



The NHS Five Year Forward View

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1. Introduction

The [NHS Five Year Forward View](#) was published in October 2014 and developed by partner organisations including NHS England, Public Health England, Monitor, Health Education England, the Care Quality Commission and the NHS Trust Development Authority. It sets out a vision of how the health service needs to evolve if it is to meet new challenges and close three widening gaps:

- **The health and wellbeing gap** – without renewed action on prevention and public health, recent progress in healthy life expectancies will stall and health inequalities will widen
- **The care and quality gap** – a changing health environment demands new ways of delivering care that are more productive and better suited to modern health needs
- **The funding and efficiency gap** – system efficiencies are needed to keep the NHS financially viable; these must include preventing and managing demand and redesigning services

The actions outlined within the Forward View require new partnerships between the NHS, local communities, local authorities, and employers. They grant local health systems greater control over the NHS budget, and lay the grounds for new models of joint commissioning between the NHS and local government.

To support implementation of the Forward View, partner organisations have published [Planning Guidance for 2015/16](#) and [Planning Guidance for 2016/17 – 2020/21](#).

NHS England has also [announced](#) the creation of a Sustainability and Transformation Fund for Forward View delivery, which will be allocated on the basis of place-based Sustainability and Transformation Plans to be developed by July 2016 across the NHS.

This briefing brings together an overview of the aims of the Forward View with details of its ongoing implementation. It outlines how Food for Life's healthy settings programmes support the Forward View, and it includes case studies of local action and links to supporting documents.

2. Closing the health and wellbeing gap: prioritising prevention

“The future health of millions of children, the sustainability of the NHS, and the economic prosperity of Britain all now depend on a radical upgrade in prevention and public health.”

The overwhelming majority of ill health and premature death in Britain is preventable. This includes ill health resulting from a poor diet. Around two thirds of adults and one in three children in the UK are overweight or obese. This preventable ill-health demands an increasingly costly ‘flow’ of NHS treatments; Diabetes UK estimates that the NHS spends about £10 billion a year on type 2 diabetes. The resultant strain on the health service is increasingly unsustainable.

“If the nation fails to get serious about prevention then recent progress in healthy life expectancies will stall, health inequalities will widen, and our ability to fund beneficial new treatments will be crowded-out by the need to spend billions of pounds on wholly avoidable illness.”

The Forward View therefore seeks to reposition the health service as an *“activist agent of health-related social change.”* It proposes to lead and advocate a range of new approaches to improve health and wellbeing across the population.

○ NHS Diabetes Prevention Programme

The [NHS Diabetes Prevention Programme](#) is a joint commitment from NHS England, Public Health England and Diabetes UK, to deliver an evidence-based behavioural programme to support people to reduce their risk of developing Type 2 diabetes. Currently almost three million people in England are living with diabetes and another seven million are at risk of becoming diabetic.

In March 2015, seven [‘demonstrator sites’](#) were identified to co-design the service model and support in developing and implementing the national programme. The demonstrator sites are testing innovative ways to pinpoint and support those people who have a high risk of developing Type 2 diabetes, including through action on weight loss, physical activity, and cooking and nutrition.

NHS England has invited expressions of interest from Clinical Commissioning Groups and their local authority partners who would like to participate in the ‘first wave’ of the roll out of the national programme, and has committed to developing a comprehensive plan for the roll-out by March 2016. The programme will be rolled out over a 3 to 4 year period, beginning in 2016/17, with complete coverage across England from either 2018/19 or 2019/20.

Case study: Durham’s ‘Just Beat It’ programme

Durham was selected as one of seven demonstrator sites for the Diabetes Prevention Programme. The County Council teamed up with the two local Clinical Commissioning Groups to launch ‘Just Beat It’, a programme of long term support for at risk individuals.

Around 50,000 people in the Durham area are estimated to be at high risk or very high risk of developing diabetes. At risk individuals are being identified through the NHS Health Check programme, and enrolled on a six month support package of education and exercise. This package involves two exercise classes a week plus educational classroom sessions in a college classroom focussed on five-a-day, healthy eating, and behaviour change. Find out more [here](#).

