

Power, Politics, Persuasion and Partnership

Understanding the NHS- The Context

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Objectives

- Explore how the health and care system has evolved in England, and how national policy and system decisions influences local service delivery.
- Understand the interplay between policy, leadership, and patient care through real-world examples and discussion.
- Build the confidence and insight needed to navigate the NHS landscape and contribute meaningfully to improvement and innovation.

Leadership Learning Outcomes

By the end of this session, delegates will be able to:

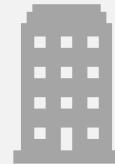
- Explain how policy and system-level decisions shape frontline care.
- Identify opportunities to influence and implement change within and beyond their organisation.
- Demonstrate leadership behaviours that align with the FMLM Standards.
- Contribute confidently to discussions on health system structures and influences.



The NHS and Care System Explained



How did we get to where we are today?



What are the current arrangements ?



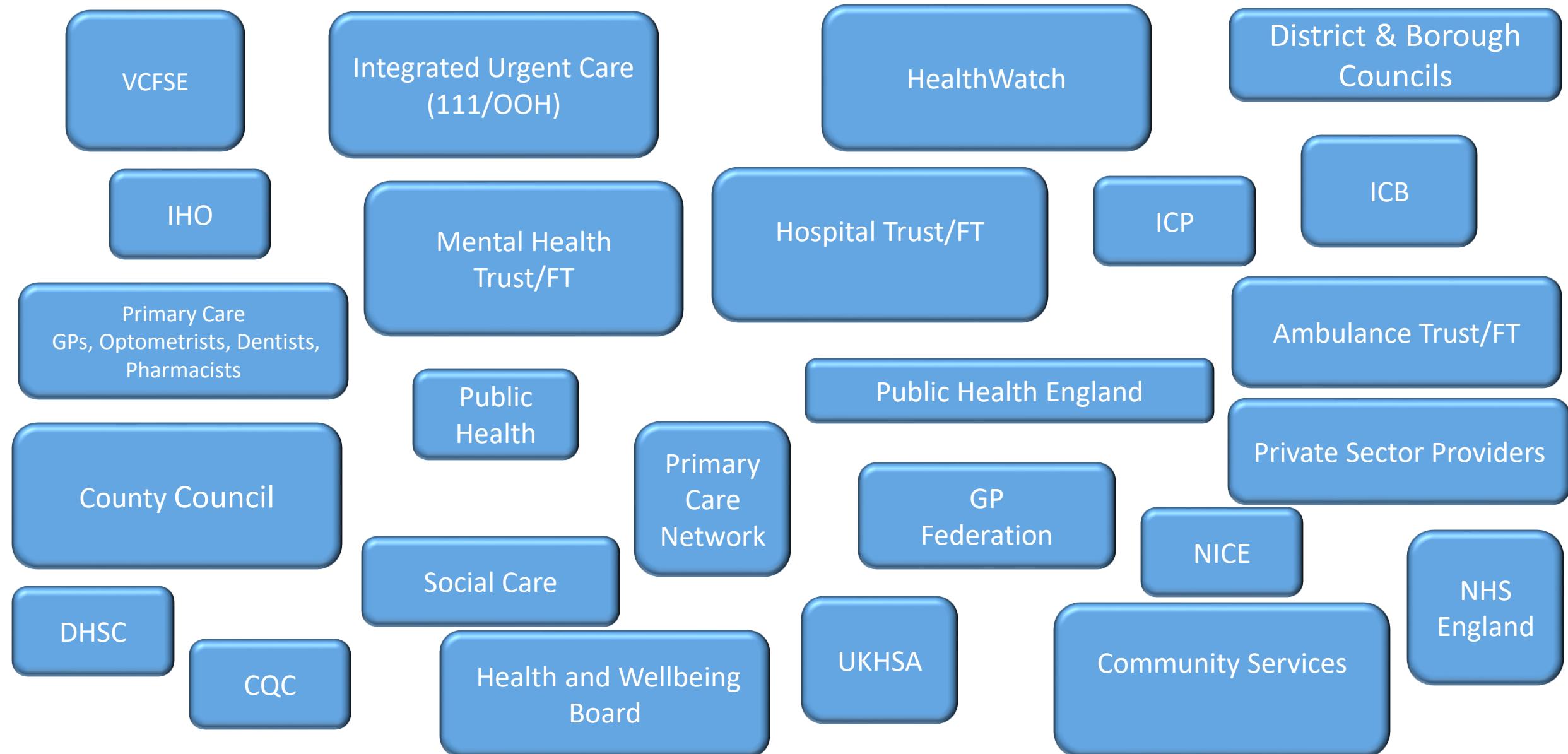
What are the implications of the Government's 10 Year Plan?



