



# What the new parliament means for health and social care

This briefing analyses the outcome of the 2019 general election, helping NHS Confederation members make sense of what the new parliament means for health and social care. It provides a timeline of key events in 2020/21, advice on engaging with MPs and details the new MPs with a background in health and care.

#### Key points

- The 2019 election ushered in a change to the parliamentary arithmetic and significant churn in the MPs elected to the House of Commons. Over 70 MPs retired and a similar number of incumbent MPs were defeated. Taken together, these include many prominent MPs who were strong advocates on health and social care policy.
- This churn takes place at a time when the NHS is faced with significant pressures. The incoming government will need to focus on three areas identified as pressing priorities for healthcare leaders: workforce, social care and capital investment.
- Over the next few months, the government has committed to launching an urgent review of the taper problem in doctors' pensions, opening cross-party talks on social care, reintroducing the Health Service Safety Investigations Bill and introducing the NHS Bill in parliament.
- The NHS Confederation is planning an ambitious programme of political engagement in 2020 to ensure that members' voices are heard across government, in parliamentary debates and political circles.



### Introduction

In the early hours of Friday 13 December 2019, the UK received confirmation that the Conservative Party would form the next government, having secured a majority at the general election. This short briefing offers an analysis of the results to help you make sense of what this new parliament means for health and social care.

There was change not only in the parliamentary arithmetic but also significant churn in the MPs elected to the House of Commons. Over 70 MPs chose to retire at this general election – more than double that in 2017 – and over 70 incumbent MPs were also defeated. Taken together these include many prominent MPs who were strong advocates on health and social care policy, and include many friends of the NHS Confederation, such as Sir Norman Lamb, Nick Boles, Sir Vince Cable, Luciana Berger and of course the former chair of the Health and Social Care Committee Dr Sarah Wollaston. We have wished them well and look forward to engaging with the new parliament.

This churn takes place at a time when the NHS is faced with significant pressures and the incoming government will need to focus on critical priorities, namely workforce, social care and capital investment – priorities you identified in a recent survey and which formed the basis of our <u>Fit for</u> <u>the future</u> report. On so many issues the NHS cannot afford to wait for new MPs and indeed the incoming government to get up to speed. The next 100 days will be a key litmus test. As detailed in our <u>manifesto analysis</u>, we welcome many of the ambitions set out in the Conservative Party's manifesto but further detail and action is now required on these commitments.

We are planning an ambitious programme of political engagement in the new year to ensure that your voices are heard across government, in parliamentary debates and political circles.

### What can we expect from the new government?

On the face of it, little may appear to have changed. Boris Johnson continues in post as Prime Minister and the Conservatives remain the party of government. However, now that the Conservatives have secured a significant majority, the dynamics of the House of Commons are likely to be more conducive to the executive passing legislation, a dynamic not seen since before the last general election. This does not mean the government will get its programme through intact or unaltered, nor does it mean the fragmentation of party politics and changes to the balance of power between the legislature, executive and judiciary will be reset. But the difference will be tangible and it is worth paying attention to what the Conservatives promised in their manifesto. In summary, the key pledges were:

- confirmation of £34 billion per year by the end of the next parliament in additional funding for the NHS, with a commitment that this money will go to frontline services
- commitment to build and fund 40 new hospitals over the next ten years this is in addition to the 20 hospital upgrades announced in the summer
- 50,000 more nurses by the end of the next parliament –the NHS Confederation has concerns about how realistic this commitment is, with a lack of detail in the manifesto about how it will be achieved
- a continuation of the direction set out in the NHS Long Term Plan, with a commitment to enshrine many aspects into law.

A timeline of key events is below, detailing what to expect from the government over the next few months. A slimmed-down Queen's Speech took place on 19 December with a focus on the Withdrawal Agreement Bill and preparation for 31 January 2020, when the UK is set to leave the European Union and enter transitional arrangements should the bill pass. A post-Brexit Budget is expected in February 2020.

During the general election campaign, the Conservative Party indicated that they would focus on introducing a new "Australian style" points-based immigration system, enshrining a funding guarantee for the NHS into law and initiating cross-party talks on a "solution to the social care challenge" within the first 100 days of government.

On immigration, the Migration Advisory Committee is also due to report back in January 2020 on how a points-based system could be introduced and how salary thresholds are apportioned for the future immigration system.

