

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	Start	End
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	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	
1.2 Put patients in charge of decisions about their care, giving control of health records		
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	
MILESTONES		
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

ACTIONS	Start	End
1.3 Begin regular publication of detailed performance data, in an open and standardised format, on all healthcare providers	Jun 2010	
1.4 Introduce personal health budgets for people with chronic/long-term conditions		
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	
1.5 Create HealthWatch, a new body to act as the voice for patients and the public		
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	
1.6 Strengthen the role of the Care Quality Commission		
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
MILESTONES		
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

ACTIONS	Start	End
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		
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	
2.2 Reform Payment by Results to provide incentives for health care services to deliver high quality care		
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	
MILESTONES		
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	

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

ACTIONS	Start	End
3.5 Strengthen local democratic legitimacy by creating a greater role for local government in health and well-being		
i. Publish proposals in White Paper for consultation	Jul 2010	
ii. Begin implementation of proposals	Apr 2011	
iii. Full implementation of proposals	Apr 2013	
3.6 Increase local say over reconfigurations		
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	
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		
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	
MILESTONES		
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 (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

ACTIONS	Start	End
5.3 Improve access to respite care by using direct payments to carers and better community-based provision		
i. Publish a re-focused carers' strategy	Apr 2011	
5.4 Remove barriers between health and social care funding to incentivise preventative action		
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	
5.5 Support the work of local authorities and provider organisations to deliver gains in efficiency and effectiveness through best practice		
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
MILESTONES		
A. Re-focused carers' strategy published	Apr 2011	