

Incentivising delivery and the conditions for transformation

The multi-year settlement provides the foundation to move away from annual financial and delivery planning cycles by:

- Aligning incentives through reformed payment schemes and UEC models.
- Maximising value from capital through a reformed investment framework.
- Supporting long-term sustainable financial and delivery planning across the system
- Creating fairer funding via updated ICB allocations and funding formula reviews.

Driving productivity improvements over the remainder of this financial year and the next three years is key by focusing on getting the basic productivity improvements right and seizing the opportunity of digital, technology and service transformation along with two long-term shifts:

1. UEC: shift to a digital-first UEC model that clinically prioritises access based on need to reduce avoidable demand
2. Outpatients: move to a digitally-enabled, patient-led model that expands use of tools and empowers patient choice

A new operating model

The refreshed NHS operating model provides the means for achieving the vision of the 10 Year Health Plan. The model focuses on empowering integrated local care to improve access and reduce hospital demand, while prioritising prevention, tackling health inequalities and enhancing patient experience. This will be driven by being a digital first service that promotes innovation by utilising real time data, harnessing the power of the NHS app and embedding research to drive more efficient, transparent and high-quality care, supported by strong leadership and a reconnected workforce. The NHS plans to achieve this transformation by focusing on eight key areas:

- Unleashing local potential to deliver integrated care
- Delivering neighbourhood health at pace
- Shifting from sickness to prevention
- Doing digital differently to deliver patient-centred care
- Transforming our approach to quality
- Understanding and improving patient experience
- Reconnecting with our workforce and strengthening leadership
- Embedding genomics, life sciences and research into care delivery

Operational performance and transformation



Elective, cancer and diagnostics

- Prioritise A&G to speed up treatment and help deliver the 92% 18-week performance standard by 2029
- Efficiency boost by cutting low value follow-ups, and expanding ‘straight to test’ and one stop clinics
- Scale community diagnostic centres to optimise cancer diagnostics and meet wait standards



Urgent and emergency care

- Shift resources to neighbourhood health services, delivering more urgent care in the community
- Direct patients to UTCs by default, reduce crowding, and ensure min 85% 4-hour wait targets are met
- Improve mental health crisis response by establishing mental health emergency centres in Type 1 ED’s



Primary care

- Improve access to GPs, by tackling unwarranted variation and supporting use of ambient voice tech
- 90% of clinically urgent patients will get same day appointments, with extra out-of-hours capacity
- This will be supported by increasing the role of community pharmacy and increasing dental capacity



Community health services

- Increase service capacity and manage waits so a minimum of 80% of activity occurs 18 weeks
- Pursue productivity opportunities, including enabling remote care and expanding point-of-care testing
- Standardise core service provision and consider areas for fast deployment of digital therapeutics



Mental health and learning disabilities

- Expand MH coverage in schools to 100% by 2029, meet commitments to NHS Talking Therapies and Individual Placement and Support, eliminate out-of-area placements, improve productivity (incl CYP)
- SEND reform plans will be published, reduce reliance of people with LD on mental health inpatient care



Workforce

- Improve productivity and satisfaction by implementing both reforms to job planning and the ‘10 Point Plan’ to improve resident doctor’s working lives’ which focuses on environment, wellbeing and training
- Reduce use of agency staff and eliminate it altogether by Aug 2029, enabled by reduced sickness rates

Next steps

- Organisations develop 3-year numerical returns to support the 5-year strategic plans for delivering the three shifts and improve productivity as stipulated by the 10 Year Health Plan
- Each NHS organisation develops their own integrated plan in collaboration with their NHS partners