

## **Implementing the NHS Next Stage Review report *High Quality Care for All*, and the NHS Yorkshire and the Humber Vision Document *Healthy Ambitions***

### **Scrutiny Board (Health) Briefing Paper December 2008**

#### **1. Purpose**

This briefing aims to explain how the visions described by Lord Darzi in the NHS Next Stage Review report *High Quality Care for All*, and the recommendations of NHS Yorkshire and the Humber report *Healthy Ambitions* will be embedded in NHS Leeds strategic and operational business.

#### **2. Alignment of NHS Leeds Strategy with Darzi Visions**

Since the initial publication and launch of the NHS Leeds strategy in March 2008, the Department of Health and NHS Yorkshire and the Humber have respectively published the NHS Next Stage Review and *Healthy Ambitions*. These documents describe a clear vision for a world class NHS. NHS Leeds has responded by reviewing and updating its own strategic plan to reflect, within the context of its 10 strategic objectives, how it will support delivery of a world class NHS for Leeds and the region.

#### **3. Implementing *High Quality Care for All* at NHS Leeds**

In July 2008 the Department of Health published the final report of Lord Darzi's Next Stage Review. The report, the result of a wide ranging consultation exercise makes a series of recommendations on how the NHS should be developed over the coming years.

The report sets out a vision of an NHS that "gives patients more information and choice, works in partnership and has quality of care at its heart". It is structured around four main themes:

- High quality care for patients and the public
- Quality at the heart of everything we do
- Freedom to focus on quality
- High-quality work in the NHS

Some of these significant recommendations are fundamentally for local delivery. Set out overleaf are some examples of the work to be led by NHS Leeds.

## High Quality Care for Patients and the Public

**Every primary care trust will commission comprehensive wellbeing and prevention services, in partnership with local authorities, with the services offered personalised to meet the specific needs of their local populations.** NHS Leeds will be investing in a number of initiatives to support health and wellbeing including:

- a) *Staying Healthy*: Investing in services that support patients to stop smoking, reduce alcohol consumption and manage their weight in order to reduce All Age All Cause Mortality (particularly in the worst Super Output Areas).
- b) *Sexual Health*: Improving access to services, along with targeting support at those who are most vulnerable
- c) *Mental Health*: Developing a range of services to support mental health and wellbeing, for example, improving information, advice and advocacy services, increasing psychological therapies and reviewing acute care pathway and community mental health teams to align with Darzi expectations

**Raised awareness of vascular risk assessment through a new 'Reduce Your Risk' campaign.** NHS Leeds is investing in its "Putting Prevention First" initiative, under which it will roll out the new national programme of vascular risk assessment for people aged between 40 and 74 and use the awareness raised through the nationwide "Reduce Your Risk" campaign to support targeting of services so that the population knows when they need to get help and where to get it.

**Support GPs to help individuals and their families stay healthy.** This recommendation is supported nationally through work with leading professionals and patient groups to improve the Quality and Outcomes Framework. NHS Leeds will ensure that the QOF is implemented accordingly.

**Extend choice of GP practice.** NHS Leeds will ensure that patients have greater choice of GP practice and better information to help them choose. NHS Leeds will, through a specific project, actively promote the NHS Choices website to ensure that patients know where they can find information about services to support choice.

**Ensure everyone with a long-term condition has a personalised care plan.** NHS Leeds is through its "Care Closer to Home" programme to support service development and improvement for those with long term conditions. Service integration at a community level is a priority for NHS Leeds.

## Quality at the Heart of Everything we Do

**Getting the basics right first time, every time.** NHS Leeds and partners are committed to ensuring care is safe. We will continue to seek improvements in safety and reductions in healthcare associated infections and are investing to support improved screening and prevention.

**Measures to ensure continuous improvement in the quality of primary and community care.** All GP practices and dental practices will fall within the scope of the new health and adult social care regulator, the Care Quality Commission. The Quality and Outcomes Framework (QOF) will develop an independent and transparent process for developing and reviewing indicators. NHS Leeds will support practice accreditation schemes, like that of the Royal College of General Practitioners, and will adopt where appropriate.

**Developing new best practice tariffs focused on areas for improvement.** NHS Leeds and partners support the proposed move to tariffs based on best practice rather than average cost, to ensure that NHS organisations will need to improve to keep up with the best.

### Freedom to Focus on Quality

**Placing a new emphasis on enabling NHS staff to lead and manage the organisations in which they work.** NHS Leeds is seeking to re-invigorate practice-based commissioning and give greater freedoms and support to high performing GP practices to develop new services for their patients, working with other primary and community clinicians. NHS Leeds proposes running a number of community integration pilots and is reviewing potential models of locality commissioning to support development of locally integrated services that are responsive to patients' needs.

**Enhancing professionalism.** There will be investment in new programmes of clinical and board leadership, with clinicians encouraged to be practitioners, partners and leaders in the NHS. NHS Leeds will challenge all organisations that do business as part of, or with it to give clinicians more control over budgets and HR decisions.

**New pledges to staff.** The NHS Constitution makes pledges on work and wellbeing, learning and development, and involvement and partnership. NHS Leeds and partners support statutory duty of pledges to staff outlined in the Constitution.

### High Quality Work in the NHS

**A threefold increase in investment in nurse and midwife preceptorships.** These offer protected time for newly qualified nurses and midwives to learn from their more senior colleagues during their first year. This initiative is supported and welcomed by NHS Leeds and partners.

**Doubling investment in apprenticeships.** Healthcare support staff – clinical and non-clinical – are the backbone of the service. NHS Leeds and partners support increase in supported apprenticeships.

**Strengthened arrangements to ensure staff have consistent and equitable opportunities to update and develop their skills.** NHS Leeds and partners are committed to ensuring staff have opportunity and time to enable them to keep their skills and knowledge up to date. NHS Leeds is to invest in organisational development and training and development to support care services and commissioners in further developing their skills.

#### **4. Implementing *Healthy Ambitions* at NHS Leeds**

In Yorkshire and the Humber eight groups of doctors, nurses and other healthcare staff worked together to consider the problems to be solved over the next decade, the evidence of what works from around the world, and what potential solutions might be. The reports of each group came together in *Healthy Ambitions*

<b>Staying healthy</b>	<b>Planned care</b>
<b>Maternity and newborn care</b>	<b>Acute care</b>
<b>Long term conditions</b>	<b>Mental Health</b>
<b>Children's services</b>	<b>End-of-life care</b>

Recommendations relating to each of the eight pathways (above) will be implemented in Leeds within the context of NHS Leeds' 10 strategic objectives. Their implementation plans will be set out in the organisation's five year operational plan. Reference is made throughout the refreshed PCT strategic plan to the commitments and actions that will support delivery of each pathway.

NHS Leeds is in a unique and key position to lead the Darzi agenda and to support the delivery of Health Ambitions across Yorkshire and the Humber. Some examples are included below.

One of the key deliverables in *Healthy Ambitions* is shifting care out of the acute setting. This brings the Leeds health economy and NHS Leeds both opportunities and challenges – the opportunity to develop further the capacity and skills available to serve wider community and the challenge to accelerate the movement of care currently delivered in a hospital setting into a setting closer to home.

It also implies the increasing centralisation of complex care. NHS Leeds will drive this agenda locally, working in partnership with Leeds Teaching Hospital NHS Trust to deliver the significant improvement in clinical outcomes across a range of specialties. This will include working in partnership with the Yorkshire and Humber Specialised Commissioning Group, key clinical networks, other PCTs and through NHS Leeds' role as host PCT responsible for contracting with Leeds Teaching Hospitals NHS Trust.

**NHS Leeds**

**November 2008**