○ A healthier NHS workforce

The Forward View sets the ambition that NHS England becomes a national exemplar in the support it offers its 1.3 million staff to stay healthy. *“When it comes to supporting the health of our own workforce, frankly the NHS needs to put its own house in order,”* said Simon Stevens, Chief Executive of NHS England.

The Forward View notes that only one in three NHS Trusts offer their staff support in keeping to a healthy weight. Three quarters of hospitals also fail to offer healthy food to staff working night shifts.

NHS England has subsequently announced a [£5 million national initiative](#) to improve and support the health and wellbeing of its staff. The funding has been committed to a range of initiatives, including serving healthier food, promoting physical activity, reducing stress, and providing health checks.

- **Serving healthier food** – NHS England has said it will meet with the major hospital catering vendors and PFI contractors to discuss how to ensure that food served to staff is healthy and sustainable, including that food is served in appropriate portion sizes, and that meals are accompanied by easily understandable nutritional information.
- **Healthier vending** – NHS England will also recommend that food and drink offered in vending machines should meet existing nutritional standards, ensuring that staff have a choice of healthy options at evenings and weekends.
- **An NHS sugar tax** – From 2020 Hospitals across England will introduce a 20% levy on high-sugar drinks and snacks sold in cafes and vending machines, with the expected proceeds of £20m-£40m a year to be spent on initiatives supporting staff health and wellbeing.

Food standards in hospitals

From April 2015, all NHS Trusts have been required to meet nationally mandated standards for the food served to patients, visitors and staff in hospitals. Staff food must meet the standards set out in Public Health England’s [‘Healthier and More Sustainable Catering – Nutrition Principles’](#) and the [‘Government Buying Standards for Food and Catering Services’](#). These standards were recommended by the [Hospital Food Standards Panel](#) in their August 2014 report.

The Hospital Food Standards Panel also recommended that all NHS Trusts should be required to develop a food and drink strategy. The strategy should capture how the organisation will address nutritional care for patients, deliver healthier food for the whole hospital community (particularly staff), and embed sustainability into its service. This recommendation has been mandated through the [NHS Standard Contract 2015/16](#).

Case study: South Warwickshire NHS Foundation Trust

South Warwickshire NHS Foundation Trust is a [Food for Life Hospital Leader](#), committed to becoming health-promotion and improving the food experience of patients, staff and visitors.

The Trust has developed a holistic and integrated food and drink strategy with multi-disciplinary input. The strategy includes action on healthier vending, and includes a new vending policy requiring the Trust to engage with suppliers to increase the prevalence of healthier options. The Trust has worked to achieve to achieve the [Food for Life Catering Mark](#) for staff and visitor food, which covers healthier eating, and has developed a garden on site that offers opportunities for food growing to staff and patients supporting health and well-being.

3. Closing the care and quality gap: new care models

The Forward View proposes that the traditional divide between primary care, community services, and hospitals is becoming a barrier to the personalised and coordinated health service that patients increasingly require.

“Over the next five years and beyond the NHS will increasingly need to dissolve these traditional boundaries. Long term conditions are now a central task of the NHS; caring for these needs requires a partnership with patients over the long term rather than providing single, unconnected ‘episodes’ of care.”

In order to meet the changing needs of patients, the Forward View calls for the creation of a number of new care models that can be deployed in different combinations locally across England. These new care models will be developed by a number of ‘vanguard’ sites.

○ Vanguard sites

In January 2015 the NHS invited individual organisations and partnerships to apply to become vanguard sites for the new care models programme. An initial pool of twenty nine sites has now been extended to fifty. Each vanguard site will take a lead on the development of new care models which will act as the blueprints for the future of the NHS. The vanguard sites benefit from a £200 million transformation fund and from tailored national support.

