

# FIVE YEAR FORWARD VIEW: A BRIEFING FOR FOUNDATION TRUST GOVERNORS

## WHAT IS THE FIVE YEAR FORWARD VIEW?

This briefing summarises the [Five Year Forward View \(the 'Forward View'\)](#), which sets the strategic framework within which the English NHS will operate and develop in future years and is designed to ensure its future sustainability while managing the demands of an ageing population with changing healthcare needs. The Forward View was jointly published by NHS England, the Care Quality Commission, Monitor, the Trust Development Authority, Health Education England and Public Health England and has the support of the government. They have since published [Time to Deliver](#), an update on progress in implementing the Forward View so far.

The Forward View identifies three key areas which the NHS needs to address:

- **The health and wellbeing gap:** prevention strategies are required to reduce the incidence and cost of avoidable illness in the NHS, as well as to reduce health inequalities more broadly in the population.
- **The care and quality gap:** action is needed across primary, secondary and social care to reduce unwarranted variations in quality, safety and outcomes across the country.
- **The funding and efficiency gap:** increasing demand for NHS services due to a growing population with higher levels of long term illness will increase costs by £30bn in 2020/21. The government has agreed an additional £8bn in funding, with the remaining £22bn to be found from efficiencies over the same period.

## New models of care

The Forward View proposes seven new care delivery models to guide the reconfiguration of health and social care provision to organise services around patients and meet service demands in a sustainable way. These are:

- Multispecialty Community Providers (MCPs): groups of GPs, nurses, therapists and other community based professionals facilitating initiatives such as referral coordination, managing patients' personal health budgets and, potentially, running community hospitals.
- Primary and Acute Care Systems (PACs): vertically integrated GP and hospital care (i.e. cross organisation management of the escalation and de-escalation of care provided to patients) across primary care, community and acute hospitals as well as specialist and mental health services. Care pathways will be developed as if all the partners were working in a single organisation to ensure comprehensive, co-ordinated services for the local population.
- Urgent and Emergency Care (UEC) networks: hospitals collaborating to provide rapid access to specialist accident and emergency care, integrated with mental health crisis services, on any day of the week.
- Acute care collaboration: encouraging acute providers, including smaller hospitals, to network and collaborate together to ensure they remain sustainable.
- Specialist Care: in viable areas there will be a greater concentration of specialist care services onto fewer sites, which will be supported by regional networks that integrate the services around patients.
- Modern Maternity Services: a review of future models of maternity services will report by summer 2015.
- Enhanced health in care homes: locally-led health and social services providing in-reach support and training to care homes to reduce avoidable admissions to hospital.

## Time to deliver

‘Time to deliver’ confirms the government’s commitment to the Forward View and sets out next steps, including:

- Launching illness prevention initiatives, such as the **Diabetes Prevention Programme**.
- The creation of taskforces to review how to improve cancer, mental health and maternity services.
- **Initiatives to reduce agency staff costs**, such as establishing national maximum rates of pay and ceilings for expenditure for each NHS Trust.
- Health Education England sharing best practice in regards to increasing nursing numbers through return to practice initiatives, **improving staff retention and reducing sickness rates**.
- Plans to get better value from **management consultancy contracts** for the NHS
- The introduction of the **Workforce Race Equality Standard**.
- The establishment of “**vanguard**” sites to test the new models of care in the Five Year Forward View and share the learning across the NHS.

## What does the Five Year Forward View mean for your trust?

All foundation trust, and NHS trust boards, will be considering the following questions in the context of the aspirations set out in the Forward View:

- What is the trust’s strategy for securing high quality and sustainable services in the next five years?
- What are the local challenges with regard to health and care, and how does the trust intend to work with local partners to meet them?
- What workforce challenges does the trust face to meet current and future service demands, including to develop more integrated care? How is the trust board planning to meet these challenges?
- How does the trust’s strategy address the need to encourage healthier lifestyles amongst its patients?
- How is the board assuring itself that change will improve patient services and that risks in the change process will be identified and managed?
- How is the trust looking to adopt new technologies into the organisation’s working practices?
- How does the trust board assure itself that information governance standards are properly adhered to?
- How are patients, service users and the wider population engaged in helping the trust to shape its services, and work collaboratively with others to deliver 21<sup>st</sup> century services which are sustainable?

## NHS Provider’s view

We welcomed the Forward View, which seeks to act as an ‘enabling framework’ and clearly articulates the improvements and achievements the NHS has delivered over the last ten years as well as the challenges and opportunities ahead. We recognise that many of our members face increasing budget deficits and challenges to operational performance which will be difficult to balance alongside the investment of leadership time and resource required to develop new ways of working. We continue to work with government, the arms length bodies and our members to ensure NHS providers are involved in shaping a realistic plan for the delivery of further efficiencies.

Our members are committed to working with their local health economy partners to deliver the best, integrated care for their patient populations. We are therefore keen to share the learning from the vanguard programme and from other similar initiatives across the sector. We know that the foundation trust model is a flexible legal form which can be adapted to deliver different models, or more integrated care. As new care models develop, we will continue to champion the clear line of local accountability back to the community which is inherent in the foundation trust model, and demonstrated by the roles of members and governors.