

HSC Reset – Prevention | Neighbourhood | Workforce | Digital | Efficiency & Innovation

STRATEGIC ALIGNMENT
Three Year Plan – Stabilisation, Reform, Delivery

Planning Guidance 2026/27 – Reset; Core Improvements; Quality & Safety; Efficiency

OUR STRATEGIC PRIORITIES



Improving Flow & Capacity

Improved flow and capacity across the system



Improving Timely Access

Access through consistent and usable care pathways



Workforce Sustainability

A sustainable and flexible workforce



Value & Productivity

Better use of resources through collaboration



Service Resilience & Innovation

Resilient and innovative services for current and future demand

MAKING A DIFFERENCE TODAY



Regional Coordination Centre – Improved patient flow and discharge



Enhanced Care – Expanded care home capacity



Gynaecology – Reducing waits and improving outcomes



Regional Agency Reduction – Reduced reliance on agency staffing

OUTCOMES THROUGH PROVIDER COLLABORATION

BUILDING ON OUR SUCCESS



Mandatory Training – Standardised and consistent approaches



HSC Passporting (scaling phase) – Workforce flexibility and mobility



Care Home Capacity & Demand – Expanded capacity and improved flow

SHAPING OUR FUTURE TOGETHER



Psychiatry – Sustainable services



Transport & Pathways – Improved access and coordinated pathways



Procurement – Collaborative solutions



Information Governance – Stronger governance



Hospital Network – Improved capacity and service resilience

BENEFITS & IMPACT (2026/27)

FLOW & CAPACITY



Where we are now

- 246 beds identified; 89 placements delivered since Feb 2026
- Ongoing pressure remains with 200+ patients awaiting placement



2026/27 projection

- Increased utilisation of community and care home capacity
- Improved discharge flow and reduced delays



What we need next

- Baseline for delayed discharge and capacity
- Consistent flow measures across Trusts



ACCESS & PATHWAYS



Where we are now

- 85–86% reduction in long waits (Gynaecology)
- Early progress in pathway consistency and access



2026/27 projection

- Sustained reduction in waiting times
- Improved access to clear, usable pathways



What we need next

- Agreed pathway measures and baselines
- Consistent definition of performance across Trusts



WORKFORCE & SUSTAINABILITY



Where we are now

- Nursing agency £186m → £152m; Social Work eliminated
- Progress in workforce flexibility and mobility



2026/27 projection

- Further reduction in agency reliance
- Increased workforce flexibility and sustainability



What we need next

- Agreed workforce metrics and baselines
- Consistent tracking across programmes



CiC Priorities



Provider Collaboratives



Trust-Led Delivery



Shared Learning

Provider Collaboratives – Benefits Framework

Proposed benefits to be monitored (2026/27) – Framework in development

DRAFT

Evidence-based examples – framework in development



BENEFIT AREA	STANDARD METRIC TO TRACK	DEFINITION (WHAT IT MEASURES)	EXAMPLE EVIDENCE (CURRENT)	PROGRAMMES CONTRIBUTING
 FLOW & CAPACITY	 [#] patients patients supported to receive care in the most appropriate setting	Number of people supported through non-hospital or optimised pathways in the community, care homes, HaH etc.	246 beds identified; 89 placements delivered since Feb 2026 Ongoing pressure remains with 200+ patients awaiting placement	- RCC - Enhanced Care - Care Home Capacity & Demand
	 [%] increase increase in community and care home capacity	Growth in capacity available in community and care home settings	Capacity expansion through Enhanced Care and care home market support	- Enhanced Care - Care Home Capacity & Demand
 ACCESS & PATHWAYS	 [%] reduction reduction in waiting times across priority services	Improvement in waiting times for targeted pathways (elective, diagnostics, urgent care etc.)	85–86% reduction in long waits (Gynaecology)	- Gynaecology - Transport & Pathways - Hospital Network - Procurement
	 [%] improvement improvement in pathway consistency across Trusts	Standardisation of access, criteria and delivery of pathways across organisations	Early improvements in pathway access and consistency	- Mandatory Training - Transport & Pathways - RCC - Procurement
 WORKFORCE & SUSTAINABILITY	 [#] staff staff enabled through increased workforce flexibility	Number of staff able to work across organisations or roles via passporting / alignment of training and competencies	Workforce mobility enabled through passporting and training alignment	- HSC Passporting - Mandatory Training - Agency Reduction (ARIG)
	 [%] reduction reduction in agency reliance and improved workforce sustainability	Reduction in agency usage / spend and increased proportion of substantive workforce	Nursing agency £186m → £152m; Social Work £13m → £Nil	- Agency Reduction (ARIG) - Psychiatry - Workforce Sustainability - Procurement



CiC Priorities



Provider Collaboratives



Trust-Led Delivery



Shared Learning