



Healthy Ambitions Bulletin

September 2009

Delivering Healthy Ambitions – Better for Less

Delivering Healthy Ambitions – Better for Less is a response to the changed economic climate in which we are seeking to improve NHS care, it is a key part of NHS Yorkshire and the Humber's Quality, Innovation, Productivity and Prevention (QIPP) plans. It seeks to accelerate the pace of quality improvement whilst making significant efficiency and productivity savings.

Good quality care can realise savings. Poor care often costs more. Delivering Healthy Ambitions – Better for Less identifies specific opportunities to deliver the best patient care more efficiently.

The Challenge

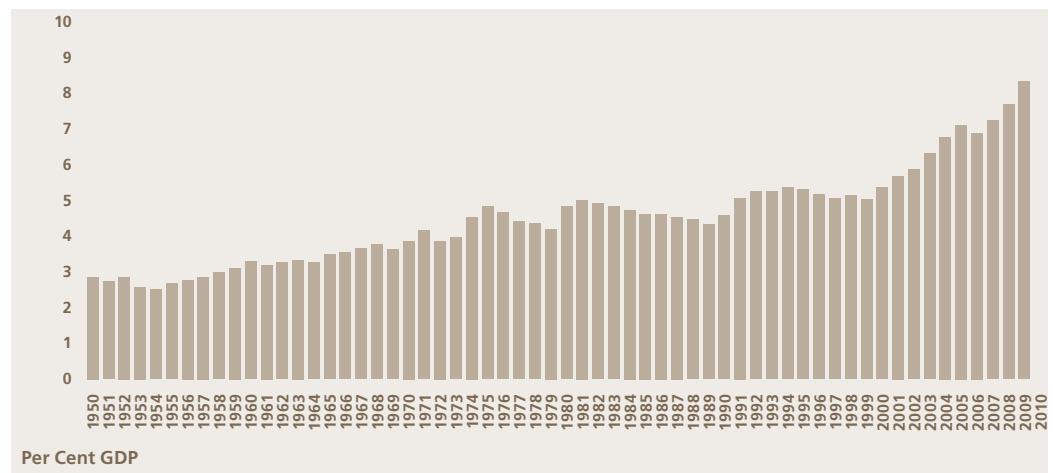
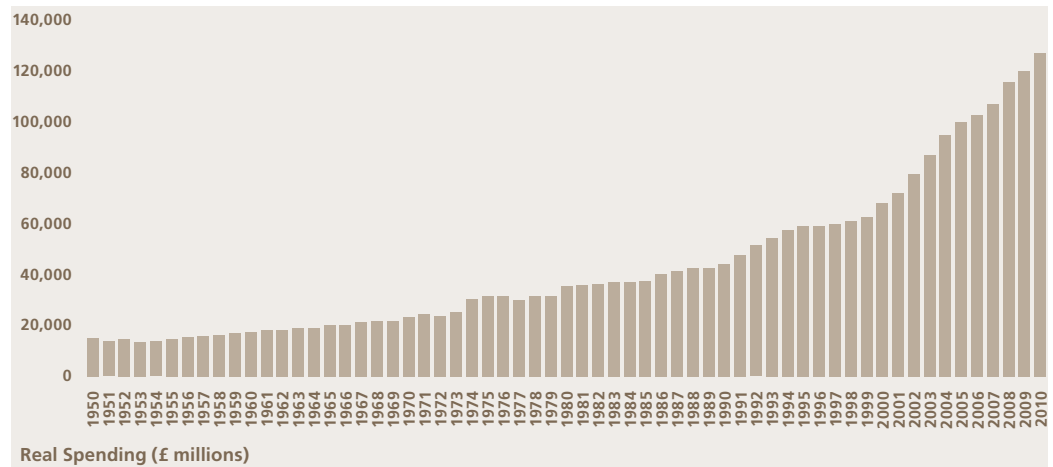
- Spending fixed for 2009/10 and 2010/11 at a relatively high level.
- Beyond that expenditure is expected to be far lower but public expectations will continue to rise.
- How can we meet the challenge? How can we continue to meet our ambitions within a tighter financial climate?
- We already know a lot that if we implemented at scale and at pace could make a difference.
- What can you do to help?

The context

Between 1997 and 2009 NHS Spend has grown by 5.7% in real terms each year. Even now, growth is fixed at a relatively high level until 2010-11.

This level of spending was made possible by a sustained period of strong economic growth and has led to significant increases in NHS capacity and improvements in the accessibility and quality of services.