What is clear is that the government will want to be seen to "get Brexit done" and this will be a key focus in the short term. But it is likely that as we progress through next year, the Prime Minister will want to use to his new majority to pivot on to a one-nation Conservatism domestic agenda. While this does mean that the heavy lifting on the domestic agenda is likely to be delayed, we can expect an urgent review of the taper problem in doctors' pensions, the opening offer of cross-party talks on social care, the reintroduction of the Health Service Safety Investigations Bill and introduction of the NHS Bill in parliament.

We will be engaging with the government and opposition parties on all these agenda items and will update you on political events as they take place, providing analysis of what this means for the NHS.

Please do not hesitate to get in touch with the NHS Confederation's external affairs team over the next few months at <u>ExternalAffairs@nhsconfed.org</u> should you have any questions or require further insight on what this means for your organisation.

## Timeline of key events

When	Event
Tuesday 16 December 2019	Parliament returns, MPs sworn in and a minor Cabinet reshuffle.
Thursday 19 December 2019	A slimmed down Queen's Speech with a priority given to the pushing through the Withdrawal Agreement Bill as soon as possible. The Speech will also contain a commitment to enshrine the boost in NHS spending by 2023/24 into law.
December 2019/January 2020	An urgent review into the taper problem in doctors' pensions will be held within the first 30 days of the new parliament.
23 December 2019	The Withdrawal Agreement Bill is expected to be reintroduced to parliament. The bill is expected to pass in time for the 31 January 2020.
January 2020	NHS People Plan expected.
31 January 2020	The UK is set to leave the European Union. The Withdrawal Agreement Bill, if passed, would move the UK into a transition period until December 2020.
January 2020	The Migration Advisory Committee is due to report on how a points-based system could be introduced and how salary thresholds will be apportioned for the future immigration system.
February 2020	EU mandate for talks on the future relationship to be enacted.
February 2020	A post-Brexit Budget is expected, which is set to include a rise in the National Insurance threshold. The government is also expected to have a significant reshuffle, which could include the re-shaping of some departments, including the abolition of the Department for Exiting the European Union. In addition, we could see a new department for borders and immigration sperate from the Home Office.
Expected by May 2020	A new "Australian style" points-based immigration system, a funding guarantee for the NHS is set to be enshrined in law and cross-party talks on a "solution to the social care challenge" are set to commence within the first 100 days of a Conservative majority government.
6 April 2020	New flexibilities in the NHS Pension Scheme expected to be introduced
7 May 2020	Local elections to be held.
June 2020	Key EU-UK summit due to discuss the progress of future relationship talks.
10 and 11 June 2020	Key EU-UK summit due to discuss the progress of future relationship talks.
1 July 2020	The last day that the UK can request an extension to its post- Brexit transition period.
December 2020	UK's post-Brexit transition period scheduled to end.
Of note in 2020	The Health Service Safety Investigations Bill and NHS Bill are set to be reintroduced and introduced to parliament respectively (TBC).

## Working with your local MP

The Health for Care Coalition, led by the NHS Confederation, commissioned ComRes to survey MPs on their views on social care. The results are detailed in <u>Crisis in care: what do MPs think?</u>. Two-thirds of MPs who responded stated that their social care casework had increased during their term in office 46 per cent stated that it had increased significantly. This is symptomatic of casework in general: the typical MP now sees thousands of constituents over a term, many of them with health or social care enquiries. It is common for the mailbox of local hospital chief executives be full of letters from their MP(s) on weekly basis.

Whether you already have an existing relationship with local MPs or not, establishing a relationship is a good way to highlight the key issues and priorities for the NHS, locally and nationally. MPs are contacted and lobbied by numerous national bodies, but it is often the organisations and individuals from their local constituency that are the most important relationships to have.

#### Points to land with your MP

Workforce, social care and capital investment are the three areas overwhelmingly seen by health leaders up and down the country as critical priorities for the new government. In a recent survey we conducted, over 80 per cent ranked these issues in their top three.

#### On workforce

The workforce crisis in the NHS must be addressed – 91 per cent of health leaders said that understaffing is putting patient safety and care at risk.

More than eight in ten said the current issues with the NHS Pension Scheme were exacerbating workforce pressures.

It is vitally important that the new government delivers on its promise of 50,000 extra nurses within this new parliament – not doing so risks both patient safety and public trust that the government has the best interests of the NHS at heart.

#### On social care

Almost all (98 per cent) health leaders said the worsening social care crisis is having a knock-on effect on the NHS and damaging patient care.

