Summary of National Documents

January 2018

The nursing workforce

House of Commons Health Select Committee | 26th January

This report argues that too little attention has been given to retaining nurses in the NHS, which has resulted in more nurses now leaving than joining the professional register. It identifies various factors for the cause of the shortfall of nurses in the NHS including workload pressures, poor access to continuing professional development, pay and a general sense of being undervalued.

Full document: The nursing workforce Second Report of Session 2017–19

Reimagining community services: making the most of our assets

Kings Fund 23rd January

This Kings Fund report looks at the current organisation of community health services and considers how the health and care system needs to change to meet the needs of populations now and in the future.

Full document: Reimagining community services: making the most of our assets

Against the odds: successfully scaling innovation in the NHS

Innovation Unit | The Health Foundation | 30th January

This report, written in partnership with the Health Foundation, calls for new approaches to scaling tried and tested health care innovations. It highlights the need to create the right conditions to spread these successfully across the NHS and identifies a shortlist of ten innovations that have successfully spread across the NHS in recent years.

Full document: Against the odds: successfully scaling innovation in the NHS

Sustainability and transformation in the NHS

The National Audit Office | 19th January

This report examines the progress the Department of Health and Social Care, NHS England and NHS Improvement have made towards achieving financial balance. It provides a summary of the financial position of NHS England, CCGs and trusts. It also looks at what the Department, NHS England and NHS Improvement have done to support local NHS bodies to improve their financial positions; and examines the support the national bodies have given local NHS bodies to help them work better in partnership.

Full document: Sustainability and transformation in the NHS

Developing People – Improving Care

NHS Improvement | 12th January

One year on from the launch of the Developing People- Improving Care, this report highlights how leaders across health and social care have implemented the framework.

In 2016, thirteen organisations from health, social care and local government came together to create the Developing People Improving Care framework, based on national and international research, and conversations held with people across the health and care system.

One year on, this publication highlights some of the work taking place, demonstrating the steps people are already taking to ensure systems of compassion, inclusion and improvement, are at the core of the health and care system. The report also sets out plans for the year ahead.

Full report: Developing People- Improving Care

NHS Continuing Health care: effective commissioning approaches

NHS Clinical Commissioners | 25th January

This report suggests ways in which the provision of NHS Continuing Health care (CHC) in local areas can be improved for the benefit of patients and commissioners. It shares some of the approaches that have been developed by local CCGs which have proved to be effective in delivering their CHC commitments.

Full document: Effective commissioning approaches

A design diagnosis: reinvigorating the primary care estate

This report from Reform finds that private sector finance can be used to upgrade the primary care estate and deliver value for money for the taxpayer. It argues that private funding could help to build bigger GP surgeries to provide better patient care.

Key points:

1. The primary care estate needs to upgrade to deliver the new model of care set out in the Five Year Forward View: patient-centred, coordinated care, delivered through an integrated set of services at community level.

2. Private funding from 3PD schemes is one of several funding options for upgrading the primary care estate. 3PD schemes are arrangements where a private firm funds the construction cost of a large, modern GP premise and the NHS leases it over an agreed period of time. 3PD and PFI schemes are distinct. In 3PD schemes, GPs retain full control of all internal repair and maintenance.

3. There are examples of existing 3PD buildings successfully delivering primary care at scale, increasing community provision, reducing running costs of buildings and improving staff morale.

4. New buildings must improve on existing utilisation to deliver value for money. Estates must be designed to be ultra-flexible. Practices should look to innovative solutions to improve efficiency, including renting out extra space to other service providers and using technology to decrease demand on the estate.

5. National bodies should provide expert guidance and examples of best practice to GPs, similar to the Education Funding Agency for schools. STPs should then have a critical role in ensuring GPs are well-informed about the best design and appropriate running costs before they work with private partners.

Full document: A design diagnosis: reinvigorating the primary care estate

NHS and social care data: off-shoring and the use of public cloud services

NHS Digital | 19th January

This guidance sets out expectations for health and care organisations who want to use cloud services or data off-shoring to store patient information. It aims to ensure that organisations know how to use these solutions safely and securely, particularly in relation to the introduction of GDPR. The standards will enable NHS organisations to benefit from the flexibility and cost savings associated with the use of cloud facilities.

Full document: NHS and social care data: off-shoring and the use of public cloud services

Making sense of accountable care

King's Fund | 18th January

Accountable care is the latest health policy buzz phrase. Two new articles from the King's Fund explain what it is, how it is being implemented and what it has achieved.

Full article: Making sense of Accountable care

Teenage pregnancy prevention framework

Public Health England | 15th January

This framework aims to help local areas assess their teenage pregnancy prevention programmes to see what's working well and identify any gaps. It will support local services to take a multi-agency whole-system approach to prevent unplanned pregnancies and support young people to develop healthy relationships. The framework is accompanied by a presentation and data reports that will help to inform local authority commissioning decisions.