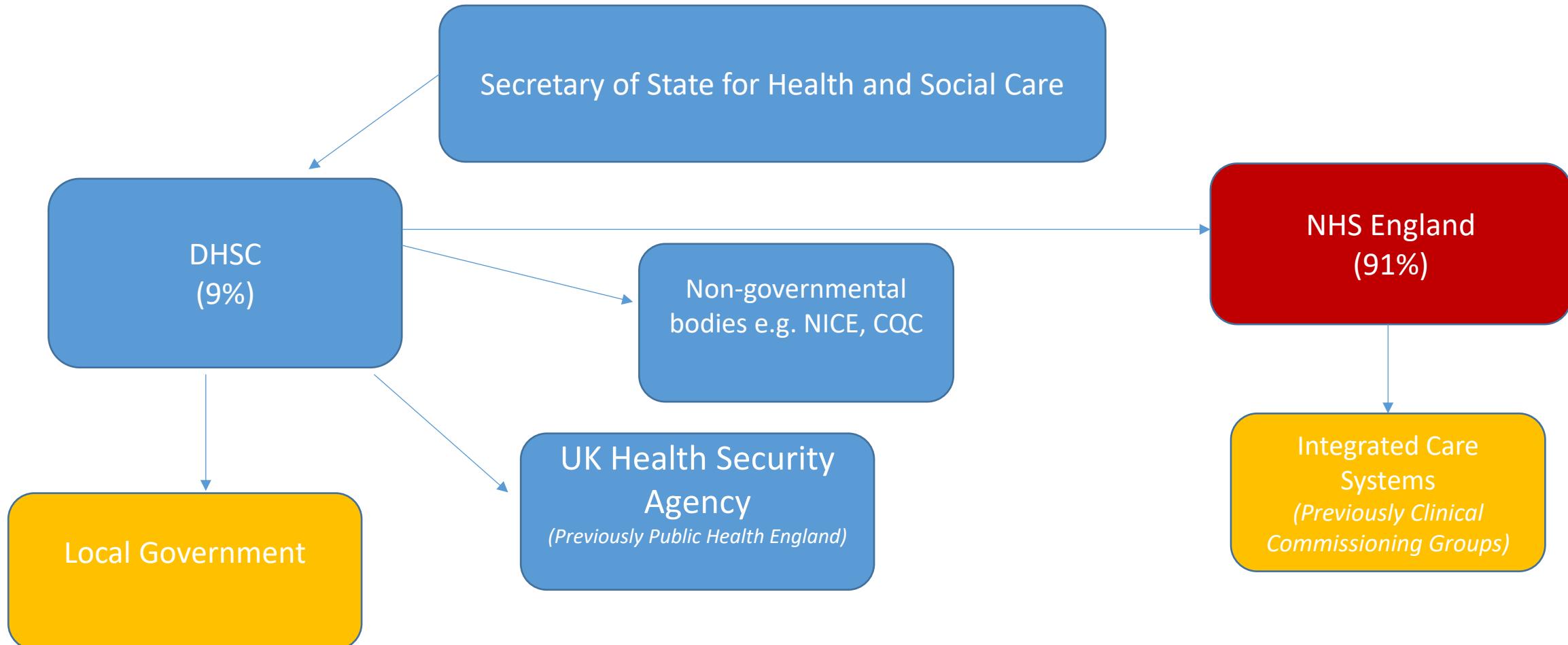
Important dates in the recent history of the NHS