Now the Conservative Party has a majority in the House of Commons, the government should set out a long-term plan to tackle the social care crisis and deliver on the Prime Minister's commitment to fix social care.

The NHS Confederation – which leads the Health for Care coalition – is keen to work with all parties on finding a cross-party solution.

#### On capital investment

Despite welcome announcements recently of new capital funding, NHS infrastructure is not fit for purpose – 93 per cent of health leaders stated that the capital investment persists as a significant problem.

The money promised for capital investment should now be delivered to ensure the NHS can deliver the best possible care for patients.

#### On a vision for the NHS

Leaders are strongly opposed to another top-down reorganisation of the NHS. The new government should be focused on delivering the ambitions of the Long Term Plan and NHS People Plan, and ensuring as much stability for the NHS and patients in ongoing Brexit negotiations.

Leaders agree there should be a more nuanced approach to assessing NHS performance: existing targets, while having led to reductions in how long patients wait for treatment, may no longer be fit for purpose.

#### Other key points to raise

- The government should urgently find a solution to the pensions tapering issue which is affecting senior clinical staff within the NHS and which is leaving frontline services understaffed and busier than ever.
- The points-based system opens up new opportunities to recruit NHS staff from overseas, but the government must ensure that the criteria avoids being too prescriptive or arbitrary. This will discourage people from taking up vital jobs across the NHS and social care sector.
- The government needs to commit to implementing all of the recommendations made in Mental Health Act review.
- Funding in mental health should be given parity of esteem with other NHS services.
- There are significant staffing shortages in mental health and learning disabilities services. Urgent investment and innovation are needed to entice people into the profession.
- The government should set out a clear direction of travel to bring all parts of the system together to work effectively.

## Health and social care ministers and shadow ministers

The Prime Minister carried out a mini reshuffle on 16 December, but this did not have any significant implications for ministers at the Department of Health and Social Care. Matt Hancock was reconfirmed as Secretary of State for Health and Social Care. However, we can expect a significant reshuffle and changes to the departmental architecture of government after 31 January 2020.

In addition, with the Labour Party entering into a leadership contest in the coming weeks, we can also expect significant change in personnel in the shadow health team over the next few months. We will be providing a full review of these changes when they occur and what the new teams and committees mean for health.

## Ones to watch: new MPs with a health background

While MPs have only just been sworn in, we have highlighted a number of the new intake as 'ones to watch' due to their working background in the health sector or particular interest in health issues.



#### **Anthony Browne** (Conservative, South Cambridgeshire)

Anthony Browne has been elected to the safe Conservative seat of South Cambridgeshire. He succeeds Heidi Allen who defected from the Conservatives to Change UK and then the Liberal Democrats before deciding not to contest the 2019 general election.

#### One to watch because...

Anthony has written extensively on the NHS throughout his career and was formerly health editor of The Observer.

In 2001, Anthony wrote an article for The Observer titled *Why the NHS is bad for us*, in which he described the NHS as "the worst health service in the developed world" and argued that "the very structure of the NHS ensures that we will never spend enough on health in this country, and it will ensure that far too many patients get appalling treatment". Upon labelling the NHS as a "communist-style command-economy organisation", Anthony advocated the adoption of a combined public and private healthcare model.

While health editor of The Observer, Anthony co-authored *NHS reform: towards consensus*? for the free-market think tank, the Adam Smith Institute. Anthony is a former director of the influential centre-right think tank, Policy Exchange.

#### Dr Luke Evans (Conservative, Bosworth)

Dr Luke Evans has succeeded David Tredinnick as the MP for Bosworth, a Conservative safe seat.

#### One to watch because...

Luke is a practising GP, who has spent over 15 years working in medicine across the Midlands.

Luke began his medical training in 2002 at The University of Birmingham Medical School. Upon completing his degree in 2007,

Luke worked in hospitals in Solihull, Sutton Coldfield and Heartlands. After spending two years as a junior doctor, he returned to the University of Birmingham to teach anatomy to first- and second-year medical students. He subsequently completed three years of training to be a GP and has worked as a GP since 2013.

In 2018, Luke was appointed as the Conservative Policy Forum's Health Champion – a position in which he would lead on involving the grassroots of the Conservative Party in health policy development. Notably, Luke has expressed particular concern about the lack of policy action on the country's ageing population.



#### Dr Ben Spencer (Conservative, Runnymede and Weybridge)

Dr Ben Spencer succeeds former Chancellor Phillip Hammond as MP for the safe Conservative seat of Runnymede and Weybridge.

#### One to watch because...

Having worked as a doctor in the NHS for the past ten years, Ben is a consultant psychiatrist who holds a particular interest in severe mental illness and decision-making capacity. Ben is a key campaigner for parity of esteem between mental and physical health within the NHS.

Ben has been a vice chair of the Conservative Health group and leads the group's mental health special interest activity. He has also recently been a public governor for an NHS mental health foundation trust. Ben has argued that the 1983 Mental Health Act is in need of reform and was a member of one of the working groups in the 2018 Independent Review into the act.

Ben has supported a greater role for community pharmacy, suggesting that pharmacies could take over from GPs "in a lot of areas". He has also stated that NHS trusts require greater independence to run their own employment practices and should be able to recruit junior doctors directly rather than through Health Education England.

#### Carla Lockhart (DUP, Upper Bann)

Ever since her election to the Northern Ireland Assembly in 2016, Carla Lockhart has held a strong interest in health policy.

#### One to watch because...

In the Assembly, Carla was a member of All-Party Groups on children and young people, autism, and ageing and older people. Carla has been outspoken about the cystic fibrosis drug Orkambi and welcomed the government's recently announced plans to ensure that patients can begin to be prescribed the drug on the NHS. During her general election campaign, Carla pledged to make young people's mental health a priority if elected.





#### Taiwo Owatemi (Labour, Coventry North West)

Taiwo Owatemi clinched the Coventry North West seat with a majority of only 208. Despite being of the Labour Party, Taiwo previously interned for former Conservative MP Sir Oliver Letwin.

#### One to watch because...

Taiwo worked as a senior oncology pharmacist in a cancer unit in the NHS before entering parliament. She has served in multiple roles in the Young Fabians, where she published work on health policies.



#### Feryal Clark (Labour, Enfield North)

Feryal Clark was successfully elected to the key marginal seat of Enfield North. Having studied Bioinformatics at the University of Exeter, Feryal has worked in diagnostic biochemistry and diagnostic virology in hospitals across London.

#### One to watch because...

In 2006, Feryal was elected as a councillor in the London Borough of Hackney. Soon after her election to the council, she quickly rose to the positions of deputy mayor and Cabinet member for health, social care, leisure and parks.

Feryal has stated that "she has spent the last 14 years fighting the privatisation of the NHS" and would continue to oppose privatisation if elected.

#### Munira Wilson (Lib Dem, Twickenham)

With a substantial majority of 14,121, Munira Wilson succeeds Sir Vince Cable as the MP for Twickenham. Munira is a former political assistant to Sir Nick Clegg and has worked as a lobbyist for an array of organisations.

#### One to watch because...

Munira has held public affairs positions across healthcarerelated organisations including Beating Bowel Cancer, NHS Digital, Novartis and Merck. During her campaign, Munira made



improving mental health provision, particularly for young people, a significant part of her message. She has previously argued against the idea that EU citizens should have to prove their right to NHS care after Brexit.



#### Olivia Blake (Labour, Sheffield Hallam)

Olivia Blake narrowly beat the Lib Dems by a majority of only 712 votes to become the MP for Sheffield Hallam. Prior to her election to parliament, Olivia served as a councillor on Sheffield City Council from 2014, and she rose to deputy leader of the council in 2017.

#### One to watch because...

Olivia studied biomedical science at university before taking a role working for the NHS. Olivia also serves as a non-executive director on the board of Sheffield Health and Social Care NHS

Foundation Trust. She has also worked with Healthwatch Sheffield regarding the issue of inclusive commissioning and procurement and supply chain partnerships.



#### Elliot Colburn (Conservative, Carshalton and Wallington)

Aged just 27, Elliot Colburn succeeds the Lib Dems' Tom Brake as the MP for Carshalton and Wallington, having won a majority of just 629 votes.

#### One to watch because...

Elliot has been employed by the NHS across South West London as a public affairs officer since 2018. In this position, Elliot worked on the delivery of planned improvements for St Helier Hospital.

Elliot may have some familiarity with local government's role in health and care, given that he has been a councillor in the London Borough of Sutton since May 2018.

#### Paul Bristow (Conservative, Peterborough)

After failing to beat Labour at the Peterborough by-election in 2019 following the conviction of Fiona Onasanya, Paul Bristow is the new MP for the area, having achieved a 2,580-vote majority.

#### One to watch because...

Paul runs his own political consulting agency, which focuses on delivering public affairs advice for medical device companies.



In 2017, Paul authored an article for Conservative Home titled The NHS needs more money. He has expressed particular concern about the workforce issues of retention and recruitment in the NHS.



#### Jo Gideon (Conservative, Stoke-on-Trent Central)

Jo Gideon succeeds Labour's Gareth Snell as the MP for Stoke-on-Trent Central, having been elected with a slim majority of 670 votes.

#### One to watch because...

She was elected in May 2019 to Ashford Borough Council, and at the point of her election was serving as the council's Cabinet member for community safety and wellbeing. She has also previously worked as an aide to Damian Green, who was appointed by Theresa May's government to lead on proposing reforms to adult social care in England and who remains influential on the topic of social care.



#### Paula Barker (Labour, Liverpool Wavertree)

Paula Barker succeeds Luciana Berger (who defected from the Labour Party) as the MP for Liverpool Wavertree.

#### One to watch because...

Paula has been serving as the North West regional convener for UNISON, working as a secretary of the Halton branch in Widnes. Paula's predecessor in the position of North West regional convenor was Angela Rayner, who is Labour's shadow education secretary and a favourite in the party's deputy leadership election. Paula has vocally promoted hospital workers' rights.

#### Sarah Owen (Labour, Luton North)

Sarah Owen succeeds Kelvin Hopkins (who became an independent MP in 2017 following his suspension from the Labour Party) as the MP for Luton North. Sarah won the election with a majority of 9,247 votes.

#### One to watch because...

Sarah was formerly a political officer for the trade union GMB and is currently a member of Labour National Executive Committee. She has previously worked as a community care worker in the NHS.





#### **Caroline Ansell** (Conservative, Eastbourne)

Caroline Ansell, who lost her seat at the 2017 general election, succeeded in regaining the Eastbourne seat. Caroline won the election with a majority of 4,331 votes.

#### One to watch because...

In her maiden speech, after she was first elected to parliament in 2015, Caroline insisted that health was her "top priority". During her previous two years in parliament, Caroline engaged with a range of healthcare causes. Citing her own experiences as a mother to

her son (who was diagnosed at the age of five with a brain tumour), core health interests include cancer services and social care.



#### Dean Russell (Conservative, Watford)

Dean Russell succeeds Richard Harrington (who had the Conservative whip removed after he rebelled against the government in September) as the MP for Watford, having won a majority of 4,433 votes.

#### One to watch because...

Dean previously served as a councillor on Three Rivers District Council. During his time as a district councillor, Dean led reforms to create a health and wellbeing partnership.

Dean has also provided strategic consultancy for the Department of Health and has served as a founding vice-chair of the NHS Health Patient Reference Panel. A key interest of Dean's is the mental health of young people.

#### Dr James Davies (Conservative, Vale of Clwyd)

Dr James Davies first became the MP for the Vale of Clwyd in 2015, but he lost his seat at the 2017 general election. James returns to the House of Commons having achieved a majority of 1,827 votes.

#### One to watch because...

James is a practising GP, who specialises in dementia. Upon his first election to Parliament in 2015, James stressed concern over the worrying divergence between performance standards in England and Wales. James has also been critical of the Welsh Government's running of the health service.



On junior doctors' contracts, James has been critical of proposed changes to contracts. He has also been vocal about staff shortages in primary care.



#### Dr Kieran Mullan (Conservative, Crewe and Nantwich)

Dr Kieran Mullan defeated the Crewe and Nantwich's incumbent Labour MP, Laura Smith, with a majority of 8,508 votes. He unsuccessfully contested elections in two different seats in the Midlands at the general elections of 2015 and 2017.

#### One to watch because...

Kieran is an emergency medicine doctor by profession and has worked on NHS healthcare reform programmes.

Two of Kieran's three stated campaign priorities (increasing the number of GPs in the NHS and reforming social care) were healthcare related.



#### Dr Neil Hudson (Conservative, Penrith and the Border)

Dr Neil Hudson succeeds Rory Stewart (who had the Conservative whip withdrawn in September and stood down at the 2019 election) as the MP for Penrith and the Border, having achieved a majority of 18,519.

#### One to watch because...

Neil is a practising equine vet. Despite his main interest being animal health, Neil regularly tweets about the importance of vaccinations and anti-microbial resistance.

## **Nickie Aiken** (Conservative, Cities of London and Westminster)

Nickie Aiken is the former press officer to William Hague, consultant and leader of Westminster City Council where she has served in a number of roles including children's services and public protection at a time when the council became the first in the country to be rated outstanding by Ofsted.



She voted remain in the 2016 EU referendum and identified a number of priorities during the general election campaign based on air quality, action on climate change and support for public services.

#### One to watch because...

Nickie's background is in local government. She has raised awareness of the rising prominence of air quality as an issue for the health service and encouraged a focus on this from Transport for London.



#### Siobhan Baillie (Conservative, Stroud)

Siobhan Baillie has spoken on children's mental health and wellbeing and has a background and focus in family law, where she was listed in the Legal 500 ranking as a highly recommended solicitor. Siobhan was also the head of policy and communications at the charity OnePlusOne, which provides research to promote families and relationships.

#### One to watch because...

Siobhan has been an advocate for children's mental health.



#### Claire Coutinho (Conservative, East Surrey)

Claire Coutinho is a former special adviser at the Treasury and reported to the Chief Secretary to the Treasury, Rishi Sunak. Claire has described herself as a "committed Brexiter" and her parents were both doctors. In addition, Claire has led a number or reports on housing, finance and education while working at the Centre for Social Justice and KPMG. She has significant public policy experience.

#### One to watch because...

A number of pressing issues facing health and social care require engagement with the Treasury and given her former role and background, Claire is well placed to advocate on this basis, should she choose to do so.

#### Brendan Clarke-Smith (Conservative, Bassetlaw)

Brendan is a former teacher and head of an international school in Romania. During the general election, Brendan announced that he would continue a public policy focus on healthcare and education while serving as an MP. His partner is a doctor at the local hospital. Brendan has also been a councillor since the age of 22 and has stood as a candidate previously for the European Parliament.



#### One to watch because...

Brendan is committed to focusing on health policy and Brexit.



#### Virginia Crosbie (Conservative, Ynys Môn)

Virginia secured a key Welsh bellwether seat for the Conservatives and is highly involved in the party's structures both as an activist and director of the Women2Win network which focuses on returning more female candidates to Westminster.

In addition, Virginia has also chaired the charity Save the Baby Unit which campaigns for the maintenance of the Recurrent Miscarriage Unit. Virginia has held a number of roles in the pharmaceutical industry at GlaxoWellcome before taking up positions as an industry analyst for UBS and HSBC.

#### One to watch because...

Virginia also holds an influential party position and has a background in pharmacy.





## Join us for ConfedExpo 2020

In 2020, our annual conference is joining forces with NHS England and NHS Improvement's Expo to form ConfedExpo. It will be the largest NHS event in the UK and a single point of focus for senior leaders, clinicians and innovators from across the health and care sector.

ConfedExpo will be an opportunity to share ideas, exchange experiences and explore the wealth of innovation that will transform services, making them more effective and efficient. The two-day conference on 10 and 11 June, will provide networking, spread learning and encourage innovation. The extensive programme will include:

- high-profile speakers
- 150 hours of content, including targeted workshops
- unique pop-up university and interactive feature zones
- 150 exhibition stands and a range of sponsorship packages.

## Register your interest online

10 & 11 June Manchester Central <u>Confedexpo.org</u>



## NHS Confederation external affairs team member resource

The external affairs team will continue to keep you updated on the big political events and what they mean for you and the NHS. For any media, political or communication enquiries, please do not hesitate to contact the external affairs team at <u>ExternalAffairs@nhsconfed.org</u>

## About the NHS Confederation

The NHS Confederation is the membership body that brings together and speaks on behalf of the whole NHS. We represent over 500 members across health and social care, including hospitals, community and mental health providers, ambulance trusts, independent sector organisations providing NHS care, and clinical commissioning groups.

To find out more, please visit www.nhsconfed.org or email enquiries@nhsconfed.org



If you require further copies of this publication or to have it in an alternative format, please contact enquiries@nhsconfed.org We consider requests on an individual basis.

©NHS Confederation 2019. You may copy or distribute this work, but you must give the author credit, you may not use it for commercial purposes, and you may not alter, transform or build upon this work. Registered charity no: 1090329.

NHS Confederation Portland House, Bressenden Place, London SW1E 5BH Tel 020 7799 6666 Email enquiries@nhsconfed.org www.nhsconfed.org

Follow the NHS Confederation on Twitter **y** @nhsconfed