

Fit for the Future

The 10 Year Health Plan for England

July 2025

Prepared by the Strategic Communications team.
Contact strategic.comms@nhs.net

Key messages

- The 10 Year Health Plan sets out a bold, ambitious and necessary new course for the NHS.
- It seizes the opportunities provided by new technology, medicines, and innovation to deliver better care for all patients - no matter where they live or how much they earn - and better value for taxpayers.
- We are fundamentally reinventing our approach to healthcare, so that we can guarantee the NHS will be there for all who need it for generations to come.
- Through our three shifts – from hospital to community, from analogue to digital, and from treatment to prevention – we will personalise care, give more power to patients, and ensure that the best of the NHS is available to all.

How engagement shaped the plan

This plan has been shaped by the experiences and expectations of members of the public, patients, our health and care workforce and our partners.

Through the 'Change NHS' engagement exercise – the biggest ever conversation about the future of the NHS - we heard about the changes people wanted to see. We received over a million insights from patients and staff during the engagement exercise – including thousands from seldom heard groups. And from many of you and stakeholders you work with.

These themes included: getting the care you need, when you need it; making healthcare seamless; fixing the basics; and making the NHS a great place to work.

All of these themes, and more, are reflected in the final plan.

NCL ICB Response



- The ICB CEO and colleagues in North Central London Integrated Care Board (NCL ICB) welcome this ambitious vision for the future of the NHS. We particularly welcome focusing on neighbourhoods as key to delivering this care. By providing services where people live, the neighbourhood model recognises the many wider social and economic factors that shape people's health, and the challenges people can face in accessing care.
- The Plan gives fresh drive to deliver local, preventative care to more of our residents and to progress this more rapidly. A key task will be making sure that local people are supported to manage their own health, equipped with the knowledge and opportunities to have a greater impact on staying well.
- As part of the Change NHS engagement, in NCL we held a series of events to ensure the voices of local residents were fed into both the national 10 Year Plan and our own, more local, strategic direction. We were pleased to see many views reflected in the Plan, such as a shared patient record so people don't have to tell their story so often.
- We also welcome the clear commitment to modernising the NHS through better use of digital technology to support staff and patients. We know that when technology is designed around people, it can support better outcomes, empower patients, and free up time for frontline staff. We also know that some patients find it hard to access or use technology, and that offline options must always be available for those who either can't, or choose not to, use digital access. Residents felt that, used wisely, AI could support some tasks.
- We heard that it's important to residents that initiatives such as this are visible, well-communicated, and inclusive enough to meet the diverse needs of local people. People told us they want care wherever it is delivered to be responsive and provide clear contact points for patients and carers to raise concerns quickly.
- Working with families and communities is essential. Health conditions and disabilities can have a significant impact on people's work life, and through our WorkWell programme we are supporting people to find jobs, stay in their current role, or planning to return to work through one-to-one coaching.

What we heard

GETTING THE CARE YOU NEED

People told us:

- Access to GP and dental care is a struggle.
- Waits for ambulances, A&E and essential treatment are too long.

The 10 Year Health Plan delivers:

- An end to the 8am phone queue - with thousands more GPs and a transformed NHS app.
- Better dental access – with new dentists to serve NHS patients first.
- Faster emergency care - allowing pre-booking through the NHS App or 111.
- Care closer to home - through a new Neighbourhood Health Service.

SEAMLESS HEALTHCARE

People told us:

- They have to repeat their medical history too often and travel extensively between appointments.
- NHS departments operate in isolation rather than as a coordinated service.

The 10 Year Health Plan delivers:

- A single patient record - giving people control while ensuring every healthcare professional has their complete information.
- Care built around people via integrated healthcare teams working together in communities.

FIXING THE BASICS

People told us:

NHS systems are outdated, inefficient and time consuming.

The 10 Year Health Plan sets out how we will:

- Upgrade IT so staff spend more time with patients.
- Enable appointment booking and health management on the NHS App.
- Ensure systems talk to each other.

SICKNESS TO PREVENTION

People told us:

The NHS should focus more on preventing illness and addressing the causes of poor health. More support is needed for mental health and healthy lifestyles.

The 10 Year Health Plan sets out how we will:

- Invest in local health services with personalised care.
- Expand school mental health support.
- Increase access to free and healthier school meals.
- Create the first smoke-free generation.
- Improve the healthiness of food sales.
- Use scientific breakthroughs to develop gene-tailored preventative treatments.
- Invest in life-saving vaccine research.

GREAT PLACE TO WORK

People told us:

NHS staff are overworked, undervalued, and burdened by bureaucracy.

The 10 Year Health Plan sets out how we will:

- Set new standards for flexible, modern NHS employment.
- Expand training with 2,000 more nursing apprenticeships and 1,000 postgraduate posts.
- Cut unnecessary mandatory training.
- Empower local leadership and reduce top-down micromanagement.
- Digitise records and use AI to reduce admin burden.

The three shifts

This is the 10 Year Health Plan to get the NHS back on its feet and to make it fit for the future, delivered through three big shifts.