- Health and Social Care Act **2012**
(effective 2013)
- Health and Care Act **2022**
- Fit for the Future: The 10 Year Health Plan for England **2025**

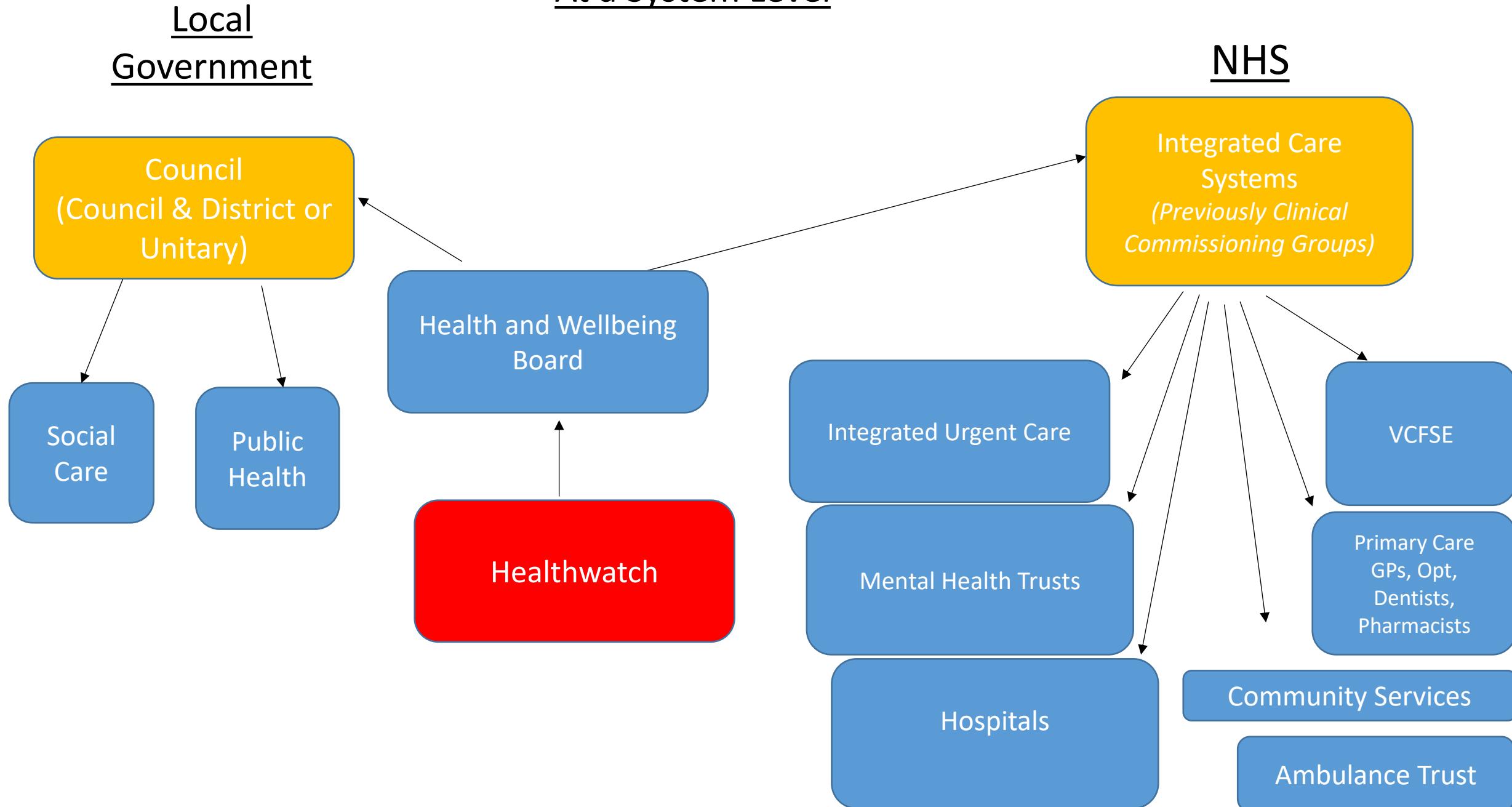
How does the NHS and local government system fit together in England?



