



Shifting care from hospital to home

International lessons

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Background and English context

Decades of reform...



(1970 – 1990)

(1990-2010)

(2010-2020)

...and more to come

- Expanding existing capacity of GP clinics, pharmacies, diagnostic centres
- Re-locating services from hospitals to communities and the home
- Boosting prevention and health promotion



CHANGE
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“The NHS must reform or die”

Waiting over 4 hours in A&E

Percentage waiting over 4 hours to be admitted, transferred or discharged.

28.9%
in December 2024

27.9%
in November 2024

20.2%
in December 2019



Objective of 22% by March 2025

Average wait before starting treatment

Median average. Consultant-led elective treatment.

14.0 weeks
in November 2024

▼ **-0.4 weeks**
compared to November 2023

▲ **6.3 weeks**
compared to November 2019

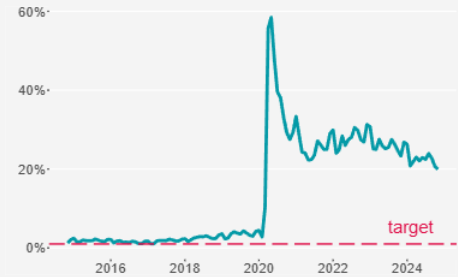


Waiting over 6 weeks for a diagnostic test

20%
in November 2024

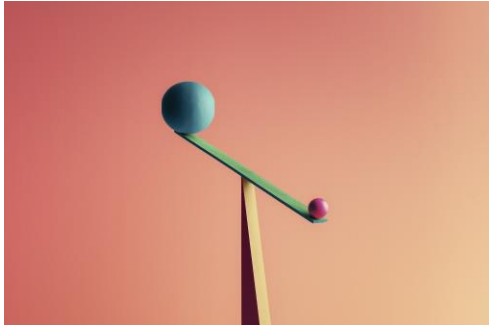
▼ **-3 percentage points lower**
than in November 2023

▲ **17 percentage points higher**
than in November 2019



Target of 1%, Objective of 5% by March 2025

What's hindered progress in England?



**Short-termism and
Political priorities**



**Unstable pay and
misaligned incentives**



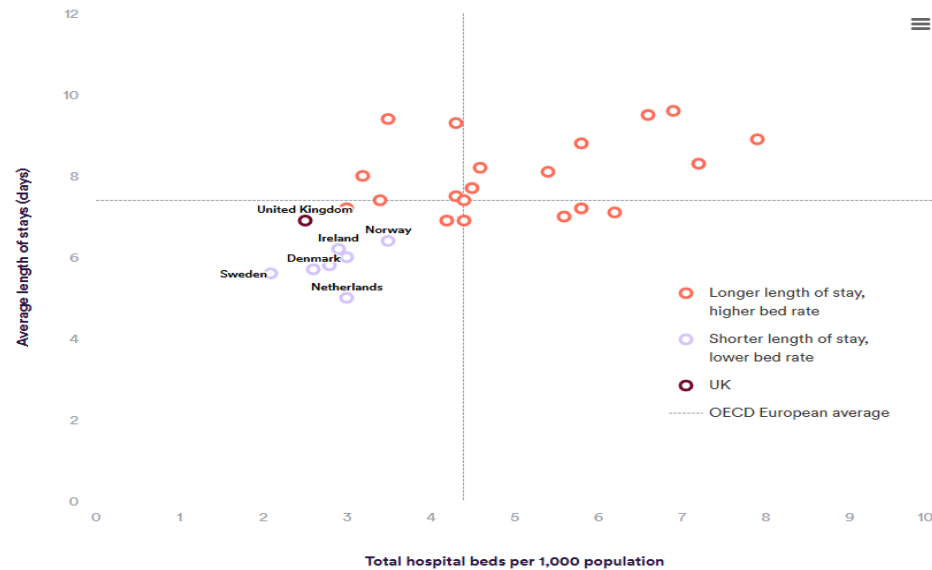
**Complex and
fragmented governance**

Key learning from other countries

UK patients have longer hospital stays than countries with similarly low acute bed availability