Full document: Teenage Pregnancy Prevention Framework: Supporting young people to prevent unplanned pregnancy and develop healthy relationships

Making strategic commissioning work: lessons from home and away

NHSCC

With the move towards accountable care, clinical commissioners are starting to take on a more strategic role. This report aims to support commissioners in these new functions by outlining best practice from health systems around the world that are developing policy around new care models and place-based systems of care.

Recommendations from the document include:

- The patient must be placed at the centre with a focus on quality – targets, payment incentives and prescriptive regulation have proved largely unsuccessful in driving system improvement and ensuring financial sustainability.

- Clinical commissioning leadership and engagement must be retained – the evidence shows that success of population level planning is reliant on the engagement of clinicians in primary, secondary and community care, as well as the wider workforce.

- National clarity on the 'end state' is essential – while local areas must lead the development of models for integrated health and care delivery, internationally, no system has been implemented without clear political consensus and a legislative framework to support it on an ongoing basis. In the UK, this could mean a national framework is needed – provided this is not too prescriptive to limit local development.

Full document: Making strategic commissioning work: lessons from home and away

No hospital is an island: learning from the acute care collaboration vanguards

NHS England | 15th January

This report covers the learning from 13 acute care collaborations that were established in September 2015 as part of the new care models programme. It highlights six common strategies that have emerged, including the way clinical practices are being standardised; how vanguards are making better use of clinical support services; and how the skills of health care professionals are being used more creatively and flexibly.

Full document: No hospital is an island: learning from the acute care collaboration vanguards

High-impact change model: managing transfers of care

Local Government Association (LGA) | 7th January

The high-impact change model for managing transfers of care, developed by the LGA and the Association of Directors of Adult Social Services, offers a practical approach to managing patient flow and hospital discharge. The model identifies eight system changes that will have the greatest impact on reducing delayed discharge.

Full document: High-impact change model: managing transfers of care

Funding and staffing of NHS mental health providers

The King's Fund | 16th January

This King's Fund report finds that the spending gap between NHS acute hospitals and NHS mental health providers widened further last year. It argues that the squeeze on mental health providers' funding, coupled with a staff shortage, has put huge pressure on the workforce and left mental health trusts struggling to staff services safely.

This briefing considers the current situation based on:

- an analysis of the annual financial accounts of NHS mental health, acute and specialist provider trusts

- an analysis of the national workforce data

- a review of the Care Quality Commission (CQC) inspection reports for each of the 54 NHS mental health trusts

- a review of the board papers of eight mental health trusts covering a six-month period from January 2016; the trusts were selected to include the four with the greatest increases in staffing over this time and four with the greatest decreases and to include trusts from each of the NHS England regions.

Full briefing: [Funding and staffing of NHS mental health providers: still waiting for parity](#)

Adoption and spread of innovation in the NHS

The King's Fund | 16th January

This article aims to make a pragmatic contribution to the discussion of how to speed up the adoption of service innovation in the NHS. It draws on eight examples of successful spread of innovation supported by academic health science networks.

The case studies demonstrate the transformative power of simple, low-cost innovations in improving health and care services and the dramatic difference they can make to people's lives.

Full document: [Adoption and spread of innovation in the NHS](#)

Thinking on its own: AI in the NHS

Reform

This report illustrates the areas where artificial intelligence (AI) could help the NHS become more efficient and deliver better outcomes for patients. It also highlights the main barriers to the implementation of this technology and suggests some potential solutions.

Full document: [Thinking on its own: AI in the NHS](#)

Fatigue and sleep deprivation – the impact of different working patterns on doctors

British Medical Association | 10th January

This briefing from The BMA highlights why doctors are at risk of fatigue and the acute and long-term impacts this can have. It also presents a framework for how the government, organisations and doctors themselves can manage this risk.

Full briefing available here

Alongside this briefing, the BMA has produced guidance for doctors and other clinical staff on how best to manage the risks of fatigue associated with current working patterns.

This includes:

- information about the causes and risks of fatigue
- ways to maximise rest and recovery
- guidance on supporting good quality decision-making
- advice on managing night shift working
- ways your employer and the BMA can help you

Guidance available here

NHS efficiency map

The Healthcare Financial Management Association | NHS Improvement | 8th January

The Healthcare Financial Management Association and NHS Improvement have worked in partnership to update and revise the NHS efficiency map. The map is a tool that promotes best practice in identifying, delivering and monitoring cost improvement programmes in the NHS. It contains links to a range of tools and guidance to help NHS bodies improve their efficiency.

NHS Efficiency map available here