Creating the conditions for change – the role of NHS Improvement

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Why we are here today

• Launch the roadmap for providers to help them deliver their part of the Forward View

• Explain the role of NHS Improvement – re-calibrating support and accountability

• Set out the foundations on which to be optimistic

• Fire the starting gun on an improvement movement within the sector
The state of play in 15/16

- M8 deficit £2bn
- 187 providers reporting an in-year deficit
- 161 providers forecasting a full year deficit

**A&E**

Nov 15 91.3%

**Best YTD**

- The Dudley Group 99.1%
- Luton and Dunstable 98.8%
- Northumbria 97.1%

**Worst YTD**

- Hull and E. Yorkshire 78.8%
- Portsmouth 81.9%
- Brighton and Sussex 83.9%
16/17 a platform for change

• Spending Review - £5.4bn cash settlement for the NHS in 2016/17, rising to a total of £8.4bn by 2020/21

• National tariff 16/17 consultation launched today:
  – A firebreak year to support a return to financial stability
  – HRG4 continues as payment currency for admitted patient care national prices
  – Delay new set of top up payments for specialised services
  – Delay specialised services marginal rate rule
  – Inflation uplift of 3.1%, efficiency deflator of 2%
  – National tariff to be published end of March (subject to outcome of consultation)

• Control totals for 16/17 to restore financial balance.
Immediate short term grip

• A more directive approach from the centre to ensure stability and recovery

• Operational plans for 16/17 delivered
  – Effectively year 1 of 5 year STP, commissioner and provider plans for 2016/17 will need to be agreed by NHSE and NHSI, based on local contracts that must be signed by March 2016.

• Sustainability and Transformation obligations met:
  – Each health community must produce a place-based, multi year plan to show how local services will develop up to March 2021
  – Sustainability and Transformation fund dependent on achieving recovery milestones
Building the support offer

Improvement Faculty
Will push forward the improvement movement within the NHS

Clinical Network
Engage clinical leaders in the service to ensure we have maximum clinical engagement and support for our work.

Advancing Change Team
Provides expertise in change management capability development, and supports NHS staff in the delivery of change

Provider Sustainability
Supporting short term operational improvement, longer term sustainability solutions and leadership development

Development support
Provided through NHSI’s regional teams and a central Development team
A return to earned autonomy

• Our vision of autonomy
  – Local decision making free of constraints
  – Fewer data and monitoring requirements
  – Simpler processes for transactions
  – Recognition and opportunity to spread success

• We will enable as much autonomy as possible for successful providers

• Segmentation of providers according to the extent to which they meet a single definition of success
**Shared definition of success agreed with partners**

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| **Quality**                     | • We will use CQC’s quality rating  
• Success will be a good or outstanding rating                                                   |
| **Finances / Use of resources** | • With CQC we are co-developing use of resources assessment  
• Methodology will reflect recommendations of Carter                                               |
| **Operational performance**     | • Focus on small number of core NHS standards and targets                                        |
| **Leadership**                  | • Build on existing governance tools (e.g. well led framework)  
• Shared system view on what good leadership looks like                                            |
| **Strategic change**            | • With NHSE we will develop an assessment of strategic delivery                                  |
Leaders - it’s a marathon not a sprint

SO

• Getting fit
• Building resilience and staying power
• Creating support teams
• Achieving and mapping a consistent course
• Avoiding potholes

AND creating a ‘can do’/ ‘will do’ collaborative culture

MUST BE our medium term aims
A reminder of the challenge

- Quality
- Access
- Finance
- Transformation

Leadership and workforce
Technology, innovation and research
Support from NHS Improvement and others
Closing thoughts

- Our first job is to create a context where providers can succeed
- We know it’s tough for you, and it will be for a while, but…
- We also know there is still loads of great work happening in your organisations every day of the week
- We are looking to a future where providers have earned autonomy again, where quality, performance and money co-exist and support each other
- We will support you to get there, and we will energise improvement in the NHS
- Now is your time to show what more you can deliver for your patients