- **From hospital to community;** transforming healthcare with easier GP appointments, extended neighbourhood health centres, better dental care, quicker specialist referrals, convenient prescriptions, and round-the-clock mental health support - all designed to bring quality care closer to home.
- **From analogue to digital;** creating a seamless healthcare experience through digital innovation, with a unified patient record eliminating repetition, AI-enhanced doctor services and specialist self-referrals via the NHS app, a digital red book for children's health information, and online booking that ensures equitable NHS access nationwide.
- **From sickness to prevention;** shifting to preventative healthcare by making healthy choices easier—banning energy drinks for under-16s, offering new weight loss services, introducing home screening kits, and providing financial support to low-income families.

What will we deliver by 2028/29?

While this is a plan for the next 10 years, much of what is in the plan will be delivered more quickly than this.

HOSPITAL TO COMMUNITY

- Same-day digital and telephone GP appointments will be available and calls to GPs will be answered more quickly – ending the 8am scramble.
- A GP led Neighbourhood Health Service with teams organised around groups with most need.
- Neighbourhood Health Centres in every community; increased pharmacy services and more NHS dentists.
- Redesigning outpatient and diagnostic services.
- Redesigning urgent and emergency care, allowing people to book into UEC services before attending via the NHS App or NHS 111.
- People with complex needs will have the offer of a care plan by 2027 and the number of people offered a personal health budget will have doubled.
- Patient-initiated follow-up will be a standard approach.

ANALOGUE TO DIGITAL

- **The NHS App** will be the front door to the NHS, making it simpler to manage medicines and prescriptions, check vaccine status and manage the health of your children.
- **‘HealthStore’ to access approved health apps:** Enabling innovative SMEs to work more collaboratively with the NHS and regulators.
- **A Single Patient Record** will mean patient information will flow safely, securely and seamlessly between care providers.
- **Digital liberation for staff** with the scale of proven technology to boost clinical productivity.

SICKNESS TO PREVENTION

- **Health Coach** will be launched to help people take greater control of their health, including smoking and vaping habits later this year.
- **New weight loss treatments and incentive schemes** to help reduce obesity.
- **The Tobacco and Vapes Bill** will be passed, creating the first smoke-free generation.
- **Women** will be able to carry out cervical screening at home using self-sample kits from 2026.

A devolved and diverse NHS: a new operating model



- The new operating model will **devolve power from the centre to local providers, frontline staff and patients**.
- **Integrated Care Boards** will be strategic commissioners of local health services, including neighbourhood health services, with a focus on population health outcomes and financial sustainability.
- Where local providers perform well, they will have **greater autonomy and flexibility to develop services free from central control**. Our ambition over a 10-year period is for high autonomy to be the norm across every part of the country by authorising a **new wave of NHS Foundation Trusts (FTs) in 2026**. By 2035, we want every NHS provider to be an FT. The most mature, high performing organisations will be designated Integrated Health Organisations, taking responsibility for the health (and budget) of a whole population.
- **We will use multi-year budgets and financial incentives to enable investment in population health outcomes, not just into inputs and activity**. Resources will be tied to outcome-based targets, which all commissioners and providers will have a responsibility to help meet.
- **ICBs will be supported to shape the provider landscape to encourage innovation**, including the use of the VCSE and Independent sectors.
- **A new partnership with local government to develop neighbourhood health** along with other local partners and a stronger role for Strategic Authorities as ICB board members.
- **An end to bureaucratic planning process** with a much simpler set of requirements – a strategic commissioning plan for ICBs and a neighbourhood health plan for local partners at single or upper tier level. We will also see the abolition of Integrated Care Partnerships.
- **A rules-based approach to managing failure** with targeted support and an emphasis on supporting organisations to manage their own sustained improvement as quickly as possible. For our leaders, **good work will be rewarded and NHS providers should be able to reward clinical teams that provide high quality care**.
- **A new Choice Charter for patients will be introduced to put power in the hands of patients**. This will start in the areas of highest health need.

NCL ICB Neighbourhoods Update



North Central London partners continue to make rapid progress in developing the approach to neighbourhood health care

Current focus areas include: -

1. Confirming in each borough which partners will act as an 'integrator' to lead the operational development of neighbourhood health services – this will be confirmed after the Haringey Borough Partnership Executive on 9th September.
2. Implementing plans in estates, digital and workforce to act as 'enablers' for integrated working in each neighbourhood
3. Deepening our data insights into the specific needs of the population, so neighbourhood teams can target their work most effectively on those most excluded and at greatest risk
4. Continuing our Community Advisory Group of residents and VCSE partners to shape the NCL wide programme

In Haringey we are:

- a) Establishing networks in each of our 3 neighbourhoods to begin meeting, planning and improving services together
- b) Transitioning oversight of community outreach and health champion projects from borough to neighbourhood levels
- c) Engaging Organisational Development colleagues to support our neighbourhood teams to form and build relationships
- d) Deep-diving into specific areas through sprint workshops, e.g. mental health and carers' health over the coming months to agree implementation plans for improving care.