Five new care models are being developed by the vanguard sites:

- **Integrated primary and acute care systems** will join up GP, hospital, community and mental health service
- **Multispecialty community providers** will move specialist care out of hospitals into the community
- **Enhanced health in care homes** will offer older people better, joined up health, care and rehabilitation services
- **Urgent and emergency care vanguards** will develop new approaches to improve the coordination of services and reduce pressure on A&E departments
- **Acute care collaborations** aim to link local hospitals together to improve their clinical and financial viability, reducing variation in care and efficiency

NHS England is working with the vanguard sites to evaluate their programmes with the aim of sharing learnings nationally. An overview of each vanguard site can be found in the document: [New care models: Vanguards – developing a blueprint for the future of NHS and care services](#)

Case study: Calderdale Health and Social Care Economy (Multispecialty community providers)

This vanguard builds on ongoing local work to integrate health and social care. It aims to offer a measurable shift in the balance of service delivery from avoidable unplanned admissions to hospital, to planned, integrated care, delivered in primary care and community settings. Through a ‘staying well’ programme for older people, the vanguard is helping to tackle social isolation and loneliness. At the other end of the age spectrum, a child health pilot has been launched in north east Halifax, bringing together the local hospital trust, GPs and children’s community nurses to run paediatric clinics at a children’s centre in the community.

4. Closing the funding and efficiency gap: sustainability and transformation

The Forward View argues that the health service must match funding levels with wide-ranging system efficiencies, or the result will be worse services, fewer staff, deficits, and restrictions on new treatments. The health service is therefore being required to produce two plans: a five year Sustainability and Transformation Plan (STP), which is place-based and will drive the Forward View; and a one year Operational Plan for 2016/17, which is organisation-based but consistent with the emerging STP. STPs will determine the distribution of the newly established Sustainability and Transformation Fund.

○ Sustainability and Transformation Plans

Every health and care system is required to create its own ambitious local blueprint for accelerating its implementation of the Forward View. STPs will cover the period from October 2016 to March 2021, and will be subject to formal assessment in July 2016 following submission in June 2016.

STPs will be place-based: planning by individual institutions will be supplemented with planning for local populations. The STPs are required to cover all areas of Clinical Commissioning Group and NHS England commissioned activity, and must cover better integration with local authority services, including prevention and social care, reflecting local agreed health and wellbeing strategies.

The STPs will become the single application and approval process for being accepted onto programmes funded by the Sustainability and Transformation Fund for 2017/18 onwards.

○ Sustainability and Transformation Fund

The [November 2015 Spending Review](#) provided funding streams for transformational change across the NHS. This funding is committed to initiatives including the expansion of new care models through the vanguards, and clinical priorities including diabetes prevention. Many of these streams of transformation funding form part of the new Sustainability and Transformation Fund.

The Sustainability and Transformation Fund aims to incentivise stronger collaboration between commissioners and providers through more aligned incentives for effective planning.

£2.14 billion has been allocated for 2016/17. Of this, £1.8 billion will be deployed on 'Sustainability' to stabilise NHS operational performance, and £340 million for 'Transformation' to continue the vanguard programme and invest in other key areas of the Forward View. The Fund will grow from £2.1 billion in 2016/17 to £2.9 billion in 2017/18, and to £3.4 billion in 2020/21, with an increasing share of the Fund being deployed on transformation.

Further details on how the fund will be distributed can be found in the document: [Planning Guidance for 2016/17 – 2020/21](#)

5. Food for Life and the Forward View

Soil Association's Food for Life is a national programme working with local authorities, Clinical Commissioning Groups and NHS Trusts, and with nurseries, schools, universities, workplaces, hospitals, and care homes, to make good food the easy choice for everyone, wherever and whenever they are.

The Food for Life Catering Mark provides an independent endorsement that food providers are taking steps to improve the food they serve, using fresh ingredients which are better for animal welfare and comply with sector-specific national nutrition standards. Find out more [here](#).

The Food for Life Early Years Award is an independent endorsement for nurseries and children's centres that serve good quality, nutritious food and support the babies and children in their care to develop good eating habits for life. Find out more [here](#).

The Food for Life School Award is an independent endorsement for schools that serve nutritious, fresh, sustainably sourced food and support pupils to eat well and enhance their learning with cooking, food growing and farm links. Find out more [here](#).

The Food for Life Hospital Leaders programme supports NHS Trusts to become leaders through the development of transformational food and drink strategy and an enhanced food experience for patients, staff, visitors and the wider community. Find out more [here](#).

The Food for Life Better Care programme works with care settings, hospitals and in the community to tackle malnutrition and loneliness among older people through good food provision and creating opportunities for communal dining. Find out more [here](#).

Food for life is being commissioned by local authorities and Clinical Commissioning Groups throughout England. Commissioners increasingly ask Food for Life to integrate its settings-based programmes across an area, linking institutions and the wider community in a life course approach tailored to local needs.

Food for Life supports the following aims of the Forward View:

- ✓ Prioritising prevention through early intervention to improve the diets of thousands of children in schools nationally.
- ✓ Prioritising prevention by improving population-wide access to healthy and nutritious foods in settings throughout the life course.
- ✓ Supporting NHS staff health and wellbeing through healthier catering and healthier vending.
- ✓ Supporting NHS Trusts to lead by example in developing a strategic approach to healthy and sustainable food and transforming hospitals into consistently health-promoting environments.
- ✓ Joining the dots between health and social care by tackling malnutrition and loneliness among older people, keeping them healthier and more independent for longer.
- ✓ Pioneering a place-based approach to health through integrates settings-based programmes, linking institutions across an area and the wider community in a life course approach.

Commissioning for Quality and Innovation (CQUIN) goals

The Department of Health has acknowledged the Food for Life Catering Mark as a ['recognised' tool](#) or scheme that can promote excellence in hospital food, including for staff. Two Commissioning for Quality and Innovation (CQUIN) goals for improving hospital food cite the Catering Mark. The [CQUIN goals](#) enable hospitals to receive additional funds for improving food quality by meeting Catering Mark standards for their staff, patient, or visitor catering.

Case study: Calderdale & Huddersfield NHS Foundation Trust

Calderdale & Huddersfield NHS Foundation Trust, a Food for Life Hospital Leader, have co-developed a framework for healthy, sustainable hospital food. The Trust is committed to a 'whole setting approach' with board level support. It is working towards a CQUIN goal for improved vending at Huddersfield Royal Infirmary, and has mapped contracts across retail, vending and patient food to identify key areas for change. The Trust aims to make healthy food and drinks available to all staff and visitors.

Find out more: visit www.foodforlife.org.uk or contact us at ffl@foodforlife.org.uk

6. Forward View literature

○ National Forward View guidance

[NHS Five Year Forward View](#) (Oct 2014)

[Planning Guidance for 2015/16](#) (Dec 2014) describes the approach that national and local organisations will take in 2015/16 towards fulfilling the vision set out in the Forward View

[Time to Deliver](#) (June 2015) outlines the actions required to deliver the Forward View, with the responsibilities of specific groups and organisations identified

[Planning Guidance for 2016/17 – 2020/21](#) (Dec 2015) sets out a list of national priorities for 2016/17 and longer-term challenges for local systems, together with financial assumptions and rules

○ NHS Diabetes Prevention Programme

[NHS Diabetes Prevention Programme \(NHS DPP\)](#) outlines the demonstrator sites and describes plans for national roll-out

○ NHS staff health and wellbeing

[‘£5million plan to improve the health of NHS staff’](#) (Sept 2015) announces a major drive to improve and support the health and wellbeing of 1.3million health service staff

[‘NHS chief to introduce sugar tax in hospitals to tackle UK obesity crisis’](#) (Jan 2016) Simon Stevens promises levy on sugary foods and snacks across the NHS

○ New care models

[The Success Regime: A whole systems intervention – The First Health and Care Economies](#) (June 2015) introduces a new regime to create success in the most challenged health and care economies

[New Care Models: update and initial support](#) (July 2015) describes the initial vanguard support package

[New care models: Vanguard – developing a blueprint for the future of NHS and care services](#) (Nov 2015) provides an overview of each of the 50 vanguard sites

○ Food for Life policy briefings

[Hospital Food CQUIN FAQ’s](#) provide a brief overview of the hospital food CQUIN goals, covering what they are, the incentives, and how hospitals and commissioners can adopt them.

[The Hospital Food Standards Panel](#) was responsible for examining existing food standards and advising on how they should be applied and monitored. NHS adoption of the Panel’s recommended standards has been required through the NHS Standard Contract.

[The Care Act 2014](#) establishes the legislative ground on which social care will develop in coming years, and provides a mechanism (the Better Care Fund) for the sharing of NHS funding with local authorities.

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