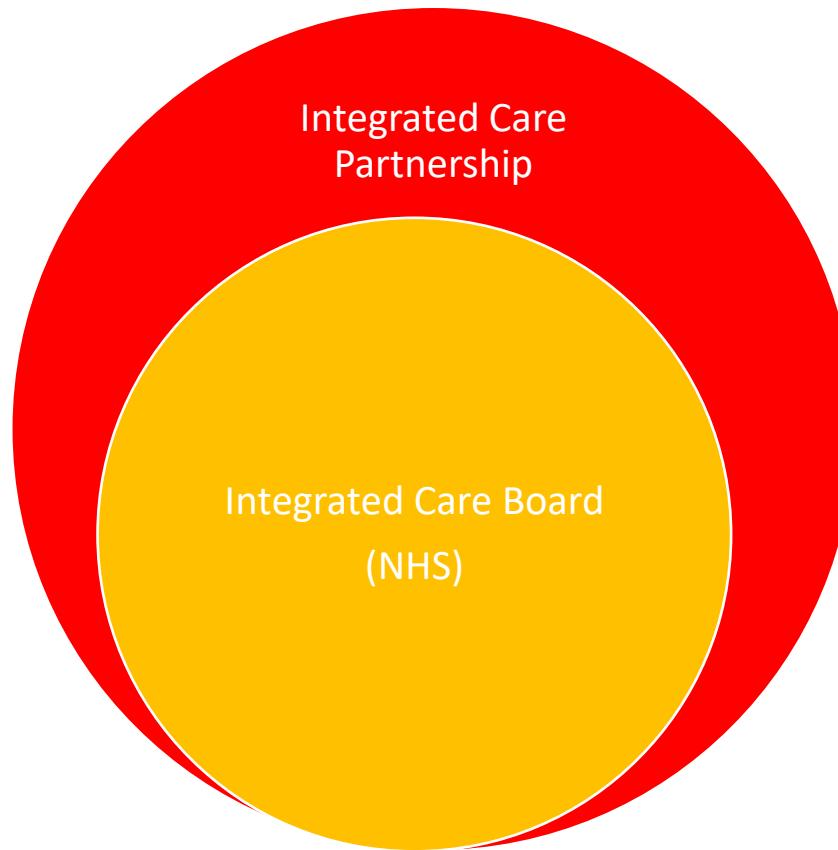
At a National Level



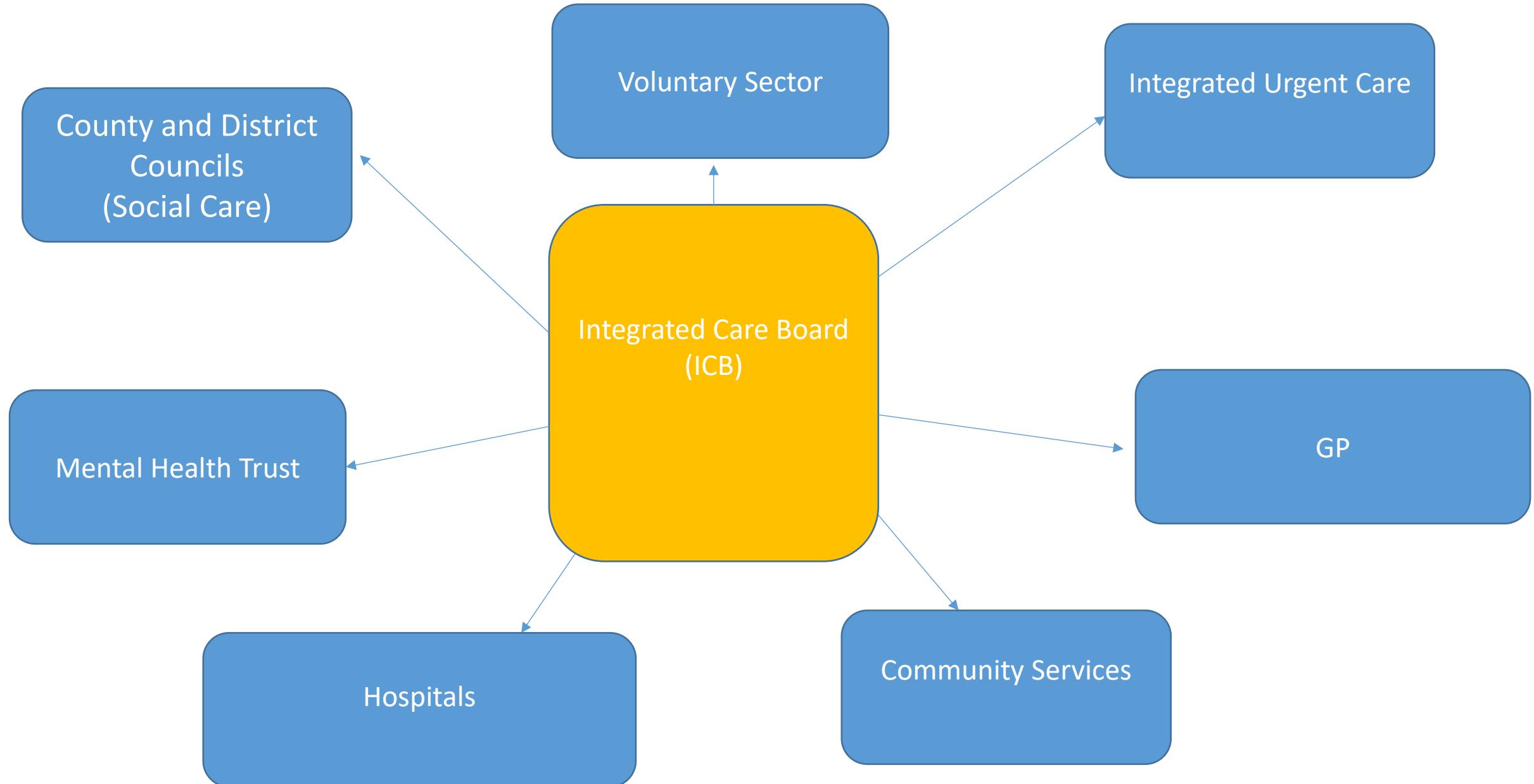
At a System Level



Integrated Care Systems explained...



Current arrangements for ICBs (*change is underway*)



What are the key implications of the Government's 10 Year Plan?



Combine DHSC and NHSE – reducing headcount by 50% by 2027



Look to make NHS and Local Government co-terminous by 2035



Reduce number of ICBs and make them strategic commissioners- 50% cut in staff costs



Provider organisations will no longer sit on ICBs



Close down Integrated Care Partnerships – use Health & Wellbeing Boards



Focus on earned autonomy – 5-year planning cycles



Re-invent Foundation Trusts and enable successful FTs to become **Integrated Health Organisations** overseeing other services



Absorb functions of Healthwatch – impact on patients' voice in service redesign



Develop dedicated Mental Health emergency departments (£120 million of funding)