Figure 1: Historic NHS spend – produced by the Kings Fund



Sources: HM Treasury (2009); OHE (2009)

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The potential funding gap

It is difficult to predict NHS spend in Yorkshire and the Humber beyond 2010, but 3 plausible scenarios may be:

- 2% real growth per annum
- Flat real growth per annum
- Flat cash

Modelling these possibilities gives us potential best and worst case scenarios.

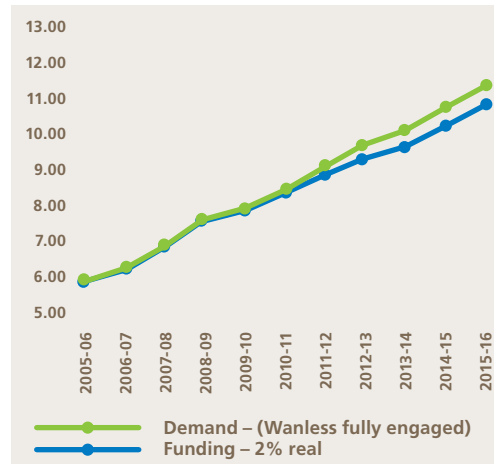
Best case

The best case scenario in Yorkshire and the Humber would be based on good management of secondary care demand and 2% real funding growth. This scenario gives a funding gap in 2015/16 of £0.61bn.

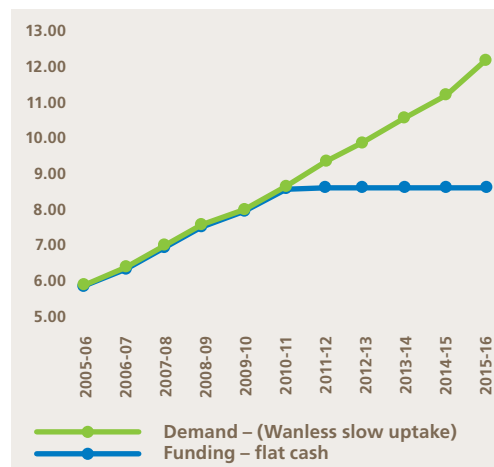
Worst case

The worst case scenario in Yorkshire and the Humber would be based on weak management of secondary care demand and flat cash funding. This scenario gives a funding gap in 2015/16 of £3.54bn.

NHS Yorkshire and the Humber: Best case funding gap



NHS Yorkshire and the Humber: Worst case funding gap



What does the future look like?

High public expectation of the NHS means that we need to continue to deliver despite the lower availability of resources.

According to the Institute for Public Policy Research, the public's view on reasonable waiting times are:

- Outpatient appointment for a non serious back problem: 34 days (current target: 91 days)
- GP appointment for bad chest infection: 1.74 days (current target: 48 hours)
- A&E for broken wrist: 2.5 hours (current target: 4 hours)

Our greatest strategic challenge is increasing the pace of quality improvement at the same time as making very significant savings.

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We need to look at the way the whole health system in Yorkshire and the Humber works to identify efficiencies wherever possible.

Every organization and every individual has an important part to play in delivering better care for less.

How can we respond?

We all need to act quickly and appropriately to this new challenge to offer good quality care in the future. We know which ways of thinking will work and which will not.

What won't work?

- It won't happen
- I'll do what I've always done
- No-one will let me make the changes I need to do
- I'll do it all myself - we never agree if everyone's involved
- It'll be someone else's fault when it goes wrong
- It'll be OK if we all fail
- I'll wait 'til it starts to bite
- I'm retiring anyway

What will work?

- I need to consider how I, my team and my organisation can help
- It's no good being "an island of success in a sea of failure"
- I'll ensure that we're open and transparent and share our assessments of risk honestly
- We stand together
- I need to act now

We have made a rough assessment of the scale of the savings opportunity against eight high level areas – the total opportunity is in the region of £1.2bn (which could be realised within 2-3 years). Detailed analysis is being carried out which will provide a robust quantification, and split savings across health economy and organisation.

'Delivering Healthy Ambitions – Better for Less' will ensure continued focus on delivery in a significantly changed financial context, by highlighting the areas which can deliver the greatest quality and productivity gains.

Better for Less briefings will highlight areas for quality improvement and efficiency savings all pathways. The first briefing, available now, covers the long-term conditions pathway. Future briefings will cover staying healthy; maternity and newborn care; children's care; planned care; acute care; mental health; and the end of life pathway.

Briefings will be widely circulated within NHS organizations and available from the Healthy Ambitions website.

Further information can be found
at www.healthyambitions.co.uk
and www.yorksandhumber.nhs.uk

Or contact
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