How is the NHS structured and why does it matter?

Ruth Robertson
Senior fellow in Health Policy, The King’s Fund

@RuthRobbo
The NHS in 6 minutes
1952

This page contains an image of a calendar with the year 1952 and a stamp with the text "PRESCRIPTION CHARGE TWO SHILLINGS 2/-."
If Florence Nightingale were carrying her lamp through the corridors of the NHS today, she would almost certainly be searching for the people in charge.
1989
### Who is responsible for commissioning?

#### Statutory commissioners

<table>
<thead>
<tr>
<th>Number</th>
<th>Group</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>152</td>
<td>Local authorities</td>
<td>• Public health&lt;br&gt;• Social care</td>
</tr>
<tr>
<td>195</td>
<td>Clinical commissioning groups</td>
<td>• Acute and community services&lt;br&gt;• Some primary care</td>
</tr>
<tr>
<td>5</td>
<td>NHS England regional teams</td>
<td>• Specialised services&lt;br&gt;• Primary care&lt;br&gt;• Some public health</td>
</tr>
</tbody>
</table>

#### Supporting/co-ordinating bodies

<table>
<thead>
<tr>
<th>Number</th>
<th>Unit</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Commissioning support units</td>
<td>• Provide support services to commissioners</td>
</tr>
<tr>
<td>44/14</td>
<td>STPs/ICSs</td>
<td>• Strategic planning by providers and commissioners</td>
</tr>
<tr>
<td>152</td>
<td>Health and wellbeing boards</td>
<td>• Strategic planning by local authority and NHS commissioners</td>
</tr>
</tbody>
</table>
Regulation and oversight
Where does NHS funding come from?

98.9% of NHS funding comes from general taxation and National Insurance.

1.2% of NHS funding comes from patient charges.
How much does it cost?

£122bn → £106bn → £77bn → £68bn

Source: NAO (2017), based on 16/17 funding flows
How is the NHS budget changing?

Average annual real terms increase in NHS budget:

- Since 1948: 3.7%
- 01/02–04/5: 8.9%
- 09/10–20/21: 1.1%
- 19/20–23/24: 3.4%

Sources: The King’s Fund (2018), The Health Foundation (2017)
New nurse registrants from the EU

Total number of EU nurse registrants in the UK, January 2016–April 2017

Source: Nursing and Midwifery Council.

The Health Foundation
© 2017
NHS Activity

In 2015/16:

- **>22.9 million A&E attendances**: a 7 per cent increase from five years ago and a 22 per cent increase from 10 years ago.

- **>89.4 million outpatient appointment attendances**: up 27 per cent from 5 years ago and 79 per cent from 10 years ago.

- **>1 billion prescription items** dispensed in 2015: up 50 per cent from 10 years ago.

- **>8.46 million elective admissions**: up 14 per cent from 5 years ago and 41 per cent from 10 years ago.

- Total **clinical contacts in general practice** are estimated to have increased by more than 15 per cent 2010/11 – 2014/15.
NHS performance

In May/June 2018:

- 9.3% of people attending A&E there for longer than 4 hrs
- Only 21 of 137 major A&E departments met four hr target
- 4.3 million people on the waiting list for consultant-led elective treatment, highest since recording began in 2007
- 3,101 people waiting over 52 wks, highest since June 2012.
- Delayed transfers of care 22% lower than in May 2017
- 62 day cancer waiting time target only met in one month of last four years.

Source: Nuffield Trust (2018)
What keeps the NHS up at night?
What keeps the NHS up at night?

Money  Performance  Workforce  Transformation
How does the NHS compare to other countries?
# Health Care System Performance Rankings

<table>
<thead>
<tr>
<th></th>
<th>AUS</th>
<th>CAN</th>
<th>FRA</th>
<th>GER</th>
<th>NETH</th>
<th>NZ</th>
<th>NOR</th>
<th>SWE</th>
<th>SWIZ</th>
<th>UK</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OVERALL RANKING</strong></td>
<td>2</td>
<td>9</td>
<td>10</td>
<td>8</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>6</td>
<td>6</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Care Process</td>
<td>2</td>
<td>6</td>
<td>9</td>
<td>8</td>
<td>4</td>
<td>3</td>
<td>10</td>
<td>11</td>
<td>7</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Access</td>
<td>4</td>
<td>10</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td>5</td>
<td>6</td>
<td>8</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Administrative Efficiency</td>
<td>1</td>
<td>6</td>
<td>11</td>
<td>6</td>
<td>9</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>8</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Equity</td>
<td>7</td>
<td>9</td>
<td>10</td>
<td>6</td>
<td>2</td>
<td>8</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Health Care Outcomes</td>
<td>1</td>
<td>9</td>
<td>5</td>
<td>8</td>
<td>6</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>10</td>
<td>11</td>
</tr>
</tbody>
</table>

Source: Commonwealth Fund analysis
Thank you

Ruth Robertson
@RuthRobbo
r.robertson@kingsfund.org.uk

www.kingsfund.org.uk