Ten Year Plan: Three shifts



Hospital to
Community

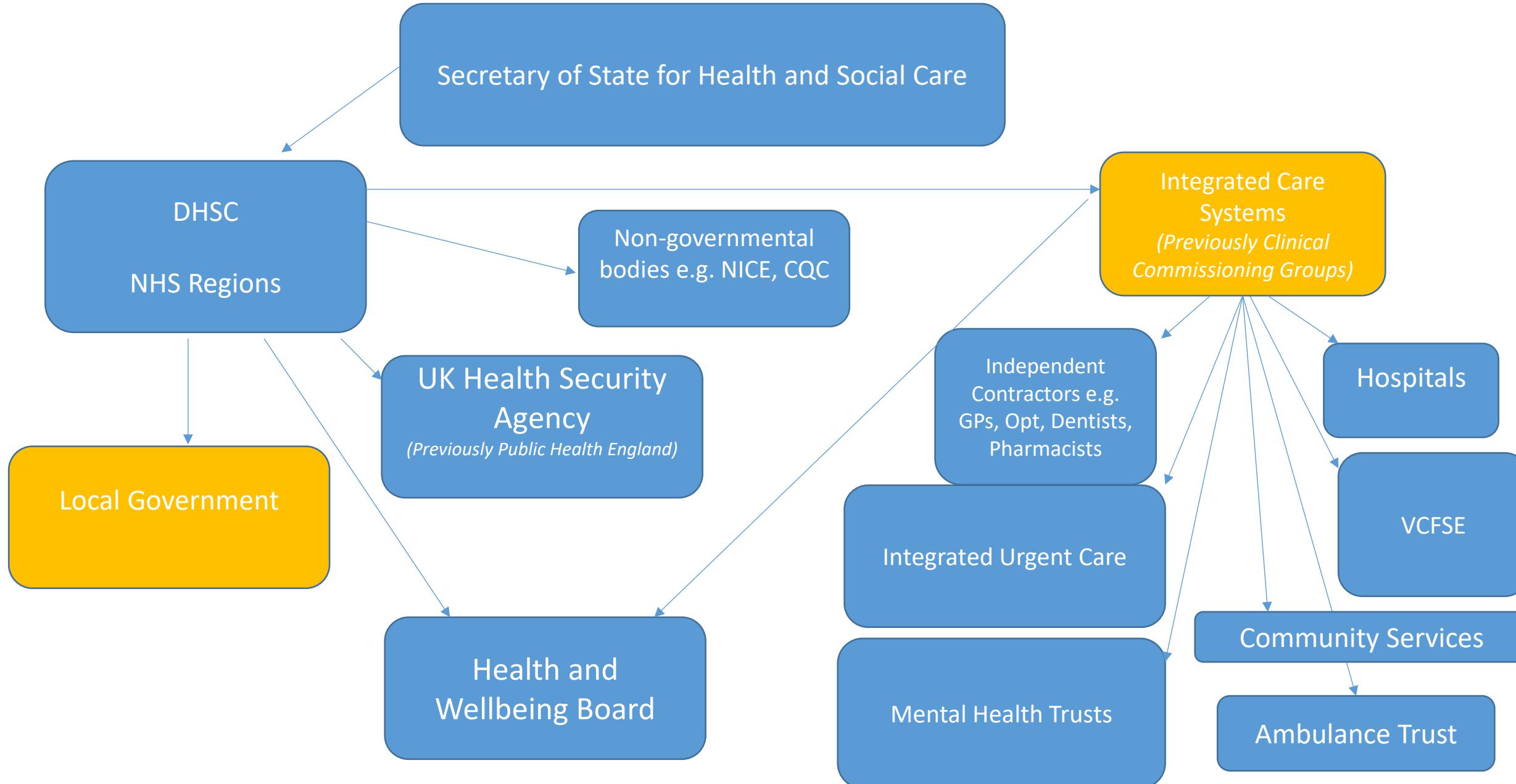


Analogue to Digital



Sickness to
prevention

After the 10 Year Plan is implemented



INTEGRATED CARE SYSTEMS EXPLAINED

Integrated Care Systems operate at the “system” level (1m+) population

Integrated Care Board or ICB (accounting for NHS Budget)