Figure 1: Acute beds and average length of stay across OECD European countries

29/08/2023

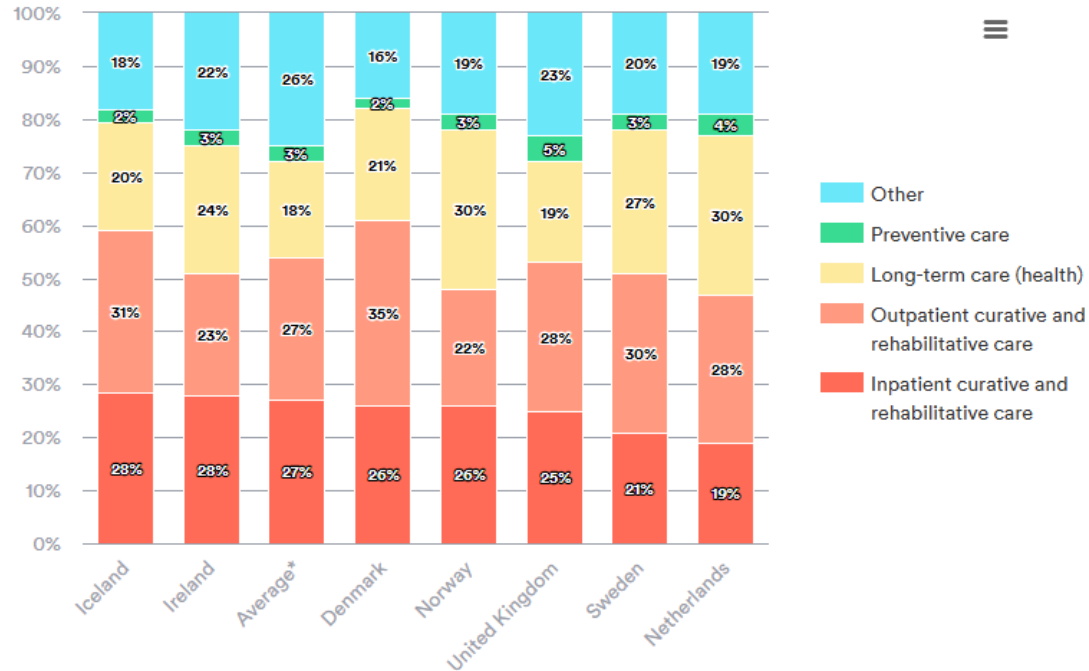


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1. Funding flows must reflect strategic goals

Figure 2: Health expenditure by function/type of service

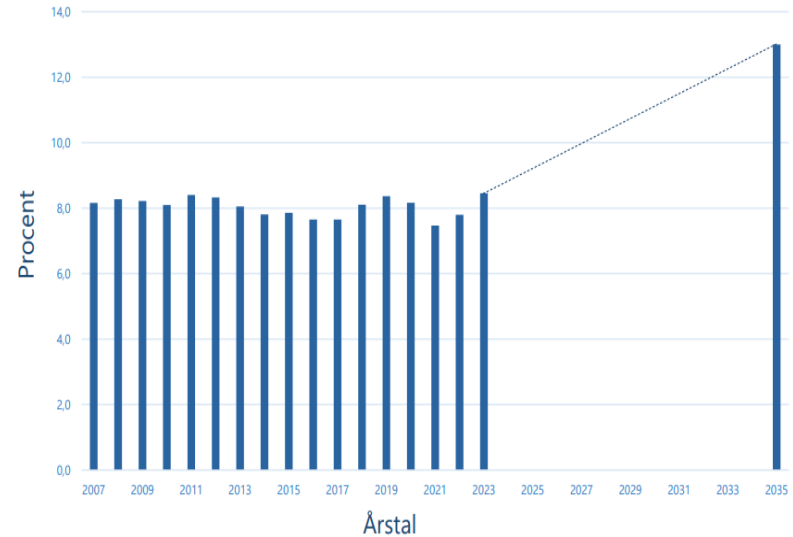
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2. Long-term plans must be backed with long-term commitment and aligned policy thinking



Proportion of total regional healthcare expenditure spent on general practice (2007-2035)



3. The failure to reform long-term care will undermine all other efforts

Figure 4: Long term care spending as a total of both health and social care components as a share of GDP, 2019.

21/06/2023

