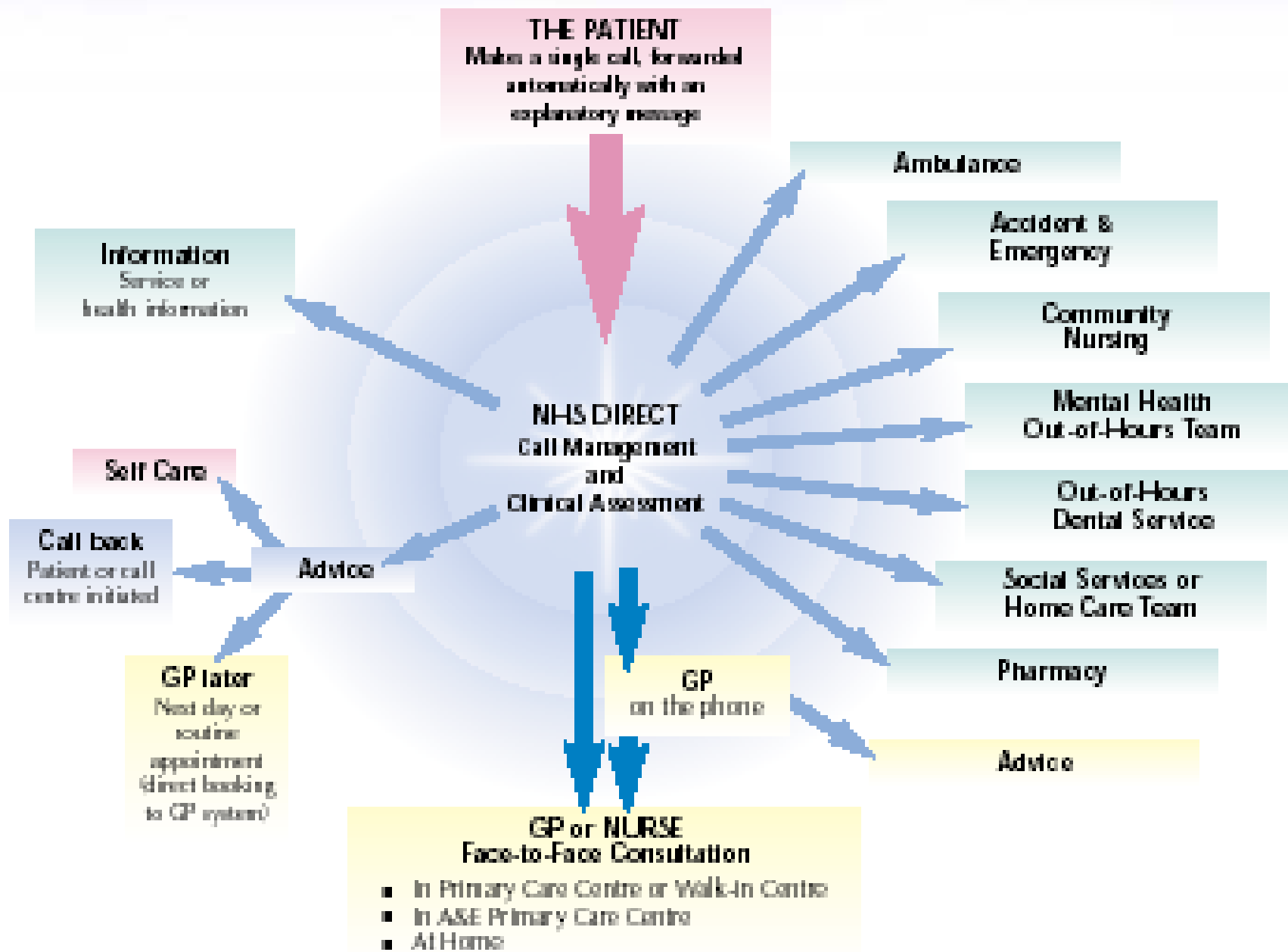
- ▶ Ambulatory care services
- ▶ Improving access
- ▶ Extending Choice
- ▶ Staffed by Foreign Teams
- ▶ Built and run by the private sector
- ▶ Badged as the NHS

The PCT Hybrid

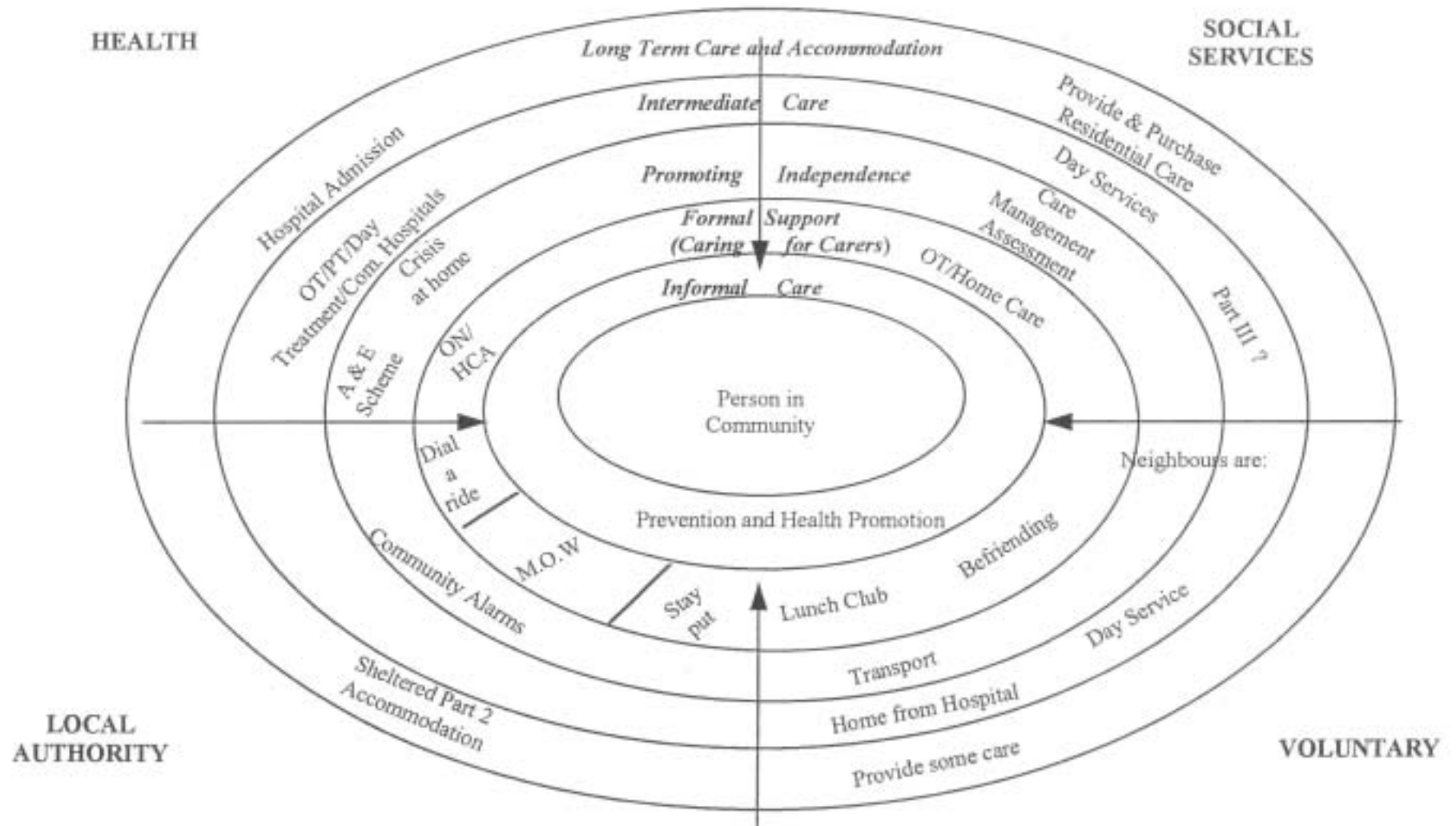


How Gordon Brown manages the money





Best Practice: Inter Agency Community Care



The potential pathway of an older person through the Health and Social Care System