Integrated Health Organisations at Foundation Trust Level ‘IHOs’ (where applicable)

Integrated Neighbourhood Teams/Neighbourhood Hubs and Primary Care Networks operating at the “Neighbourhood” level

Family/Community/Carers/local Community Groups and Voluntary Organisations supporting population

**PATIENTS
(POPULATION)**

Informed by Population Health Data but focused on personalised, holistic self-care and prevention – recognition of need for bio-psycho-social model of care

Hospital to Community

'Neighbourhood Health Service'

- Transfer funding from Acute to Community – Outpatient Services to end as we know it by 2035
- Establish a Neighbourhood Health Centre in every community
- At Neighbourhood level, enable GPs to work over bigger geographies and lead new neighbourhood providers
- Trial 'Patient power payments' – patients to be contacted after care to have their say on whether the full payment should be released to the provider for their care



Analogue to Digital

- Make the NHS the most AI enabled health system in the world
- More access to appointments and self-referral via NHS App
- ‘A Doctor in your Pocket’- To provide 24/7 advice and guidance via the NHS App
- Make wearables standard in preventative, chronic and post Acute treatment by 2035.
- Single Patient Record



Sickness to Prevention

- People who have complex needs to have a care plan by 2027
- Double the number of people offered Personal Health Budgets
- Tobacco and Vapes Bill
- Introduction of mandatory health food sales reporting for large companies
- Expansion of Free school meals scheme
- Expand Mental Health Support Team (MHST) programme
- Create a new Genomics Population Health Service- implement universal newborn genomics testing



Medium Term Planning Framework

In 2026/27, all ICBs and mental health providers must:

- Continue to expand coverage of mental health support teams in schools and colleges ahead of the ask for full national coverage by 2029.
- Develop a plan for delivering their local approach to establishing mental health emergency departments co-located with or close to at least half of Type 1 emergency departments by 2029.
- Use ring-fenced funding to support the delivery of effective courses of treatment within NHS Talking Therapies and reduce ill-health related inactivity through access to Individual Placement and Support for people with severe mental illness
- Reduce inappropriate out-of-area placements and locked rehabilitation inpatient services. From 2027/28 onwards, ICBs should only commission mental health inpatient services for adults and older adults that align with the NHS Commissioning Framework
- Reduce longest waits for CYP community mental health services by improving productivity, and reducing local inequalities and unwarranted variation in access
- Identify and act on productivity opportunities including, in children and young people's community mental health services, increasing the number of direct and indirect contacts per whole time equivalent hours worked, and reducing the average length of stay in adult acute mental health beds.
- Ensure mental health practitioners across all providers undertake training and deliver care in line with the Staying safe from suicide guidance, which sets out the latest evidence in understanding and managing suicide.

Reference documents for further reading

The NHS Mandate:

<https://www.gov.uk/government/publications/road-to-recovery-the-governments-2025-mandate-to-nhs-england/road-to-recovery-the-governments-2025-mandate-to-nhs-england>

Fit for the Future- the 10 year plan:

<https://www.gov.uk/government/publications/10-year-health-plan-for-england-fit-for-the-future>

The Medium-Term Planning Framework

<https://www.england.nhs.uk/publication/medium-term-planning-framework-delivering-change-together-2026-27-to-2028-29/>

Local Government re-organisation:

<https://www.gov.uk/government/collections/local-government-reorganisation-policy-and-programme-updates>

Other useful resources

Oliver & Company (UK)- short videos on the recent history of NHS structures:

<https://www.oliverandcompanyuk.com/nhs-structure-resources>

NHS Confederation:

<https://www.nhsconfed.org/>

Kings Fund short videos and analysis:

<https://www.kingsfund.org.uk/insight-and-analysis/animations/how-does-nhs-england-work>



**RCPsych LMFS 25/26 Module
Evaluation - Module 5 | Thursday 4
December**



Please fill in this short
feedback form for today's
module: